

The MAFC Trustees meet at least quarterly to ensure the club is governed in the right manner, focused on the right things. Not only are we subject to charities commission regulation, but many other demands required of a progressive youth sports club. We strive to continuously improve through incremental changes. We want to ensure all our members have a route into the Trustees meeting so if there is any feedback or issues you want to raise that have not been addressed by your age group leads send us a note in the text box below.

Our pitches are in a terrible state. They used to be the best around but now are frankly embarrassing, and not really fit for football. Whilst the exceptionally dry summer of 2018 contributed significantly, what is being done to improve the quality of the pitches? The fall in quality of the pitches has coincided with the switch to Serco. Can we review their continued use? Can we ask other clubs who they use for pitch maintenance? E.g. Cougars at Brookwood Farm (excellent pitches), Knaphill at Vyne fields at (excellent pitches)? It doesn't get more 'grassroots' than the actual grass roots!!

Firstly, we view the pitches as the 'players office' and of huge importance plus represents the single biggest spend annually of the club, some £13k + currently. The pitches have not properly recovered from the summer of 2018 as you rightly denote and predominantly due to the lack of irrigation

The other pitches cited are also maintained by Serco, with the same contracts manager/supervisor as ours and at times certainly the Vine is in worse shape than MAFC. In the round we have been very pleased with the Serco contract and service. Numerous examples can be demonstrated where they have gone above and beyond contract and pitch marking for both season and tournament (totally different) is now handled well.

What is being done:

1. Irrigation:

There is a request into SCC to allow the club to run two pipes to the field which will provide much needed irrigation points. This is subject to approval, has several challenges in that the pressure on the site is generally low all round and especially the clubhouse. Additionally, the cost of water and timing of

>The secondary option will be to use one or two large agricultural tanks for next summer with high pressure pumps to extract the water to which Serco will connect sprinklers.

2. Treatment Schedule:

In early September Serco brought forward the vertidrain and quadraplay and treatments of which 3 annually are budgeted. This has helped marginally and with the change in weather into winter season should see the pitches soften.

3. Pitch Improvement Plan:

As part of being awarded Surrey FA Club of the month a place was granted on the Pitch Improvement Scheme. Forms have now been completed, submitted and process initiated to have an expert groundsman assess then propose a course of action in conjunction with Serco and the club. The necessary action will take place within our budgetary means.

4. Pest Control:

As part of overall spend the committee will review how pest control can best be tackled of which deer, rabbits and moles continue and will continue to be a problem. Any plan will be outcome focussed as viewed as an area where significant funds can be used without a

representative return so look to take recommendations from the pitch improvement plan on optimal 'bang for buck' in this area.

For further queries around this topic please contact **Nick Elford** on mayford0607@gmail.com or 07793 802571.

Our club fees are some of the highest around. They have increased significantly compared to a couple of seasons ago, despite player numbers increasing massively. The club I believe has £27k~ in the bank (very high, historically) and made £8k~ profit last season. Please can the trustees communicate the justification for keeping the fees as high as they are? And in general can we improve the transparency of the financial running of the club? e.g. -What is our projected profit/loss for the season? -What is our projected bank balance at the end of this season? -How is the amount given to each age group calculated and what are the guidelines as to what the age groups should and shouldn't be spending money on? -Some age groups are still training at SB or GWP during the week. Who is paying for those, the age groups or club? aka What are the club's policy on who pays for pitch hire?

This is a great series of questions and the easiest way to start is to review the registration text here- <https://membermojo.co.uk/mafc> . About specific points:

- a) Our club fees are some of the highest around. They have increased significantly compared to a couple of seasons ago, despite player numbers increasing massively.
The trustees approve the registration fees annually to the run the club which has a host of variables however in review most clubs will charge a relatively low signing on fee and then a match fee and /or incidentals fee.

There are 3 principal reasons why we moved away from this

- We are always looking to streamline administration for our age groups leads/coaches and managers- having them walk pitch side weekly with a plastic tub collecting cash in match fees, chasing numbers that have forgotten daily and weekly, managing accruals and negotiating 'exceptions' is not an effective use of time and their valuable volunteering hours are simply better spent elsewhere.
- We are not a pay and play club, there is a level of commitment that assumes all players that register will play regularly.
- We continue to enhance the fiscal governance model and controls around the club in its entirety with increased visibility at age group level.

Many of the clubs operate a joining fee of around £80 and then approx £4 a game so therefore at around 25 games annually an approx. fee of £180. Some of these are virtual clubs also, others are significantly larger with facilities to manage and lease also.

- b) The club I believe has £27k~ in the bank (very high, historically) and made £8k~ profit last season. Please can the trustees communicate the justification for keeping the fees as high as they are?
If you saw this figure presented in last year's accounts, the Trustee group would consider as extremely low. Currently, the club operates on a cash accounting basis, not an accrual basis. Therefore, in example reserve/contingency forms part of that figure and as trustees we set to ensure the club can weather (for a limited period) unexpected costs or drops in income

source. Additionally, our SCC rent – That has increased some **233%** between leases and an area where we have a large amount in arrears stored until the new lease has been corrected (by SCC legal) and signed by the new Trustees before release.

As above the Trustees will review the fees annually. If there are significant jumps in 5 principal areas, then fees would likely reduce. These areas are:

- 1) Increase in numbers and annual cadence of social corporate responsibility grants via members.
- 2) Increase in available grant funding achieved year on year
- 3) Increase in revenue achieved from the MAFC facilities, events and general sponsorship
- 4) Team or Age Group Kit Sponsors increase- There is currently 1 team within the club with separate kit sponsors. For the 19/20 season the club invested circa £4k in playing kit. Therefore, there is opportunity for all members to use their networks to encourage sponsorship at the team or age group level.
- 5) Significant growth in numbers to heavily reduce the fixed costs elements and proportion of the investment plan of the club operations.

All these areas require volunteering support and the investment/fundraiser role is high on the priority list. As a Trustee group we see these as a collective members responsibility.

However, unless the club continues to invest (proposed 3-year investment plan will feature in our upcoming Standard Charter Development Club application) it will simply cease to exist.

Several local clubs operate on a virtual model and do not have a central location (irrespective of whether all matches and training take place there). Whilst we see as an asset it represents a huge liability and hence the need to invest – many grant funding applications are subject to tenure of lease for a protracted period, normally 20-25 years.

MAFC is a small club and unlikely to have the lowest fees but provision of football working out at less than £4 weekly based on early registration for the 19/20 season we view this as competitive for what we strive to offer and where we're heading as a club.

Additionally, we are proud to be a very inclusive club and charity and as a result you will see an updated hardship policy, operated on a case by case basis visible on the website in the next month.

And in general, can we improve the transparency of the financial running of the club? e.g. -What is our projected profit/loss for the season? -What is our projected bank balance at the end of this season?

The accounts are presented annually at the AGM following independent review. As part of the monthly operations/managers meeting the Treasurers Report represents a standing item. Should anyone be interested in this they are encouraged to actively join and participate in those meetings or read the Treasurers report online in the minutes.

How is the amount given to each age group calculated and what are the guidelines as to what the age groups should and shouldn't be spending money on?

The club is now in iteration 2 of the age group funding model since the move away from a de-centralised model. A small working group undertook this revision over the summer of 2019 so a huge thanks to Ben Dutton (Age Group Lead Representative), Oliver Whiddett (Former Treasurer) and Colin Berry (Club Governance, risk and compliance). In short, the model has a per head component and team/squad size component as age groups vary in funding requirements and fixed cost, it is also phased in allocation.

There will be an updated set of guidelines published to what age groups but comprises in main the following:

Referee fees, pitch fees, tournament fees, development activities e.g. specialist speakers, contingency coaching, team incidentals.

However, as a trustee group we never want to restrict creativity and want to ensure, with correct visibility our managers and coaches do not feel hampered, restricted or micro managed. There is also a process update of how teams request additional funding for special projects, pilot project etc.

Some age groups are still training at SB or GWP during the week. Who is paying for those, the age groups or club? aka What are the club's policy on who pays for pitch hire?

The Clubs policy pinning back to registration is provision of one training session weekly, playing surface, location, timings will vary but need to be fit for purpose. The basic construct is to enable as much as possible at Mayford before going outside. Some local facilities now charge up to £60 per hour for 5-a-side which is simply not an effective use of limited funds.

Where year groups offer additional training session using fee paying facilities these are paid for by additional subs payments.

For further queries around this topic please contact **Sheriff Choudhary (MAFC Group Treasurer)** via Helen on oconnor_helen@yahoo.co.uk