

NORTHUMBERLAND FOOTBALL ASSOCIATION LIMITED

England & Wales · Charity number 1178164

Details

Status	Registered
Legal form	Charitable company
Company number	03867559
Registered	2018-04-30
Register	View on the Charity Commission register

Contact

Address	Northumberland FA St. Peters Sports Hub St. Peters Road Wallsend Tyne And Wear NE28 7BF
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Phone	01912700700
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Website	http://www.northumberlandfa.com/
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Activities

Objects: THE CHARITY'S OBJECTS (OBJECTS) ARE FOR THE PUBLIC BENEFIT GENERALLY BUT WITH PARTICULAR REFERENCE TO THE INHABITANTS OF THE COUNTY AND ITS SURROUNDING AREAS;3.1 TO PROMOTE, DEVELOP AND SUPPORT COMMUNITY PARTICIPATION IN HEALTHY RECREATION BY PROVIDING OR ASSISTING IN THE PROVISION OF FACILITIES FOR THE PLAYING OF THE GAME AND SUCH OTHER SPORTS OR PHYSICAL ACTIVITIES WHICH IMPROVE FITNESS AND HEALTH (FACILITIES IN THIS ARTICLE 3 MEANS LAND, BUILDINGS, EQUIPMENT AND ORGANISING SPORTING ACTIVITIES);3.2 TO ADVANCE AMATEUR SPORT BY PROMOTING THE AMATEUR PLAYING OF THE GAME AND SUCH OTHER SPORTS OR GAMES WHICH PROMOTE HEALTH BY INVOLVING PHYSICAL OR MENTAL SKILL OR EXERTION AND WHICH ARE UNDERTAKEN ON AN AMATEUR BASIS;3.3 TO ADVANCE EDUCATION (INCLUDING ACADEMIC AND PHYSICAL EDUCATION) BY SUCH MEANS AS THE TRUSTEES THINK FIT INCLUDING BY: 3.3.1 HELPING AND EDUCATING CHILDREN AND YOUNG PEOPLE BY PROVIDING FACILITIES FOR THE PLAYING OF THE GAME AND OTHER SPORTS AS TO DEVELOP THEIR PHYSICAL, MENTAL AND SOCIAL CAPACITIES THAT THEY MAY GROW TO FULL MATURITY AS INDIVIDUALS AND MEMBERS OF THE COMMUNITY;3.3.2 HELPING AND EDUCATING PERSONS INVOLVED IN THE COACHING AND/OR REFEREEING OF THE GAME BY PROVIDING RELEVANT TUITION AND/OR RESOURCES;3.4 TO RELIEVE PEOPLE WITH DISABILITIES, LEARNING DIFFICULTIES OR ILL-HEALTH BY THE PROVISION OF FACILITIES FOR THE PLAYING OF THE GAME AND OTHER SPORT, RECREATION OR LEISURE TIME OCCUPATION IN THE INTERESTS OF SOCIAL WELFARE AND WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE OF SUCH PEOPLE.

Activities: Promotion and administration of football in the county of Northumberland in pursuit of advancing amateur sport, health and education.

Classification

- **How:** Makes Grants To Organisations, Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, Amateur Sport, Recreation
- **Who:** Children/young People, People With Disabilities, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-06-30	£679,055	£634,080	£365,283	14
2024-06-30	£615,398	£604,194	£320,308	14
2023-06-30	£612,552	£597,673	£309,104	14
2022-06-30	£566,460	£551,517	£294,225	12
2021-06-30	£651,186	£636,366	£279,282	14

Trustees

Name	Role	Appointed
Andrew Rose-Cook		2022-09-21
Claire Waldron		2023-10-12
Kristoffer Todd		2025-10-01
Paul Lucherini		2023-10-12
Phil Cullerton		2020-11-12
Steven Shiel		2023-10-12

NORTHUMBERLAND FOOTBALL ASSOCIATION LIMITED

England & Wales - Charity number 1178164

Accounts

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 30th June 2025
for
Northumberland Football Association
Limited

Harrison Hutchinson Limited
246 Park View
Whitley Bay
Tyne and Wear
NE26 3QX

Contents of the Financial Statements
for the Year Ended 30th June 2025

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Report of the Trustees
for the Year Ended 30th June 2025

The Trustees (who are also directors of the charity for the purposes of the Companies Act 2006), present their report and the financial statements of the charity for the year ended 30th June 2025.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015).

Prior to its registration as a charitable company, Northumberland Football Association Limited, was a not-for-profit organisation, established to promote and administer the game of association football in the county of Northumberland. The company was formally registered as a charity with the Charity Commission on 30th April 2018, with a charitable purpose which continues its work to promote and administer football in the county of Northumberland in its pursuit of advancing amateur sport, health and education.

OBJECTIVES AND ACTIVITIES

Objectives and aims

These are for the public benefit generally but with particular reference to the inhabitants of the County and its surrounding areas.

- 1) to promote, develop and support community participation in healthy recreation by providing or assisting in the provision of facilities for the playing of the game and such other sports or physical activities which improve fitness and health;
- 2) to advance amateur sport by promoting the amateur playing of the game and such other sports or games which promote health by involving physical or mental skill or exertion and which are undertaken on an amateur basis;
- 3) to advance education (including academic and physical education) by such means as the Trustees think fit including helping and educating children and young people by providing facilities for the playing of the game and other sports as to develop their physical, mental and social capacities that they may grow to full maturity as individuals and members of the community.
- 4) helping and educating persons involved in the coaching and/or refereeing of the game by providing relevant tuition and/or resources; and
- 5) to relieve people with disabilities, learning difficulties or ill-health by the provision of facilities for the playing of the game and other sport, recreation or leisure time occupation in the interests of social welfare and with the object of improving the conditions of life of such people.

Report of the Trustees
for the Year Ended 30th June 2025

OBJECTIVES AND ACTIVITIES

Significant activities

I am pleased to present the Chief Executive's Summary for the financial year ending 30th June 2025. This year has been one of both consolidation and growth, as we continued to strengthen our governance, invest in grassroots football, and support our clubs, volunteers, referees, and players across the county.

Corporate Governance

Over the past fourteen months, Northumberland FA has been working through an agreed Chair succession plan to appoint its first ever independent Chair. In April 2025, after a robust recruitment process, Steve Swinyard, was appointed to this role. Steve has a proud history of participation in the grassroots game and national league system, as well as serving on the current Board of Directors since 2020. This means that after eight years as Chair of Northumberland FA, Steve Ord will retire from his position at the Annual General Meeting for which this report has been prepared. No one should underestimate the time, passion, and commitment that Steve Ord has given to the position of Chair. We thank you for your service and support.

At the same time as Steve Ord leaves the organisation, Lauri Chandler will also retire from her role as Finance Director of Northumberland FA. Lauri has worked tirelessly since joining the County FA, completely redesigning our financial provision, putting in place almost every financial process the County FA currently leans on and giving us comprehensive financial security. At the time of writing, we are currently recruiting a new Finance Director with an appointment due to be made by September 2025.

Both Steve and Lauri leave an incredible legacy which has laid the foundations for the County FA to thrive as both a business and as the governing body of football in this county.

Executive Workforce

Over the past 12 months we have looked to expand the workforce to provide an outstanding service at St Peters Sports Hub. Headed up by Helen Beales (moving into a Head of Operations role) and our General Manager, Andrew Coatesworth, we believe we have the right staffing structure to allow the site to thrive.

There were two key departures from the organisation over the past twelve months. Dean Buckle (Head of Compliance and Inclusion) left the organisation to take a senior position with Newcastle United F.C. Adam Williamson left the company to take a similar position within The FA. Although the loss of both Dean and Adam's skills and knowledge will be felt by the County FA, it is incredibly pleasing to see them leave for roles within the sector, as they continue to progress their careers. These changes led to the appointment of Kylla Sjoman as Equality, Diversity & Inclusion Officer at Northumberland and also the County FA making the strategic decision to join a centralised FA discipline service provision to continue our excellent work in both areas of the business.

I would like to thank the entire staff group for their work over the past 12 months. There has been considerable upheaval as we paved the way for moving into our new HQ, however, the group has remained resolute and continued to perform to deliver year one of our business plan. Thank you.

Report of the Trustees
for the Year Ended 30th June 2025

OBJECTIVES AND ACTIVITIES

St Peters Sports Hub

On 18th March 2025, Northumberland FA officially opened St Peters Sports Hub in Wallsend, our new £4.5m home took four years from the point of inception to officially opening. Northumberland FA is proud to offer a first-class sports facility to a patchwork of partner clubs, giving more people the opportunity to experience the very best in facilities, both now and in the future. We thank our partners at North Tyneside Council, The Football Foundation and The FA for unwavering support in bringing the facility to life.

An agreed vision in opening the site was for Northumberland FA to be able to provide the game to participants. Since opening the site we have been able to provide the following opportunities to the game:

Ring fenced key Saturday morning usage and dedicated it to our Ability Counts league to provide playing opportunities to open-age pan-disability players.

Provided recreational playing opportunities for open aged players in the female pathway.

Provided first-class learning opportunities via our Coach The Coach programme including delivery from a current England national team coach.

Operated summer transition leagues for players in both the male/mixed and female pathway to help them prepare for their changing formats.

Welcomed key volunteers from clubs through our newly created club development workshop programme.

Hosted 21 County Cup finals across April and May 2025.

Offered our first ever formalised Walking Football Leagues for players aged over 55.

We are committed to developing the site in the coming years to ensure we can offer even more outstanding opportunities to the grassroots game.

Business Development - provided by Helen Beales (Head of Business Development)

With the full opening of St Peters Sports Hub in January 2025, we have had an unprecedented opportunity to reach new stakeholders. With up to 100,000 people expected to use the site annually, the hub allows us to connect with an ever growing number of people - not only players, spectators and volunteers but also businesses, community organisations and residents. We have made great strides already in maximising the opportunities this new facility brings, and look forward to continuing this work in the 2025/26 season.

Marketing and Communications

Spreading the message about the work that we do and the support that we make available to people through the game is essential and we have continued to further develop the ways we communicate with our stakeholders.

Our social media channels continue to develop and grow, with 32,000 followers across all our social media channels and 1.3m impressions. This has allowed us to both inform and importantly to start conversations about some of the biggest issues facing the game.

We continue to develop new and innovative ways to engage with people across our area, and over the past season have launched WhatsApp communities and increased our communications via email, giving our stakeholders the ability to sign up for information about the areas of the game they're interested in.

Report of the Trustees
for the Year Ended 30th June 2025

OBJECTIVES AND ACTIVITIES

We have relaunched our club secretary bulletin this season, which is sent out around twice a month and aims to include specific and relevant information that will help them administer the game and grow their clubs, develop their coaches and support their players.

Customer service is a major focus for us and the opening of St Peters Sports Hub has offered us an unparalleled opportunity to engage further with our community. We continue to strive to put customers at the heart of our organisation and have started to implement new customer service standards to help us manage enquiries in a timely manner.

Events

Our annual grassroots awards were held in September 2024 at the Crowne Plaza in Newcastle, sponsored by subscription management software provider Club Supporter, who helped us welcome over 200 guests to celebrate the very best of the game, and reward our volunteers. We have exciting plans in place to grow the awards so we are able to accommodate an ever growing number of attendees, with up to 400 guests expected at this year's event.

This season's County Cup finals saw us welcome over 7,000 spectators to the 22 events in April and May - up from 6,000 in the previous season. In our first season at St Peters this was a learning experience for us and we have listened to the feedback from participants and spectators, which will help us to continue to improve our delivery of these events in the coming season. As ever we are grateful to the sponsors of these cup competitions - Newcastle Flooring, GMS, Collingwood, and the Football Safety Officers Association for their valuable support.

Our Newcastle Flooring Senior Cup welcomed an amazing 3,841 spectators at St James' Park, where we saw Heaton Stannington lift the silverware after battling it out with Morpeth Town. Once again we offered free tickets to children from both clubs, giving some of these youngsters their first opportunity to visit Newcastle's home ground.

Business Development

Developing commercial opportunities continues to be a priority for us. We are fortunate to have several partnerships in place with companies such as Newcastle Flooring who support our Senior Cup; Collingwood who support our referee pathway and GMS who partner with us on our women and girls' pathway and their continued commitment to grassroots football is very much appreciated.

We have continued to explore opportunities to connect with business and organisations locally and nationally, in order to explore ways we can all work together and create sustainable, mutually beneficial relationships. St Peters Sports Hub has brought us additional ways in which we can do this; via advertising and networking opportunities and we will continue to build on this over the coming season.

We're delighted to have welcomed several new partners who have taken pitchboards at St Peters - giving them an opportunity to showcase their organisations to the many thousands of players, spectators, parents and coaches who will visit the site each year and highlighting their commitment to supporting football locally.

OBJECTIVES AND ACTIVITIES

Facilities

We have worked closely with our colleagues at the Football Foundation over the past season to maximise funding opportunities for grassroots football facilities, with £932,000 contributed towards local football facility projects in 2024/25 across 51 applications.

In total 59 sites have benefited from grass pitch maintenance funding, with £2.83m committed towards grass pitch improvement over the six-year funding programme. The FA set a target of 161 pitches to be rated good or advanced by the end of season 2024/25 (assessed via PitchPower- The Football Foundation's pitch inspection tool) - we greatly exceeded this with an end of season total of 256 pitches rated 'good' or above. Working alongside The Grounds Management Association & our neighbouring County FA's, we hosted several grass pitch workshops, including an excellently attended machinery workshop at Gateshead Redheugh. We intend to build on these events in the coming 12 months to improve education across the groundskeeping community.

Significant club-led projects this year have included securing an investment of £91,000 from the Football Foundation for Newcastle Benfield Juniors (2* England Accredited club), allowing them to conduct additional grass pitch maintenance on 9 grass pitches at Benfield Sports Centre. North Shields Juniors AFC (3* England Accredited club) have also managed to secure significant investment across both John Spence Community High School and Collingwood Playing Fields, which will see grass pitch improvements to 10 pitches. Both clubs were also successful with applications to The FA's Howden's GameChanger programme, providing new refreshment facilities for both clubs to diversify their income streams.

Phase one of the Playzone programme is now well underway in Northumberland and Newcastle which will see small-sided recreational spaces, designed for community use, provided in the areas that need them the most. Playzones have been completed in Alnwick, Amble, Ashington, Bedlington & West Wylam, with several sites set to open during the 2025/26 season.

In the National League System, Blyth Spartans AFC successfully applied for £55,000 towards their conversion to LED floodlights through Premier League Stadium Fund, which will significantly reduce their matchday operating costs and ensure the club are sustainable for future seasons. Heaton Stannington AFC were also successful with applications to the fund totalling £48,000, to support the installation of new spectator WC's, provide new spectator accommodation and provide upgrades to their medical room and PA system.

We work closely with all stakeholders in the grassroots game to ensure there are enough artificial grass pitches to meet both current and future demand. We are currently working on potential projects across our area - in Newcastle, North Tyneside and Northumberland - with a robust pipeline of new 3G pitches planned, increasing both training and matchday capacity for clubs across our area. This is evidenced in the recent refreshes of the Local Football Facility Plans, which identify priority sites for potential investment.

Safeguarding & Discipline - provided by Andrew Cook (Chief Executive Officer & Senior Safeguarding Lead)

The number one priority for Northumberland FA continues to be safeguarding, and this work is led, shaped and monitored by the compliance team. Northumberland FA's safeguarding work is underpinned by The FA's Safeguarding Operating Standard for County FA's and the work we do in this area is externally audited by the NSPCC.

Report of the Trustees
for the Year Ended 30th June 2025

OBJECTIVES AND ACTIVITIES

Discipline

We have been able to provide an efficient but thorough Discipline service that has remained victim/complainant centred and has worked to achieve a high degree of sporting justice whilst working to support and educate those Participants and Teams where behaviour has been an issue.

This season we have:

Investigated 289 individual concerns, dealing with cases in an average time period of 21 days

Raised and administered the hearing of 162 charges of Misconduct

Administered 4,106 cautions

Administered 512 red cards.

Where it pertains to Misconduct charges, of the 162 we have raised, 156 have been found to be Proven by an Independent Discipline Commission on the civil standard of the balance of probability, meaning the County FA has achieved a 96% rate of charges raised being found to be Proven (a rise of 6% from last Season). Once again this is excellent and demonstrates that Northumberland FA works tirelessly to challenge reported poor behaviour and to achieve a positive outcome for any victim of Misconduct.

This Season we have also worked to emphasise education and to support those that require more resources to look to improve their own behaviour. We have:

Identified 56 Teams where they have accumulated 25 or more Penalty Points and have written to them to provide them with learning resources.

We have issued fines to 8 Teams who have accumulated 50 Penalty Points. No Team accumulated 100 or more Penalty Points.

Enrolled 15 teams onto an FA Behaviour Improvement Programme where they have been provided with excellent resources in order to improve their behaviour internally. No teams required further action plans.

Positive Football Ambassadors

Following a successful pilot that was run in the second half of the 2023-24 Season, Northumberland FA recruited and deployed 12 Positive Football Ambassadors (PFAs) over the full course of the 2024-25 Season.

PFAs were sent to matches chosen at random or targeted (where there had been previous issues between the competing Teams or where Teams and their personnel had caused previous concerns for the County FA around their behaviour).

Northumberland FA's PFAs completed 230 matchday observations, therefore assessing 460 Team matchdays over the course of the Season. Internally, a KPI of between 200 and 300 matches was set prior to the Season, therefore this is a fantastic number and unprecedented for the County FA in terms of the number of matches observed over a Season.

The remit of PFAs was to independently observe matches incognito (although credentials were supplied should their attendance be challenged) and report back with their observations via completion of a Smartsheet form following the matches they observe in a shift.

Report of the Trustees
for the Year Ended 30th June 2025

OBJECTIVES AND ACTIVITIES

PFA's were asked to observe the following:

The conduct of the Team coaches

The conduct of the Team players

The conduct of the spectators

The behaviour (not performance/ability) of the Referee

The standard of the facilities that the match was taking place in.

It is a pleasure to report that the overwhelming majority of the above observed over the course of 230 matches was positive with:

96.7% of coaches behaving respectfully towards the Referee, and 94.1% behaving positively towards other Participants

Approximately 95% of players behaving positively

96% of spectators respecting the Referee and just under 90% showing support and behaving positively towards the playing Participants.

Safeguarding case work

Safeguarding case work continues to be a key priority of the County FA. This ranges from low level concerns through to higher level concerns and an array of cases in which multi-agency work is required, including LADOs (Local Authority Designated Officer), the Police and FA case management.

The list below illustrates the type of cases of abuse that the County FA has worked on in season 2024/25:

7 cases of sexual abuse including contact

5 cases of inappropriate sexual communications

3 cases of inappropriate non-sexual communications

2 cases of physical abuse

2 cases of peer-on-peer abuse

The serious cases listed above are demonstrative of the scope and breadth of Northumberland FA's work to ensure the safety of participants in the game. Reports are categorised as per 'best fit' and in the majority of serious cases, it's important to note that the alleged offence has happened outside of football.

Northumberland FA ensure each case is dealt with professionalism, diligence and care taken by the team on every single case. Safeguarding will continue to be our number one priority and moving forward, we have ambitious plans in place which will ensure the game in our area is safer than ever before.

Report of the Trustees
for the Year Ended 30th June 2025

OBJECTIVES AND ACTIVITIES

Football Development - provided by David Jones (Head of Football Development)

The grassroots game continues to grow within Northumberland FA's region. There are more players, teams, coaches, referees, volunteers, 3G Pitches, and quality grass pitches, than ever before. In theory, all this growth is very positive, however those involved in the game will know it brings additional challenges with various stakeholders in the game still requiring more pitches, more referees, more volunteers, more coaches, and more playing opportunities, to facilitate a thriving local grassroots game. Achieving this, while also supporting and developing the growing numbers already involved in the game, requires Northumberland FA to continue to increase its football development output year on year. The NFA staff team continue to show creativity and commitment to maximise resources to provide various development opportunities and initiatives. This can only occur alongside the excellent local grassroots football community of Leagues, Clubs, Officials, Volunteers, Supporters, Facility Providers, Coaches, and Players, that all do so much for grassroots football.

Player Pathways

As context, season 2021/22 was the first season online player registration was compulsory for all leagues and their teams. This has given us a more accurate picture of how many people are playing football, in addition to those taking part in FA Programmes such as FA Wildcats, Squad Girls, and FA Just Play. Prior to 2021/22 'Proxy measures' were used based on affiliated teams.

Because of this, player numbers pre-21/22 aren't comparable, so Table 1.0 shows player numbers across Male, Female, and Disability pathways since 21/22, and against Northumberland FA's target set by The FA. To provide further historical comparison, Table 2.0 shows the number of affiliated teams across the County since 2014/15. Table 2.0 doesn't include programmes such as FA Wildcats.

Table 3.0 shows the growth of Women's & Girls' teams specifically.

PATHWAY	MALE/MIXED	FEMALE	DISABILITY	TOTAL
PLAYERS 2021/22	19,026	3,609	311	22,946
PLAYERS 2022/23	21,351	4,246	282	25,879
PLAYERS 2023/24	23,325	4,476	266	28,058
PLAYERS 2024/25	24,554	4,936	335	29,825
2024/25 FA TARGET	22,538	4,891	286	27,715

Table 1.0 Player numbers by pathway against FA targets

SEASON	YOUTH (U5-U11)	YOUTH (U12-U16)
2014/15	555	468
2015/16	544	461
2016/17	588	470
2017/18	634	477
2018/19	638	471
2019/20	784	526
2020/21	756	544
2021/22	827	607
2022/23	837	593
2023/24	900	752
2024/25	952	744

Report of the Trustees
for the Year Ended 30th June 2025

OBJECTIVES AND ACTIVITIES

SEASON	TRANSITION (U17-U23)	OPEN-AGE/SENIOR	TOTAL
2014/15	83	380	1,486
2015/16	78	369	1,452
2016/17	76	379	1,513
2017/18	81	360	1,552
2018/19	79	319	1,507
2019/20	92	383	1,785
2020/21	111	408	1,819
2021/22	126	415	1,975
2022/23	88	432	1,950
2023/24	82	466	2,200
2024/25	92	575	2,363

Table 2.0 Team numbers by age category per season

SEASON WOMEN'S & GIRLS TEAMS

2014/15	132
2015/16	125
2016/17	152
2017/18	152
2018/19	164
2019/20	196
2020/21	209
2021/22	244
2022/23	270
2023/24	305
2024/25	365

Table 3.0 Women's & Girls Team numbers per season

Some highlights from NFA direct delivery of increasing participation opportunities are:

Launching the NFA Ability Counts League open-age divisions. Over 100 adults with disabilities are participating in a bi-weekly league, now hosted at St Peters Sports Hub.

Continued growth of the NFA Women's Recreational League. Over 200 women have participated in the league during 2024/25.

NFA Format Transition Leagues held once again during summer 2025, with both a mixed youth team and female youth team league supporting teams transitioning from 7v7 to 9v9.

Delivery of 22 NFA County Cup competitions.

England Football Accreditation & FA Thriving Community Clubs

England Football Accreditation is a driving force to creating a sustainable network of grassroots clubs able to develop and grow the game. Accredited Clubs are required to go through a renewal process each season. 100% of Northumberland FA's Accredited Club's retained their accreditation in 2024/25.

100% of Youth Teams are part of an Accredited Club.

80% of Adult Teams are part of an Accredited Club.

Report of the Trustees
for the Year Ended 30th June 2025

OBJECTIVES AND ACTIVITIES

Both Youth and Adult Accreditation levels are the highest the County has ever had. Data nationally shows more player/team growth occurs within Accredited Clubs. This suggests a potential link between the continued growth in participation and the work completed to continue to grow Club Accreditation within the County.

Northumberland FA have also been an early adopter of The FA's Thriving Community Club 'Club Programme'. This has provided some of our 2 and 3-Star Accredited Clubs with Club Consultants to help with 'off-pitch' support on matters such as Legal Structure and Governance, Community Engagement, Gift Aid, and Facility Development. This work will continue with all 2 & 3-Star Accredited Clubs completing a new online Club Development Plan to identify areas of need, with the goal of increasing the sustainability of Grassroots Clubs.

Coach Development

Coaches are central to many of NFA's strategic objectives. Coaches are key to improving player experience, so people stay in the game longer; setting standards of behaviour on and off the pitch, making the game a better place for players, officials, other coaches, and spectators alike; developing players as both footballers and people, supporting people be the best they can be on and off the pitch; and inspiring the next generation of coaches to continue to grow the grassroots workforce to meet the future needs of the game.

To support Coaches, NFA continue to deliver one of the Country's leading Coach Development programmes. 'Coach the Coach' continues to offer a range of support to coaches helping develop a pivotal workforce beyond formal FA coaching qualifications.

In 2024/25 Coach the Coach included 26 face-to-face Coach Development events. Three of the events were delivered in partnership with Newcastle United FC's Academy, in addition to events delivered by FA Coach Developers, Northumberland FA staff, and guest deliverers, including coaches from Bolton Wanderers. This provides local coaches with high quality opportunities to experience and learn from the best as well as network with other grassroots coaches. Part of the Coach the Coach delivery programme was also two workshops delivered in four geographical sub-regions of the County to increase accessibility for all coaches.

In 2024/25 NFA were set the ambitious target of engaging with over 10% of the total coaching workforce, which includes anyone listed in The FA Club Portal with any type of coaching role. This was surpassed, however NFA will continue to strive towards engaging with more coaches from the grassroots game.

In addition to Coach the Coach events, the programme has also continued its podcast series 'From the Sidelines' and an online Hub.

The Lionesses Coach the Coach project also continued, providing a series of workshops for female coaches.

Coach the Coach also continued the Coach the Coach Academy into its 2nd season, specifically supporting coaches aged 16-24.

Report of the Trustees
for the Year Ended 30th June 2025

OBJECTIVES AND ACTIVITIES

Referee Development

Referee coverage across affiliated league games is vital to support the growth of teams. In previous seasons the growth of team numbers far outweighed the growth in referee numbers, resulting in demand being greater than supply to service the game. For the 5th consecutive season, NFA have trained more new referees than ever before, with 180 trained in 2024/25. Table 4.0 shows how referee numbers compare with the growth of team numbers, and why, despite more referee recruitment than ever before, servicing the game remains a challenge. Table 5.0 shows total Referee Registrations, Recruitment, and Retention.

With year-on-year increases in recruitment, retention of referees (Referees re-registering for the following season) becomes a larger area of work. With more new referees completing the course and then not entering active refereeing, NFA need to implement interventions to help ensure those who qualify have the intention to referee and support them in doing so. A first step has been a new Expression of Interest process people must complete before being able to sign-up to a Referee Course. The impact of this will be seen in seasons to come.

Northumberland FA's Centre of Referee Excellence (CORE) continues to grow. In 2024/25, 23 referees successfully achieved a promotion in their referee level. NFA have increased their resources to support more referees work towards a promotion in 2025/26.

Northumberland FA's Respect & Reward scheme ran for its third season. The scheme enabled referees to give Respect Marks to teams' players, coaches, and spectators giving the fullest possible picture of behaviour in grassroots football. 2024/25 results remained consistent, with the data demonstrating how the vast majority of football is played in a positive environment. The average Match Respect Score being 9.1 out of 10, and 90% of matches having an average Respect Score of 8-10, compared to 1.2% of matches with a Respect Score of 5 or less. The scheme also allowed NFA to provide rewards and recognition to the best scoring teams, to promote positive behaviour, and reward match officials who had engaged with the scheme.

SEASON	TEAMS	REFEREES	REFEREES PER TEAM
2016/17	1,513	359	0.24
2017/18	1,552	411	0.26
2018/19	1,507	406	0.27
2019/20	1,785	372	0.21
2020/21	1,819	375	0.20
2021/22	1,975	437	0.22
2022/23	1,950	553	0.28
2023/24	2,200	632	0.29
2024/25	2,363	722	0.31

Table 4.0 Total team and referee numbers per season

Report of the Trustees
for the Year Ended 30th June 2025

OBJECTIVES AND ACTIVITIES

	TOTAL NO (INCLUDING TRAINEES)	TOTAL NO AT L7 OR HIGHER	RECRUITED	RETAINED (%)
Jan-22	429	283	113	239 (64%)
End of 21/22	388	367	N/A	275 (74%)
Jan-23	500	388	110	336 (75%)
End of 22/23	553	423	153	342 (76%)
Jan-24	620	473	150	388 (80%)
End of 23/24	632	630	153	393 (82%)
Jan-25	663	518	116	433 (60%)
End of 24/25	722	597	180	439 (70%)

Table 5.0 Referee Registrations, Recruitment, and Retention 21/22 - 24/25

Youth Engagement

Voice FC, NFA's equivalent of a Youth Council, completed its first full season. Voice FC provides a direct route for the views of young people to be represented within NFA's Governance structure.

The group are continuing to work on projects to support spectator behaviour in youth football and help more people aged under 25 get into coaching within a grassroots club.

The group are also provided with personal and professional development workshops to support them as aspiring leaders. Two members of Voice FC have successfully become employees at St Peters Sports Hub, with a further member successfully applying to join The FA's National Youth Council.

Summary

Despite the ongoing challenges facing grassroots sport, Northumberland FA ends the 2024/25 financial year in a strong position. This has been made possible by the dedication of our staff, Board, Council members, referees, coaches, volunteers, and the wider football community. Together, we remain committed to ensuring that football in Northumberland continues to thrive and inspire future generations.

Public benefit

The charity has read the Charity Commission guidance on public benefit and is satisfied that the activities outlined above clearly demonstrates that the charity is providing a benefit to the public.

Report of the Trustees
for the Year Ended 30th June 2025

FINANCIAL REVIEW

Financial position

The results for the 12 months ending 30th June 2025 show a surplus of £44,975 compared to the surplus of £11,204 for the 12 months ending 30th June 2024. The surplus in the year represents 6.6% of total income compared to 1.8% in the previous year.

The County FA cash holding was £276,126 at the end of June 2025 compared to £297,557 at 30th June 2024. As of 30th June 2025, £51,615 of club insurances had been collected by the county compared to £30,246 at the end of June 2024. All funds will be paid to the insurance company at the end of the affiliation period.

During this financial year there have been several events that will have a positive long term financial effect on the County FA, no more so than the establishment of the Community HUB. Due to events beyond the County's control the opening of the Community HUB was delayed until the start of 2025 but even with this delay the combined organisations delivered a breakeven position and a positive cashflow.

The financial management of the County FA consistently maintains a cash balance representing at least 6 months of operating cost which is consistent with the FA guidelines for the size of the operation.

The County FA financial controls are aligned to The Football Association's County FA Financial Management Operating Guidance Manual all of which are reviewed, improved, and updated on a regular basis in line with the FA guidance. Each month a full set of Management Accounts are presented to the Board of Directors for review to ensure we are on track to deliver the 2025-2026 budget plan.

The County FA Team have delivered another strong financial year in conjunction with establishing the Community HUB. The combined organisation will generate more income that can be reinvested in the delivery of football across the county.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Northumberland Football Association Limited ("NFA") is a company limited by guarantee. Incorporated under the Companies Act on 28th October 1999 (registration number 03867559) and registered under the Charities Act 2011 on 30th April 2018 (registration number 1178164).

NFA was formed under a Memorandum of Association (dated 28th October 1999) that established its objects and powers. It is governed under its Articles of Association (amended 28th September 2023) by a board whose members are directors for the purposes of company law and trustees for the purposes of charity law. The names of the members of the board who served during the year and up to the date of this report are set out on page 14.

Members of the company guarantee to contribute an amount not exceeding £10 to the assets of the company in the event of winding up.

Report of the Trustees
for the Year Ended 30th June 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Recruitment and appointment of new trustees

As set out in the Articles of Association a minimum of three, but maximum of twelve Trustees shall comprise the following; the Chair, the Chief Executive Officer, the Financial Director, the Chair of the Equality, Diversity & Inclusion Committee, Independent Trustees, and any other Trustees appointed or co-opted. Not less than one third of the Board shall be Independent Trustees. New Trustees shall be recommended by the Nominations Committee and appointed by Trustees, following an open advertisement and recruitment process. The Trustees shall decide which suitably qualified person should be appointed as the Financial Director for such term and upon such conditions as they think fit.

The Charity has adopted a target of, and shall take all appropriate actions to encourage a minimum of 30% of each gender on the board and greater diversity by demonstrating a strong and public commitment to progressing towards diversity on the Board, including by adopting diversity targets, which reflect the diversity of the Charity's local area. The Charity shall publish its work to foster diversity on its website.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

03867559 (England and Wales)

Registered Charity number

1178164

Registered office

St. Peter's Sports Hub
St. Peter's Road
Wallsend
Tyne and Wear
NE28 7BF

Trustees

S Ord Chair
A Rose-Cook Chief Executive Officer
L A Chandler Financial Director
Z Hingston Chair - Equality, Diversity & Inclusion
P Cullerton Independent Trustee
S D Swinyard Independent Trustee
G Knight Independent Trustee (resigned 23.9.24)
P Lucherini Independent Trustee
S L Medcalf Independent Trustee
S Shiel Independent Trustee
C Waldron Independent Trustee

REFERENCE AND ADMINISTRATIVE DETAILS

Independent Examiner

P.S. Hutchinson BSc FCA
Harrison Hutchinson Limited
246 Park View
Whitley Bay
Tyne and Wear
NE26 3QX

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on and signed on its behalf
by:

.....
A Rose-Cook - Trustee

Independent examiner's report to the trustees of Northumberland Football Association Limited ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 30th June 2025.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

P.S. Hutchinson BSc FCA

Harrison Hutchinson Limited
246 Park View
Whitley Bay
Tyne and Wear
NE26 3QX

Date:

Statement of Financial Activities
for the Year Ended 30th June 2025

	Notes	Unrestricted fund £	Restricted fund £	30.6.25 Total funds £	30.6.24 Total funds £
INCOME AND ENDOWMENTS FROM					
Charitable activities	4				
Football development		69,100	209,218	278,318	294,142
Football operations		127,204	35,389	162,593	138,522
Other		-	32,332	32,332	-
Other trading activities	2	163,517	-	163,517	159,400
Investment income	3	42,295	-	42,295	23,334
Total		402,116	276,939	679,055	615,398
EXPENDITURE ON					
Raising funds	5	226,432	-	226,432	230,933
Charitable activities	6				
Football development		89,830	209,218	299,048	301,894
Football operations		40,879	35,389	76,268	71,367
Other		-	32,332	32,332	-
Total		357,141	276,939	634,080	604,194
NET INCOME		44,975	-	44,975	11,204
RECONCILIATION OF FUNDS					
Total funds brought forward		320,308	-	320,308	309,104
TOTAL FUNDS CARRIED FORWARD		365,283	-	365,283	320,308

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

Statement of Financial Position
30th June 2025

	Notes	Unrestricted fund £	Restricted fund £	30.6.25 Total funds £	30.6.24 Total funds £
FIXED ASSETS					
Tangible assets	12	207,013	-	207,013	215,507
Investments	13	1	-	1	1
		207,014	-	207,014	215,508
CURRENT ASSETS					
Debtors	14	121,693	-	121,693	58,168
Cash at bank and in hand		276,126	-	276,126	297,557
		397,819	-	397,819	355,725
CREDITORS					
Amounts falling due within one year	15	(151,662)	-	(151,662)	(159,037)
NET CURRENT ASSETS		246,157	-	246,157	196,688
TOTAL ASSETS LESS CURRENT LIABILITIES		453,171	-	453,171	412,196
ACCRUALS AND DEFERRED INCOME	16	(87,888)	-	(87,888)	(91,888)
NET ASSETS		365,283	-	365,283	320,308
FUNDS	17				
Unrestricted funds				365,283	320,308
TOTAL FUNDS				365,283	320,308

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 30th June 2025.

The members have not required the company to obtain an audit of its financial statements for the year ended 30th June 2025 in accordance with Section 476 of the Companies Act 2006.

Statement of Financial Position - continued
30th June 2025

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on and were signed on its behalf by:

.....
S Ord - Trustee

Northumberland Football Association
Limited

Statement of Cash Flows
for the Year Ended 30th June 2025

	Notes	30.6.25 £	30.6.24 £
Cash flows from operating activities			
Cash generated from operations	1	(21,431)	(92,246)
Net cash used in operating activities		<u>(21,431)</u>	<u>(92,246)</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(1,230)
Purchase of fixed asset investments		-	(1)
Net cash provided by/(used in) investing activities		<u>-</u>	<u>(1,231)</u>
Change in cash and cash equivalents in the reporting period		<u>(21,431)</u>	<u>(93,477)</u>
Cash and cash equivalents at the beginning of the reporting period		<u>297,557</u>	<u>391,034</u>
Cash and cash equivalents at the end of the reporting period		<u><u>276,126</u></u>	<u><u>297,557</u></u>

The notes form part of these financial statements

Notes to the Statement of Cash Flows
for the Year Ended 30th June 2025

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	30.6.25	30.6.24
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	44,975	11,204
Adjustments for:		
Depreciation charges	8,494	8,395
Increase in debtors	(63,525)	(14,698)
Decrease in creditors	(11,375)	(97,147)
Net cash used in operations	(21,431)	(92,246)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.7.24	Cash flow	At 30.6.25
	£	£	£
Net cash			
Cash at bank and in hand	297,557	(21,431)	276,126
	297,557	(21,431)	276,126
Total	297,557	(21,431)	276,126

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

Northumberland Football Association Limited is a charitable company registered in England and Wales. The registered office is St. Peter's Sports Hub, St. Peter's Road, Wallsend, Tyne and Wear, NE28 7BF. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015) - (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Northumberland Football Association Limited meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). The financial statements are prepared on a going concern basis, are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

Preparation of consolidated financial statements

The financial statements contain information about Northumberland Football Association Limited as an individual company and do not contain consolidated financial information as the parent of a group. The charity is exempt under Section 399(2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income in respect of restricted and unrestricted funds included all amounts receivable in the period, including members affiliation fees and disciplinary income, coaching course income and grant income received from the Football Association.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs

Support costs are allocated by charitable activity in proportion to the budgeted costs for each area.

1. ACCOUNTING POLICIES - continued

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 2% on cost
Plant and machinery	- 25% on cost
Fixtures and fittings	- 25% on cost
Computer equipment	- 33% on cost
Trophies	- 25% on cost

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

General funds are unrestricted funds, which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds earmarked by the trustees at their discretion for a specific purpose.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. OTHER TRADING ACTIVITIES

	30.6.25	30.6.24
	£	£
FA grants released	4,004	4,001
Marketing, communications & PR	42,185	44,411
FA Annual grant	24,372	22,404
Disciplinary income	85,256	81,939
Ground maintenance	7,700	6,645
	163,517	159,400

Notes to the Financial Statements - continued
for the Year Ended 30th June 2025

3. INVESTMENT INCOME

	30.6.25	30.6.24
	£	£
Rents received	39,746	20,276
Interest received	2,549	3,058
	42,295	23,334

4. INCOME FROM CHARITABLE ACTIVITIES

		30.6.25	30.6.24
	Activity	£	£
Coaching income	Football development	39,299	30,305
Development income	Football development	10,741	5,115
Refereeing activities	Football development	19,060	27,739
Workforce funding	Football development	209,218	230,983
Members affiliation fees	Football operations	84,937	78,332
County cup competitions	Football operations	32,843	28,301
Refereeing activities	Football operations	9,424	9,350
Workforce funding	Football operations	35,389	22,539
Workforce funding	Other	32,332	-
		473,243	432,664

5. RAISING FUNDS

Other trading activities

	30.6.25	30.6.24
	£	£
Purchases	38,922	27,149
Staff costs	142,143	165,289
Support costs	45,367	38,495
	226,432	230,933

Notes to the Financial Statements - continued
for the Year Ended 30th June 2025

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 7) £	Totals £
Football development	44,467	254,581	299,048
Football operations	1,993	74,275	76,268
Other	-	32,332	32,332
	46,460	361,188	407,648

7. SUPPORT COSTS

	Management £	Finance £	Governance costs £	Totals £
Other trading activities	38,310	396	6,661	45,367
Football development	247,525	396	6,660	254,581
Football operations	68,226	339	5,710	74,275
Other	32,332	-	-	32,332
	386,393	1,131	19,031	406,555

Activity	Basis of allocation
Management	Support Costs
Finance	Support Costs
Governance costs	Support Costs

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	30.6.25	30.6.24
	£	£
Depreciation - owned assets	8,494	8,394
Other operating leases	16,766	17,117

Notes to the Financial Statements - continued
for the Year Ended 30th June 2025

9. TRUSTEES' REMUNERATION AND BENEFITS

In accordance with Article 23.2.2 of the Company's Articles of Association, the Chief Executive Officer is required to be a trustee of the charity. As Chief Executive Officer, Andrew Rose-Cook has an employee contract with the Company, and was paid a salary of £54,586 for the year ended 30th June 2025. No payments were for acting as a trustee for which he received no remuneration or benefits.

No other trustees received remuneration or other benefits for the year ended 30th June 2025.

Trustees' expenses

	30.6.25	30.6.24
	£	£
Trustees' expenses	1,889	1,538

10. STAFF COSTS

	30.6.25	30.6.24
	£	£
Wages and salaries	419,082	418,811
Other pension costs	10,201	10,065
	429,283	428,876

The average monthly number of employees during the year was as follows:

	30.6.25	30.6.24
	14	14

No employees received emoluments in excess of £60,000.

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Charitable activities			
Football development	63,159	230,983	294,142
Football operations	115,983	22,539	138,522
Other trading activities	159,400	-	159,400
Investment income	23,334	-	23,334
Total	361,876	253,522	615,398
EXPENDITURE ON			
Raising funds	230,933	-	230,933

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted fund £	Total funds £
Charitable activities			
Football development	70,911	230,983	301,894
Football operations	48,828	22,539	71,367
Total	350,672	253,522	604,194
NET INCOME	11,204	-	11,204
RECONCILIATION OF FUNDS			
Total funds brought forward	309,104	-	309,104
TOTAL FUNDS CARRIED FORWARD	320,308	-	320,308

12. TANGIBLE FIXED ASSETS

	Freehold property £	Plant and machinery £	Fixtures and fittings £
COST			
At 1st July 2024 and 30th June 2025	380,064	59,573	28,609
DEPRECIATION			
At 1st July 2024	166,686	59,573	28,609
Charge for year	7,585	-	-
At 30th June 2025	174,271	59,573	28,609
NET BOOK VALUE			
At 30th June 2025	205,793	-	-
At 30th June 2024	213,378	-	-

Notes to the Financial Statements - continued
for the Year Ended 30th June 2025

12. TANGIBLE FIXED ASSETS - continued

	Computer equipment £	Trophies £	Totals £
COST			
At 1st July 2024 and 30th June 2025	42,067	5,161	515,474
DEPRECIATION			
At 1st July 2024	39,938	5,161	299,967
Charge for year	909	-	8,494
At 30th June 2025	40,847	5,161	308,461
NET BOOK VALUE			
At 30th June 2025	1,220	-	207,013
At 30th June 2024	2,129	-	215,507

13. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
At 1st July 2024 and 30th June 2025	1
NET BOOK VALUE	
At 30th June 2025	1
At 30th June 2024	1

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies include the following:

Northumberland FA Community Hub Limited
Registered office: United Kingdom
Nature of business: Operation of Sports Facilities

Class of share: %
Ordinary holding **100**

	30.6.25 £	30.6.24 £
Aggregate capital and reserves	(55,506)	(10,145)
Loss for the year	(45,361)	(10,146)

Notes to the Financial Statements - continued
for the Year Ended 30th June 2025

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	30.6.25	30.6.24
	£	£
Trade debtors	21,041	8,373
Amounts owed by group undertakings	88,127	17,284
Prepayments	12,525	32,511
	121,693	58,168

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	30.6.25	30.6.24
	£	£
Trade creditors	15,416	34,736
Social security and other taxes	10,195	9,716
VAT	3,481	9,124
Accrued expenses	122,570	105,461
	151,662	159,037

16. ACCRUALS AND DEFERRED INCOME

	30.6.25	30.6.24
	£	£
Deferred FA grants	87,888	91,888

17. MOVEMENT IN FUNDS

	At 1.7.24	Net movement in funds	At 30.6.25
	£	£	£
Unrestricted funds			
General fund	320,308	44,975	365,283
TOTAL FUNDS	320,308	44,975	365,283

Notes to the Financial Statements - continued
for the Year Ended 30th June 2025

17. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	402,116	(357,141)	44,975
Restricted funds			
Restricted Fund	276,939	(276,939)	-
TOTAL FUNDS	679,055	(634,080)	44,975

Comparatives for movement in funds

	At 1.7.23 £	Net movement in funds £	At 30.6.24 £
Unrestricted funds			
General fund	309,104	11,204	320,308
TOTAL FUNDS	309,104	11,204	320,308

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	361,876	(350,672)	11,204
Restricted funds			
Restricted Fund	253,522	(253,522)	-
TOTAL FUNDS	615,398	(604,194)	11,204

Notes to the Financial Statements - continued
for the Year Ended 30th June 2025

17. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.7.23 £	Net movement in funds £	At 30.6.25 £
Unrestricted funds			
General fund	309,104	56,179	365,283
TOTAL FUNDS	<u>309,104</u>	<u>56,179</u>	<u>365,283</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	763,992	(707,813)	56,179
Restricted funds			
Restricted Fund	530,461	(530,461)	-
TOTAL FUNDS	<u>1,294,453</u>	<u>(1,238,274)</u>	<u>56,179</u>

Restricted funds represent grants made to the charitable company by the Football Association which are to be specifically used as directed by the donor.

18. RELATED PARTY DISCLOSURES

The charitable company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

There were no related party transactions, other than already disclosed in the accounts, for the year ended 30th June 2025.

NORTHUMBERLAND FOOTBALL ASSOCIATION LIMITED

England & Wales - Charity number 1178164

Accounts

REGISTERED COMPANY NUMBER: 03867559 (England and Wales)
REGISTERED CHARITY NUMBER: 1178164

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 30th June 2024
for
Northumberland Football Association
Limited

Harrison Hutchinson Limited
246 Park View
Whitley Bay
Tyne and Wear
NE26 3QX

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for the Year Ended 30th June 2024

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Report of the Trustees
for the Year Ended 30th June 2024

The Trustees (who are also directors of the charity for the purposes of the Companies Act 2006), present their report and the financial statements of the charity for the year ended 30th June 2024.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015).

Prior to its registration as a charitable company, Northumberland Football Association Limited, was a not-for-profit organisation, established to promote and administer the game of association football in the county of Northumberland. The company was formally registered as a charity with the Charity Commission on 30th April 2018, with a charitable purpose which continues its work to promote and administer football in the county of Northumberland in its pursuit of advancing amateur sport, health and education.

OBJECTIVES AND ACTIVITIES

Objectives and aims

These are for the public benefit generally but with particular reference to the inhabitants of the County and its surrounding areas.

- 1) to promote, develop and support community participation in healthy recreation by providing or assisting in the provision of facilities for the playing of the game and such other sports or physical activities which improve fitness and health;
- 2) to advance amateur sport by promoting the amateur playing of the game and such other sports or games which promote health by involving physical or mental skill or exertion and which are undertaken on an amateur basis;
- 3) to advance education (including academic and physical education) by such means as the Trustees think fit including helping and educating children and young people by providing facilities for the playing of the game and other sports as to develop their physical, mental and social capacities that they may grow to full maturity as individuals and members of the community.
- 4) helping and educating persons involved in the coaching and/or refereeing of the game by providing relevant tuition and/or resources; and
- 5) to relieve people with disabilities, learning difficulties or ill-health by the provision of facilities for the playing of the game and other sport, recreation or leisure time occupation in the interests of social welfare and with the object of improving the conditions of life of such people.

OBJECTIVES AND ACTIVITIES

Significant activities

It is my pleasure to provide the following report on the activities of Northumberland Football Association Limited from 1st July 2023 through to 30th June 2024. As ever, the efforts of the many key people who make up this organisation should not go without recognition. I thank the Senior Management Team for providing real depth to this report to inform the membership of the work we have undertaken for the betterment of grassroots football across Newcastle upon Tyne, North Tyneside and Northumberland.

Strategy Development

A key piece of work undertaken in the last twelve months was the development of our next grassroots football strategy which will cover the period from July 2024 to June 2028. Our commitment during the planning period was that we wanted to create a strategy driven by participants. Throughout January and February, we undertook face to face consultation across the geographical spread of the County FA area to try and understand the real issues facing the grassroots game with a view to ensuring they are addressed in the next strategic period. The Board of Northumberland FA approved this strategy on 11th April 2024, furthermore approval from The FA was achieved on 11th June 2024 to secure key investment for the next four seasons. We anticipate public release of the strategy in September 2024, and we anticipate key milestone updates and further engagement across the strategy period to ensure the relevance of the work we are doing.

HQ Development

Work continues to progress at our prospective new HQ the St Peter's Sports Hub. There have been several unavoidable delays in the development that has now given us a prospective completion date of December 2024. We are still resolved that this development will not just be game changing for the County FA but also the local area which the hub will serve. Despite the setbacks, the completion of the super-sized artificial pitch housed at the hub in June 2024 has allowed activity to take place, with a number of partner clubs already utilising the first-class facilities.

Corporate Governance

On 7th June 2024, Northumberland FA was assessed against version 2.1 of The FA's Code of Governance for County FAs. We were delighted that our submission was successful, and the County FA has again achieved accreditation to confirm it operates with the highest level of Governance.

When compiling this report last year, Northumberland FA was finalising appointments of Trustees after an extensive review of roles and skills in the summer of 2023. The following appointments were ratified in the autumn of 2023:

Steve Ord (Chair - retained)

Phil Cullerton (Senior Independent Non-Executive Director & Vice-Chair - new role)

Andrew Rose-Cook (Chief Executive Officer - non-officio)

Lauri Chandler (Financial Director - retained)

Steve Swinyard (Safeguarding Champion - retained)

Claire Waldron (Facilities Lead - new appointment)

Sarah Medcalf (Business Development Lead - new appointment)

Steve Shiel (Grassroots Football Lead - new appointment)

Zoe Hingston (Chair of Inclusion Advisory Board - new appointment)

Gemma Knight (Workforce Development - new appointment)

Paul Lucherini (Operations Lead - new appointment as co-opted Director)

OBJECTIVES AND ACTIVITIES

It has been a pleasure to work as part of this new Board and all the early indications suggest this group will only continue to support the growth of Northumberland FA as a business and its ability to support the local grassroots game.

Away from Trustee level there has been considerable change across the rest of the County FAs governance structure. In the last twelve months we have worked tirelessly to establish and recruit to the County FAs Inclusion Advisory Board and Football Advisory Board. Both institutions currently have Board representatives as Chair's which ensures a key flow of information across the different parts of the organisation.

Voice FC was established in 2023/24. Voice FC is a youth leadership group for 16-21 year olds and fits into NFA's Governance Structure alongside the Football Advisory Board and Inclusion Advisory Board. Voice FC is being delivered in partnership between NFA and a local youth charity, NE Youth. The group will simultaneously act as the voice for young people, to promote and develop youth engagement, supporting football in Northumberland FA's region (Newcastle upon Tyne, North Tyneside, and Northumberland) meet the needs of children and young people, helping to retain and grow participation across all areas of the game (playing, refereeing, coaching, volunteering), while also developing themselves through training, gaining experience, raising aspirations and supporting future ambitions. Currently 12 young people are part of Voice FC.

Executive Workforce

With one eye on the future, we were delighted to welcome Hamzah Dhalech to the Senior Management Team in April 2024. Hamzah has been recruited by our wholly-owned associated company, Northumberland FA Community Hub Limited, as the Centre Manager for the St Peter's Sports Hub and we were keen to recruit and embed him into the team as soon as possible. The only other staffing change saw Louise Winter leave the organisation and us welcoming Lewis White as her replacement in the Compliance Department. Both Hamzah and Lewis have made a terrific start to life with the organisation.

I would like to extend a personal thank you to all of the staff group who despite numerous challenges both internally and externally have performed to the very highest level to service the grassroots game.

Business Development - provided by Helen Beales (Head of Business Development)

Our 'balanced scorecard' objectives identify key targets linked to our Operational Plan. In the case of Business Development, these related to our commercial income, engagement with our audience, customer satisfaction and grass pitch quality.

The department achieved, and in many cases exceeded, most targets. The exception was commercial income, however this was impacted by the delay in the opening of the St Peter's HQ.

Commercial Revenue	Target £97,226	Actual £92,000
Net Promoter Score*	Target +45	Actual +76 (average)
Total Social Media Followers	Target 30,000	Actual 30,708
Total Social Media Impressions	Target 4m	Actual 4.2m
Total Content Watch Hours	Target 1,000	Actual 1,625
Quality Grass Pitches	Target 61	Actual 159

OBJECTIVES AND ACTIVITIES

*Internationally recognised measure of customer satisfaction which asks how likely people are to recommend NFA to their friends.

Marketing and Communications

We enjoyed another strong season in terms of marketing and communications, with a significant uplift in the number of people we reach and the quality of those interactions

Our social media channels continue to grow across the board. YouTube recorded a 40% increase in followers, while Twitter recorded a 105% uplift. Facebook has been a particularly strong channel for us this season, with an almost 200% increase in engagement, despite historically being one of our less popular channels. This increase in activity means we are hopefully reaching new audiences, putting us in a positive position as we approach the opening of our new St Peter's HQ and the anticipated increased marketing activity associated with this development.

Across this past season we have made consistent efforts to target the business audience, in order to connect with potential sponsors and explore partnership opportunities. As such we have made a concerted effort to grow our profile on LinkedIn, which has shown a significant 450% increase in impressions and an engagement rate of 9%; against an industry average of around 3.5%.

We launched our new NFA brand in September last year at our annual Grassroots awards, after a period of engagement with all of our stakeholders. The new branding has been widely welcomed and has allowed us to streamline our communications, provide a consistent look across our wide and varied work and will give us a firm visual basis on which to launch the new HQ development later this year.

Customer service continues to be an important issue for Northumberland FA and we have continued to make significant progress in this area. Our target benchmark for the end of the season was +45, using the internationally recognised NPS (Net Promoter Score) method which measures customer satisfaction by asking how likely customers are to recommend the organisation to family or friends. We ended the season on an average of +76, up from +56 last season. Customer service will become more important as we move into St Peter's, with direct customer engagement due to increase significantly and we hope that the past season has set us on a positive path to meet these challenges.

Events

This season's County Cup finals saw us welcome over 6,000 spectators to the 22 events in April and May, with over 2,000 at the flagship Senior Cup fixture at St James' Park, including children from schools in Blyth who were offered free tickets thanks to our partnership with Newcastle Flooring. This initiative gave some of these young people their first opportunity to visit NUFC's stadium.

Planning has already started for next season's fixtures, which we hope will include some of the first matches in our new building and artificial pitch. Last year's new Senior Cup sponsor, Newcastle Flooring, has renewed their contract for the forthcoming season and we look forward to extending our partnership with them.

OBJECTIVES AND ACTIVITIES

We have secured a new sponsor for this year's Grassroots Awards and look forward to welcoming Club Supporter to this prestigious event. Club Supporter provide online subscription software for sports clubs and we hope that we will be able to work further with them to provide advice and workshops for our local clubs in conjunction with the company, as part of our wider club support work.

Last year's Grassroots awards raised over £3,000 towards our SCARF Fund which helps families facing hardship and struggling to cover football expenses, and our Grassboots kit and boot recycling project. We have made 16 grants from the SCARF Fund, helping children in need to keep playing the game they love by funding transport costs, provide equipment and pay subs.

Business Development

With the delivery of St Peter's Sports Hub due later in the season, it remains important to prioritise our commercial partnerships.

As part of this we have commissioned a new booking system and database which will allow us greater flexibility in promoting our projects and the new artificial pitch.

We are delighted that our new partners Newcastle Flooring and Collingwood Insurance have committed to us for the forthcoming season and look forward to strengthening our links with them. In addition, we are pleased to welcome Club Supporter as our new headline Grassroots Awards sponsor.

Our work with existing partners has gone from strength to strength, with female pathway partner GMS assisting us with our facility development work by undertaking grass pitch assessments on our behalf and thereby helping our clubs access vital funding.

Facilities

We have worked closely with our colleagues at the Football Foundation over the past season to obtain the maximum possible funding for grassroots football facilities, with £1.73m awarded across 55 grant applications in 2023/24.

Significant projects this year have included securing an investment of £154k from the Football Foundation for Morpeth Town Juniors, allowing them to carry out much needed grass pitch improvements to a previously unstable multi pitch site at Morpeth Common. The club now has a true 'home site' for the first time, alongside funded maintenance machinery and goalposts.

The Howden's GameChanger programme has seen us work with several clubs on the installation of new kitchens including Wallsend BC, New Fordley, Morpeth Juniors, Montague and North Fenham, and Newcastle Blue Star, providing much needed refreshment facilities plus an opportunity for these clubs to develop income streams.

Phase one of the innovative Playzone scheme is underway in Newcastle and Northumberland which will see small sided artificial play areas, designed for community use, provided in the areas that need them the most.

And senior club Heaton Stannington has seen £55,000 invested through the Premier League Stadia Fund to improve the matchday experience.

OBJECTIVES AND ACTIVITIES

In total 55 clubs have benefited from this grass pitch maintenance funding, 20 more than the season before, with £2.38m committed towards grass pitch improvement over the coming years.

The FA set a target of 61 pitches to be rated good or better by the end of season 2023/24. We greatly exceeded this with an end of season total of 159 pitches at this level. We will continue work in the new season to keep these pitches in good condition and bring more up to this level, by working with clubs and supporting their groundstaff.

We hosted several grass pitch workshops earlier in the season which were extremely well attended, and aim to repeat and extend these events in the coming 12 months.

We work closely with all our grassroots partners to ensure there are enough artificial grass pitches to meet both current and future demand. We are currently working on potential projects across our area in Newcastle, North Tyneside and Northumberland, with a robust pipeline of new 3G pitches planned, increasing both training and matchday capacity for clubs across our area.

Compliance & Inclusion Overview - provided by Dean Buckle (Head of Compliance & Inclusion)

The number one priority for Northumberland FA continues to be safeguarding, and this work is led, shaped and monitored by the compliance team. Northumberland FA's safeguarding work is underpinned by The FA's Safeguarding Operating Standard for County FA's and the work we do in this area is externally audited by the NSPCC. In our most recent safeguarding audit, conducted in July 2023, Northumberland FA was judged to have met the standard required by the auditors, who commented;

"Safeguarding is clearly embedded in the County FA, the CEO, Chair and team as a whole should be congratulated on an excellent assessment. The culture within Northumberland FA and the care for their community is extremely inspiring."

The 2023/24 season saw one change in our staffing team, with Lewis White joining us as Football Services Administrator to replace the outgoing Louise Winter.

Safeguarding reviews

In 2023/24, the compliance team continued to work towards our objective of conducting a safeguarding review at 33% of our clubs with a youth team, again achieving this figure. However, we still felt that we needed to do more and therefore, in 2023/24 we piloted 'Mystery Shopping in football' via our Positive Football Ambassador scheme.

With the support of the ambassadors, we were able to observe over 50% of our clubs with a youth team in season 2023/24. I'm delighted that we are going to expand this initiative in 2024/25, meaning we expect to be able to observe every single club, every single season. This significantly adds to our ability to complete matchday safeguarding observations and supplements the work our team do all year round.

OBJECTIVES AND ACTIVITIES

Compliance

The safeguarding reviews and practices listed are supplemented by the ongoing monitoring and management of qualifications, with the team seeking to ensure that non-playing participants in the game always meet the minimum qualification criteria. 2023/24 was our first full season using the FA's 'shared services' and I'm delighted that their proactive approach has meant we continue to see some of the highest qualification compliance in the country.

In terms of the bigger picture, we now have more eyes and ears observing football than ever before and we expect to observe/visit around 300 games and training sessions in 2024/25. I am consistently clear that, where we find coaches operating without the minimum qualifications, these individuals and clubs will face the strongest possible sanctions as we maintain a zero-tolerance approach to non-compliance. With the volume of observations we are now able to complete, I am more confident than ever before that anyone operating without the minimum qualifications will be caught and held accountable.

Inclusion

2023/24 saw our first full season in which '100% Inclusive' operated throughout and I'm delighted with some of the successes this strategy has achieved. I was delighted to see this work recognised externally in June 2023, when we were awarded 'Equality Trailblazer' and 'Business of the Year' at the North East Chamber of Commerce Awards as I believe this gives a clear and independent assessment that the inclusion work we are producing is informed, impactful and important.

In 2024, Northumberland FA achieved the Preliminary level of the Equality Standard for Sport. This is an externally moderated standard that measures our work and practices in the space of Inclusion and requires us to provide evidence of assessment, impact and change. As we move forward, we will continue to strive to be a leading organisation for inclusion in sport.

We also completed our first full season with our newly formed Inclusion Advisory Board (IAB). The board consists of individuals with excellent professional experience and the key skills and expertise to help critique our work and create innovative solutions to problems faced by our communities. The IAB have already had a significant impact on our work, helping to critique and shape our new grassroots football strategy, while providing expertise in key areas, such as our planned community work, as and when needed.

On the subject of community work, we've been delighted by the response to our 'Grassboots' kit and boot recycling scheme. Season 2023/24 saw us receive more than 2,500 donations and we expect to double that figure for the season ahead, with new donation points about to go out into new communities. Additionally, our 'Create your own football club' project continues to expand, with new schools coming on board throughout the season.

Season 2023/24 saw us deliver more inclusion initiatives than ever before, across the entirety of the organisation. We saw our first ever Football Mental Health First Aid course delivered while we gifted the sponsorship of two county cups to mental health support charities. Our SCARF fund made multiple grants, delivered 'stepping over the sidelines' in a Sikh temple and hosted an SEN Schools football festival. Finally, we continued to deliver our female 'summer sevens' events, hosted walking football festivals and became a 'disability confident' employer.

OBJECTIVES AND ACTIVITIES

Discipline

This year saw us raise 194 misconduct charges, which is down from 226 in season 2022/23, a reduction of 14%. This season, 56% of these charges were in youth football, a reduction from 62% the previous season. This demonstrates that some of the initiatives we've put in place for youth football, such as mystery shopping, may be starting to take effect. However, there are upward trends in misconduct against match officials (+5%) and misconduct aggravated by protected characteristics, which increased by 58% on the previous season.

Investigations:

Over 300 investigations into misconduct have taken place.

194 charges of misconduct have been raised and heard, with 90% of charges found to be proven at hearings.

Cases were dealt with in, on average, in 24 days.

Cards:

4,299 yellow cards.

508 red cards - includes 130 for violent conduct and 146 for offensive, insulting or abusive language.

Misconduct against match officials:

29% of charges raised came from misconduct against match officials.

3 charges raised for assault against a Match Official, one led to a seven-year suspension from all Football.

Misconduct aggravated by protected characteristics:

38 charges raised (19.5%) where it was alleged that behaviour/language was aggravated by a protected characteristic, a rise from last season's 24.

2 charges for alleged discrimination raised.

37% of charges for these related to language/behaviour aggravated by disability.

34% of charges raised for these related to language/behaviour aggravated by sexual orientation.

Misconduct in youth football:

56% of charges raised were for matters taking place in youth football.

59% of all investigations were for matters taking place in youth football.

24 out of 25 Club charges for spectator behaviour took place in youth football matches.

Safeguarding case work

Safeguarding case work continues to be a key priority of the County FA. This ranges from low level concerns through to higher level concerns and an array of cases in which multi-agency work is required, including Local Authority Designated Officer (LADO), the Police and FA case management.

In season 2023/24, we continued to utilise our safeguarding software for case recording and ongoing case management. The software provides a host of benefits and insights, helping to shape everything from our safeguarding visit scheduling, to demonstrating how decisions are reached and evidencing the action taken at every single step of a safeguarding case. The software allows us to take a data led approach to interventions.

OBJECTIVES AND ACTIVITIES

This season, we have handled a number of new safeguarding cases and 'general safeguarding advice' cases. A breakdown of case type and volume is as follows;

53 low level concern cases.

18 of these were referred to the FA. This means they met the threshold to investigate and/or issue a suspension for safeguarding reasons.

13 referrals were made to or received from the LADO. LADO is involved when there are concerns around individuals working with children, either professionally or voluntarily.

3 calls made to 999 by club officials due to risk of immediate harm to children.

8 interim safeguarding suspensions issued.

2 permanent safeguarding suspensions issued.

The serious cases listed above are demonstrative of the scope and breadth of Northumberland FA's work to ensure the safety of participants in the game. Reports are categorised as per 'best fit' and in the majority of serious cases, it's important to note that the alleged offence has happened outside of football.

Northumberland FA ensure each case is dealt with professionalism, diligence and care taken by the team on every single case. Safeguarding will continue to be our number one priority and moving forward, we have ambitious plans in place which will ensure the game in our area is safer than ever before.

Football Development - provided by David Jones (Head of Football Development)

In 2021, Northumberland FA launched its new Grassroots Football Strategy. Within this were key focus areas for Football Development, covering players, coaches, referees, and facilities. In 2023/24 work has continued to achieve our strategic objectives and increase total FA funding received by NFA.

Player Pathways

Strategic Aim: Creation of accessible and inclusive football pathways through the support and/or commission of excellent and appropriate playing formats.

As context, season 2021/22 was the first season online player registration was compulsory for all leagues and their teams. This has given us a more accurate picture of how many people are playing football, in addition to those taking part in FA Programmes such as FA Wildcats, Squad Girls, and FA Just Play. Prior to 2021/22 'Proxy measures' were used based on affiliated teams.

Because of this, player numbers pre-2021/22 aren't comparable, so Table 1.0 shows player numbers across Male, Female, and Disability pathways over the previous three seasons, and against Northumberland FA's target set by The FA. To provide more historical comparison, Table 2.0 shows the number of affiliated teams across the County over the last nine seasons. Table 2.0 doesn't include play programmes such as FA Wildcats.

PATHWAY	MALE/MIXED	FEMALE	DISABILITY	TOTAL
PLAYERS 2021/22	19,026	3,609	311	22,946
PLAYERS 2022/23	21,351	4,246	282	25,879
PLAYERS 2023/24	23,325	4,476	266	28,058
2023/24 FA TARGET	17,806	3,339	428	21,267
ACTUAL v FA TARGET	+5,519	+1,137	-162	+6,791

Table 1.0 Player numbers by pathway against FA targets

OBJECTIVES AND ACTIVITIES

SEASON	YOUTH (U5-U11)	YOUTH (U12-U16)
2014/15	555	468
2015/16	544	461
2016/17	588	470
2017/18	634	477
2018/19	638	471
2019/20	784	526
2020/21	756	544
2021/22	827	607
2022/23	837	593
2023/24	900	752

SEASON	TRANSITION (U17-U23)	OPEN-AGE/SENIOR	TOTAL
2014/15	83	380	1,486
2015/16	78	369	1,452
2016/17	76	379	1,513
2017/18	81	360	1,552
2018/19	79	319	1,507
2019/20	92	383	1,785
2020/21	111	408	1,819
2021/22	126	415	1,975
2022/23	88	432	1,950
2023/24	82	466	2,200

Table 2.0 Team numbers by age category per season

Overall, player numbers have continued to increase year-on-year since 2021/22 when online Player Registration was introduced. After a small dip in 2022/23, affiliated Team numbers continue to increase, driven predominantly by the large growth in junior football.

The vast majority of players in Table 1.0 participate within affiliated Teams, taking part in sanctioned leagues. NFA affiliated teams take part in 30 different sanctioned leagues, 18 of which are sanctioned by NFA with the remainder either FA sanctioned or sanctioned by another County FA. 172 players counted within Table 1.0 are only participating in an FA Recreational Programme delivered by a Club, such as FA Wildcats, FA Squad Girls, and FA Just Play. Any player who is registered within an FA Recreational Programme, who is also registered within a Team playing in a league, is only counted once. Congratulations and thanks must go to the work of Club and League officials driving the provision and growth of football.

With the support of FA Recreational Programmes, the Female Pathway continues to grow. Table 1.0 shows participation growth. In addition to the players listed in the Female Pathway of Table 1.0, 474 female players play in the Mixed Pathway of Youth Football. This also transfers to team numbers. In 2014/15 season there were 132 Female teams across all age groups, in 2023/24 there were 305.

OBJECTIVES AND ACTIVITIES

The largest gap in provision within our County is across the Disability Football pathway. Prior to the 2021/22 season, a child or young person with a disability had no opportunities available to play disability football within a grassroots community club. This led Northumberland FA to launch the Inclusion Hub Project, providing funding and support to set up recreational sessions for children with special educational needs (SEN) aged 6-11 and/or 12-16. Four clubs were part of the programme. Participation from these sessions isn't included in the figures shown in Table 1.0. With the introduction of the FA Comets programme, and delivery of the FA Disability Training for Clubs: Journey to Inclusion Workshop, NFA now has 5 Clubs as FA Comets Providers, offering football provision for 6-11 year-olds. The folding of the Open-age pan-disability football league in October 2023 removed the local competition pathway within disability football. This is to be re-established by NFA in 2024/25. Outside of The FA's pathway 'ecosystem', Newcastle United Foundation deliver 23 weekly pan-disability and disability specific sessions across the county, providing more opportunities than are captured by FA data. However, the strategic objective for Disability Football between 2024-2028 is to increase provision within, and connected to, the grassroots Club network to help them become thriving accredited clubs at the heart of their communities.

Northumberland FA has continued to support Walking Football, hosting 4 events in 2023/24 providing social and competitive playing opportunities for Walking Football Clubs and groups in the region. The inaugural FA Walking Football Cup in 2024/25 will also be supported by NFA.

NFA once again delivered the Women's Summer 7's Series. This provides local open-age female teams the opportunity to continue playing over the summer, along with teams' development/recreational groups being able to play semi-competitive football in a social environment. 12 teams took part in 2023/24 with feedback saying the series has helped retain existing players and bring new players into clubs.

To support youth teams transitioning from 7v7 to 9v9 football, and the introduction of offsides, the annual Transition Series was delivered at the end of the 2023/24 season, with entries hitting capacity. This programme was also used to support new referees gain experience ahead of 2024/25.

England Football Accreditation

England Football Accreditation is a driving force to creating a sustainable network of grassroots clubs able to develop and grow the game. Accredited Clubs are required to go through a renewal process each season. 100% of Northumberland FA's Accredited Club's retained their accreditation in 2023/24. With the growth of Teams within Accredited Clubs, and a targeted approach to support the remaining non-Accredited Clubs with youth teams become Accredited, this supported an increase from 1,534 teams within an Accredited Club to 1,802.

At the end of the 2022/23 season, 93.3% of Youth Teams were part of an Accredited Club, and 56% of Adult Teams were part of an Accredited Club. At the end of 2023/24, this increased to 98.25% of Youth Teams and 74.13% of Adult Teams being part of an Accredited Club.

OBJECTIVES AND ACTIVITIES

Coach Development

Strategic Aim: Establishment of a first-rate coaching development programme to drive coaching standards in all formats of the game.

FA Recognition Awards 2022: Coach Development Programme of the Year

The Coach the Coach programme continues to offer a range of support to coaches helping develop a pivotal workforce beyond formal coaching qualifications.

In 2023/24 Coach the Coach included 26 face-to-face Coach Development events. 3 of the events were delivered in partnership with Newcastle United FC's Academy, in addition to events delivered by FA Coach Developers, Northumberland FA staff, and guest deliverers, such as ex-FA Coach Development Lead, and Coach Development legend, Pete Sturgess. This provides local coaches with high quality opportunities to experience and learn from the best as well as network with other grassroots coaches.

In addition to Coach the Coach events, the programme has also continued its podcast series 'From the Sidelines' and an online Hub. Both of these providing content to support coaches whenever they want it. The Podcast has released 19 new episodes in 2023/24, taking its total to 61 episodes, and has received 12,675 listens on Spotify. The online Hub now has 114 subscribers.

The Lionesses Coach the Coach project also continued, providing a series of workshops for female coaches including a Match Day observation experience at St James' Park for the England v France Euro25 Qualifier. Overall 102 female coaches took part in the programme with 36 new female coaches joining in 2023/24.

Coach the Coach also launched the Coach the Coach Academy in 2023/24, specifically supporting coaches aged 16-24. In its first season, 32 coaches took part with 4 bespoke workshops delivered, focusing on developing coaching practice, but also providing support in employability and networking within Coaching.

Referee Development

FA Recognition Awards 2023: Positive Football Environment Award

Referee coverage across affiliated league games is vital to support the growth of teams. In previous seasons the growth of team numbers far outweighed the growth in referee numbers, resulting in demand being greater than supply to service the game. Following on from back-to-back NFA record numbers of training new referees, in 2023/24 153 new referees completed an NFA delivered FA Refereeing Course. This actually was the same number as in 2022/23 season.

In addition to training more referees, for the first time since the measure was recorded, over 80% of referees (82%) re-registered from the previous season. This increase in retention, along with more new referees entering the game, has resulted in figures shown in Table 3.0. New programmes and processes are to be introduced in the coming seasons to continue to increase the number of people who go from Course to Pitch, to recruit more who will be active referees.

OBJECTIVES AND ACTIVITIES

Northumberland FA's Centre of Referee Excellence (CORE) continues to grow with 30 officials looking to develop and progress through The FA's Referee Pathway. The partnership with Newcastle United FC's Academy has also continued, providing new referees aspiring to progress quickly with opportunities to officiate in a high-performance environment.

To monitor the enjoyment and experience of referees, Northumberland FA conduct an annual Match Official Survey. Overall enjoyment of refereeing has increased, as measured by the percentage of referees scoring their enjoyment 7+ out of 10. In 2021/22 this was 83%, in 2022/23 this was 88.5%, and in 2023/24, this was 89.9%.

In addition, Northumberland FA introduced the Respect & Reward scheme at the start of 2022/23. The scheme enabled referees to give Respect Marks to teams' players, coaches, and spectators giving the fullest possible picture of behaviour in grassroots football. 2023/24 results remained consistent, with the data demonstrating how the vast majority of football is played in a positive environment. The average Match Respect Score being 9.1 out of 10, and 89.4% of matches having an average Respect Score of 8-10, compared to 1.2% of matches with a Respect Score of 5 or less. The scheme also allowed NFA to provide rewards and recognition to the best scoring teams, to promote positive behaviour, and reward match officials who had engaged with the scheme.

SEASON	TEAMS	REFEREES	REFEREES PER TEAM
2016/17	1,513	359	0.24
2017/18	1,552	411	0.26
2018/19	1,507	406	0.27
2019/20	1,785	372	0.21
2020/21	1,819	375	0.20
2021/22	1,975	437	0.22
2022/23	1,950	553	0.28
2023/24	2,200	632	0.29

Table 3.0 Total team and referee numbers per season

Public benefit

The charity has read the Charity Commission guidance on public benefit and is satisfied that the activities outlined above clearly demonstrates that the charity is providing a benefit to the public.

FINANCIAL REVIEW

Financial position

The results for the 12 months ending 30th June 2024 show a surplus of £11,204 compared to the surplus of £14,879 for the 12 months ending 30th June 2023. The surplus in the year represents 1.8% of total income, compared to the prior year of 2.4%.

The cash holding was £297,557 at the end of the financial year compared to £391,034 at 30th June 2023. As at 30th June 2024 £30,246 of club insurances had been collected by the County compared to £44,806 at the end of June 2023.

In December 2023 the NFA paid their contribution to the Community Hub project, value £50,000. The Community Hub project build has been delayed preventing any income generation in the financial year therefore requiring the NFA to financially support Northumberland FA Community Hub Limited to the value of £17,284.

The County consistently maintains a cash balance representing at least 6 months of operating cost which is consistent with the FA guidelines for the size of the operation.

The County FA financial controls are aligned to The Football Association's County FA Financial Management Operating Guidance Manual all of which are reviewed, improved, and updated on a regular basis in line with the FA guidance. Each month a full set of Management Accounts are presented to the Board of Directors for review to ensure we are on track to deliver the annual Budget target surplus.

The team have delivered another solid financial year, delivering on the surplus and cash targets while dealing with the challenges of the delay in the Community Hub.

The next 12 months will provide new challenges, no more so than the staged delivery of the new Northumberland Football Association Community Hub but the company is in a strong position to deal with those challenges and deliver on all the targets for the new year. The NFA in conjunction with the Community Hub will ensure the NFA is financially resilient and more financially independent to allow it to continue to invest in the future delivery of football in the County of Northumberland.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Northumberland Football Association Limited ("NFA") is a company limited by guarantee. Incorporated under the Companies Act on 28th October 1999 (registration number 03867559) and registered under the Charities Act 2011 on 30th April 2018 (registration number 1178164).

NFA was formed under a Memorandum of Association (dated 28th October 1999) that established its objects and powers. It is governed under its Articles of Association (amended 28th September 2023) by a board whose members are directors for the purposes of company law and trustees for the purposes of charity law. The names of the members of the board who served during the year and up to the date of this report are set out on page 15.

Members of the company guarantee to contribute an amount not exceeding £10 to the assets of the company in the event of winding up.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Recruitment and appointment of new trustees

As set out in the Articles of Association a minimum of three, but maximum of twelve Trustees shall comprise the following; the Chair, the Chief Executive Officer, the Financial Director, the Chair of the Equality, Diversity & Inclusion Committee, Independent Trustees, and any other Trustees appointed or co-opted. Not less than one third of the Board shall be Independent Trustees. New Trustees shall be recommended by the Nominations Committee and appointed by Trustees, following an open advertisement and recruitment process. The Trustees shall decide which suitably qualified person should be appointed as the Financial Director for such term and upon such conditions as they think fit.

The Charity has adopted a target of, and shall take all appropriate actions to encourage a minimum of 30% of each gender on the board and greater diversity by demonstrating a strong and public commitment to progressing towards diversity on the Board, including by adopting diversity targets, which reflect the diversity of the Charity's local area. The Charity shall publish its work to foster diversity on its website.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

03867559 (England and Wales)

Registered Charity number

1178164

Registered office

Whitley Park
Whitley Road
Newcastle Upon Tyne
Tyne and Wear
NE12 9FA

Trustees

S Ord Chair
A Rose-Cook Chief Executive Officer
L A Chandler Financial Director
Z Hingston Chair - Equality, Diversity & Inclusion (appointed 12.10.23)
P Cullerton Independent Trustee
S D Swinyard Independent Trustee
G Knight Independent Trustee (appointed 12.10.23)
P Lucherini Independent Trustee (appointed 12.10.23)
S L Medcalf Independent Trustee (appointed 12.10.23)
S Shiel Independent Trustee (appointed 12.10.23)
C Waldron Independent Trustee (appointed 12.10.23)
A J Jenkins Independent Trustee (resigned 28.9.23)
D A Booth Vice President (resigned 28.9.23)
W Holmes Council Trustee (resigned 28.9.23)
C S Ball Independent Trustee (resigned 28.9.23)
J Callaghan Trustee Elected Trustee (resigned 28.9.23)
J L McMinn Independent Trustee (resigned 28.9.23)

REFERENCE AND ADMINISTRATIVE DETAILS

Independent Examiner

P.S. Hutchinson BSc FCA
Harrison Hutchinson Limited
246 Park View
Whitley Bay
Tyne and Wear
NE26 3QX

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 23rd September 2024 and signed on its behalf by:

A Rose-Cook - Trustee

Independent Examiner's Report to the Trustees of
Northumberland Football Association
Limited

Independent examiner's report to the trustees of Northumberland Football Association Limited ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 30th June 2024.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

P.S. Hutchinson BSc FCA

Harrison Hutchinson Limited
246 Park View
Whitley Bay
Tyne and Wear
NE26 3QX

Date:

Statement of Financial Activities
for the Year Ended 30th June 2024

	Notes	Unrestricted fund £	Restricted fund £	30.6.24 Total funds £	30.6.23 Total funds £
INCOME AND ENDOWMENTS FROM					
Charitable activities	4				
Football development		63,159	230,983	294,142	278,956
Football operations		115,983	22,539	138,522	130,942
Other trading activities	2	159,400	-	159,400	183,074
Investment income	3	23,334	-	23,334	19,580
Total		361,876	253,522	615,398	612,552
EXPENDITURE ON					
Raising funds	5	230,933	-	230,933	224,711
Charitable activities	6				
Football development		70,911	230,983	301,894	284,421
Football operations		48,828	22,539	71,367	88,541
Total		350,672	253,522	604,194	597,673
NET INCOME		11,204	-	11,204	14,879
RECONCILIATION OF FUNDS					
Total funds brought forward		309,104	-	309,104	294,225
TOTAL FUNDS CARRIED FORWARD		320,308	-	320,308	309,104

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

Statement of Financial Position
30th June 2024

	Notes	Unrestricted fund £	Restricted fund £	30.6.24 Total funds £	30.6.23 Total funds £
FIXED ASSETS					
Tangible assets	12	215,507	-	215,507	222,671
Investments	13	1	-	1	-
		<u>215,508</u>	<u>-</u>	<u>215,508</u>	<u>222,671</u>
CURRENT ASSETS					
Debtors	14	58,168	-	58,168	43,471
Cash at bank		297,557	-	297,557	391,034
		<u>355,725</u>	<u>-</u>	<u>355,725</u>	<u>434,505</u>
CREDITORS					
Amounts falling due within one year	15	(159,037)	-	(159,037)	(252,184)
NET CURRENT ASSETS		<u>196,688</u>	<u>-</u>	<u>196,688</u>	<u>182,321</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>412,196</u>	<u>-</u>	<u>412,196</u>	<u>404,992</u>
ACCRUALS AND DEFERRED INCOME	16	(91,888)	-	(91,888)	(95,888)
NET ASSETS		<u>320,308</u>	<u>-</u>	<u>320,308</u>	<u>309,104</u>
FUNDS	17				
Unrestricted funds				320,308	309,104
TOTAL FUNDS				<u>320,308</u>	<u>309,104</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 30th June 2024.

The members have not required the company to obtain an audit of its financial statements for the year ended 30th June 2024 in accordance with Section 476 of the Companies Act 2006.

Statement of Financial Position - continued
30th June 2024

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 23rd September 2024 and were signed on its behalf by:

S Ord - Trustee

Northumberland Football Association
Limited

Statement of Cash Flows
for the Year Ended 30th June 2024

	Notes	30.6.24 £	30.6.23 £
Cash flows from operating activities			
Cash generated from operations	1	<u>(92,246)</u>	<u>71,902</u>
Net cash (used in)/provided by operating activities		<u>(92,246)</u>	<u>71,902</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(1,230)	(1,200)
Purchase of fixed asset investments		<u>(1)</u>	<u>-</u>
Net cash used in investing activities		<u>(1,231)</u>	<u>(1,200)</u>
Change in cash and cash equivalents in the reporting period		<u>(93,477)</u>	<u>70,702</u>
Cash and cash equivalents at the beginning of the reporting period		<u>391,034</u>	<u>320,332</u>
Cash and cash equivalents at the end of the reporting period		<u><u>297,557</u></u>	<u><u>391,034</u></u>

The notes form part of these financial statements

Notes to the Statement of Cash Flows
for the Year Ended 30th June 2024

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	30.6.24	30.6.23
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	11,204	14,879
Adjustments for:		
Depreciation charges	8,395	8,659
Increase in debtors	(14,698)	(6,043)
(Decrease)/increase in creditors	(97,147)	54,407
Net cash (used in)/provided by operations	(92,246)	71,902

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.7.23	Cash flow	At 30.6.24
	£	£	£
Net cash			
Cash at bank	391,034	(93,477)	297,557
	391,034	(93,477)	297,557
Total	391,034	(93,477)	297,557

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

Northumberland Football Association Limited is a charitable company registered in England and Wales. The registered office is Whitley Park, Whitley Road, Newcastle upon Tyne, NE12 9FA. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015) - (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Northumberland Football Association Limited meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). The financial statements are prepared on a going concern basis, are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

Preparation of consolidated financial statements

The financial statements contain information about Northumberland Football Association Limited as an individual company and do not contain consolidated financial information as the parent of a group. The charity is exempt under Section 399(2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income in respect of restricted and unrestricted funds included all amounts receivable in the period, including members affiliation fees and disciplinary income, coaching course income and grant income received from the Football Association.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs

Support costs are allocated by charitable activity in proportion to the budgeted costs for each area.

Notes to the Financial Statements - continued
for the Year Ended 30th June 2024

1. ACCOUNTING POLICIES - continued

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 2% on cost
Plant and machinery	- 25% on cost
Fixtures and fittings	- 25% on cost
Computer equipment	- 33% on cost
Trophies	- 25% on cost

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

General funds are unrestricted funds, which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds earmarked by the trustees at their discretion for a specific purpose.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. OTHER TRADING ACTIVITIES

	30.6.24	30.6.23
	£	£
FA grants released	4,001	4,214
Marketing, communications & PR	44,411	25,820
FA Annual grant	22,404	22,752
Disciplinary income	81,939	80,131
Ground maintenance	6,645	50,157
	159,400	183,074

Notes to the Financial Statements - continued
for the Year Ended 30th June 2024

3. INVESTMENT INCOME

	30.6.24	30.6.23
	£	£
Rents received	20,276	19,321
Interest received	3,058	259
	23,334	19,580

4. INCOME FROM CHARITABLE ACTIVITIES

		30.6.24	30.6.23
	Activity	£	£
Coaching income	Football development	30,305	39,939
Development income	Football development	5,115	14,568
Refereeing activities	Football development	27,739	13,590
Workforce funding	Football development	230,983	210,859
Members affiliation fees	Football operations	78,332	58,040
County cup competitions	Football operations	28,301	28,169
Refereeing activities	Football operations	9,350	3,680
Workforce funding	Football operations	22,539	41,053
		432,664	409,898

5. RAISING FUNDS

Other trading activities

	30.6.24	30.6.23
	£	£
Purchases	27,149	66,328
Staff costs	165,289	125,086
Bad debts	-	(3,900)
Support costs	38,495	37,197
	230,933	224,711

Notes to the Financial Statements - continued
for the Year Ended 30th June 2024

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 7) £	Totals £
Football development	32,420	269,474	301,894
Football operations	15,838	55,529	71,367
	48,258	325,003	373,261

7. SUPPORT COSTS

	Management £	Finance £	Governance costs £	Totals £
Other trading activities	34,227	900	3,368	38,495
Football development	265,208	900	3,366	269,474
Football operations	51,873	771	2,885	55,529
	351,308	2,571	9,619	363,498

Activity	Basis of allocation
Management	Support Costs
Finance	Support Costs
Governance costs	Support Costs

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	30.6.24 £	30.6.23 £
Depreciation - owned assets	8,394	8,660
Other operating leases	17,117	17,200

Notes to the Financial Statements - continued
for the Year Ended 30th June 2024

9. TRUSTEES' REMUNERATION AND BENEFITS

In accordance with Article 23.2.2 of the Company's Articles of Association, the Chief Executive Officer is required to be a trustee of the charity. As Chief Executive Officer, Andrew Rose-Cook has an employee contract with the Company, and was paid a salary of £55,772 for the year ended 30th June 2024. No payments were for acting as a trustee for which he received no remuneration or benefits.

No other trustees received remuneration or other benefits for the year ended 30th June 2024.

Trustees' expenses

	30.6.24	30.6.23
	£	£
Trustees' expenses	1,538	1,141

10. STAFF COSTS

	30.6.24	30.6.23
	£	£
Wages and salaries	418,811	376,998
Other pension costs	10,065	7,368
	428,876	384,366

The average monthly number of employees during the year was as follows:

	30.6.24	30.6.23
	14	14

No employees received emoluments in excess of £60,000.

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Charitable activities			
Football development	65,901	213,055	278,956
Football operations	89,889	41,053	130,942
Other trading activities	183,074	-	183,074
Investment income	19,580	-	19,580
Total	358,444	254,108	612,552
EXPENDITURE ON			
Raising funds	224,711	-	224,711

Notes to the Financial Statements - continued
for the Year Ended 30th June 2024

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted fund £	Total funds £
Charitable activities			
Football development	71,366	213,055	284,421
Football operations	47,488	41,053	88,541
Total	343,565	254,108	597,673
NET INCOME	14,879	-	14,879
RECONCILIATION OF FUNDS			
Total funds brought forward	294,225	-	294,225
TOTAL FUNDS CARRIED FORWARD	309,104	-	309,104

12. TANGIBLE FIXED ASSETS

	Freehold property £	Plant and machinery £	Fixtures and fittings £
COST			
At 1st July 2023	380,064	59,573	28,609
Additions	-	-	-
At 30th June 2024	380,064	59,573	28,609
DEPRECIATION			
At 1st July 2023	159,102	59,573	28,609
Charge for year	7,584	-	-
At 30th June 2024	166,686	59,573	28,609
NET BOOK VALUE			
At 30th June 2024	213,378	-	-
At 30th June 2023	220,962	-	-

Notes to the Financial Statements - continued
for the Year Ended 30th June 2024

12. TANGIBLE FIXED ASSETS - continued

	Computer equipment £	Trophies £	Totals £
COST			
At 1st July 2023	40,837	5,161	514,244
Additions	1,230	-	1,230
At 30th June 2024	42,067	5,161	515,474
DEPRECIATION			
At 1st July 2023	39,128	5,161	291,573
Charge for year	810	-	8,394
At 30th June 2024	39,938	5,161	299,967
NET BOOK VALUE			
At 30th June 2024	2,129	-	215,507
At 30th June 2023	1,709	-	222,671

13. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
Additions	1
NET BOOK VALUE	
At 30th June 2024	1
At 30th June 2023	-

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies include the following:

Notes to the Financial Statements - continued
for the Year Ended 30th June 2024

13. FIXED ASSET INVESTMENTS - continued

Northumberland FA Community Hub Limited

Registered office: United Kingdom

Nature of business: Operation of Sports Facilities

Class of share: %
Ordinary holding **100**

	30.6.24	30.6.23
	£	£
Aggregate capital and reserves	(10,145)	-
Loss for the year	(10,146)	-

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	30.6.24	30.6.23
	£	£
Trade debtors	8,373	16,787
Amounts owed by group undertakings	17,284	-
Prepayments	32,511	26,684
	58,168	43,471

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	30.6.24	30.6.23
	£	£
Trade creditors	34,736	21,688
Social security and other taxes	9,716	10,110
VAT	9,124	314
Accrued expenses	105,461	220,072
	159,037	252,184

16. ACCRUALS AND DEFERRED INCOME

	30.6.24	30.6.23
	£	£
Deferred FA grants	91,888	95,888

Notes to the Financial Statements - continued
for the Year Ended 30th June 2024

17. MOVEMENT IN FUNDS

	At 1.7.23 £	Net movement in funds £	At 30.6.24 £
Unrestricted funds			
General fund	309,104	11,204	320,308
TOTAL FUNDS	309,104	11,204	320,308

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	361,876	(350,672)	11,204
Restricted funds			
Restricted Fund	253,522	(253,522)	-
TOTAL FUNDS	615,398	(604,194)	11,204

Comparatives for movement in funds

	At 1.7.22 £	Net movement in funds £	At 30.6.23 £
Unrestricted funds			
General fund	294,225	14,879	309,104
TOTAL FUNDS	294,225	14,879	309,104

Notes to the Financial Statements - continued
for the Year Ended 30th June 2024

17. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	358,444	(343,565)	14,879
Restricted funds			
Restricted Fund	254,108	(254,108)	-
TOTAL FUNDS	<u>612,552</u>	<u>(597,673)</u>	<u>14,879</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.7.22 £	Net movement in funds £	At 30.6.24 £
Unrestricted funds			
General fund	294,225	26,083	320,308
TOTAL FUNDS	<u>294,225</u>	<u>26,083</u>	<u>320,308</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	720,320	(694,237)	26,083
Restricted funds			
Restricted Fund	507,630	(507,630)	-
TOTAL FUNDS	<u>1,227,950</u>	<u>(1,201,867)</u>	<u>26,083</u>

Restricted funds represent grants made to the charitable company by the Football Association which are to be specifically used as directed by the donor.

18. RELATED PARTY DISCLOSURES

The charitable company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

There were no related party transactions, other than already disclosed in the accounts, for the year ended 30th June 2024.

NORTHUMBERLAND FOOTBALL ASSOCIATION LIMITED

England & Wales - Charity number 1178164

Accounts

REGISTERED COMPANY NUMBER: 03867559 (England and Wales)
REGISTERED CHARITY NUMBER: 1178164

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 30th June 2023
for
Northumberland Football Association
Limited

Harrison Hutchinson Limited
246 Park View
Whitley Bay
Tyne and Wear
NE26 3QX

Northumberland Football Association
Limited

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for the Year Ended 30th June 2023

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Northumberland Football Association
Limited

Report of the Trustees
for the Year Ended 30th June 2023

The Trustees (who are also directors of the charity for the purposes of the Companies Act 2006), present their report and the financial statements of the charity for the year ended 30th June 2022.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015).

Prior to its registration as a charitable company, Northumberland Football Association Limited, was a not-for-profit organisation, established to promote and administer the game of association football in the county of Northumberland. The company was formally registered as a charity with the Charity Commission on 30th April 2018, with a charitable purpose which continues its work to promote and administer football in the county of Northumberland in its pursuit of advancing amateur sport, health and education.

OBJECTIVES AND ACTIVITIES

Objectives and aims

These are for the public benefit generally but with particular reference to the inhabitants of the County and its surrounding areas.

- 1) to promote, develop and support community participation in healthy recreation by providing or assisting in the provision of facilities for the playing of the game and such other sports or physical activities which improve fitness and health;
- 2) to advance amateur sport by promoting the amateur playing of the game and such other sports or games which promote health by involving physical or mental skill or exertion and which are undertaken on an amateur basis;
- 3) to advance education (including academic and physical education) by such means as the Trustees think fit including helping and educating children and young people by providing facilities for the playing of the game and other sports as to develop their physical, mental and social capacities that they may grow to full maturity as individuals and members of the community.
- 4) helping and educating persons involved in the coaching and/or refereeing of the game by providing relevant tuition and/or resources; and
- 5) to relieve people with disabilities, learning difficulties or ill-health by the provision of facilities for the playing of the game and other sport, recreation or leisure time occupation in the interests of social welfare and with the object of improving the conditions of life of such people.

OBJECTIVES AND ACTIVITIES

Significant activities

Since compiling this report for our last AGM, Northumberland FA has gone from strength to strength. The 2022-2023 season must be considered an overwhelming success across many of the areas of work that the County FA undertakes. As usual, the County FA's Senior Management Team have compiled reports from their areas of work to present to our members the key projects, initiatives and ultimately, achievements from the last twelve months.

At the outset of this report, we must note the milestone of the initiation of our planned new HQ at St. Peters Playing Fields, Wallsend. This £4.2m investment into a state-of-the-art facility, broke ground in April 2023 with a planned completion date of April 2024. I must note and thank our partners at North Tyneside Council, The Football Foundation and The Football Association to helping the County FA realise this vision for the future. This would not have been possible without this key consortium of partners, all working for an agreed purpose. This HQ project will transform the way the County FA operates - and will provide us with the platform to deliver the game, in the same way we develop and govern the game locally. This is an exciting time to be part of Northumberland FA.

Corporate Governance

On 7 June 2023, Northumberland FA achieved The FA's Code of Governance for County FA's becoming only the twelfth County FA to achieve this kitemark of governance in sport. This was an important step, in a process which began way back in June 2020, and demonstrates the County FA's unwavering commitment to continuous improvement and growth. The work towards this achievement has been at times demanding. I believe we have grown the components of governance organically, always appreciating that the required changes needed to be implemented for the betterment of grassroots football across Northumberland, North Tyneside, and Newcastle upon Tyne. Ultimately, this is an achievement for all parts of our governance system. I must however, pay tribute to Steve Ord, our Chair and President, for his leadership and support in the implementation of the Code, which has made my job as CEO far easier and made this accomplishment a realistic target.

Even in this moment of success, the direction of travel must always be forward, and therefore the County FA has been reviewing all parts of its corporate governance structure to ensure it remains industry leading and relevant moving into our next strategic cycle from 2024 to 2028. I must thank the Directors/Trustees of Northumberland FA, for their commitment to progression and not shying away from difficult conversations, in the search for progress. This is exemplified by a Board role review which took place in the first half of 2023. This review was enacted to ensure the areas of expertise around the Board table reflected the clear strategic priorities of the County FA for our next business plan. This has led to several changes being made at Director level. At the conclusion of the Annual General Meeting, Alistair Jenkins, Wilton Holmes, Derek Booth, Judith McMinn, Jess Callaghan, and Caroline Ball will all retire their roles as Trustees of Northumberland FA. These six individuals have provided guidance, expertise, and time to the County FA, more than anyone outside of the organisation will really appreciate. This is something the County FA will never forget. We are close to finalising our recruitment process for Directors/Trustees and an announcement will be made in due course. Steve Ord, Lauri Chandler, Steve Swinyard, Phil Cullerton, and I look forward to welcoming the newly appointed Directors in October 2023.

OBJECTIVES AND ACTIVITIES

The County FA's governance review did not stop at Director level. The Inclusion Advisory Group was scrapped in late 2022, after a review of its purpose dictated a change in direction. We are delighted that the County FA's Inclusion Advisory Board met for the first time in August 2023. We firmly believe the level of expertise this group can apply another lens on the work we do will be invaluable moving forward, the group membership is:

Jon Niblo
Adeel Bashir
Zoe Hingston
Elaine Slater
Dean Thompson
Mezhrab Chowdhury
Callum Milburn
Helen Rowland
Hassan Kajee

Finally, the Council of Northumberland FA has been under review since late 2022. There is no doubt that the Council structure that has assisted with the grassroots game has been invaluable to Northumberland FA during its 140-year history however, as custodians of the game it is our job to ensure of governance structure best serves the game and remains relevant. To that end, the Council of Northumberland FA has agreed to its cessation. This is a monumental but ultimately necessary change which became the prevalent view during the almost 6-month review into this function. In its place, the County FA is currently putting together a Football Advisory Board with a view to diversifying the views that the County FA receives from across key stakeholder groups, both from within and outside of the game. This change will not be easy however, with a collective ambition and vision, we can ensure its success.

Executive Workforce

At the time of writing this report in 2022, the County FA had 13 paid members of staff. All 13 still work at Northumberland FA. This consistency in personnel demonstrates the environment and culture we have tried to create as an employer which has meant the service to the grassroots game has continued to improve. The one addition to our team has been Jess Kerr who joined the County FA as Digital Marketing Assistant in late 2022, Jess has become an integral member of the team over the past 10 months, working and providing key support to almost all areas of the business. We firmly believe she has a bright future with the Association.

The only other slight adjustment made in the past twelve months was the appointment of Helen Beales as Deputy Chief Executive Officer. This was an essential appointment in line with business continuity, I thank Helen for her capability in undertaking this vital function supported by David Jones and Dean Buckle from the Senior Management Team.

The staff group are integral to the work of Northumberland FA. The level of work delivered by this workforce has been exceptional during the past twelve months. There is, however, the collective resolve to continue driving forward to be the very best, something we are excited to continue to embrace.

OBJECTIVES AND ACTIVITIES

Business Development (by Helen Beales - Head of Business Development)

Our 'balanced scorecard' objectives identify key targets linked to our Operational Plan. In the case of Business Development, these related to our commercial income, engagement with our audience, customer satisfaction and grass pitch quality.

The department achieved, and in many cases exceeded, most targets. The exception was commercial income, however during the season we changed our accounting model for grass pitch maintenance charging which affected the commercial income expected target.

Commercial Revenue	Target £123,600.00	Actual £94,940
Net Promoter Score*	Target +40	Actual +56 (average)
Total Social Media Followers	Target 27,276	Actual 27,367
Total Social Media Impressions	Target 1,100,000	Actual 4.3m
Total Content Watch Hours	Target 1,000	Actual 1,185
Quality Grass Pitches	Target 61	Actual 107

*Internationally recognised measure of customer satisfaction which asks how likely people are to recommend Northumberland FA to their friends.

Marketing and Communications

Early in season 22/23 we welcomed Jessica Kerr into the role of Digital Marketing Apprentice. This new role has had a significant impact on our social media offering and as well as growing our existing communication channels we have also explored new ones such as TikTok, helping us to reach audiences that have traditionally been more difficult to target.

Our social media channels, website and newsletter continue to grow, with our social media recording almost 4 million impressions this season.

Our YouTube channel continues to grow, due to our focus on producing engaging video content. This season has seen us double our subscriber numbers and over 1,000 hours of viewing time.

Our newsletter circulation has grown by 161% in the past 12 months, allowing us to reach more members of our football community than ever before. During the coming season we will be refining our communications channels to ensure people received information that is more targeted towards their interests and responsibilities.

Customer service continues to be an important issue for Northumberland FA and we have continued to make significant progress in this area. Our target benchmark for the end of the 21/22 season was +40 - using the internationally recognised NPS (Net Promoter Score) method which measures customer satisfaction by asking how likely customers are to recommend the organisation to family or friends. Scores on the positive scale are desirable and we ended the season on an average of +56, 12 points above target and up from +46 last season. We are currently developing a new customer service strategy which will ensure we maintain and continue to improve this area, in particular as we move into our new HQ building.

OBJECTIVES AND ACTIVITIES

As part of the HQ development, we have revisited the Northumberland FA brand. Research among our grassroots community showed us that many stakeholders saw the existing logo as old fashioned and not representative of either the area we represent, or the organisation as it is today. As a result, we have carried out an extensive project to seek the views of a wide range of people we work with, clubs, players, commercial partners, local organisations and staff - to develop a new 'look' for Northumberland FA which we hope will give us a strong basis for the business as we take a major step forward with the development of the St Peter's Football Hub. In particular, we wanted to reflect the fact that we represent North Tyneside and Newcastle as well as Northumberland, in a bid to attract future funding and partnership support, and we hope the new brand will give us a strong platform on which to launch our exciting new era of grassroots football.

Events

This season's County Cup finals saw us welcome almost 6,500 spectators to the 20 events in April and May, with 2,400 at the flagship Senior Cup fixture between winners Morpeth Town AFC and Blyth Spartans at St James Park, including several hundred children from schools in Blyth and Morpeth, who we offered free tickets in a bid to promote our local non-league teams and give some of these young people their first opportunity to visit Newcastle United's stadium.

Planning has already started for next season's fixtures, which we hope will include some of the first matches in our new building and artificial pitch. We have welcomed a new partner for our Senior Cup, Newcastle Flooring Company Ltd, who will take on sponsorship rights for the 23/24 season and we look forward to working closely with them.

This year we will hold our annual grassroots awards in September, where we will once again welcome volunteers from the grassroots game to celebrate the very best of the game in our area.

The evening will raise funds for the SCARF appeal, which helps families facing hardship and struggling to cover football expenses. Almost £1,800 was raised for the fund during last year's event and we subsequently made 15 grants totalling £2,062, helping children in need to keep playing the game they love by funding transport costs, provide equipment and pay subs.

Business Development

With the delivery of St Peter's Sports Hub due later in the season, it remains important to prioritise our commercial partnerships.

Early in 22/23 we launched a new commercial strategy which aimed to streamline our offer and provide opportunities to promote our pathways in the game. As a result, we have moved away from the commission model with a large range of small commercial agreements, and instead have concentrated on building wider, more meaningful relationships with a smaller number of organisations.

Our existing grass pitch maintenance partner came fully on board with this new approach and signed to become our female pathway partner - supporting all women's and girl's activity including county cups, holiday camps and coach development work.

OBJECTIVES AND ACTIVITIES

We have also signed an agreement with Collingwood Insurance who have become referee pathway partners. Similarly, to GMS, this has involved them supporting our referee training and development, including funding free places for underrepresented groups on referee courses. We have found this pathway approach is attractive to businesses. As well as providing a financial support to football, it also often meets their organisational objectives in terms of working with local communities.

We hope to now develop this further by seeking partners for other pathways such as Coach the Coach and our Equality and Diversity agenda. This will be assisted by the case studies of the existing successful partnerships.

Towards the end of the season, Northumberland FA won the North East Chamber of Commerce's Equality and Diversity Award and then went on to be named their Business of the Year. We now go forward in both categories to the British Chamber of Commerce Awards. This recognition of the work we have done has been key in bringing our organisation to a wider audience, and we hope that we will be able to capitalise on this, both in terms of commercial sponsorship and also wider funding opportunities.

Facilities

We have worked closely with our colleagues at the Football Foundation over the past season to obtain the maximum possible funding for grassroots football facilities, with £4.16m awarded across 62 grant applications in 22/23.

Last September we welcomed Luke Collins into Northumberland FA as Facilities and Investment Officer, thanks to funding from The FA and our local authorities. A major part of Luke's work is around improving grass pitches and he has done extensive work this season to support clubs to complete Pitchpower assessments, which is key to obtaining funding to carry out pitch improvement work. In total 35 clubs have benefited from this grass pitch maintenance funding, 20 more than the season before.

In addition, we have supported 4 clubs to take their maintenance in-house, helping them to apply for a combined £78,000 towards machinery and equipment.

The FA set a target of 61 pitches to be rated good or better by the end of season 22/23 - we greatly exceeded this with an end of season total of 107 pitches at this level. We will continue work in the new season to keep these pitches in good condition and bring more up to this level, by working with clubs and supporting their grounds staff.

We hosted a grass pitch workshop earlier in the season which was extremely well attended, and aim to repeat and extend these events in the coming 12 months.

Working with local not for profit Urban Greens, which has taken over the management of some grass pitch sites from Newcastle City Council, we have helped to bring underused sites back into the grassroots community. Notably a prime site in Newcastle, which was struggling with poor quality pitches, has a new junior club taking up residence alongside open age teams, with associated funding in place to ensure these pitches are retained and brought back to full life.

Several of our National League System clubs have benefited from funding recently, with new dugouts, kitchens and changing facilities installed at locations including Prudhoe's Essity Park, thanks to applications for the Premier League Stadia Fund.

OBJECTIVES AND ACTIVITIES

We work closely with all our grassroots partners to ensure there are enough artificial grass pitches to meet both current and future demand. We are currently working on potential projects across our area in Newcastle, North Tyneside and Northumberland - with a robust pipeline of at least 5 new 3G pitches planned for the next 3 years. This will increase both training and matchday capacity for clubs across our area.

This season has seen the opening of two Newcastle Hub sites at Blakelaw and Bullocksteads, which will greatly improve capacity in the city. And our new development at St Peter's in North Tyneside will transform facilities for local teams in this area. We have worked closely with our partners at North Tyneside Council, the Football Foundation and a range of local clubs and other sports to ensure the new site will provide first rate facilities to help the community become more active.

Compliance & Inclusion Overview (by Dean Buckle - Head of Compliance & Inclusion)

The number one priority for Northumberland FA is safeguarding, and this work continues to be led, shaped and monitored by the compliance team. Northumberland FA's safeguarding work is underpinned by The FA's Safeguarding Operating Standard for County FA's and the work we do in this area is externally audited by the NSPCC. Since last year's AGM report, we have been audited on 2 occasions, firstly in September 2022 and then again in July 2023. I am delighted that, on both occasions, Northumberland FA not only achieved the standards required, passing both audits, but received excellent feedback on the work we do in this area. The Compliance team were described by the NSPCC in 2022 as 'the most coherent team in the Country', while in our most recent audit of 2023, assessors commented;

"Safeguarding is clearly embedded in the CFA, the CEO, Chair and team as a whole should be congratulated on an excellent assessment. The culture within Northumberland FA and the care for their community is extremely inspiring."

Within the Compliance team, we always have an eye on the future, using a data led approach to inform our practices and to support our aim to be proactive wherever we can. Therefore, we were also pleased that this was recognised by the NSPCC, who said;

"The assessors noted the team are extremely close and bonded, they work very well together in sharing ideas, challenging each other and are all extremely passionate and committed to safeguarding. Since the last assessment (2022) the CFA has progressed even further and on the day of the assessment the team showcased their impressive plans to continue to drive safeguarding forward."

The 22/23 season also marked the first full season for our DSO, Gill Upperton. Gill has been a fantastic addition to the compliance team and her technical knowledge of safeguarding has been a real asset to the department. Gill, along with our discipline officer Adam and football services assistant Louise, has built some excellent relationships across the game and we are keen to continue this proactive approach as we move forward. All of the team have played key roles in helping us to deliver our 'create your own football club' initiative in schools, an innovative project which has helped us to truly hear and understand the voice of the child, informing our practices.

Safeguarding reviews

OBJECTIVES AND ACTIVITIES

In 22/23, the compliance team challenged ourselves to complete more safeguarding reviews than ever before, setting an internal target of conducting a safeguarding review on 33% of our clubs with youth teams (the FA's requirement is that this is done on 13% of clubs). We also wanted to expand our matchday reviews that were trialled in March 2022 and bring these into a safeguarding cycle that would ensure uniformity and consistency year on year.

In total this year, we conducted 65 safeguarding reviews (this figure is above our 33% target), including desktop, matchday and training ground as referenced in the above model. This was a really stretching target for the team but one I'm proud we were able to deliver. Ultimately, we view each of our visits as possible safeguarding interventions which enable us to identify what's working well at a club and importantly, to support clubs in the development of their practices when we find there is development required. The aim of the team and purpose of these visits is very simple; 'to make football in our area as safe as it can be.'

In addition to this, we also reserved space in the schedule for any teams or clubs with whom concerns appeared throughout the season. This meant that we were able to supplement the proactive safeguarding visit plan with the ability to complete reactive visits and audits as and when needed. This reactive practice was required on 2 occasions during the season.

Compliance

The safeguarding reviews and practices listed are supplemented by the ongoing monitoring and management of qualifications, with the team seeking to ensure that non-playing participants in the game always meet the minimum qualification criteria. In 2022, we implemented a proactive strategy for this to support individuals and clubs, with a 90-day warning letter sent to urge people to renew their DBS or Safeguarding Children, for example. This approach helped us achieve over 99% compliance for coach compliance, one of the highest in the country. However, to support grassroots football even further, in March 2023 we entered into an agreement with the FA's shared services, meaning that this proactive approach is managed by a dedicated central team, with clubs and individuals now receiving 90, 60 and 30-day warning letters to give people every opportunity to ensure their qualifications do not expire. This service very much supports individuals and clubs to ensure qualifications are renewed in good time, helping to prevent expiration.

In addition to this and to support clubs and individuals in more rural areas, members of the compliance team have trialled travelling out to some of these locations, saving people from having to travel to Whitley Park as and when required. We will continue to offer this service in the coming season.

One key area of concern in terms of compliance is where we discover a coach who has not been named by the club on the system. This means that, on the surface, a club appears to have excellent compliance, but the reality can be somewhat different. Examples of this are where the individual is not named at all by the club, but is then found coaching, or the individual has been named as a team secretary but is then found to be coaching. As we continue to scale up the volume of matchday and training ground reviews we complete, we have come across this instance on more than one occasion.

I want to be absolutely clear that, where we find coaches operating without the minimum qualifications, these individuals and clubs face the strongest possible sanctions. Moving forward, we are also developing a notification system that will ensure parents are made aware when we discover a coach without an in-date DBS. To be clear, we maintain a zero-tolerance approach to non-compliance.

OBJECTIVES AND ACTIVITIES

Health and Safety

In 21/22 season, we carried out a comprehensive review of our Health and Safety provision, with staff members undergoing significant training including Fire Safety and IOSH Safety for Executives and Directors. This has continued to support our internal obligations during 22/23 season, but moving forward we are keen to offer additional support and advice to clubs. In 23/24, we plan to develop a service that will enable us to support clubs with risk assessments for home matchdays and tournaments that they plan to host. This service is for the benefit of everyone involved in grassroots football and we hope will be utilised by clubs throughout the season and in preseason.

Inclusion

In March 2023, we were delighted to launch our Inclusion Strategy, '100% Inclusive' which seeks to address inequalities and eliminate barriers to participation in football. The formation of 100% Inclusive included over 20 external organisations including schools, mental health organisations, other charities with similar aims and sports injury clinics. Ex Newcastle United and England defender, Steve Howey, was appointed as our Inclusion Ambassador and we launched a range of projects to support both people in football, and those who may want to join in the game but have been, or have felt, excluded in the past.

In 2022, Northumberland FA achieved the Foundation level of the Equality Standard for Sport. An application for the Preliminary level is imminent. This is an externally moderated standard that measures our work and practices in the space of Inclusion. One key change as part of this is in our recruitment practices, with significant changes due to be implemented before the end of 2023.

In August 2023, our newly formed Inclusion Advisory Board met for the first time. The board consists of individuals with excellent professional experience and the key skills and expertise to help critique our work and create innovative solutions to problems faced by our communities. The calibre of applicant to the advisory board was of the highest standard and I am excited to work with and learn from the group.

2023 has been a pivotal year for us in terms of the work we do in our communities, with 'Grassboots', 'Create your own football club' and our partnership work with several mental health organisations particular highlights. The reason we launch these initiatives and projects is because we believe in helping our communities and making a real difference to people's lives, but a great bonus this year was to see our work recognised externally, as we won the North East Chamber of Commerce Award for Inclusion and Diversity. In addition to that, we are delighted that '100% Inclusive', 'Create your own football club' and 'Grassboots' have reached the finals of the County FA recognition awards in their respective categories. This recognition means a lot as ultimately, it helps to shine a spotlight on the work we are doing to support our communities, something that is hugely important to us.

OBJECTIVES AND ACTIVITIES

Discipline

Overall, in season 22/23, we have raised 226 Misconduct charges. This is a rise from last year where we recorded 168. A breakdown of these charges is as follows;

Youth Football - Of the 226 charges, 140 relate to matters in Youth Football. This equates to 62% of all charges raised, which is a rise from last season's total of 55%. While we appreciate that youth football is the predominant type of football in our County, to see that the majority of charges are in this category is disappointing when, for most age groups, youth football should be about fun and development.

Club failure to control - 89 charges have been raised in relation to a Club's failure to ensure that personnel and/or supporters conducted themselves in an orderly fashion at games. This equates to 39% of all charges raised, a slight increase from last season's 36%.

Aggravated language - 24 charges have been raised in relation to discriminatory language, so 11%. This is a much larger percentage than last Season's, which was 5%. As you can imagine this is quite alarming but doesn't necessarily mean there is more cases, it could (and hopefully does) mean that more and more people feel encouraged to report, which is something we'll be actively encouraging during the pre-Season.

Referee abuse - 24% of charges raised related to Improper Conduct against a Referee, a slight increase from last Season's 22%. In essence, a quarter of all charges raised relates to referee abuse.

Results at hearings - In terms of hearings and our proven/not proven record, of the 226, only 7 were found 'not proven', which means we have a 97% conviction rate for all charges heard in season 22/23. We hope this figure will encourage people to keep reporting unacceptable behaviour and demonstrates how seriously we take these matters.

This season we utilised a case management system for discipline matters. This has been a huge success, helping us to spot trends in charges and behaviour, along with highlighting particular clubs where there may have been a spike in incidents, allowing us to tailor appropriate proactive interventions in addition to the discipline process.

Overall investigations - we investigated 321 matters of alleged misconduct in football this year. Of these, 70% resulted in charges.

Time taken to close each case - this averaged at around 1 month. FA Disciplinary Regulations for 22/23 stated that in the majority of cases we have 90 days to investigate with a further 90 days to hear any charges (therefore, a total of 180 days for most cases). Any cases from abandoned matches had 28 days to raise a charge followed by 14 days to hear the charge. This demonstrates that cases reported into Northumberland FA are handled as 'urgent' and these figures show that we are achieving a level of efficient and prompt sporting justice.

Safeguarding case work

Safeguarding case work continues to be a key priority of the County FA. This ranges from low level concerns through to higher level concerns and an array of cases in which multi-agency work is required, including LADOs (Local Authority Designated Officer), the Police and FA case management.

OBJECTIVES AND ACTIVITIES

Season 22/23 represented the first full year of utilising safeguarding software for case recording and ongoing case management. There is absolutely no doubt whatsoever that utilising this case management software has been hugely beneficial to effective safeguarding within our county area, something which has been recognised as best practice during our NSPCC audits. The software provides a host of benefits and insights, helping to shape everything from our visit schedule to demonstrating how decisions are reached and evidencing the action taken at every single step of a safeguarding case.

This season, we have handled 47 new safeguarding cases and 17 new 'general safeguarding advice' cases. A breakdown of case type and volume is as follows;

- 17 - General Advice
- 29 - Low Level Concern
- 6 - Sexual Abuse
- 4 - Grooming
- 3 - Physical Abuse
- 2 - Neglect
- 1 - Bullying
- 1 - Child Criminal Exploitation
- 1 - Emotional Abuse

The serious cases listed above are demonstrative of the scope and breadth of Northumberland FA's work to ensure the safety of participants in the game. Reports are categorised as per 'best fit' and in the majority of serious cases, it's important to note that the alleged offence has happened outside of football.

I'm incredibly proud of the professionalism, diligence and care taken by the team on every single case. Safeguarding will continue to be our number one priority and moving forward, we have ambitious plans in place which will ensure the game in our area is safer than ever before.

Football Development (by David Jones - Head of Football Development)

In 2021, Northumberland FA launched its new Grassroots Football Strategy. Within this were key focus areas for Football Development, covering players, coaches, referees, and facilities. In 2022/23 work has continued to achieve our strategic objectives. Note, that after securing additional funding at the start of 2022/23 season, from the Football Foundation and our three Local Authorities, we were able to employ a Facility Officer with the remit for facilities moving to the Business Development.

Player Pathways

Strategic Aim: Creation of accessible and inclusive football pathways through the support and/or commission of excellent and appropriate playing formats.

As context, season 2021/22 was the first season online player registration was compulsory for all leagues and their teams. This has given us a more accurate picture of how many people are playing football, in addition to those taking part in FA Programmes such as FA Wildcats, Squad Girls, and FA Just Play. Prior to 2021/22 'Proxy measures' were used based on affiliated teams.

OBJECTIVES AND ACTIVITIES

Because of this, player numbers pre-21/22 aren't comparable, so Table 1.0 shows player numbers across Male, Female, and Disability pathways over the previous two seasons, and against Northumberland FA's target set by The FA. To provide more historical comparison, Table 2.0 shows the number of affiliated teams across the County over the last nine seasons. Table 2.0 doesn't include programmes such as FA Wildcats.

PATHWAY	PLAYERS 2021/22	PLAYERS 2022/23	22/23 FA TARGET	ACTUAL Vs TARGET
MALE	19,026	21,351	17,806	+3,545
FEMALE	3,609	4,246	3,081	+1,165
DISABILITY	311	282	380	-98
TOTAL	22,946	25,879	21,267	+4,612

Table 1.0 Player numbers by pathway against FA targets

SEASON	YOUTH (U5-U11)	YOUTH (U12-U16)
2014/15	555	468
2015/16	544	461
2016/17	588	470
2017/18	634	477
2018/19	638	471
2019/20	784	526
2020/21	756	544
2021/22	827	607
2022/23	837	593

SEASON	TRANSITION (U17-U23)	OPEN-AGE/SENIOR	TOTAL
2014/15	83	380	1,486
2015/16	78	369	1,452
2016/17	76	379	1,513
2017/18	81	360	1,552
2018/19	79	319	1,507
2019/20	92	383	1,785
2020/21	111	408	1,819
2021/22	126	415	1,975
2022/23	88	432	1,950

Table 2.0 Team numbers by age category per season

After a peak in team numbers following the return of football after the pandemic, overall team numbers fell slightly, however still showing significant overall growth against previous seasons. Player numbers did increase significantly, with a combination of teams registering more players and the growth of FA Recreational programmes like FA Wildcats (for 6-11 year olds) and the launch of Squad Girls (for 12-14 year olds). Thanks must go to the Leagues and Clubs who organise, facilitate, and deliver the opportunities that continue to allow more people of all ages to play football.

OBJECTIVES AND ACTIVITIES

The largest gap in provision within our County is Youth Disability Football. Prior to 21/22 season a child or young person with a disability had no opportunities available to play disability football within a community club. This led Northumberland FA to launch the Inclusion Hub Project, providing funding and support to set up recreational sessions for children with special educational needs (SEN) aged 7-11 and/or 12-16. Four were part of the programme in 2022/23. Participation from these sessions isn't included in the figures shown in Table 1.0, however the FA Events Platform will allow this in 2023/24. The aim of the project is to support Accredited Clubs become an even more integral part of their community and create complete player pathways in disability football from youth sessions, through to the existing pan-disability open-age Northumberland Football Leagues Participation League.

Northumberland FA has continued to support Walking Football, hosting 4 events in 22/23 providing social and competitive playing opportunities for Walking Football Clubs and groups in the region.

Northumberland FA once again delivered the Women's Summer 7's Series. This provides local open-age female teams the opportunity to continue playing over the summer, along with teams' development/recreational groups being able to play semi-competitive football in a social environment. 12 teams took part in 22/23 with feedback saying the series has helped retain existing players, and bring new players into clubs. Although at the start of 23/24 season, 22/23's Summer Series culminated in a 5-a-side 'World Cup' event in-line with the FIFA Women's World Cup.

To support youth teams transitioning from 7v7 to 9v9 football, and the introduction of offsides, the annual Transition Series was delivered at the end of the 22/23 season, with entries hitting capacity. This programme was also used to support new referees gain experience ahead of 23/24.

England Football Accreditation

England Football Accreditation is The FA's kitemark awarded to Clubs who meet good practice criteria and rewards clubs for doing so, as well those who support opportunities across the player pathways. 22/23 season was the first season since 18/19 where Clubs were required to go through renewals process due a pause on renewals during the pandemic effected seasons. 96% of Northumberland FA's Accredited Club's retained their accreditation, this was the 6th highest rate across all County FA's. At the end of 22/23 season, 93.3% of Youth Teams are part of an Accredited Club, and 56% of Adult Teams are part of an Accredited Club.

Coach Development

Strategic Aim: Establishment of a first-rate coaching development programme to drive coaching standards in all formats of the game.

FA Recognition Awards 2022: Coach Development Programme of the Year

In its second season, the Coach the Coach programme continued to offer a range of support to clubs and their coaches to help develop coaches beyond their formal coaching qualifications. In November, Coach the Coach was recognised as the best County FA Coach Development programme in the country at the FA Recognition Awards held at Wembley Stadium.

OBJECTIVES AND ACTIVITIES

In 2022/23 Coach the Coach included 22 face-to-face events and 2 online events. 5 of the events were delivered in partnership with Newcastle United FC's Academy, in addition to events delivered by FA Coach Developers, Northumberland FA staff, and guest deliverers, such as former Manchester United coach Paul McGuinness. This provides local coaches opportunities to experience and learn from the best as well as network with other grassroots coaches.

In addition to Coach the Coach events, the programme has also continued its podcast series 'From the Sidelines' and an online Hub. Both providing content to support coaches whenever they want it. The Podcast has received over 7,000 listens from Spotify. The Lionesses Coach the Coach project also continued into its second season, providing a series of workshop for female coaches including a Match Day observation experience with Newcastle United Women at Kingston Park. 60 coaches were part of the 22/23 cohort.

Referee Development

Referee coverage across affiliated league games is vital to support the growth of teams. In previous seasons the growth of team numbers far outweighed the growth in referee numbers, resulting in demand being greater than supply to service the game. Following on from last season's Northumberland FA record of training 146 new referees, 2022/23 saw a further 153 new referees complete the FA Refereeing Course. To support new referees, the County FA run monthly 'Call-Back' sessions during the season. These provide opportunities for newly qualified referees to develop together and discuss any challenges and successes they have had.

Northumberland FA's Centre of Referee Excellence (CORE) continues to grow with 30 officials looking to develop and progress through The FA's Referee Pathway. The partnership with Newcastle United FC's Academy has also continued, providing new referees aspiring to progress quickly with opportunities to officiate in a high-performance environment.

To monitor the enjoyment and experience of referees, Northumberland FA conducted a Match Official Survey at the start and end of the 22/23 season. Overall enjoyment increased over the course of 22/23 with 83% of referees scoring their enjoyment 7+ out of 10 in September, compared to 88.5% at the end of the season.

In addition, Northumberland FA introduced the Respect & Reward scheme in 22/23. This enabled referees to give Respect Marks to teams' players, coaches, and spectators giving the fullest possible picture of behaviour in grassroots football. 1,091 different teams were scored across 874 matches, by 102 different referees. The results showed how the vast majority of football is played in a positive environment with the average Match Respect Score being 9.1 out of 10, and 86.6% of matches having a Respect Score of 8-10, compared to 0.7% of matches with a Respect Score of 5 or less. The scheme also allowed NFA to provide rewards and recognition to the best scoring teams, to promote positive behaviour, and reward match officials who had engaged with the scheme.

SEASON	TEAMS	REFEREES
2016/17	1,513	359
2017/18	1,552	411
2018/19	1,507	406
2019/20	1,785	372
2020/21	1,819	375
2021/22	1,975	437
2022/23	1,950	553

Table 3.0 Total team and referee numbers per season

OBJECTIVES AND ACTIVITIES

Public benefit

The charity has read the Charity Commission guidance on public benefit and is satisfied that the activities outlined above clearly demonstrates that the charity is providing a benefit to the public.

FINANCIAL REVIEW

Financial position

The results for the 12 months ending 30 June 2023 show a surplus of £14,879 compared to the surplus of £14,943 for the 12 months ending 30 June 2022. The surplus in the year represents 2.43% of total income which is consistent with the 2.64% in the previous year.

The County FA cash holding was £391,034 at the end of June 2023 compared to £320,332 at the 30 June 2022. For the season 2023/2024 the club insurances were collected by the County. This resulted in an inflow of £44,800 in June which has been subsequently paid to the insurance company.

The financial management of the County FA has ensured the cash position has continued to improve. The County consistently maintains a cash balance representing at least 6 months of operating cost which is consistent with the FA guidelines for the size of the operation.

The County FA financial controls are aligned to The Football Association's County FA Financial Management Operating Guidance Manual all of which are reviewed, improved, and updated on a regular basis in line with the FA guidance. Each month a full set of Management Accounts are presented to the Board of Directors for review to ensure we are on track to deliver the 2023-2024 Budget target surplus of £19,090 representing 3% of total income.

The team have delivered another strong financial year, delivering on the surplus and cash targets. The next 12 months will provide new challenges, no more so than the establishment of the new Northumberland Football Association Community Hub but the company is in a strong position to deal with those challenges and deliver on all the targets for the new year.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Northumberland Football Association Limited ("NFA") is a company limited by guarantee. Incorporated under the Companies Act on 28th October 1999 (registration number 03867559) and registered under the Charities Act 2011 on 30th April 2018 (registration number 1178164).

NFA was formed under a Memorandum of Association (dated 28th October 1999) that established its objects and powers. It is governed under its Articles of Association (amended 21st September 2022) by a board whose members are directors for the purposes of company law and trustees for the purposes of charity law. The names of the members of the board who served during the year and up to the date of this report are set out on page 7.

Members of the company guarantee to contribute an amount not exceeding £10 to the assets of the company in the event of winding up.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Recruitment and appointment of new trustees

As set out in the Articles of Association the Trustees shall comprise the following; the President, up to 2 Vice Presidents, the Chief Executive, Elected Trustees, up to 4 Independent Trustees, up to 2 Council Elected Trustees, up to 2 Trustee Elected Trustees and the Finance Director. The President is nominated by the Council and elected at the AGM, Vice Presidents are nominated by Council and appointed by the Board. The Trustees have the power to appoint the Finance Director and can elect up to two further Trustees.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

03867559 (England and Wales)

Registered Charity number

1178164

Registered office

Whitley Park
Whitley Road
Newcastle Upon Tyne
Tyne and Wear
NE12 9FA

Trustees

D A Booth Vice President
L A Chandler Finance Director
W Holmes Council Trustee
A J Jenkins Independent Trustee
S Ord President
C S Ball Independent Trustee
J Callaghan Trustee Elected Trustee
P Cullerton Independent Trustee
J L McMinn Independent Trustee
S D Swinyard Trustee Elected Trustee
A Rose-Cook (appointed 21.9.22)

Independent Examiner

P.S. Hutchinson BSc FCA
Harrison Hutchinson Limited
246 Park View
Whitley Bay
Tyne and Wear
NE26 3QX

Northumberland Football Association
Limited

Report of the Trustees
for the Year Ended 30th June 2023

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 28th September 2023 and signed on its behalf by:

A Rose-Cook - Trustee

Independent Examiner's Report to the Trustees of
Northumberland Football Association
Limited

Independent examiner's report to the trustees of Northumberland Football Association Limited ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 30th June 2023.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

P.S. Hutchinson BSc FCA

Harrison Hutchinson Limited
246 Park View
Whitley Bay
Tyne and Wear
NE26 3QX

Date:

Northumberland Football Association
Limited

Statement of Financial Activities
for the Year Ended 30th June 2023

	Notes	Unrestricted fund £	Restricted fund £	30.6.23 Total funds £	30.6.22 Total funds £
INCOME AND ENDOWMENTS FROM					
Charitable activities	4				
Football development		65,901	213,055	278,956	249,101
Football operations		89,889	41,053	130,942	131,843
Other trading activities	2	183,074	-	183,074	166,743
Investment income	3	19,580	-	19,580	18,773
Total		358,444	254,108	612,552	566,460
EXPENDITURE ON					
Raising funds	5	224,711	-	224,711	204,483
Charitable activities	6				
Football development		71,366	213,055	284,421	253,781
Football operations		47,488	41,053	88,541	93,253
Total		343,565	254,108	597,673	551,517
NET INCOME		14,879	-	14,879	14,943
RECONCILIATION OF FUNDS					
Total funds brought forward		294,225	-	294,225	279,282
TOTAL FUNDS CARRIED FORWARD		309,104	-	309,104	294,225

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

Northumberland Football Association
Limited

Statement of Financial Position
30th June 2023

	Notes	Unrestricted fund £	Restricted fund £	30.6.23 Total funds £	30.6.22 Total funds £
FIXED ASSETS					
Tangible assets	12	222,671	-	222,671	230,131
CURRENT ASSETS					
Debtors	13	43,471	-	43,471	37,427
Cash at bank		391,034	-	391,034	320,332
		434,505	-	434,505	357,759
CREDITORS					
Amounts falling due within one year	14	(252,184)	-	(252,184)	(193,565)
NET CURRENT ASSETS		182,321	-	182,321	164,194
TOTAL ASSETS LESS CURRENT LIABILITIES		404,992	-	404,992	394,325
ACCRUALS AND DEFERRED INCOME	15	(95,888)	-	(95,888)	(100,100)
NET ASSETS		309,104	-	309,104	294,225
FUNDS	16				
Unrestricted funds				309,104	294,225
TOTAL FUNDS				309,104	294,225

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 30th June 2023.

The members have not required the company to obtain an audit of its financial statements for the year ended 30th June 2023 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The notes form part of these financial statements

Northumberland Football Association
Limited

Statement of Financial Position - continued
30th June 2023

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 28th September 2023 and were signed on its behalf by:

S Ord - Trustee

Northumberland Football Association
Limited

Statement of Cash Flows
for the Year Ended 30th June 2023

	Notes	30.6.23 £	30.6.22 £
Cash flows from operating activities			
Cash generated from operations	1	<u>71,902</u>	<u>70,045</u>
Net cash provided by operating activities		<u>71,902</u>	<u>70,045</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		<u>(1,200)</u>	<u>-</u>
Net cash (used in)/provided by investing activities		<u>(1,200)</u>	<u>-</u>
Change in cash and cash equivalents in the reporting period		<u>70,702</u>	<u>70,045</u>
Cash and cash equivalents at the beginning of the reporting period		<u>320,332</u>	<u>250,287</u>
Cash and cash equivalents at the end of the reporting period		<u><u>391,034</u></u>	<u><u>320,332</u></u>

The notes form part of these financial statements

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	30.6.23	30.6.22
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	14,879	14,943
Adjustments for:		
Depreciation charges	8,659	9,859
(Increase)/decrease in debtors	(6,043)	883
Increase in creditors	54,407	44,360
Net cash provided by operations	71,902	70,045

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.7.22	Cash flow	At 30.6.23
	£	£	£
Net cash			
Cash at bank	320,332	70,702	391,034
	320,332	70,702	391,034
Total	320,332	70,702	391,034

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

Northumberland Football Association Limited is a charitable company registered in England and Wales. The registered office is Whitley Park, Whitley Road, Newcastle upon Tyne, NE12 9FA. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015) - (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Northumberland Football Association Limited meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). The financial statements are prepared on a going concern basis, are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income in respect of restricted and unrestricted funds included all amounts receivable in the period, including members affiliation fees and disciplinary income, coaching course income and grant income received from the Football Association.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs

Support costs are allocated by charitable activity in proportion to the budgeted costs for each area.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 2% on cost
Plant and machinery	- 25% on cost
Fixtures and fittings	- 25% on cost
Computer equipment	- 33% on cost
Trophies	- 25% on cost

1. ACCOUNTING POLICIES - continued

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

General funds are unrestricted funds, which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds earmarked by the trustees at their discretion for a specific purpose.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. OTHER TRADING ACTIVITIES

	30.6.23	30.6.22
	£	£
FA grants released	4,214	4,920
Marketing, communications & PR	25,820	36,923
FA Annual grant	22,752	8,969
Disciplinary income	80,131	67,254
Ground maintenance	50,157	48,677
	183,074	166,743

3. INVESTMENT INCOME

	30.6.23	30.6.22
	£	£
Rents received	19,321	18,765
Interest received	259	8
	19,580	18,773

4. INCOME FROM CHARITABLE ACTIVITIES

		30.6.23	30.6.22
	Activity	£	£
Coaching income	Football development	39,939	36,136
Development income	Football development	14,568	12,160
Refereeing activities	Football development	13,590	18,939
Workforce funding	Football development	210,859	181,866
Members affiliation fees	Football operations	58,040	41,888
County cup competitions	Football operations	28,169	26,999
Refereeing activities	Football operations	3,680	14,485
Workforce funding	Football operations	41,053	47,137
Government grants	Football operations	-	1,334
		409,898	380,944

5. RAISING FUNDS

Other trading activities

	30.6.23	30.6.22
	£	£
Purchases	66,328	73,779
Staff costs	125,086	86,571
Bad debts	(3,900)	6,400
Support costs	37,197	37,733
	224,711	204,483

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 7) £	Totals £
Football development	24,994	259,427	284,421
Football operations	29,883	58,658	88,541
	54,877	318,085	372,962

7. SUPPORT COSTS

	Management £	Finance £	Governance costs £	Totals £
Other trading activities	30,687	609	5,901	37,197
Football development	250,930	794	7,703	259,427
Football operations	55,585	287	2,786	58,658
	337,202	1,690	16,390	355,282

Activity	Basis of allocation
Management	Support Costs
Finance	Support Costs
Governance costs	Support Costs

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	30.6.23	30.6.22
	£	£
Depreciation - owned assets	8,660	9,860
Other operating leases	17,200	17,950

9. TRUSTEES' REMUNERATION AND BENEFITS

In accordance with Article 28.2.5 of the Company's Articles of Association, the Chief Executive Officer is required to be a trustee of the charity. As Chief Executive Officer, Andrew Rose-Cook has an employee contract with the Company, and was paid a salary of £42,932 since his appointment as a trustee on 21st September 2022. No payments were for acting as a trustee for which he received no remuneration or benefits.

No other trustees received remuneration or other benefits for the year ended 30th June 2023.

Trustees' expenses

	30.6.23	30.6.22
	£	£
Trustees' expenses	<u>1,141</u>	<u>1,263</u>

10. STAFF COSTS

	30.6.23	30.6.22
	£	£
Wages and salaries	376,998	315,574
Other pension costs	7,368	6,395
	<u>384,366</u>	<u>321,969</u>

The average monthly number of employees during the year was as follows:

	30.6.23	30.6.22
	14	14
.	<u>14</u>	<u>14</u>

No employees received emoluments in excess of £60,000.

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Charitable activities			
Football development	59,520	189,581	249,101
Football operations	84,706	47,137	131,843
Other trading activities	166,743	-	166,743
Investment income	18,773	-	18,773
Total	<u>329,742</u>	<u>236,718</u>	<u>566,460</u>
EXPENDITURE ON			
Raising funds	204,483	-	204,483

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted fund £	Total funds £
Charitable activities			
Football development	64,200	189,581	253,781
Football operations	46,116	47,137	93,253
Total	314,799	236,718	551,517
NET INCOME	14,943	-	14,943
RECONCILIATION OF FUNDS			
Total funds brought forward	279,282	-	279,282
TOTAL FUNDS CARRIED FORWARD	294,225	-	294,225

12. TANGIBLE FIXED ASSETS

	Freehold property £	Plant and machinery £	Fixtures and fittings £
COST			
At 1st July 2022	380,064	59,573	28,609
Additions	-	-	-
At 30th June 2023	380,064	59,573	28,609
DEPRECIATION			
At 1st July 2022	151,517	59,573	28,609
Charge for year	7,585	-	-
At 30th June 2023	159,102	59,573	28,609
NET BOOK VALUE			
At 30th June 2023	220,962	-	-
At 30th June 2022	228,547	-	-

12. TANGIBLE FIXED ASSETS - continued

	Computer equipment £	Trophies £	Totals £
COST			
At 1st July 2022	39,637	5,161	513,044
Additions	1,200	-	1,200
At 30th June 2023	40,837	5,161	514,244
DEPRECIATION			
At 1st July 2022	38,053	5,161	282,913
Charge for year	1,075	-	8,660
At 30th June 2023	39,128	5,161	291,573
NET BOOK VALUE			
At 30th June 2023	1,709	-	222,671
At 30th June 2022	1,584	-	230,131

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	30.6.23	30.6.22
	£	£
Trade debtors	16,787	14,681
VAT	-	1,278
Prepayments	26,684	21,468
	43,471	37,427

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	30.6.23	30.6.22
	£	£
Trade creditors	21,688	59,103
Social security and other taxes	10,110	7,241
VAT	314	-
Accrued expenses	220,072	127,221
	<u>252,184</u>	<u>193,565</u>

15. ACCRUALS AND DEFERRED INCOME

	30.6.23	30.6.22
	£	£
Deferred FA grants	95,888	100,100
	<u>95,888</u>	<u>100,100</u>

16. MOVEMENT IN FUNDS

	At 1.7.22	Net movement in funds	At 30.6.23
	£	£	£
Unrestricted funds			
General fund	294,225	14,879	309,104
	<u>294,225</u>	<u>14,879</u>	<u>309,104</u>
TOTAL FUNDS	<u>294,225</u>	<u>14,879</u>	<u>309,104</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	358,444	(343,565)	14,879
Restricted funds			
Restricted Fund	254,108	(254,108)	-
	<u>612,552</u>	<u>(597,673)</u>	<u>14,879</u>
TOTAL FUNDS	<u>612,552</u>	<u>(597,673)</u>	<u>14,879</u>

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.7.21 £	Net movement in funds £	At 30.6.22 £
Unrestricted funds			
General fund	279,282	14,943	294,225
TOTAL FUNDS	<u>279,282</u>	<u>14,943</u>	<u>294,225</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	329,742	(314,799)	14,943
Restricted funds			
Restricted Fund	236,718	(236,718)	-
TOTAL FUNDS	<u>566,460</u>	<u>(551,517)</u>	<u>14,943</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.7.21 £	Net movement in funds £	At 30.6.23 £
Unrestricted funds			
General fund	279,282	29,822	309,104
TOTAL FUNDS	<u>279,282</u>	<u>29,822</u>	<u>309,104</u>

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	688,186	(658,364)	29,822
Restricted funds			
Restricted Fund	490,826	(490,826)	-
TOTAL FUNDS	<u>1,179,012</u>	<u>(1,149,190)</u>	<u>29,822</u>

Restricted funds represent grants made to the charitable company by the Football Association which are to be specifically used as directed by the donor.

17. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 30th June 2023.

NORTHUMBERLAND FOOTBALL ASSOCIATION LIMITED

England & Wales - Charity number 1178164

Accounts

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 30th June 2022
for
Northumberland Football Association
Limited

Harrison Hutchinson Limited
246 Park View
Whitley Bay
Tyne and Wear
NE26 3QX

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for the Year Ended 30th June 2022

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Report of the Trustees
for the Year Ended 30th June 2022

The Trustees (who are also directors of the charity for the purposes of the Companies Act 2006), present their report and the financial statements of the charity for the year ended 30th June 2022.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015).

Prior to its registration as a charitable company, Northumberland Football Association Limited, was a not-for-profit organisation, established to promote and administer the game of association football in the county of Northumberland. The company was formally registered as a charity with the Charity Commission on 30th April 2018, with a charitable purpose which continues its work to promote and administer football in the county of Northumberland in its pursuit of advancing amateur sport, health and education.

OBJECTIVES AND ACTIVITIES

Objectives and aims

These are for the public benefit generally but with particular reference to the inhabitants of the County and its surrounding areas.

- 1) to promote, develop and support community participation in healthy recreation by providing or assisting in the provision of facilities for the playing of the game and such other sports or physical activities which improve fitness and health;
- 2) to advance amateur sport by promoting the amateur playing of the game and such other sports or games which promote health by involving physical or mental skill or exertion and which are undertaken on an amateur basis;
- 3) to advance education (including academic and physical education) by such means as the Trustees think fit including helping and educating children and young people by providing facilities for the playing of the game and other sports as to develop their physical, mental and social capacities that they may grow to full maturity as individuals and members of the community.
- 4) helping and educating persons involved in the coaching and/or refereeing of the game by providing relevant tuition and/or resources; and
- 5) to relieve people with disabilities, learning difficulties or ill-health by the provision of facilities for the playing of the game and other sport, recreation or leisure time occupation in the interests of social welfare and with the object of improving the conditions of life of such people.

OBJECTIVES AND ACTIVITIES

Significant activities

On 13th September 2021, Northumberland FA released its Grassroots Football Strategy 2021-2024 with the vision of "using the power of football to inspire, to unite and create opportunities for all." In the twelve months since the release of this strategy, the County FA, its staff, board, and volunteers have worked tirelessly to deliver in six key areas which underpin us as a business and grassroots football in Northumberland. The agreed aims and objectives of this County FA within these six pillars - Football Development; Compliance; Business Development; Executive Workforce; Corporate Governance and Financial Management set the roadmap to how the game can develop in our region.

On 8th July 2022, the County FA was tasked with presenting its progress against our strategy to representatives of The FA's National Game Board as well as key members of The FA's Executive Workforce. We were delighted to report that our internal assessment of our progress indicated the County FA had achieved and/or put in place 68% of its agreed delivery tactics with a view to ultimately accomplishing the aims and objectives contained within the strategy. After twelve months of the strategy, we believe this is fantastic progress. However we remain resolute to ensure we come as close as possible to achieving our agreed vision and mission over the remaining twenty four months of the strategy, whilst importantly nurturing those facets we have already put in place to push for continued progress.

Corporate Governance

Key to our work in ensuring our Corporate Governance structure is fit for purpose and importantly, fit for the future, is achieving The FA's Code of Governance for County FA's. The Board of Northumberland FA has an internal target of Christmas 2022 where we hope to be assessed against the framework which will look to confirm the suitability of the practices employed by the County FA.

We would like to highlight the guidance and work undertaken by the Directors of Northumberland FA, led by Chair Steve Ord. The check, challenge and direction provided by our Trustees has been instrumental in our strategic achievements. It would also be remiss not to draw attention to the diligent and enduring work of Lauri Chandler, our Finance Director, whose work continues to be indispensable for the Chief Executive Officer and the wider organisation. This work is further recognised by a projected second consecutive surplus at financial year end.

The make-up of the County FA's Board in full is;

Chair: Steve Ord

Finance Director: Lauri Chandler

Vice Chair (also Commercial Lead): Alistair Jenkins

Safeguarding Champion: Steve Swinyard

Growth & Retention: Phil Cullerton & Derek Booth

Youth Football: Wilton Holmes

Culture & Personnel: Judith McMinn

Health & Safety: Caroline Ball

Inclusion Advisory Group Chair: Jess Callaghan

OBJECTIVES AND ACTIVITIES

Away from the Board, the County FA underwent a key consultation process regarding its committee structures to ensure they best serve the game in Northumberland. In January 2022, the County FA established advisory groups in the following areas of the game - participation; compliance; inclusion; refereeing and youth. Membership of these groups was drawn from the staff, board, and council as well as external applicants from inside and outside of the grassroots game. We are currently in a review process of these groups to progress on the learnings we have found in their formation and operation. We are however committed to a forward-thinking advisory group provision, existing to guide the direct work of Northumberland FA as well as the wider game in the county. Finally, we recognise the continued contribution of Northumberland FA's Council which remains the sounding board for the key topics/issues impacting the grassroots game.

Executive Workforce

The last twelve months has provided an embedding period for the organisational structure outlined in the 2021 report.

There have been limited structural tweaks during the past twelve months, however, the Board of Northumberland FA took the decision to promote Helen Beales to the Senior Management Team. Helen's input around the leadership table has been invaluable. Furthermore, in partnership with The FA as well as our local authority partners (Newcastle City Council, Northumberland County Council and North Tyneside Council) we have very recently appointed Luke Collins to the role of Facilities & Investment Officer. Luke joined us on Monday 12th September 2022, in a key role looking to drive increased facility investment into the County FA in the area over the next three years.

In September 2021, Nicola Hepworth left the organisation after almost two decades working with Northumberland FA. We would like to place on record our gratitude to Nicola for her years of service and I know she will have enjoyed England's recent success in the European Championship as a champion of the female game throughout her time at the County FA. Furthermore, Ray Johnstone took the difficult decision to retire in early 2022 whilst Ellis Lander took up a new role within the football sector at the PGMOL. We wish both Ray and Ellis all the very best for the future.

Departures to the organisation although sometimes sad also present opportunities and we have been delighted to see first-hand the input of Louise Winter (Football Services Assistant); Lloyd Miller (Football Development Officer) and Gill Upperton (Designated Safeguarding Officer). All three have embraced the culture of the organisation and we have little doubt all three will continue to build on the impact they have had in the short space of time since joining the County FA.

It is the CEO's privilege to lead this talented and motivated group of staff. Their endeavours and achievements are ultimately for the game in Northumberland as a collective which we must continue to foster.

Business Development

At the start of season 21/22 we set new 'balanced scorecard' objectives throughout the business, identifying key targets linked to our Operational Plan. In the case of Business Development, these related to our commercial income, engagement with our audience and customer satisfaction.

OBJECTIVES AND ACTIVITIES

The department achieved - and in many cases exceeded - all these targets.

Commercial income Target £63,571 Actual £97,131
Net Promoter Score* Target +20 Actual +46 (average across season)
Social media followers Target 18,962 Actual 22,730
Social media impressions Target 400k Actual 4.1m
Content watch hours Target 480 Actual 817

*Internationally recognised measure of customer satisfaction which asks how likely people are to recommend NFA to their friends.

Marketing and Communications

Our social media channels, website and newsletter continue to grow. Our Twitter pages - both our general Northumberland FA and specific Coach the Coach accounts - have together recorded 3.4million impressions over the past season - allowing us to reach an ever-growing audience.

Our LinkedIn channel has also seen significant growth - reaching 224% more people over 21/22 than the previous season. This is an important tool in our commercial strategy, enabling us to position our messages in front of decision makers in our target commercial audience.

Over the past two seasons we have focused on increasing the amount of video coverage we produce. This has been particularly successful this season, with a 230% increase in the amount of content that has been watched on our YouTube channel and a three-fold jump in subscribers. This was fuelled particularly by capturing video content at events; filming county cup draws and making our Senior Cup fixture available for viewing. We plan to increase video content further in the season ahead, in particular around cup draws and county cup fixtures.

Customer service was an important issue to address. We had originally set a benchmark at the end of the 20/21 season using the internationally recognised NPS (Net Promoter Score) method which measures customer satisfaction by asking how likely customers are to recommend the organisation to family or friends. Scores on the positive scale are desirable - and it is generally recognised that a score of 30 or more would be aspirational. Our original benchmark was 14 and we aimed to improve this to 20 - however we have recorded a significant improvement with the 21/22 season finishing on an average of 46. We now consistently collect customer satisfaction information from all our touchpoints and use this to inform our customer facing behaviour and staff training - to ensure everyone we interact with receives a positive experience.

Events

This season's County Cup finals marked a return to normal, after last season's were still impacted by Covid restrictions. Overall we welcomed almost 6,500 spectators to the 20 events in April and May, with 2,200 at the flagship Senior Cup fixture between Blyth Spartans and Newcastle United Under 23's at St James Park. We hope to further increase this next season, particularly around the Senior Cup, by engaging with schools across our area.

OBJECTIVES AND ACTIVITIES

We also welcomed back our annual Grassroots Awards event after a 2 year hiatus. We returned to the Crowne Plaza in July where 250 guests joined us to reward those volunteers, coaches and match officials who put their heart and soul into the grassroots game. We also recognised the achievements of several of our longstanding volunteers with FA Long Service Awards.

The evening also marked the relaunch of our popular SCARF appeal, which helps families facing hardship and struggling to cover football expenses. It was designed to cover the cost subs and other expenses in a bid to prevent children dropping out of football simply because of the cost of playing. Almost £1,800 was raised for the fund during the event. In its first season the fund made 9 grants totalling almost £1,300. This provided a range of outcomes including helping supply kit and equipment and pay subs for children and families who were struggling. Several children had been recently bereaved, and their clubs recognised that keeping them in football was vital to supporting their mental health. In addition, we have provided tickets to Newcastle United matches for SCARF fund applicants, to give these children an added boost. We are looking forward to opening the fund soon for the forthcoming season.

Campaigns

Following on from our commitment to The FA's Respect campaign and our own research into the issues around spectator behaviour, we launched our '100% Positive' campaign. It aims to encourage all participants - coaches, players, referees and spectators - to keep their comments encouraging and positive, to ensure football is fun and enjoyable for everyone.

It was launched across a weekend early in the season, with posters displayed at all our youth clubs and over 10,000 stickers distributed for our youth players to wear while playing. Our Under 18 representative team wore 100% positive t-shirts to warm up in at one of their Northern Counties fixtures, further promoting the message. We also developed a monthly competition with the grassroots community asked to nominate examples of positive behaviour. The campaign achieved significant publicity including interviews with BBC Radio Newcastle and Tyne Tees, and we hope to continue its success into 22/23.

Commercial & Non-Commercial Partnerships/Development

With the development of a new Northumberland FA HQ currently under discussion, it is more important than ever to develop our commercial partnerships. We are pleased that our existing partners which were due for renewal have re-signed agreements with us and we are working ever closer together to ensure our links benefit all parties.

Our partnership with sports camera technology company Veo has gone from strength to strength with many clubs in our area benefitting from a discount as a Northumberland FA affiliated club; in addition, we have two cameras which we regularly loan out to clubs which is proving increasingly popular.

We have re-signed agreements with fencing specialists Duralock, artificial pitch maintenance company Replay and first aid kit supplier Koolpak. And we have welcomed on board several new partners - Bazooka Goal, who supply inflatable 3v3 pitches and energy consultants Fusion for Business, while our coaching programmes have been supported by sports product firm Gravity Seg. We have also developed non-commercial partnerships, notably with Kooth who offer free, safe and anonymous mental health services to our 11-25-year-old players.

OBJECTIVES AND ACTIVITIES

We are currently developing a new commercial strategy which will help us to capitalise on the opportunities presented by our new HQ and are looking to develop closer links with commercial - and other - organisations across the area to explore how we can work together to support our grassroots football community.

Compliance

A key component to the work completed by our Compliance department is the effective Safeguarding of Children and vulnerable adults. Northumberland FA's safeguarding work is underpinned by The FA's Safeguarding Operating Standard for County FA's and we are due to be audited on our work in this area imminently. Our most recent audit, in May 2021, saw Northumberland FA achieve the 2019-2021 Safeguarding Operating Standard without requiring an action plan, an incredible success for the County FA and demonstrative of the hard work that has gone into bringing our work into line with best practice.

Since this most recent audit, we have continued to develop our work in Safeguarding to ensure we have the best possible staff, systems, and processes of work in place to deliver upon our commitment to Safeguarding.

In September 2021, Northumberland FA welcomed a new Head of Compliance and Inclusion, Dean Buckle. As a former building society manager with a wealth of experience in people, risk and operational management, Dean has taken significant steps to streamline and improve our statutory and regulatory processes. In addition, we have recently welcomed a new Designated Safeguarding Officer, Gill Upperton, who joins from Sunderland social services department and brings wide practical safeguarding experience, knowledge and expertise to the role.

Safeguarding reviews

Part of our identified priorities for 21/22 was the development of a more proactive safeguarding strategy, which would go above and beyond our standard safeguarding visits to training sessions across the season. In March 2022, we trialled 'Matchday Safeguarding reviews' which saw several members of staff conduct a match day visit at central venue locations and areas of Tynedale, enabling us to have a safeguarding interaction with over 30 teams in one weekend - far more than our traditional evening training visits. The match day visits also act as a visual reminder to all participants regarding safeguarding requirements and best practice, allowing us to interact informally with a range of individuals such as parents and players.

The results of our First Matchday Safeguarding reviews found a range of coaches taking charge of teams they were not listed as the coach for or who were not properly qualified. In total, we issued 9 charges to Clubs as a direct result of these visits. Our message was clear; 'We have a Zero Tolerance approach to non-compliance of minimum requirements' and that we will conduct random visits in all football related scenarios to ensure that this is adhered to.

The success of this trial has meant our 22/23 Safeguarding plan is centred very much around the development and extension of these matchday reviews and we hope the increased level of visibility will have a positive impact on clubs, helping to ensure that they are acting properly at all times.

OBJECTIVES AND ACTIVITIES

Compliance

The organisation has carried out a comprehensive review of its Health and Safety provision, with staff members undergoing significant training including Fire Safety and IOSH Safety for Executives and Directors. New systems of work have been developed to automate routine maintenance and safety checks which has brought significant improvements in efficiency and effectiveness. Furthermore, significant work has gone into the further development of several key processes and procedures, such as document retention and data protection, helping to ensure that the work we do is underpinned by key regulatory standards and requirements.

Inclusion

Significant time has been invested to develop our inclusion work and develop a strategy for the future and in 2022, Northumberland FA were delighted to be awarded the Foundation Level of the Equality Standard for Sport - work is well underway to achieve the Preliminary Level by the end of 2022.

Towards the end of the season, we carried out an Equality survey of our Over 18 players, coaches and referees. The results of this will be used to shape our priorities for our inclusion work going forward, allowing us to concentrate our resources specifically on the key areas of development that we have identified.

One of those priorities is assisting disadvantaged communities and we hope that our work in this area will reach beyond football, to engage and support a wide audience, using the game as a driving force for good. We have recently successfully applied to The FA's Football Delivery Fund for investment to launch a kit and boot recycling scheme across our three local authority areas, which we hope will help families who are struggling financially - particularly pertinent in light of the current cost of living crisis.

We hope this, along with our SCARF fund, will prevent youngsters dropping out of football due to the costs involved, along with ensuring we can attract new players into the game by ensuring we remove some of the initial financial barriers that can prevent participation.

Non-Commercial Partnerships

Another key piece of work that Northumberland FA have done with regards to Equality, Diversity and Inclusion is in significantly increased partnership work. As part of the development of our upcoming Inclusion Strategy, we have focused on forging links with several organisations who have a shared interest in supporting people with one or more of the protected characteristics associated to the Equality Act of 2010. Throughout 21/22, we developed a formal partnership with Kooth to support young people with mental health issues, while we also worked with MANHealth to promote the support groups they facilitate for Men's mental health. Further to this, we have formed links with other key organisations, such as HAREF, (Health Equality for Ethnically Minoritised communities), Northumbria Police and PREVENT, while our Head of Inclusion is part of the Newcastle Hate Crime and Community Tensions Monitoring Group. These partnerships are key to our evolution as a leader in Equality, Diversity and Inclusion.

OBJECTIVES AND ACTIVITIES

Case work

Safeguarding case work continues to be a key priority of the County FA. This ranges from low level concerns through to higher level concerns, including an array of cases in which multi-agency work is required, including LADOs (Local Authority Designated Officer) and case management at The FA.

At the end of July 2022, Northumberland FA had 30 open cases (5 of which were added during season 21/22) which involved case management (The FA), while 5 cases were closed. For context, cases can remain 'open' for a number of years (27 cases are more than 120 days old), as these often involve external organisations such as Police, Social Services and the Courts. Cases cannot be closed until such time an outcome and/or legal verdict has been reached.

The serious cases listed above involved an array of allegations which is demonstrative of the scope and breadth of Northumberland FA's work to ensure the safety of participants in the game. It is testament to the skilled and complex nature of the work we undertake.

Ensuring that the grassroots football community keep their qualifications up to date is essential to Northumberland FA ensuring that we safeguard our young participants and vulnerable adults. In season 21/22, the Compliance team have developed a proactive strategy to support the thousands of volunteers in our game. In January 2022, Northumberland FA began a '90-day notice of expiration' policy to notify Coaches, Referees and other relevant club officials that there was 90 days until their DBS and/or Safeguarding qualifications expired. As you can see below, this process has helped to significantly reduce the instances of non-compliance, ultimately helping to ensure the safety of participants in grassroots football.

Looking ahead, we will continue to do all we can to try and reduce this figure to zero, in line with our zero-tolerance approach to safeguarding non-compliance.

Finally, Northumberland FA procured a new safeguarding case management system which will assist us in ensuring the continued development and efficiency of our work in this key area.

Discipline

During season 21/22 misconduct allegations, investigations and ultimately charges persisted across the game. To ensure transparency, Northumberland FA recruited a raft of new discipline commission members from both in and outside of the game to independently hear discipline charges on behalf of the County FA. In addition to this, Northumberland FA took part in a pilot scheme which enables us to access discipline commission members across the entire country, broadening the depth of people available to us - the feedback on this has been wholly positive.

We continue to publish our discipline hearing outcomes within our monthly newsletter and this year, we have also taken the step to publish our end of season discipline statistics across our social media channels. These decisions were taken to provide further evidence of how Northumberland FA operates its discipline provision and to reassure the grassroots community that those in conflict with the rules and regulations of The FA will be appropriately sanctioned.

The breakdown of charges levied by the Northumberland FA is as follows;

E20 (parent/overall Team behaviour): 61 - this accounts for 36.3% of charges heard

OBJECTIVES AND ACTIVITIES

E1 (Breach of Rules and Regulations, such as playing suspended players): 29

Aggravated Breaches: 9

Assault (Player to Player): 1

E3 (Not acting in the best interests of the game): 12

E3 (Violent Conduct, Threatening or Abusive Language/Behaviour): 18

E3 (Abusive Language/Behaviour towards Referees): 33

E3 (Physical Contact, Threatening behaviour towards Referees): 5

Aggravated Breach cases heard by Protected Characteristics:

Sexual Orientation: 3

Colour: 1

Disability: 4

Ethnic Origin: 1

The outcomes of these charges were as follows;

Total cases heard: 168

Proven: 161 - 95.8% of all cases heard were found to be Proven

Not Proven: 7

Cases in youth football: 92 (54.8% of cases heard involved Clubs, players, Officials and Leagues operating in Youth Football).

Football Development

At the start of 21/22 season Northumberland FA launched its new Grassroots Football Strategy. Within this were five key focus areas for Football Development and Participation, covering players, facilities, coaches, referees, and volunteers.

Player Pathways

Season 2021/22 was the first season online player registration was compulsory for all leagues. This has given us a more accurate picture of how many people are playing football, in addition to those taking part in FA Programmes such as FA Wildcats and FA Just Play. Prior to 21/22 'Proxy measures' were used based on affiliated teams.

Because of this player numbers over recent seasons aren't comparable, so Table 1.0 shows player numbers across Male, Female, and Disability pathways against Northumberland FA's target set by The FA. To provide more historical comparison, Table 2.0 shows the number of affiliated teams across the County over the last eight seasons. Table 2.0 doesn't include programmes such as FA Wildcats.

PATHWAY	PLAYER No's JUNE 2022	2021/22 FA TARGET	JUNE 2022 Vs TARGET
MALE	19,026	17,806	+1,220
FEMALE	3,609	2,825	+784
DISABILITY	311	355	-44
TOTAL	22,946	20,986	+1,960

Table 1.0 Player numbers by pathway against FA targets

OBJECTIVES AND ACTIVITIES

SEASON	YOUTH (U5-U11)	YOUTH (U12-U16)
2014/15	555	468
2015/16	544	461
2016/17	588	470
2017/18	634	477
2018/19	638	471
2019/20	784	526
2020/21	756	544
2021/22	827	607

+/- FROM

2014/15	+272	+139
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SEASON	TRANSITION (U17-U23)	OPEN-AGE/SENIOR	TOTAL
2014/15	83	380	1,486
2015/16	78	369	1,452
2016/17	76	379	1,513
2017/18	81	360	1,552
2018/19	79	319	1,507
2019/20	92	383	1,785
2020/21	111	408	1,819
2021/22	126	415	1,975

+/- FROM

2014/15	+43	+35	+489
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Table 2.0 Team numbers by age category per season

Following the lockdown that ended in April 2021, and the return of football at grassroots level, it was feared that player numbers would fall, and in turn reduce team numbers. However, the opposite has occurred in male and female pathways, demonstrating the strength of the grassroots club network. For example, in the last four seasons female participation has grown by 67% in Northumberland, with over half of Clubs with youth teams now offering female football. The success of England in the summer's Women's Euros will hopefully strengthen and accelerate this growth even further.

The return of, and growth, of disability football has been slower since the return of football in April 2021, however. This is a key focus area, as laid out in Northumberland FA's Grassroots Football Strategy launched in summer 2021. To help grow stronger, and more inclusive, grassroots clubs and provide more opportunities for young people to play football, in 21/22 we trialled our NFA Inclusion Hub programme. This will be rolled-out further at the start of 22/23 to support three clubs build youth disability provision within their player pathways to support long-term and sustainable disability football provision within the existing Club network.

To support the growth of the game, Northumberland FA have run a series of participation events across 21/22. These include Walking Football festivals, open-age female recreational leagues, Girls 3v3 Euros Festivals, Under 19 Summer League, Under 11 9v9 Transition Festivals, and the Northumberland FA England Football Festival hosted at Newcastle United Academy for the second year.

OBJECTIVES AND ACTIVITIES

Although the overall growth of people playing football is extremely positive, more players and more teams increases the pressures on football's other valuable resources, namely Coaches, Facilities, and Referees, all of which underpin the ability for the game to grow sustainably.

Coach Development

In 21/22 Northumberland FA launched its Coach the Coach programme. Coach the Coach offers a range of support to clubs and their coaches to help develop coaches beyond their formal coaching qualifications. Over 400 individual coaches from grassroots clubs within Northumberland attended Coach the Coach CPD events in 2021, totalling over 1,000 attendances. This included in-club delivery from FA Tutors, a summer CPD series delivered in partnership with Newcastle United's Academy, and one-off events including with The FA's Technical Director John McDermott.

The coach is probably the single biggest influencer on helping bring young people into football, ensuring they play in a safe and positive environment, and wanting to continue playing, or coaching themselves, into adult life. Our challenge in 22/23 and beyond is to continue to grow this programme and encourage more clubs to utilise it to support their coaches.

We are delighted to note that Coach The Coach has been shortlisted for a national County FA Recognition Award in the Coach Development category with the winner to be announced at Wembley Stadium on 15 September 2022.

Facilities

Improving grass pitches is the top priority within our region. The recent re-launch of the Football Foundation's PitchPower app will make it easier than ever before for clubs and facility owners to get a professional Pitch Report assessment of their grass pitches and then access Football Foundation funding to complete pitch improvement works.

Currently, 53 grass pitches are rated as Good or better within the PitchPower system against an FA target of 46. In partnership with the Football Foundation Newcastle, North Tyneside and Northumberland Local Authorities. Northumberland FA have invested in a new Facility & Investment officer to provide additional support to grassroots clubs to ensure as many as possible are taking the opportunity to gain investment into their grass pitches to allow more football to be played on good quality surfaces.

In addition to grass pitch improvements, significant investment is ongoing in capital projects including 3G Pitches to support the increasing demand from growing team numbers. Construction at the two Newcastle Hub sites, part of the Football Foundation's Parklife scheme, at Blakelaw and Bullocksteads will be complete for January 2023, providing three new 3G pitches. In addition, seven more 3G sites across all three of Northumberland FA's Local Authorities are currently being supported through the application process with the Football Foundation with targets for 2023 and 2024 delivery. This figure will continue to grow as Northumberland FA refreshes its Local Football Facility Plan this season to identify sites for future investment.

OBJECTIVES AND ACTIVITIES

Referee Development

Referee coverage across affiliated league games is a big issue facing the game in Northumberland and across the country as referee numbers struggle to keep up with the growth of teams. Table 3.0 shows team numbers growing by 462 over the last six seasons, whereas referee numbers have increased by 78. So, a potential 231 extra games played per week compared to in 2016/17, but only 78 additional referees to cover all the games.

SEASON	TEAMS	REFEREES
2016/17	1,513	359
2017/18	1,552	411
2018/19	1,507	406
2019/20	1,785	372
2020/21	1,819	375
2021/22	1,975	437

Table 3.0 Total team and referee numbers per season

To help reduce this shortfall, Northumberland FA is aiming to recruit new referees, provide additional support to retain existing referees, and facilitate the development and promotion of those who wish to progress to referee at higher levels of the game.

In 21/22, Referee Development Officer Matt Sowerby delivered more referee courses in a season than ever before to train 146 new referees. Of these 146, 85 have already progressed from 'Trainee' to a Level 7 referee ahead of the 22/23 season. Of existing match officials from 20/21 season, 80% continued refereeing into 21/22. Although this is at The FA's target, plans including the growth of the CORE programme, and increased network and pathway of support aim to help and encourage more referees to stay in the game.

The pathway of support is as follows:-

Observers for Officials moving from Level 5 to Level 4

Match Day Coaches for Officials moving from Level 7 to Level 6 and Level 6 to Level 5

CORE Group - All officials seeking promotion and providing advice and support for all officials

Mentors for newly qualified referees

A mental wellbeing champion providing support for all officials

Referees Association providing support for all officials

Referee Development Officer providing support for all officials and coordinating the pathway

Northumberland FA launched it's 100% Positive Campaign in 21/22. The campaign will continue, as it aims to raise awareness of the benefits of good conduct and positive behaviour at grassroots football and reward clubs and individuals who help make football enjoyable for all. In addition to this, a Kit Reward scheme was put in place to reward match officials, with the chances of winning increased by the number of games refereed.

Public benefit

The charity has read the Charity Commission guidance on public benefit and is satisfied that the activities outlined above clearly demonstrates that the charity is providing a benefit to the public.

FINANCIAL REVIEW

Financial position

The results for the 12 months ending 30th June 2022 show a surplus of £14,943 compared to a surplus of £14,820 for the 15 months ending 30th June 2021.

As expected, the last 12 months were a challenge but with our strong financial controls, monthly reporting and forecasting the Team were well positioned to navigate through those challenges and delivered a surplus close to the budget of £10,791.

In June 2020 Northumberland FA were informed that our FA Core funding for the 12 months starting 1st July 2020 would be reduced by 12.7%. From 1st July 2021 the FA Core Funding was reduced by a further 1%. A significant cost reduction program was completed to align the cost base to the lower income levels as soon as the reduction in the Core Funding was understood, providing the financial platform for the Team to deliver on the financial budget for the year.

The County FA cash holding was £320,331 at the end of June 2022 compared to £250,287 at 30th June 2021.

The financial management of the County FA has ensured the cash position has continued to improve on the company low of £214,504 on 31st March 2020.

The County FA financial controls are aligned to The Football Association's County FA Financial Management Operating Guidance Manual all of which are reviewed, improved, and updated on a regular basis in line with the FA guidance. Each month a full set of Management Accounts are presented to the Board of Directors for review to ensure we are on track to deliver the 2022-2023 Budget target surplus of £9,908.

The Team have delivered another strong financial year, delivering on the surplus and cash targets. The next 12 months will deliver new challenges but the company are in a strong position to deal with those challenges and deliver on the targets for the new year.

The Trustees have established a reserves policy, to hold an available balance of an amount equal to between three and four months of operating costs: currently £117,000. Our available balance at June 2022 was £320,331(2021 - £250,287). Hence the Trustees are satisfied that they have sufficient reserves at the balance sheet date, together with ongoing income anticipated, to enable the charity to function effectively in the coming year.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Northumberland Football Association Limited ("NFA") is a company limited by guarantee. Incorporated under the Companies Act on 28th October 1999 (registration number 03867559) and registered under the Charities Act 2011 on 30th April 2018 (registration number 1178164).

NFA was formed under a Memorandum of Association (dated 28th October 1999) that established its objects and powers. It is governed under its Articles of Association (amended 9th September 2020) by a board whose members are directors for the purposes of company law and trustees for the purposes of charity law. The names of the members of the board who served during the year and up to the date of this report are set out on page 7.

Members of the company guarantee to contribute an amount not exceeding £10 to the assets of the company in the event of winding up.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Recruitment and appointment of new trustees

As set out in the Articles of Association the Trustees shall comprise the following; the President, up to 2 Vice Presidents, the Chief Executive, Elected Trustees, up to 4 Independent Trustees, up to 2 Council Elected Trustees, up to 2 Trustee Elected Trustees and the Finance Director. The President is nominated by the Council and elected at the AGM, Vice Presidents are nominated by Council and appointed by the Board. The Trustees have the power to appoint the Finance Director and can elect up to two further Trustees.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

03867559 (England and Wales)

Registered Charity number

1178164

Registered office

Whitley Park
Whitley Road
Newcastle Upon Tyne
Tyne and Wear
NE12 9FA

Trustees

D A Booth Vice President
L A Chandler Finance Director
W Holmes Council Trustee
A J Jenkins Independent Trustee
S Ord President
C S Ball Independent Trustee
J Callaghan Trustee Elected Trustee
P Cullerton Independent Trustee
J L McMinn Independent Trustee
S D Swinyard Trustee Elected Trustee

Independent Examiner

P.S. Hutchinson
Institute of Chartered Accountants in England & Wales
Harrison Hutchinson Limited
246 Park View
Whitley Bay
Tyne and Wear
NE26 3QX

Northumberland Football Association
Limited

Report of the Trustees
for the Year Ended 30th June 2022

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on and signed on its behalf
by:

.....
L A Chandler - Trustee

Independent examiner's report to the trustees of Northumberland Football Association Limited ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 30th June 2022.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England & Wales which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

P.S. Hutchinson
Institute of Chartered Accountants in England & Wales
Harrison Hutchinson Limited
246 Park View
Whitley Bay
Tyne and Wear
NE26 3QX

Date:

Statement of Financial Activities
for the Year Ended 30th June 2022

				Year Ended 30.6.22 Total funds £	Period 1.4.20 to 30.6.21 Total funds £
	Notes	Unrestricted fund £	Restricted fund £		
INCOME AND ENDOWMENTS FROM					
Charitable activities	4				
Football development		59,520	189,581	249,101	296,032
Football operations		84,706	47,137	131,843	220,954
Other trading activities	2	166,743	-	166,743	110,312
Investment income	3	18,773	-	18,773	23,888
Total		329,742	236,718	566,460	651,186
EXPENDITURE ON					
Raising funds	5	204,483	-	204,483	194,713
Charitable activities	6				
Football development		64,200	189,581	253,781	368,183
Football operations		46,116	47,137	93,253	73,470
Total		314,799	236,718	551,517	636,366
NET INCOME		14,943	-	14,943	14,820
RECONCILIATION OF FUNDS					
Total funds brought forward		279,282	-	279,282	264,462
TOTAL FUNDS CARRIED FORWARD		294,225	-	294,225	279,282

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

Statement of Financial Position
30th June 2022

	Notes	Unrestricted fund £	Restricted fund £	30.6.22 Total funds £	30.6.21 Total funds £
FIXED ASSETS					
Tangible assets	12	230,131	-	230,131	239,991
CURRENT ASSETS					
Debtors	13	37,427	-	37,427	38,309
Cash at bank		320,332	-	320,332	250,287
		357,759	-	357,759	288,596
CREDITORS					
Amounts falling due within one year	14	(193,565)	-	(193,565)	(144,286)
NET CURRENT ASSETS		164,194	-	164,194	144,310
TOTAL ASSETS LESS CURRENT LIABILITIES		394,325	-	394,325	384,301
ACCRUALS AND DEFERRED INCOME	15	(100,100)	-	(100,100)	(105,019)
NET ASSETS		294,225	-	294,225	279,282
FUNDS	16				
Unrestricted funds				294,225	279,282
TOTAL FUNDS				294,225	279,282

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 30th June 2022.

The members have not required the company to obtain an audit of its financial statements for the year ended 30th June 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The notes form part of these financial statements

Northumberland Football Association
Limited

Statement of Financial Position - continued
30th June 2022

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on and were signed on its behalf by:

.....
L A Chandler - Trustee

.....
S Ord - Trustee

Northumberland Football Association
Limited

Statement of Cash Flows
for the Year Ended 30th June 2022

	Notes	Year Ended 30.6.22 £	Period 1.4.20 to 30.6.21 £
Cash flows from operating activities			
Cash generated from operations	1	70,045	39,007
Net cash provided by operating activities		70,045	39,007
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(3,224)
Net cash provided by/(used in) investing activities		-	(3,224)
Change in cash and cash equivalents in the reporting period		70,045	35,783
Cash and cash equivalents at the beginning of the reporting period		250,287	214,504
Cash and cash equivalents at the end of the reporting period		320,332	250,287

The notes form part of these financial statements

Notes to the Statement of Cash Flows
for the Year Ended 30th June 2022

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Year Ended 30.6.22 £	Period 1.4.20 to 30.6.21 £
Net income for the reporting period (as per the Statement of Financial Activities)	14,943	14,820
Adjustments for:		
Depreciation charges	9,859	13,177
Decrease/(increase) in debtors	883	(21,428)
Increase in creditors	44,360	32,438
Net cash provided by operations	70,045	39,007

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.7.21 £	Cash flow £	At 30.6.22 £
Net cash			
Cash at bank	250,287	70,045	320,332
	250,287	70,045	320,332
Total	250,287	70,045	320,332

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

Northumberland Football Association Limited is a charitable company registered in England and Wales. The registered office is Whitley Park, Whitley Road, Newcastle upon Tyne, NE12 9FA. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015) - (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Northumberland Football Association Limited meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). The financial statements are prepared on a going concern basis, are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income in respect of restricted and unrestricted funds included all amounts receivable in the period, including members affiliation fees and disciplinary income, coaching course income and grant income received from the Football Association.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs

Support costs are allocated by charitable activity in proportion to the budgeted costs for each area.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 2% on cost
Plant and machinery	- 25% on cost
Fixtures and fittings	- 25% on cost
Computer equipment	- 33% on cost

Notes to the Financial Statements - continued
for the Year Ended 30th June 2022

1. ACCOUNTING POLICIES - continued

Tangible fixed assets

Trophies - 25% on cost

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

General funds are unrestricted funds, which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds earmarked by the trustees at their discretion for a specific purpose.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. OTHER TRADING ACTIVITIES

	Year Ended	Period
	30.6.22	1.4.20 to 30.6.21
	£	£
FA grants released	4,920	6,807
Marketing, communications & PR	36,923	13,312
FA Annual grant	8,969	7,550
FA Administration grant	-	500
Disciplinary income	67,254	39,492
Ground maintenance	48,677	42,651
	166,743	110,312

Notes to the Financial Statements - continued
for the Year Ended 30th June 2022

3. INVESTMENT INCOME

	Year Ended 30.6.22 £	Period 1.4.20 to 30.6.21 £
Rents received	18,765	23,858
Interest received	8	30
	<u>18,773</u>	<u>23,888</u>

4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	Year Ended 30.6.22 £	Period 1.4.20 to 30.6.21 £
Coaching income	Football development	36,136	22,537
Development income	Football development	12,160	6,963
Refereeing activities	Football development	18,939	16,060
Workforce funding	Football development	181,866	250,472
Members affiliation fees	Football operations	41,888	46,812
County cup competitions	Football operations	26,999	9,386
Refereeing activities	Football operations	14,485	8,433
Workforce funding	Football operations	47,137	45,353
Government grants	Football operations	1,334	110,970
		<u>380,944</u>	<u>516,986</u>

Notes to the Financial Statements - continued
for the Year Ended 30th June 2022

5. RAISING FUNDS

Other trading activities

	Year Ended 30.6.22 £	Period 1.4.20 to 30.6.21 £
Purchases	73,779	38,417
Staff costs	86,571	103,067
Bad debts	6,400	-
Support costs	37,733	53,229
	204,483	194,713

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 7) £	Totals £
Football development	22,647	231,134	253,781
Football operations	25,656	67,597	93,253
	48,303	298,731	347,034

7. SUPPORT COSTS

	Management £	Finance £	Governance costs £	Totals £
Other trading activities	30,718	501	6,514	37,733
Football development	221,978	653	8,503	231,134
Football operations	64,285	236	3,076	67,597
	316,981	1,390	18,093	336,464

Notes to the Financial Statements - continued
for the Year Ended 30th June 2022

7. SUPPORT COSTS - continued

Activity	Basis of allocation
Management	Support Costs
Finance	Support Costs
Governance costs	Support Costs

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	Year Ended 30.6.22 £	Period 1.4.20 to 30.6.21 £
Depreciation - owned assets	9,860	13,176
Other operating leases	17,950	18,500

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 30th June 2022 nor for the period ended 30th June 2021.

Trustees' expenses

	Year Ended 30.6.22 £	Period 1.4.20 to 30.6.21 £
Trustees' expenses	1,263	718

10. STAFF COSTS

	Year Ended 30.6.22 £	Period 1.4.20 to 30.6.21 £
Wages and salaries	315,574	398,892
Other pension costs	6,395	8,442
	321,969	407,334

Notes to the Financial Statements - continued
for the Year Ended 30th June 2022

10. STAFF COSTS - continued

The average monthly number of employees during the year was as follows:

	Year Ended 30.6.22 14	Period 1.4.20 to 30.6.21 14
.		

No employees received emoluments in excess of £60,000.

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Charitable activities			
Football development	42,951	253,081	296,032
Football operations	175,601	45,353	220,954
Other trading activities	110,312	-	110,312
Investment income	23,888	-	23,888
Total	352,752	298,434	651,186
EXPENDITURE ON			
Raising funds	194,713	-	194,713
Charitable activities			
Football development	115,102	253,081	368,183
Football operations	28,117	45,353	73,470
Total	337,932	298,434	636,366
NET INCOME	14,820	-	14,820
RECONCILIATION OF FUNDS			
Total funds brought forward	264,462	-	264,462
TOTAL FUNDS CARRIED FORWARD	279,282	-	279,282

Notes to the Financial Statements - continued
for the Year Ended 30th June 2022

12. TANGIBLE FIXED ASSETS

	Freehold property £	Plant and machinery £	Fixtures and fittings £
COST			
At 1st July 2021 and 30th June 2022	380,064	59,573	28,609
DEPRECIATION			
At 1st July 2021	143,932	59,573	28,609
Charge for year	7,585	-	-
At 30th June 2022	151,517	59,573	28,609
NET BOOK VALUE			
At 30th June 2022	228,547	-	-
At 30th June 2021	236,132	-	-
	Computer equipment £	Trophies £	Totals £
COST			
At 1st July 2021 and 30th June 2022	39,637	5,161	513,044
DEPRECIATION			
At 1st July 2021	35,778	5,161	273,053
Charge for year	2,275	-	9,860
At 30th June 2022	38,053	5,161	282,913
NET BOOK VALUE			
At 30th June 2022	1,584	-	230,131
At 30th June 2021	3,859	-	239,991

Notes to the Financial Statements - continued
for the Year Ended 30th June 2022

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	30.6.22	30.6.21
	£	£
Trade debtors	14,681	22,604
VAT	1,278	8,247
Prepayments	21,468	7,458
	37,427	38,309

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	30.6.22	30.6.21
	£	£
Trade creditors	59,103	15,706
Social security and other taxes	7,241	10,629
Accrued expenses	127,221	117,951
	193,565	144,286

15. ACCRUALS AND DEFERRED INCOME

	30.6.22	30.6.21
	£	£
Deferred FA grants	100,100	105,019

16. MOVEMENT IN FUNDS

	At 1.7.21 £	Net movement in funds £	At 30.6.22 £
Unrestricted funds			
General fund	279,282	14,943	294,225
TOTAL FUNDS	279,282	14,943	294,225

Notes to the Financial Statements - continued
for the Year Ended 30th June 2022

16. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	329,742	(314,799)	14,943
Restricted funds			
Restricted Fund	236,718	(236,718)	-
TOTAL FUNDS	566,460	(551,517)	14,943

Comparatives for movement in funds

	At 1.4.20 £	Net movement in funds £	At 30.6.21 £
Unrestricted funds			
General fund	264,462	14,820	279,282
TOTAL FUNDS	264,462	14,820	279,282

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	352,752	(337,932)	14,820
Restricted funds			
Restricted Fund	298,434	(298,434)	-
TOTAL FUNDS	651,186	(636,366)	14,820

Restricted funds represent grants made to the charitable company by the Football Association which are to be specifically used as directed by the donor.

17. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 30th June 2022.

Detailed Statement of Financial Activities
for the Year Ended 30th June 2022

	Year Ended 30.6.22 £	Period 1.4.20 to 30.6.21 £
INCOME AND ENDOWMENTS		
Other trading activities		
FA grants released	4,920	6,807
Marketing, communications & PR	36,923	13,312
FA Annual grant	8,969	7,550
FA Administration grant	-	500
Disciplinary income	67,254	39,492
Ground maintenance	48,677	42,651
	166,743	110,312
Investment income		
Rents received	18,765	23,858
Interest received	8	30
	18,773	23,888
Charitable activities		
Coaching income	36,136	22,537
Development income	12,160	6,963
Members affiliation fees	41,888	46,812
County cup competitions	26,999	9,386
Refereeing activities	33,424	24,493
Workforce funding	229,003	295,825
Government grants	1,334	110,970
	380,944	516,986
Total incoming resources	566,460	651,186
EXPENDITURE		
Other trading activities		
Purchases	73,779	38,417
Wages	86,571	103,067
Bad debts	6,400	-
	166,750	141,484

This page does not form part of the statutory financial statements

Detailed Statement of Financial Activities
for the Year Ended 30th June 2022

	Year Ended 30.6.22 £	Period 1.4.20 to 30.6.21 £
Other trading activities		
Charitable activities		
Development activity costs	16,657	44,372
Affiliation costs	9,542	-
Competitions expenses	13,829	1,223
Refereeing activity costs	8,275	5,604
	48,303	51,199
Support costs		
Management		
Wages	229,003	295,825
Pensions	6,395	8,442
Rent	17,950	18,500
Water rates	1,010	2,607
Insurance	5,594	15,631
Light and heat	7,065	7,347
Postage and telephone	7,210	7,895
Printing and stationery	599	245
Staff training	-	270
Cleaning and maintenance	6,147	6,129
Council expenses	1,004	-
County youth team expenses	2,639	-
Office services	6,392	900
Workforce expenses	16,114	5,416
VAT partial exemption	-	(620)
Workforce reorganisation	-	13,381
Depreciation of tangible and heritage assets	9,859	13,177
	316,981	395,145
Finance		
Bank charges	1,390	1,310
Governance costs		
Trustees' expenses	1,263	718
Accountancy fees	2,700	5,362
Legal and professional fees	14,130	41,148
	18,093	47,228

This page does not form part of the statutory financial statements

Northumberland Football Association
Limited

Detailed Statement of Financial Activities
for the Year Ended 30th June 2022

	Year Ended 30.6.22 £	Period 1.4.20 to 30.6.21 £
Total resources expended	551,517	636,366
Net income	14,943	14,820

This page does not form part of the statutory financial statements

NORTHUMBERLAND FOOTBALL ASSOCIATION LIMITED

England & Wales - Charity number 1178164

Accounts

REGISTERED COMPANY NUMBER: 03867559 (England and Wales)
REGISTERED CHARITY NUMBER: 1178164

Report of the Trustees and
Unaudited Financial Statements for the Period 1st April 2020 to 30th June 2021
for
Northumberland Football Association
Limited

Harrison Hutchinson Limited
246 Park View
Whitley Bay
Tyne and Wear
NE26 3QX

Northumberland Football Association
Limited

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for the Period 1st April 2020 to 30th June 2021

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Northumberland Football Association
Limited

Report of the Trustees
for the Period 1st April 2020 to 30th June 2021

The Trustees (who are also directors of the charity for the purposes of the Companies Act 2006), present their report and the financial statements of the charity for the period ended 30th June 2021.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015).

Prior to its registration as a charitable company, Northumberland Football Association Limited was a not-for-profit organisation, established to promote and administer the game of association football in the county of Northumberland. The company was formally registered as a charity with the Charity Commission on 30th April 2018, with a charitable purpose which continues its work to promote and administer football in the county of Northumberland in its pursuit of advancing amateur sport, health and education.

OBJECTIVES AND ACTIVITIES

Objectives and aims

These are for the public benefit generally but with particular reference to the inhabitants of the County and its surrounding areas.

- 1) to promote, develop and support community participation in healthy recreation by providing or assisting in the provision of facilities for the playing of the game and such other sports or physical activities which improve fitness and health;
- 2) to advance amateur sport by promoting the amateur playing of the game and such other sports or games which promote health by involving physical or mental skill or exertion and which are undertaken on an amateur basis;
- 3) to advance education (including academic and physical education) by such means as the Trustees think fit including helping and educating children and young people by providing facilities for the playing of the game and other sports as to develop their physical, mental and social capacities that they may grow to full maturity as individuals and members of the community.
- 4) helping and educating persons involved in the coaching and/or refereeing of the game by providing relevant tuition and/or resources; and
- 5) to relieve people with disabilities, learning difficulties or ill-health by the provision of facilities for the playing of the game and other sport, recreation or leisure time occupation in the interests of social welfare and with the object of improving the conditions of life of such people.

OBJECTIVES AND ACTIVITIES

Significant activities

Progress and achievements

Season 2020-2021 was unique in many ways, the impact of the COVID-19 pandemic on society seeped into all walks of life and grassroots football was in no way shielded from this. Ultimately, on review, the greatest achievement of the past season must be the amount of grassroots football which was completed under the most difficult circumstances. The teamwork from The Football Association nationally, through the County FA, league, club, and volunteer network must be applauded in ensuring many participants had access to their grassroots vocation. Northumberland FA wishes to thank everyone who engaged and worked tirelessly to impose safety measures and procedures all with the goal of keeping the game going. We hope as a County FA we have been able to take a leading role in the continuation of the provision, although not easy at times, the County FA has stretched its resources to try and engage participants and keep them involved with safety as our number one consideration at all times.

Corporate Governance

Despite the pandemic, work has continued on Northumberland FA's work towards compliance with The FA's Code of Governance for County FA's. At the time of writing the County FA is 86% compliant with the standard. We hope to achieve full compliance with both the standard and Tier 3 Sport of England Governance over the course of our next three-year strategy.

Working towards the standard has led to considerable changes in the makeup of Northumberland FA's Board. To ensure the Board has the correct impact on the grassroots game it serves, new role profiles were designed for all Board members with an open recruitment process taking place to appoint Directors. The roles were designed to ensure key parts of the business and the game would be championed across the key decision-making body in the county.

The current makeup of the County FA's Board is;

Chair: Steve Ord
Finance Director: Lauri Chandler
Vice Chair (also Commercial Lead): Alistair Jenkins
Safeguarding Champion: Steve Swinyard
Growth & Retention: Phil Cullerton & Derek Booth
Youth Football: Wilton Holmes
Culture & Personnel: Judith McMinn
Health & Safety: Caroline Ball
Inclusion Advisory Group Chair: Jess Callaghan

Stepping away from Director roles were Frank Scantlebury and Paul Nesbitt, the County FA wishes to put on record its appreciation to both Frank and Paul for their incredible service as Directors. Both Frank and Paul continue to serve as Council members, and we look forward to their continued service for the county.

The membership of the Northumberland FA Council continues to grow with representatives from the Northumberland Football League, North Northumberland League, North East Combination League and Schools Football bringing their input and expertise to the Council group and necessary committees. The role of Council has continued to be crucial in providing views from the grassroots community and acting as a mouthpiece for the work undertaken by the County FA.

OBJECTIVES AND ACTIVITIES

Executive Workforce

The financial impact of the COVID-19 pandemic led to a reduction in funding that the County FA received from The FA to facilitate grassroots football in Northumberland. As a result, the Board agreed to a workforce review of the executive workforce to bring the County FA into line with the agreed priorities of The FA as well as the new financial realities the County FA now faces. As a result of the restructure, Rachel Carter (Head of Administration), Scott Flynn (Facilities Officer) and Kevin Azzopardi (Referee Development Officer) all left the County FA in the early autumn of 2020. We wish Rachel, Scott, and Kevin the very best of luck in all their future endeavours.

The operational workforce of Northumberland FA is now organised into three distinct departments; Participation, Compliance and Business Development. This change has created real clarity in roles and responsibility with a view to the County FA achieving its strategic aims and objectives from 2021 onwards.

In July 2021, Angela Forster (Head of Compliance, Inclusion and Safeguarding) left the organisation. Angela made an incredible contribution to the work of the County FA during her nearly two years with the organisation and we all wish her the very best for the future. Replacing Angela will be Dean Buckle who will join Northumberland FA from late September 2021.

In August 2021, the Board of Northumberland FA decided that the role of Assistant Referee Development Officer was not part of the workforce plan moving forward and as a result the secondment agreement between the County FA and Northumberland Football Leagues for post holder Lee Scott ended. Lee and the league assisted the County FA massively at a crucial time for the Association and we are very grateful for this assistance.

We are looking forward to this skilled and committed workforce driving the work of the County FA for at least the next three years.

Business Development

At the start of last season we launched a new Communications Plan for season 2020-2021 with key targets identified. Despite the impact of COVID-19 on our work, we have broadly met these targets. Our social media channels, website and newsletter have seen good growth over the past 12 months, allowing us to get our key messages to an ever-wider audience. The monthly newsletter, Facebook, Instagram, and LinkedIn have all seen growth around 30%, which was the target identified in our plan. Twitter has recorded a 172% in page impressions, which reflects this channel's status as a main communication tool.

One of our goals was to increase the amount of video content we produce. Although COVID-19 has impacted this, our YouTube channel has recorded a 460% increase in subscribers. Our Coach the Coach webinars are all available to watch post-event and have recorded excellent engagement. Since the end of lockdown in June, the County FA have been able to capture video content at events such as the England Festival, Under 19s league and football camps - which has proved hugely popular, leading to increased engagement with our audience.

Northumberland FA has also committed to developing relationships with local media. We have made good progress in this area in particular with the BBC, ITV Tyne Tees, and Evening Chronicle, which has resulted in some positive coverage over the past few months on issues such as referee armbands and mental health support. We have also developed close ties with local football correspondents, who covered our recent County Cup finals.

OBJECTIVES AND ACTIVITIES

Due to GDPR requirements, we have recently launched a new marketing database which allows individuals to opt-in to receiving communications from NFA. This will allow us, going forward, to specifically target our marketing communications activities and we are actively encouraging sign-ups via all audience touch points.

Unfortunately the COVID-19 lockdown has persisted across the past season, severely impacting our grassroots football community. However, we have used our new online resources to continue to engage with our audience and the success of these tools has supported the launch of our Coach the Coach programme, alongside the reintroduction of in-person events over the summer. We are now in a good position to further build on this work.

The County FA's partnership work has continued over the past 12 months, despite challenges from COVID-19. The majority of our existing partners have re-signed or continued partnerships with Northumberland FA again and we continue to work with them to find innovative ways to promote their businesses and develop opportunities for our grassroots clubs, such as monthly blog posts from our grounds maintenance partner. We have signed partnerships recently with Agrig em, who carry out pitch fertilisation; and are in active discussions with other potential partners. We recently changed our retail partner to Kitlocker who are currently supporting us by building dedicated NFA 'shops' for coaches and referees, giving them access to discounted kit.

Unfortunately, our planned Football Expo North East event was postponed again in July; we have now rescheduled this for October 2021. We have over 500 sign ups already, and alongside the planned exhibitors and speakers from across football, we will also have coaching sessions from FA Coach Developers on the main pitch at the Newcastle Falcons venue.

We have recently been shortlisted for the North East Business Awards in the 'Heart of the Community' category, which recognises organisations which best exemplify the social and community spirit. The winner will be announced at a ceremony in September 2021.

Compliance

Key to the work of our Compliance department is our safeguarding provision; this was brought into even more focus with the release of the Sheldon Report in the first quarter of 2021. The County FA's safeguarding work is underpinned by The FA's Safeguarding Operating Standard for County FA's. We are delighted to report that during the past season, Northumberland FA passed its outstanding assessment against the 2018-2019 Operating Standard. Furthermore, in May 2021, Northumberland FA achieved the 2019-2021 Safeguarding Operating Standard without an action plan, an incredible success for the County FA and demonstrative of the hard work that has gone into bringing our work into line with best practice.

The winter of 2020 saw the launch of the County FA's SCARF (Securing Children's Access and Retention in Football) fund. This was specifically designed to combat the risk of young players dropping out of the game as a result of financial hardships and/or barriers, particularly given the context of the pandemic. To date, the fund has provided grants for ten young players to cover such expenses as club subscriptions, sustenance, and equipment. It is envisaged the fund will reopen in the coming months as we look to invest our resources in protecting the short-term futures of young players at risk of dropping out of the game.

OBJECTIVES AND ACTIVITIES

Safeguarding case work continues to be a priority of the County FA; this ranges from poor practice cases through to potential cases of abuse for which the County FA has a responsibility for multi-agency work including LADOs (Local Authority Designated Officer) and case management at The FA.

At the end of June 2021, the County FA had some 20 (twenty) cases which involved case management (The FA).

These cases involved an array of allegations which is demonstrative of the scope of the County FAs work to ensure the safety of participants in the game, and testament to the skilled nature of the work we undertake.

COVID-19 severely impacted the County FAs ability to deliver coach and volunteer education this in turn obstructed the ability of participants to keep their key qualifications either up to date or achieved for the first time. Several bridging arrangements were agreed by The FA.

Looking ahead as we move out of the pandemic, our role will be to ensure any non-compliance measures return to zero to ensure those in the game have up to date learning and knowledge when undertaking their roles.

Despite the rolling on/off nature of season 2020-2021, misconduct allegations, investigations and ultimately charges persisted across the game. To ensure transparency, Northumberland FA recruited a raft of new discipline commission members from both in and outside of the game to independently hear discipline charges on behalf of the County FA. This was coupled with the decision to publicise discipline hearings as and when they had taken place. This decision was taken to provide another check and balance of how the County FA operates its discipline provision and to reassure the grassroots community that those in conflict with the rules and regulations of The FA will be appropriately sanctioned.

The breakdown of charges levied by the County FA is as follows;

Charge Type Total

E1 (b) Failed to comply with Rules and Regulations of the Football Association - 1

E1 (e) Misconduct under the Rules and Regulations of an Affiliated Association - 23

E10 (Participant) Failed to comply with a decision of the Association - 2

E12 (Club) Failure to comply with decision of the Association - 2

E20 (a) Failed to ensure Players and/or Officials and/or Spectators conducted themselves in an orderly fashion - 41

E3 Improper Conduct- not acting in the best interests of the game - 4

E3 (a) Improper Conduct - aggravated by a person's Ethnic Origin, Colour, Race, Nationality, Faith, Gender, Gender Reassignment, Sexual Orientation or Disability - 6

E3 (c) Improper Conduct against a Match Official - (including abusive language/behaviour) - 11

E3 (d) Improper Conduct (not including threatening and/or abusive language/behaviour) - 6

E3 (e) Improper Conduct against a Match Official - (including threatening and/or abusive language/behaviour) - 5

E3 (f) Improper Conduct (including threatening and/or abusive language/behaviour) - 3

E3 (g) Improper Conduct against a Match Official (including physical contact or attempted physical contact and threatening and/or abusive language/behaviour) - 1

E3 (h) Improper Conduct (including violent conduct and threatening and/or abusive language/behaviour) - 8

OBJECTIVES AND ACTIVITIES

E3 (i) Improper Conduct - Assault by participant on participant - 3
E3 (j) Improper Conduct - Assault or Attempted Assault on a Match Official - 0
E3 (k) Improper Conduct (including foul and abusive language) - 2
TOTAL 120

The outcomes of these charges are as follows;
Non-Personal Hearings - Not Proven 2 (2%), Proven 97 (98%)
Personal Hearings - Not Proven 12 (57%), Proven 9 (43%)

Finally, the County FA has worked hard to operate well within the FA parameters of 90 days to charge a case and 180 days to hear the charge. We believe these parameters to be too wide and are not reflective of an effective misconduct infrastructure. Northumberland FA's average case timings are depicted below;

Abandon Match Cases - Days from match to charge 11, Days from charge to hearing 22, Total 33
Non-Abandon Cases - Days from match to charge 15, Days from charge to hearing 26, Total 41
28 Days From Charge Cases - Days from match to charge 17, Days from charge to hearing 20, Total 37
Cases - Personal Hearings - Days from match to charge 19, Days from charge to hearing 46, Total 65
Cases - Non-Personal Hearings - Days from match to charge 13, Days from charge to hearing 21, Total 34
Aggravated Cases - Days from match to charge 20, Days from charge to hearing 28, Total 48
Total Averages From All Cases - Days from match to charge 14, Days from charge to hearing 26, Total 40

As a County FA we are in the process of setting a number of time based, internal, key performance indicators to drive efficiency and effectiveness of this provision.

Participation

Season 2021-2022 will tell us what impact COVID-19 has had on participation levels across the county. Pre-pandemic, participation levels in Northumberland had continued to grow year on year in regards to male and female participation.

Participation levels in disability football slightly dropped for season 2020-2021 and remain behind the agreed target with The FA. However, it must be noted the pandemic curtailed almost all disability participation in season 2020-2021 with many players reluctant to return to play even with enhanced COVID-19 protocols in place.

At the end of season 2020-2021, the percentage of player registrations being captured by Northumberland FA stood at 92.15%; well above the 80% target set by The FA. This coverage percentage will become even more crucial from season 2021-2022 onwards as unique player numbers will begin to be counted to form our participation figures instead of teams with a proxy applied depending on the format the team plays. Perception will be that this leads to a drop in participation figures; ultimately however, this will be a true reflection of participation numbers.

OBJECTIVES AND ACTIVITIES

During 2020, The FA took the decision to centralise the majority of coach education delivery, with much of this moving to online delivery from 2021 onwards. The County FA's role, as well as providing candidates for the centralised provision, will mainly shift to a focus on the continuing development of coaches. This work began in autumn 2020 with the County FA providing over thirty CPD sessions for participants during the rolling lockdown periods. Out of this delivery and engagement came the resurrection of the County FA's 'Coach The Coach' programme which had great success and national acclaim in the mid-2010s. Through a series of stakeholder engagement sessions and focus group the initiative has been expanded to welcome coaches of all levels to ensure true inclusivity. The programme has already become the cornerstone of our CPD delivery and will look to cater the learning needs of participants throughout the county for years to come.

The past twelve months has given the County FA time to engage stakeholders both inside and outside of the game. It was our resolve to complete the final year of our previous business strategy however this quickly got replaced with just ensuring as much participation could take place during the pandemic. This engagement has become the basis of our new grassroots football strategy, which is due to be launched in September 2021; however, we have worked hard to rollout facets of the strategy before its full launch. This has led to the creation of an Under 19 summer pre-season league, targeting an age bracket which our data suggests was more at risk of dropping out of the game. For the first time in almost a decade the County FA looked to celebrate participation by offering an England Football Festival (formerly Charter Standard festival) hosted by Newcastle United Academy. This offered Under 7 and Under 8 players an outstanding welcome into grassroots football and should be demonstrative of the experience they should receive throughout their footballing journey. Finally, with a view to enticing new participants into the game, the County FA has delivered two Wildcats Wild camps at its base at Whitley Park for young female players, over a week-long programme, to come and enjoy a fun experience in a safe environment.

Refereeing numbers grew for the first year since 2016-2017, increasing from 307 referees at the end of season 2019-2020 to 375 registered referees by the end of season 2020-2021. This is still below our FA agreed target however, the County FA is determined that these numbers keep moving in the right direction. The County FA is confident with the input and experience of Matt Sowerby, appointed in January 2021, the infrastructure and support around this crucial workforce will continue to go from strength to strength, further impacting the desire of participants to take up the whistle.

FINANCIAL REVIEW

Financial position

The results for the 15 months ending 30th June 2021 show a surplus of £14,820 compared to the previous year's deficit of £100,356.

Ahead of the suspension of football on Monday 16th March 2020 the County FA had already faced considerable challenges arising from the changes in the leadership and the operational personnel of the organisation resulting in a reorganisation cost of £72,091.

At the AGM following the year ending 31st March 2020 it was agreed to change the year end to 30th June bringing the NFA year end in line with the FA Funding cycle.

In June 2020 we were informed that our FA Core funding for the 12 month period starting 1st July 2020 would be reduced by 12.7% and the monies we would receive from the FA's cup competitions would drop significantly. In conjunction with this fall in income the FA began the process of centralising coach education and some of the refereeing programs which again reduced the potential for the County FA to generate income.

With the known fall in income and with the County FA operating in such an uncertain environment it was deemed prudent to carry out a further reorganisation to align our cost base to the lower income levels. To offset an element of the income reduction the County FA accessed the Government Coronavirus Job Retention Scheme and Business Support Grants receiving a total of £110,970 in financial support.

By the end of June 2021, the County FA had improved the cash holding from a low of £214,504 on 31st March 2020 to £250,287.

The last 15 months have been very difficult, requiring the County FA to be financially agile. This has been possible because we can rely on our financial information. The County FA financial controls are aligned to The Football Association's County FA Financial Management Operating Guidance Manual all of which are reviewed, improved, and updated on a regular basis in line with the FA guidance. Each month a full set of Management Accounts are presented to the Board of Directors for review to ensure we are on track to deliver the 2021-2022 budget target surplus of £10,792.

Without doubt the next 12 months will continue to be challenging but with our strong financial controls, monthly reporting and forecasting we believe the Team is well positioned to navigate through those challenges and will deliver a budget surplus of 2.1% while investing 97.9% of the income back into football.

Northumberland Football Association
Limited

Report of the Trustees
for the Period 1st April 2020 to 30th June 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Northumberland Football Association Limited ("NFA") is a company limited by guarantee. Incorporated under the Companies Act on 28th October 1999 (registration number 03867559) and registered under the Charities Act 2011 on 30th April 2018 (registration number 1178164).

NFA was formed under a Memorandum of Association (dated 28th October 1999) that established its objects and powers. It is governed under its Articles of Association (amended 9th September 2020) by a board whose members are directors for the purposes of company law and trustees for the purposes of charity law. The names of the members of the board who served during the year and up to the date of this report are set out on page 7.

Members of the company guarantee to contribute an amount not exceeding £10 to the assets of the company in the event of winding up.

Recruitment and appointment of new trustees

As set out in the Articles of Association the Trustees shall comprise the following; the President, up to 2 Vice Presidents, the Chief Executive, Elected Trustees, up to 2 Independent Trustees, up to 2 Council Elected Trustees, up to 2 Trustee Elected Trustees and the Finance Director. The President is nominated by the Council and elected at the AGM; Vice Presidents are nominated by Council and appointed by the Board. The Trustees have the power to appoint the Finance Director and can elect up to two further Trustees.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

03867559 (England and Wales)

Registered Charity number

1178164

Registered office

Whitley Park
Whitley Road
Newcastle Upon Tyne
Tyne and Wear
NE12 9FA

Trustees

D A Booth Vice President
L A Chandler Finance Director
W Holmes Council Trustee
A J Jenkins Independent Trustee
P Nesbitt Council Trustee (resigned 12.11.20)
S Ord President
F Scantlebury Vice President (resigned 12.11.20)
C S Ball Independent Trustee (appointed 12.11.20)
J Callaghan Trustee Elected Trustee (appointed 12.11.20)
P Cullerton Independent Trustee (appointed 12.11.20)
J L McMinn Independent Trustee (appointed 12.11.20)
S D Swinyard Trustee Elected Trustee (appointed 10.12.20)

Northumberland Football Association
Limited

Report of the Trustees
for the Period 1st April 2020 to 30th June 2021

REFERENCE AND ADMINISTRATIVE DETAILS

Independent Examiner

P.S. Hutchinson
Institute of Chartered Accountants in England & Wales
Harrison Hutchinson Limited
246 Park View
Whitley Bay
Tyne and Wear
NE26 3QX

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 14th September 2021 and signed on its behalf by:

L Chandler - Trustee

Independent Examiner's Report to the Trustees of
Northumberland Football Association
Limited

Independent examiner's report to the trustees of Northumberland Football Association Limited ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the period 1st April 2020 to 30th June 2021.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent Examiner's Report to the Trustees of
Northumberland Football Association
Limited

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England & Wales which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

P.S. Hutchinson
Institute of Chartered Accountants in England & Wales
Harrison Hutchinson Limited
246 Park View
Whitley Bay
Tyne and Wear
NE26 3QX

Date:

Northumberland Football Association
Limited

Statement of Financial Activities
for the Period 1st April 2020 to 30th June 2021

				Period 1.4.20 to 30.6.21 Total funds £	Year Ended 31.3.20 Total funds £
	Notes	Unrestricted fund £	Restricted fund £		
INCOME AND ENDOWMENTS FROM					
Charitable activities	4				
Football development		42,951	253,081	296,032	376,843
Football operations		175,601	45,353	220,954	102,428
Other trading activities	2	110,312	-	110,312	96,673
Investment income	3	23,888	-	23,888	18,034
Total		352,752	298,434	651,186	593,978
EXPENDITURE ON					
Raising funds	5	194,713	-	194,713	175,561
Charitable activities	6				
Football development		115,102	253,081	368,183	429,532
Football operations		28,117	45,353	73,470	89,241
Total		337,932	298,434	636,366	694,334
NET INCOME/(EXPENDITURE)		14,820	-	14,820	(100,356)
RECONCILIATION OF FUNDS					
Total funds brought forward		264,462	-	264,462	364,818
TOTAL FUNDS CARRIED FORWARD		<u>279,282</u>	<u>-</u>	<u>279,282</u>	<u>264,462</u>

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

Northumberland Football Association
Limited

Statement of Financial Position
30th June 2021

	Notes	Unrestricted fund £	Restricted fund £	30.6.21 Total funds £	31.3.20 Total funds £
FIXED ASSETS					
Tangible assets	12	239,991	-	239,991	249,943
CURRENT ASSETS					
Debtors	13	38,309	-	38,309	16,882
Cash at bank		<u>250,287</u>	-	<u>250,287</u>	<u>214,504</u>
		288,596	-	288,596	231,386
CREDITORS					
Amounts falling due within one year	14	<u>(144,286)</u>	-	<u>(144,286)</u>	<u>(105,890)</u>
NET CURRENT ASSETS		<u>144,310</u>	-	<u>144,310</u>	<u>125,496</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		384,301	-	384,301	375,439
ACCRUALS AND DEFERRED INCOME	15	<u>(105,019)</u>	-	<u>(105,019)</u>	<u>(110,977)</u>
NET ASSETS		<u>279,282</u>	-	<u>279,282</u>	<u>264,462</u>
FUNDS	16				
Unrestricted funds				<u>279,282</u>	<u>264,462</u>
TOTAL FUNDS				<u>279,282</u>	<u>264,462</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the period ended 30th June 2021.

The members have not required the company to obtain an audit of its financial statements for the period ended 30th June 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The notes form part of these financial statements

Northumberland Football Association
Limited

Statement of Financial Position - continued
30th June 2021

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies' regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 14th September 2021 and were signed on its behalf by:

L A Chandler - Trustee

D Booth - Trustee

Northumberland Football Association
Limited

Statement of Cash Flows
for the Period 1st April 2020 to 30th June 2021

	Notes	Period 1.4.20 to 30.6.21 £	Year Ended 31.3.20 £
Cash flows from operating activities			
Cash generated from operations	1	<u>39,007</u>	<u>(68,902)</u>
Net cash provided by/(used in) operating activities		<u>39,007</u>	<u>(68,902)</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		<u>(3,224)</u>	<u>(4,800)</u>
Net cash used in investing activities		<u>(3,224)</u>	<u>(4,800)</u>
		<u> </u>	<u> </u>
Change in cash and cash equivalents in the reporting period		35,783	(73,702)
Cash and cash equivalents at the beginning of the reporting period		<u>214,504</u>	<u>288,206</u>
Cash and cash equivalents at the end of the reporting period		<u><u>250,287</u></u>	<u><u>214,504</u></u>

The notes form part of these financial statements

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Period 1.4.20 to 30.6.21 £	Year Ended 31.3.20 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	14,820	(100,356)
Adjustments for:		
Depreciation charges	13,177	11,375
Increase in debtors	(21,428)	(7,205)
Increase in creditors	32,438	27,284
Net cash provided by/(used in) operations	<u>39,007</u>	<u>(68,902)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.20 £	Cash flow £	At 30.6.21 £
Net cash			
Cash at bank	<u>214,504</u>	<u>35,783</u>	<u>250,287</u>
	<u>214,504</u>	<u>35,783</u>	<u>250,287</u>
Total	<u>214,504</u>	<u>35,783</u>	<u>250,287</u>

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

Northumberland Football Association Limited is a charitable company registered in England and Wales. The registered office is Whitley Park, Whitley Road, Newcastle upon Tyne, NE12 9FA. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015) - (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Northumberland Football Association Limited meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). The financial statements are prepared on a going concern basis, are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income in respect of restricted and unrestricted funds included all amounts receivable in the period, including members' affiliation fees and disciplinary income, coaching course income and grant income received from the Football Association.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs

Support costs are allocated by charitable activity in proportion to the budgeted costs for each area.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 2% on cost
Plant and machinery	- 25% on cost
Fixtures and fittings	- 25% on cost
Computer equipment	- 33% on cost

1. ACCOUNTING POLICIES - continued

Tangible fixed assets

Trophies - 25% on cost

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

General funds are unrestricted funds, which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds earmarked by the trustees at their discretion for a specific purpose.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. OTHER TRADING ACTIVITIES

	Period 1.4.20 to 30.6.21 £	Year Ended 31.3.20 £
FA grants released	6,807	5,241
Marketing, communications & PR	13,312	25,423
County youth team	-	1,300
FA Annual grant	7,550	19,393
FA Administration grant	500	2,000
Disciplinary income	39,492	43,316
Ground maintenance	42,651	-
	<u>110,312</u>	<u>96,673</u>

3. INVESTMENT INCOME

	Period 1.4.20 to 30.6.21 £	Year Ended 31.3.20 £
Rents received	23,858	17,920
Interest received	30	114
	<u>23,888</u>	<u>18,034</u>

4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	Period 1.4.20 to 30.6.21 £	Year Ended 31.3.20 £
Coaching income	Football development	22,537	103,758
Development income	Football development	6,963	47,732
Refereeing activities	Football development	16,060	12,905
Workforce funding	Football development	250,472	212,448
Members affiliation fees	Football operations	46,812	35,859
County cup competitions	Football operations	9,386	22,929
Refereeing activities	Football operations	8,433	8,005
Workforce funding	Football operations	45,353	35,635
Government grants	Football operations	<u>110,970</u>	-
		<u>516,986</u>	<u>479,271</u>

5. RAISING FUNDS

Other trading activities

	Period 1.4.20 to 30.6.21 £	Year Ended 31.3.20 £
Purchases	38,417	16,425
Staff costs	103,067	88,427
Support costs	53,229	70,709
	<u>194,713</u>	<u>175,561</u>

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 7) £	Totals £
Football development	48,219	319,964	368,183
Football operations	2,980	70,490	73,470
	<u>51,199</u>	<u>390,454</u>	<u>441,653</u>

7. SUPPORT COSTS

	Management £	Finance £	Governance costs £	Totals £
Other trading activities	35,755	471	17,003	53,229
Football development	297,152	616	22,196	319,964
Football operations	62,238	223	8,029	70,490
	<u>395,145</u>	<u>1,310</u>	<u>47,228</u>	<u>443,683</u>

Activity	Basis of allocation
Management	Support Costs
Finance	Support Costs
Governance costs	Support Costs

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	Period 1.4.20 to 30.6.21 £	Year Ended 31.3.20 £
Depreciation - owned assets	13,176	11,375
Other operating leases	<u>18,500</u>	<u>13,879</u>

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the period ended 30th June 2021. For the year ended 31st March 2020, in accordance with Article 28.2.5 of the Company's Articles of Association, the Chief Executive was required to be a trustee of the charity. As Chief Executive, John Ackerley had an employee contract with the Company, and was paid a salary of £55,271 during the year ended 31st March 2020. In addition other emoluments of £24,317 were paid for the year ended 31st March 2020. None of these payments were for acting as a trustee for which he received no remuneration or benefits. No other trustees received remuneration or other benefits for the year ended 31st March 2020.

Trustees' expenses

	Period 1.4.20 to 30.6.21 £	Year Ended 31.3.20 £
Trustees' expenses	<u>718</u>	<u>5,160</u>

10. STAFF COSTS

	Period 1.4.20 to 30.6.21 £	Year Ended 31.3.20 £
Wages and salaries	398,892	336,619
Other pension costs	<u>8,442</u>	<u>4,298</u>
	<u>407,334</u>	<u>340,917</u>

10. STAFF COSTS - continued

The average monthly number of employees during the period was as follows:

	Period 1.4.20 to 30.6.21 14	Year Ended 31.3.20 19
.	<u> </u>	<u> </u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Period 1.4.20 to 30.6.21 -	Year Ended 31.3.20 1
£70,001 - £80,000	<u> </u>	<u> </u>

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Charitable activities			
Football development	140,246	236,597	376,843
Football operations	66,793	35,635	102,428
Other trading activities	96,673	-	96,673
Investment income	<u>18,034</u>	<u>-</u>	<u>18,034</u>
Total	321,746	272,232	593,978
 EXPENDITURE ON			
Raising funds	175,561	-	175,561
Charitable activities			
Football development	192,935	236,597	429,532
Football operations	53,606	35,635	89,241
	<u> </u>	<u> </u>	<u> </u>
Total	422,102	272,232	694,334
	<u> </u>	<u> </u>	<u> </u>
NET INCOME/(EXPENDITURE)	(100,356)	-	(100,356)

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted fund £	Total funds £
RECONCILIATION OF FUNDS			
Total funds brought forward	364,818	-	364,818
TOTAL FUNDS CARRIED FORWARD	<u>264,462</u>	<u>-</u>	<u>264,462</u>

12. TANGIBLE FIXED ASSETS

	Freehold property £	Plant and machinery £	Fixtures and fittings £
COST			
At 1st April 2020	380,064	59,573	28,609
Additions	-	-	-
At 30th June 2021	<u>380,064</u>	<u>59,573</u>	<u>28,609</u>
DEPRECIATION			
At 1st April 2020	134,452	59,573	28,484
Charge for year	9,480	-	125
At 30th June 2021	<u>143,932</u>	<u>59,573</u>	<u>28,609</u>
NET BOOK VALUE			
At 30th June 2021	<u>236,132</u>	<u>-</u>	<u>-</u>
At 31st March 2020	<u>245,612</u>	<u>-</u>	<u>125</u>

12. TANGIBLE FIXED ASSETS - continued

	Computer equipment £	Trophies £	Totals £
COST			
At 1st April 2020	36,413	5,161	509,820
Additions	3,224	-	3,224
At 30th June 2021	39,637	5,161	513,044
DEPRECIATION			
At 1st April 2020	32,207	5,161	259,877
Charge for year	3,571	-	13,176
At 30th June 2021	35,778	5,161	273,053
NET BOOK VALUE			
At 30th June 2021	3,859	-	239,991
At 31st March 2020	4,206	-	249,943

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	30.6.21	31.3.20
	£	£
Trade debtors	22,604	7,142
VAT	8,247	1,042
Prepayments	7,458	8,698
	38,309	16,882

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	30.6.21	31.3.20
	£	£
Trade creditors	15,706	6,585
Social security and other taxes	10,629	7,024
Accrued expenses	<u>117,951</u>	<u>92,281</u>
	<u>144,286</u>	<u>105,890</u>

15. ACCRUALS AND DEFERRED INCOME

	30.6.21	31.3.20
	£	£
Deferred FA grants	<u>105,019</u>	<u>110,977</u>

16. MOVEMENT IN FUNDS

	At 1.4.20	Net movement	At
	£	in funds	30.6.21
		£	£
Unrestricted funds			
General fund	264,462	14,820	279,282
TOTAL FUNDS	<u>264,462</u>	<u>14,820</u>	<u>279,282</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	352,752	(337,932)	14,820
Restricted funds			
Restricted Fund	298,434	(298,434)	-
TOTAL FUNDS	<u>651,186</u>	<u>(636,366)</u>	<u>14,820</u>

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.19 £	Net movement in funds £	At 31.3.20 £
Unrestricted funds			
General fund	364,818	(100,356)	264,462
TOTAL FUNDS	<u>364,818</u>	<u>(100,356)</u>	<u>264,462</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	321,746	(422,102)	(100,356)
Restricted funds			
Restricted Fund	272,232	(272,232)	-
TOTAL FUNDS	<u>593,978</u>	<u>(694,334)</u>	<u>(100,356)</u>

Restricted funds represent grants made to the charitable company by the Football Association which are to be specifically used as directed by the donor.

17. RELATED PARTY DISCLOSURES

There were no related party transactions for the period ended 30th June 2021.