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The Kent County Football Association

2010-2011 Annual Report



*Front cover photograph:
Dartford FC lift the Kent Senior Cup 2011*

THE KENT COUNTY FOOTBALL ASSOCIATION LIMITED

Invicta House, Cobdown Park, London Road, Ditton, Aylesford, Kent, ME20 6DQ

ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the ANNUAL GENERAL MEETING of the Association will take place at The Fleet Leisure & Sports Club, Nelson Road, Northfleet, Kent, DA11 7EE on Saturday 18th June 2011 at 3.00 p.m.

Special attention is drawn to the enclosed ticket(s) of admission. It has been decided that attendance shall be limited to Representatives who have been constitutionally nominated and whose nomination has been minuted in the Executive Committee Meeting of the Competition and Club AND such nomination notified to the Association in the manner prescribed on the admission ticket.

Failure to observe these instructions will entail forfeiture of the right to attend the meeting.

On behalf of the Council.



Paul Dolan
Chief Executive

Representation and voting rights at the Annual General Meeting is:

Senior Club	3 votes
Senior League	3 votes
Intermediate Club	2 votes
Junior Club	2 votes
Junior League/Competition	2 votes
Youth League/Competition	2 votes
Youth Club	1 vote

AGENDA

1. The Chief Executive will read the notice convening the meeting.
2. To confirm the Minutes of the Annual General Meeting held on 19th June 2010.
3. **THE PRESIDENCY**
The Council will propose that Mr. Colin Ian Boswell be elected as President.
4. **VICE-PRESIDENTS AND OTHER OFFICERS**

To elect the following:

R. D. G. Bradshaw, B. W. Bright, R. W. Brown, A. D. Crosswell, P. M. Enright, W. F. C. Finch, D. Holton, G. G. Peacock, J. R. Spain, C. E. West, G. C. Wickens and C. T. C. Windiate as Vice-Presidents.

J. H. Bellamy, G. M. Campbell, R. F. Leader, J. C. Mugridge, J. F. Thompson, L. B. Walton and M. J. Ward as Honorary Vice-Presidents.

Messrs: Woolmer and Kennedy of Star Hill, Rochester as Auditors.
Messrs: DGB of Chatham Maritime as Solicitors.

5. **ELECTION OF COUNCIL**

Division One:	Four vacancies
Eligible without nomination	B. G. Burgess, B. R. Fissenden, D. Richmond, B. B. S. Sangha

Nominations:

PHILIP ROBERT CHEVERTON
Proposed by Eden Park Rangers FC
Seconded by Lessa Albion FC

Division Two:	Four vacancies
Eligible without nomination	Mrs. M. Davies, M. D. Davies, G. J. Hoare, A. M. Sedgwick

Nominations:

TERRENCE COOPER
Proposed by Rochester & District Football League
Seconded by Valley Express Kent Youth League

Division Three:	Four vacancies
Eligible without nomination	A. S. Heselgrave, T. Reddick, P. C. B. Smith, G. I. Stanborough

Division Four:	Four vacancies
Eligible without nomination	K. Barham, A. Van Orsouw, K. N. Vaughan, B. J. Vincer

Nominations:

DAVID GEORGE SHREWSBURY
Proposed by Folkestone Invicta FC
Seconded by Hythe Town FC

DONALD MACLEOD
Proposed by Deal & District Football League
Seconded by Ill Eagles FC

WILLIAM KELLY
Proposed by Ramsgate FC
Seconded by Herne Bay FC

Women's Football

Division One

Ms. K. Discipline

Division Two

Mr. G. Petts

Division Three

IAN DRYSDALE

Proposed by Ashford Borough FC

Seconded by Park Farm Rangers FC

Division Four

DERICK JOHN OWEN

Proposed by Canterbury City FC

Seconded by East Kent Youth League

6. To receive the Annual Report for Season 2011/2012.
7. To receive and if approved adopt the audited Statement of Accounts and Balance Sheet for the period ending 31st December 2010.
8. Article amendment.
9. Presentation of Councillors' Long Service Awards.
10. Presentation of Long and Meritorious Service Awards.

Membership:

The Membership of the Association for 2010/2011 was:

President:	C. I. Boswell (Director)
Vice-Presidents:	R. D. G. Bradshaw (Director) B. W. Bright (Chairman and Managing Director) R. W. Brown A. D. Crosswell (Director) P. M. Enright (Director of Finance) W. F. C. Finch D. Holton G. G. Peacock J. R. Spain C. E. West G. C. Wickens C. T. C. Windiate
Honorary Vice-Presidents:	J. H. Bellamy G. M. Campbell R. F. Leader J. C. Mugridge J. F. Thompson L. B. Walton M. J. Ward
Life Members:	H. Carey D. A. Dye P. D. Hunter E. F. Martin E. J. Snelling
Order of Merit:	G. A. Aldous G. Bannister E. Diplock S. Gauden D. F. W. Jeffery

Division One:

D. K. Carey (Divisional Secretary)
J. P. Aggett
B. G. Burgess
B. R. Fissenden
A. Levy
I. McGrath
A. Mead
J. A. Moules
R. Ralph
Ms. D. Richmond
B. B. S. Sangha (Director)
A. E. Scott

Division Two:

C. I. Boswell (Divisional Secretary)
S. Breeds
Mrs. M. Davies
M. D. Davies
J. J. Emery
G. C. Foord
R. T. Foord
G. J. Hoare
K. Keating
T. P. Lawrence
K. McCourt
M. J. Rogers
A. M. Sedgwick

Division Three:

G. C. Wickens (Divisional Secretary)
R. N. Corkhill
A. S. Heselgrave
Miss L. A. Humm
G. H. Logsdon
M. A. McLean
L. D. Pollard
T. Reddick
E. H. Revell
P. C. B. Smith (FA Representative and Director)
G. I. Stanborough
M. G. Tapp (Director)
K. W. Whitlock

Division Four: A. D. Crosswell (Divisional Secretary)
F. S. Aintree
R. J. Atkins (Resigned)
K. Barham
P. Gurr
A. T. Newington
Dr. A. B. Penrose (Director)
C. A. Sear
W. Terry
A. Van Orsouw
K. N. Vaughan
B. J. Vincer

Kent Schools FA: P. J. Harding

Kent Referees' Association: B. J. Foreman

Women's Football

Division One: Ms. K. Discipline
Division Two: G. Petts
Division Three: Vacant
Division Four: D. Walker (Resigned)

Staff:

Chief Executive	Paul Dolan
Deputy Chief Executive	Sandra Tillman
County Development Manager	Darryl Haden
PA to Chief Executive	Paula Lippett
Receptionist	Amy Kerr
Disciplinary Officer	Richard Judd
Administrator	Megan Simmons
Football Development Officer	Stephanie Gadd
Football Development Officer	Lee Suter
Football Development Officer	Richard McHugh
Football Development Officer	Elizabeth Symons
Development Administration	Mark Bright
Head of Coaching	Alan Walker
County Welfare Officer	Val Hajialexandrou
Referees Development	John Newson
Communications Officer	Lucy Majin
Skills Coach	Kalam Mooniaruck
Skills Coach	Emma Manning
Skills Coach	Ian Varley
Skills Coach	Darren Phillips

Keith Masters retired as Chief Executive on 26th January 2011 after 32 years of service to the Kent County Football Association.

The Association regrets to record the deaths during the year of Mrs L. G. Martin, (Order of Merit), W. H. Roberts (Order of Merit) and Mr. L. F. Waters (Honorary Vice-President).

Report from the Chairman & Managing Director



It was on the 12th November last year that Hugh Robertson MP, the Minister for Sport and the Olympics, formally opened Invicta House and years of waiting finally ended as The Kent County Football Association found a new home at Cobdown.

It is a fine new building able to accommodate the modern day needs of a growing County Football Association governing body. Built on time and in budget at circa £1.2 million my trust is that it will serve the needs of football in Kent for more than the foreseeable future.

I will not make out that the overall project of relocation was easy but my thanks to our professional advisers led by Brian Cox of Harrisons and especially David Bellamy of Harrison-Mutch who together with the builders B. W. May ensured a dream became a reality.

While our overall team of loyal staff remain there was an important change at Chief Executive Level with Keith Masters retiring after 32 years service initially as County Secretary and in recent years as Chief Executive to the Company. Paul Dolan was promoted from the position of County Development Manager after an extensive advertised search to the exacting role of Chief Executive which I and my fellow Directors are totally confident he will undertake in an exemplary professional manner.

We have seen sustained growth in our activities in recent years as Kent football has established itself as 'leaders' in many aspects of the game in the Country.

The future is challenging with financial restraints in society following the Comprehensive Spending Review. Under the guidance of Sir David Phillips we are on course to deliver the 2008-12 Strategy but now work is beginning in producing the extension forward up until 2015 linked into a County Business Plan.

We need to consider the implications of the Localism Bill; liaise closely with Local Authorities to ensure the protection of pitches and facilities and ensure that Communities understand what sport can offer in so many areas of society.

Internally the Council will shortly begin to discuss in depth their important role and how it can be enhanced by a revised Committee structure; the Board are conscious of ensuring that they satisfactorily embrace succession planning while the Chief Executive will lead discussion relating to staffing within the needs of the extended Strategy and modern day requirements.

I retain concerns of where the next generation of the voluntary force will emerge from. Kent football at every level has benefitted for generations by people openly undertaking tasks and looking for nothing more than a simple 'thank-you'. Leagues and Clubs have been so fortunate to have had such services but many; still so active; are becoming a little weary as the years pass and my greatest hope is that some a little younger will come forward in the knowledge of the fun and satisfaction that can be found by involvement.

I am aware that some senior clubs are finding life financially tough and in many instances are reliant upon the generosity of a few people diving deep into their pockets to ensure survival. I will be surprised if matters improve by way of attendances or additional sponsorship in the short term but if local communities want to keep their clubs alive, they simply need to support them. Many are running youth policies at all ages which must be beneficial in the creation of not just football ability but life skills.

'Bucking the Trend' it was a joy to see over 2,000 people attending the Kent Senior Cup Final at Dartford - a throwback to yester-year! I am, as I know the Senior Clubs are, delighted at the decision of Charlton Athletic and Gillingham to participate next season.

It has similarly been encouraging to see a good response to our excellent Commercial Opportunities programme. It is a unique way for businesses and individuals to communicate with potential customers and to support an organisation that is working tirelessly to develop and support our wonderful game here in the 'Garden of England'. There are packages to cover every 'pocket' but I would be so pleased if, even in these days of financial constraints, we had an approach of support for the superb efforts being made within disability football in Kent. I have taken great pride, as Chairman, in seeing progress made to ensure that 'everyone' who wants to enjoy involvement in our great game can do so and that is being achieved.

To those who have generously supported us in differing fields so far - Thank you - it is very much appreciated.

I give my sincerest thanks to my Board of Directors who individually bring forward their skills and ideas for the progress of Kent football against a background of having to understand their fiduciary duties alongside Company Law. It can be a frustrating role contrasted with much satisfaction with many having given long years of service to the betterment of Kent football.

My fellow Directors will not be surprised that I particularly wish to place on record appreciation to the Director of Finance, Peter Enright.

We are now a million pound turn-over Company. The last couple of years, with relocation, has presented numerous situations that have required the highest professional skills to resolve and Peter has mastered all.

The AGM Agenda will show an alteration to Articles to allow Peter to remain in post a little longer. That is important to the Company and I urge you to support the proposal.

We have dedicated, professional staff who work tirelessly and are totally deserving of the plaudits they receive both within the County and across the Country. A good team working collectively has been the heart of our progress.

I thank each and every one of you - my appreciation of the work you undertake in the numerous responsibilities across the wide spectrum of activities that we now cover. Simply without your dedication within 'The family of Kent football' nothing would be achieved and society would be that much poorer.

Barry W. Bright
Chairman/Managing Director



*Kent FA Chief Executive Paul Dolan and Chairman Barry Bright
at the opening of Invicta House with Hugh Robertson MP*



Invicta House, Cobdown - the new home of the Kent FA

Report from the Chief Executive



It gives me great pleasure to present my first annual report as Chief Executive although I have only been in post since February 2011.

I feel honoured and privileged to have been appointed as Chief Executive of the Kent County Football Association and I am fully aware of the great history and tradition of the Association as custodians of grassroots football in Kent since 1881.

My aim is to ensure that we continue to service the needs of the football community and work towards higher standards of service delivery to support the governance and development of football in Kent.

I would also like to personally add my thanks to Keith Masters who retired as Chief Executive in January 2011. Keith has been a great servant to football in Kent and has overseen the transformation of the Association from a

regulatory body to an organisation that now provides a high quality service to support the strategic development of football which provides so many positive social outcomes.

The Football Association is currently collating information in order to extend the National Game Strategy to 2015. We will need to make sure that the Kent County Football Association is well placed to deliver this at the local level after identifying our key priority areas. Subsequently, we will shortly be proposing a new Standing Committee structure that is more in line with the direction of the Association.

I would like to take this opportunity to thank everyone that has contributed to the delivery of the Kent Football Strategy 2008 - 2012. We now move into a new era and now more than ever we will need the help of our members, volunteer workforce, external partners and committed staff.

I personally feel the Kent County Football Association now needs to have an overall vision that is known and understood by everyone involved within the organisation. This will bring together the various departments, the various documents that we are working towards and the various structures that make up the Association. The weaker our vision and strategic direction the more likely the Association will function as a loose collection of parts, with little that is shared beyond its bureaucratic systems.

We can say that the Kent County Football Association has been at the forefront of providing a high quality service to support the development and governance of football in Kent over the last few years. There is however, a limitation. It is one thing to take the lead in football by way of professional guidance and support and another to finance the scale of infrastructural pitch and facility developments necessary to take us to another level.

We hear endless sentimentality about 'community' and 'big society' but see little practical application. Building a network of hub football clubs across the county would put in place an infrastructure that would create community in the practical sense of the term - self generating, a focus of local pride and a subtle means of social control.

The future is about partnership working, using existing resources more effectively and seizing opportunities to attract investment into our low grade facilities.

Affiliation Analysis

A key priority for the Association is to grow and retain participation levels and take account of changing leisure patterns within society. The number of clubs and teams in membership are as follows:

Category	Teams
Mini-Soccer	754
Youth Male	1,210
Youth Female	99
Adult Male	1,185
Adult Female	40
Male Disability	47
Female Disability	5
Small Sided	1,430

Status	Clubs
Senior	35
Intermediate	36
Junior	805
Ladies	19
Youth & Mini-Soccer	180

Small Sided clubs are now required to affiliate as slots via the centre at which they compete.

Representative Football

The Kent County Representative teams continue to be very successful and the Under 18's are now unbeaten in three seasons in the South East Counties Youth and Ladies Championship. The Under 16's finished as Runners Up in the South East Counties Youth and Ladies Championship and the Ladies had a fantastic campaign which culminated in a narrow defeat to Hampshire on penalties after extra-time in the South East Counties Youth and Ladies Championship final.

Under 16 - South East Counties Youth and Ladies Championship

12th October 2010	AFA	2 - 5	Kent
9th January 2011	Middlesex	6 - 1	Kent
23rd January 2011	Sussex	0 - 4	Kent
30th January 2011	Kent	0 - 1	London
31st March 2011	Kent	8 - 0	Surrey

Under 18 - FA County Youth Cup

Second Round	Kent	0 - 2	Berks & Bucks
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Under 18 - South East Counties Youth and Ladies Championship

3rd October 2010	Kent	3 - 0	Surrey
16th January 2011	Middlesex	0 - 3	Kent
27th January 2011	Kent	1 - 1	AFA
6th February 2011	Sussex	1 - 5	Kent
24th February 2011	Kent	4 - 0	London
27th March 2011	Royal Navy	1 - 4	Kent

Ladies - South East Counties Youth and Ladies Championship

29th September 2010	Kent	3 - 0	RAF
27th October 2010	Kent	Home Win	Berks & Bucks
10th November 2010	RAF	1 - 2	Kent
24th November 2010	Berks & Bucks	0 - 2	Kent

Ladies Final - South East Counties Youth and Ladies Championship

9th March 2011	Kent	2 - 2	Hampshire (Hampshire won on penalties)
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County Cup Finals

The 19 County Cup finals were again keenly contested which demonstrated the high standard of football in Kent at all levels and across all age groups.

This is a very exciting time for the Kent Senior Cup. Bringing back the magic to Kent's oldest football competition and raising its profile was high on my agenda when I took over as Chief Executive. When Gillingham FC and Charlton Athletic FC dropped out several years ago the Kent Senior Cup seemed to become less important to the county's Senior Clubs. We have worked hard to get these two Football League clubs back into the competition for next season and I hope this will stimulate supporters to start supporting their local community clubs.

Kent Senior Cup

Dartford FC 4 - 1 Bromley FC

Umbro Kent Senior Trophy

Tunbridge Wells FC 1 - 3 Erith Town FC

Kent Intermediate Cup

Cray Wanderers FC 1 - 1 Deal Town FC
(Deal Town FC won on penalties)

Kent Intermediate Challenge Shield

Hollands & Blair FC 2 - 1 Chipstead FC
(After extra-time)

Kent Women's Cup

Charlton Athletic FC 1 - 1 Millwall Lionesses
(Charlton Athletic FC won on penalties)

Kent Women's Plate

Gillingham Ladies FC 7 - 1 Long Lane Ladies FC

Kent Junior Cup Group A

Hollands & Blair Reserves FC 4 - 0 Phoenix Sports Reserves FC

Kent Junior Cup Group B

Brenlan Flooring FC 0 - 5 Stockbury Athletic FC

Kent Junior Cup Group C

AFC Bromley FC 1 - 4 Woodnesborough FC

Kent Sunday Premier Cup

Rising Sun FC 4 - 2 Sun FC

Kent Sunday Junior Cup

Farriers Athletic FC 1 - 2 Spartac FC

Kent Sunday Junior Trophy

Beausports FC 5 - 1 North East Panthers FC

Kent Youth Cup - Under 18

Thamesmead Town FC 1 - 0 Tonbridge Angels FC

Kent Youth Cup - Under 16

Ebbsfleet United FC 2 - 3 Dartford FC

Kent Youth Cup - Under 15

Cray Wanderers FC 1 - 0 Rusthall FC

Kent Youth Cup - Under 14

Maidstone United FC 0 - 2 Canterbury City FC

Tesco Kent Youth Cup - Under 13

Ramsgate FC 2 - 4 Staplehurst Monarch FC

Tesco Kent Youth Cup - Under 16 Girls

Aylesford FC 0 - 5 Thanet Colts FC

Tesco Kent Youth Cup - Under 14

Castle Colts FC 2 - 0 Crayford Arrows FC

Honours

As another season draws to a close, the Association would like to congratulate the following:

- Ebbsfleet United FC gaining promotion from the Football Conference South Division to the Football Conference Premier Division.
- Dover Athletic FC on reaching the third round of The FA Cup.
- Tonbridge Angels FC gaining promotion from the Ryman Isthmian Football League to the Football Conference
- Hythe Town FC gaining promotion from the Kent Football League to the Ryman Isthmian Football League and reaching the first round of The FA Cup.
- Staplehurst Monarchs FC winning the national final of the Tesco Under 13 Cup.

May I take this opportunity to thank you for your continued support and I look forward to working with you next season to further progress grassroots football in Kent.

Paul Dolan
Chief Executive



*Paul Dolan welcomes
Ian Monahan of Tokio Marine Europe Insurance,
the new main sponsor of Kent FA*

Football Development Report



I have pleasure in presenting my first annual report as County Football Development Manager.

The past year has been a challenging and testing time for Football in the county. The coalition government's

Comprehensive Spending Review has impacted greatly on sport throughout this country, and in particular throughout Kent. The school sport structure has been decimated with the demise of Kent's 19 School Sport Partnerships, and many Local Authorities are re-assessing their priorities in light of reduced funding from central government.

There has also been change within the Development staff at the Association, with the internal movements leading us to recruit a new Football Development Officer, Richard McHugh, and I am sure you will all join me in welcoming Richard to the Association.

Despite the challenges and threats there are also opportunities. Football remains the most popular sport in Kent with 4,770 teams and 45,000 players competing each week across the county. The competitive structure of football remains strong and the recent developments of a Step 6 League in the county reinforce this. Football also has a key role to play within community development and enhancing social cohesion. The contribution that it can make to building stronger, safer communities, reducing crime, improving health and tackling obesity is clear for all to see.

Kent's community is diverse and we have seen many examples throughout the county which highlight how important Football is to breaking down barriers and easing social and racial tension. A fantastic example of this is the work undertaken by Canterbury City FC through their development of a Community Team that is made up of homeless and former homeless men. The club have developed further to engage with the local traveller community and plans are afoot to create a second community team to participate within their local league next season. Examples like this highlight the power football can have in contributing to the social and health agenda. However, to achieve these benefits we need to continue to invest in modern 'fit for purpose' facilities, continue to protect our playing fields from developers, and carry on working to improve the standard of coaching that our young players receive. Alongside this we need to ensure that we are providing effective support to clubs and leagues, as well as recognising and rewarding the army of volunteers that are the backbone of football in this county, and in essence Football's 'Big Society'.

In terms of the conveyance of Football Development programmes the past year has been extremely successful in the delivery of grassroots football in Kent. We have successfully delivered the Year 3 (2010/2011) Kent County Action plan, and in many areas have surpassed the targets that have been set. The County Action Plan is an indicator of our progress in delivering the FA National Game Strategy, as well as acting as the action plan for the Kent Football Strategy 2008-2012.

Some key achievements from the Year 3 County Plan are as follows:

- Reversed the decline in the number adult male 11v11 football teams for the first time since 2005/2006.
- Affiliated 52 Disability football teams, an increase of 13.4%.
- 75% of mini soccer and youth teams are participating in FA Charter Standard Clubs.
- 26 Kent Clubs, catering for over 400, teams have achieved FA Charter Standard Community status.
- 31 Kent Leagues are delivering The FA Respect programme.
- 5 Kent Leagues have achieved FA Charter Standard League status.
- 117,000 players aged 5-11 have received age appropriate coaching from the Kent FA Skills coaches.

In addition to these achievements we have also continued to develop the women's and girls' game with their being 99 female youth teams and 40 female adult teams affiliated. Changes to the Girls Centre of Excellence Structure across the country have meant that there is a degree of uncertainty regarding the player pathway for the female game. We are waiting for a decision from The FA regarding the future of the Gillingham Girls Centre of Excellence, and should this be negative plans are in place to host a Player Development Centre administered by the Kent County FA.

A key work area has been focusing on Club Development and working with the Kent Girls and Ladies teams to achieve the FA Charter Standard award. It is pleasing to inform you that all Girls teams in Kent are playing within FA Charter Standard Leagues; this is fantastic achievement ensuring that all girls are participating in progressive, safe and sustainable leagues.

At Senior Level, the Kent Ladies County Squad reached the final of the South East Counties Youth and Ladies Championships, losing on penalties to Hampshire in a closely contested final. This was an excellent achievement and shows how much they have improved in a short space of time.

Integral to the Development programme has been the implementation of Safeguarding Children and Welfare programmes into Youth Football. This work cuts across both Football Development and Football Services, and I am sure that you will agree this is an extremely important work area for us. During the past year we have continued to support all Welfare Officers, providing training, support and guidance on safeguarding issues.

The past season has seen the Kent County FA make considerable strides in improving the provision of grassroots football throughout the County. Whilst much has been achieved, there is still scope to develop and improve on what has already been attained. The coming months ahead are set to be challenging to the delivery of grassroots football. The potential Localism Bill could impact greatly on the provision of football within local authority boundaries, and it is essential that the Kent County FA lobby for football's interests and continue to offer support and guidance to all our member clubs during these times of austerity.

Our primary focus for next season is to increase and widen participation levels, to ensure that we retain current levels and grow the number of teams and people playing football where possible. It is also essential that we develop sustainable partnerships with key external stakeholders, and continue to work towards building a strong and sustainable future for football in Kent.

May I take this opportunity to thank you for your continued support and I look forward to working with you all to develop grassroots football next season.

Darryl Haden
County Development Manager

Football Services Report



Governance

The regulation and sanctioning of football in Kent continues to remain as a core function of the Association and we strive to deal with this in an efficient and effective manner.

Disciplinary figures for the concluded season are less than the previous season which demonstrates the positive impact of the Respect programme.

Offence	Numbers
Caution	15,127
Misconduct	634
Standard Sending Off	2,247
Non Disciplinary Offence	155

This represents 118 cases less than was reported last year.

Offence	Saturday	Sunday	Midweek
Caution	6,254	7,198	1,266
Standard Sending Off	927	1,029	210
Misconduct	248	343	49

The introduction of Match Based Discipline for all open aged football next season will provide a fair and consistent process and we are currently liaising with local leagues to determine the best way to cascade the information down to member clubs.

We are committed to high levels of customer service and recognise our vital role in providing administrative support to leagues and clubs.

Sandra Tillman
Deputy Chief Executive

Coaching

The Kent County Football Association continues to meet the needs of candidates with a diverse selection of coaching courses such as the FA Youth Award modules and the Level 1 and 2 Goalkeeping courses which I believe shows the ambition of the coaching department to ensure grassroots coaches have the opportunity to further their education.

We recognise the need to develop and support players in improving their skills and in creating a structure to recruit and retain highly qualified football coaches at all levels within the county.

The following courses were run this year:

- 29 Level 1 Certificate in Coaching Football courses
- 10 Level 2 Certificate in Coaching Football courses
- 4 Level 3 UEFA B License courses
- 1 Level 1 Goalkeeping course
- 3 FA Youth Award Module 1 courses
- 1 FA Youth Award Module 2 course

The current economic climate has created financial problems both locally and nationally, but we are exploring different funding possibilities with various bodies to offset the price of courses where possible to support learners. We have developed a partnership with Sussex Downs College to obtain a certain amount of funding for learners through the European Social Fund, which is ongoing. We have also introduced a £20 discount for coaches within FA Charter Standard Clubs this year that take the Level 1 Certificate in Coaching Football course.

The new FA Leadership through Football Course offers the Association a chance to develop partnerships with schools which is looking very promising.

The Coaching Department maintain high standards and run more courses and educate more students than most other counties. The courses continue to attract many candidates from a number of counties such as Surrey, Sussex and Essex, as well as northern counties who do not meet candidate needs and requirements. Candidates have also travelled from New Zealand, Africa, USA, Australia, Canada, Hungary, Switzerland and Spain to attend our courses.

As an FA lead tutor I am committed to ensure staff development is on-going. Following external verifiers attending and monitoring Kent Coaching courses I can confirm that all tutors have received great reports from the verifiers and from candidates who attended the courses. Megan Simmons has continued to administer the coaching courses extremely efficiently.

I have now held the position of Head of Coaching and Education for eleven years. In this time the scheme has gone from strength to strength and I believe this period, whilst challenging, has continued to be one of the most exciting and proactive since the scheme began. The diverse range of courses and other activities which are now being provided have grown dramatically since I have been in post.

I remain one of only forty accredited Lead Mentors for the Football Association, which I consider a great honour for me but also for the Association. I also gained my UEFA 'PRO' Licence this year, again highlighting the commitment to ensuring all staff continue to develop their delivery skills.

Alan Walker
Head of Coaching & Education

Referees

Increasing the quantity and quality of referees in Kent remains a priority as we strive to increase referee coverage and achieve our ultimate aim of providing a qualified referee for every game in Kent.

Referee Figures:

- Registered Male Referees (Level 1 - 8) = 1184 (+ 8%)
- Registered Female Referees (Level 1 - 8) = 28 (+14%)
- Trainee Referee (Level 9) = 165 (+32%)
- Non Active Referees (Level 10) = 13

24 Referees successfully progressed from Level 6 to Level 5, with a further 25 progressing from Level 7 to Level 6. The aim for future seasons is to encourage more officials to progress and I am sure that the sterling work being carried out by the Divisional Referee Officers', Barry Fissenden, Steve Breeds, Geoff Stanborough and Wayne Terry, will bring this to fruition.

The following Referees have been promoted to Level 4:

- Mark Scott (Dartford)
- Peter Cruise (Erith)

The following Referees have been promoted to Level 3:

- Adam Bakalarz (Bromley)
- Graeme Ions (Westerham)
- Saul Kay (Sittingbourne)

I would like to add my thanks to the Kent Referees' Association who with the cooperation of our small band of FA Tutors undertake all the training and mentoring of prospective Referees.

The weekly fitness training for Referees continues at The Julie Rose Stadium at Ashford and my thanks go to Ian Gosling and Martin Yerby for giving up their valuable time to assist their colleagues to raise their fitness levels.

The Kent Referees Strategy was launched in January 2011 and details how the Association intend to review all areas of its Referee Development work in order to further enhance provision. A Referee Panel has been selected to coordinate this delivery.

Finally I would like to congratulate two former Kent referees that were honoured for their 50 years of service to refereeing. Jock Campbell and John Fenning were officially presented with their awards at a ceremony held at Cobdown Sports & Social Club last year.

John Newson
Referee Development Officer

Marketing and Communications

Effective communications and marketing are essential if the Kent County Football Association is to enhance its competitive position, strengthen its external relationships and improve the culture of the organisation.

The successful implementation of effective marketing and communications will result in a more positive image, a more distinctive identity and the ability to generate new income streams through sponsorship in order to improve sustainability.

This year has been a record breaking year for media coverage. Highlights include:

- More than 300 positive news stories in newspapers and online.
- A six week volunteer recruitment campaign in Kent on Sunday to coincide with the World Cup, endorsed by Fabio Capello.
- An eight week Respect campaign with the Kent Messenger, which involved a reader's competition to name the Kent celebrity wearing a Respect FC scarf.
- News items on ITV Meridian featuring staff involved in promoting Respect FC.
- Staff interviewed on BBC Radio Kent covering Women's Football, Referees, Respect, Diversity and the Kent Senior Cup.
- Articles and promotional material used on a regular basis in Gillingham FC's match day programmes.
- The return of Gillingham FC and Charlton Athletic FC to the Kent Senior Cup achieving fantastic coverage in every major newspaper in the county.

I was honoured to have been invited to join The FA's National Marketing and Communications Working Group to advise County FA's nationwide on good practice in promoting grassroots football.

Diversifying our income streams through sponsorship has been a key focus over the last few months after the groundwork of raising the profile of the Association through enhanced media coverage. Through the publication of an impressive Commercial Opportunities brochure and attendance at business shows in the county, we have managed to secure a main sponsor for the Association, a Coaching and Education partner and a list of patrons who are all supporting our work. This is an amazing achievement considering the current economic climate and we hope that next year will prove even more successful in terms of finding new sponsors and patrons to provide additional investment to further develop grassroots football in Kent.

Lucy Majin
Communications Officer



I had budgeted for a loss in 2010 and this proved to be the case as these Accounts show a loss of £34,158.

Certain costs were more than we anticipated, viz:

- Rates - Valuation is under appeal.
- Hospitality - Includes the official opening of 'Invicta House'.
- Health & Safety - An essential cost when moving into new premises.
- Coaching Scheme - A small deficit this year mainly due to the withdrawal of funding.

This was the first full year for our Communications Officer and this has proved to be money well spent as some of the fruits of her labour will be evidenced in the 2011 Accounts.

Our long running dispute with H.M. Revenue & Customs was resolved early this year in our favour thanks to the intervention of the Policy Unit of HMR&C in London. We have however had to write off irrecoverable Input VAT of a little under £6,000 which is linked to certain supplies which we make which are exempt of VAT such as Insurance Premiums.

We have again been able to reduce a number of our major running expenses such as Postages, Printing & Stationery and Telephone despite the not inconsiderable increases in these costs to the Association. Our early exit from the FA County Youth Cup Competition also meant a reduction in our costs for Representative Football.

Despite the loss incurred in 2010 I am confident that we shall show a reasonable profit in 2011.

Our new building was completed on time and on budget at a cost of £1.18 million for which we received a grant from The FA for £382,000. We still have a healthy cash flow which will fund the cost of some additional car parking once planning approval has been granted and we should also be in a position to repay part of the loan of £200,000 before the end of the year.

I would like to thank my fellow Directors for their continued support and a special word of thanks to Paula Lippett for the help that she gives me.

Peter Enright
Director of Finance

REPORT OF THE DIRECTORS AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER 2010
FOR
KENT COUNTY FOOTBALL ASSOCIATION LIMITED

WOOLMER & KENNEDY
CHARTERED ACCOUNTANTS

30 STAR HILL
ROCHESTER
KENT
ME1 1XB

COMPANY NUMBER 4088537 (ENGLAND AND WALES)

KENT COUNTY FOOTBALL ASSOCIATION LIMITED

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FOR THE YEAR ENDED 31ST DECEMBER 2010

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KENT COUNTY FOOTBALL ASSOCIATION LIMITED

COMPANY INFORMATION FOR THE YEAR ENDED 31ST DECEMBER 2010

DIRECTORS:

C I Boswell
R D Bradshaw
B W Bright
A D Crosswell
P M Enright
A B Penrose
B B S Sangha
P C Smith
M Tapp

SECRETARY:

P M Enright

REGISTERED OFFICE:

Invicta House
Cobdown Park
London Road, Ditton
Aylesford
Kent
ME20 6DQ

REGISTERED NUMBER:

4088537 (England and Wales)

AUDITORS:

Woolmer & Kennedy
Chartered Accountants and Registered Auditors
30 Star Hill
Rochester
Kent
ME1 1XB

KENT COUNTY FOOTBALL ASSOCIATION LIMITED

REPORT OF THE DIRECTORS FOR THE YEAR ENDED 31ST DECEMBER 2010

The directors present their report with the financial statements of the company for the year ended 31st December 2010.

PRINCIPAL ACTIVITY

The company's principal activity is to promote, foster, develop and support the game of Association Football in every way.

DIRECTORS

The directors shown below have held office during the whole of the period from 1st January 2010 to the date of this report.

C I Boswell
R D Bradshaw
B W Bright
A D Crosswell
P M Enright
A B Penrose
B B S Sangha
P C Smith
M Tapp

The company is limited by guarantee and has no share capital.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Report of the Directors and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

KENT COUNTY FOOTBALL ASSOCIATION LIMITED

REPORT OF THE DIRECTORS FOR THE YEAR ENDED 31ST DECEMBER 2010

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

AUDITORS

The auditors, Woolmer & Kennedy, will be proposed for re-appointment at the forthcoming Annual General Meeting.

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

ON BEHALF OF THE BOARD:

P M Enright
Secretary

5th May 2011

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
KENT COUNTY FOOTBALL ASSOCIATION LIMITED

We have audited the financial statements of Kent County Football Association Limited for the year ended 31st December 2010 on pages six to twelve. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective Responsibilities of Directors and Auditors

As explained more fully in the Statement of Directors' Responsibilities set out on page two, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors, including "APB Ethical Standard - Provisions Available for Small Entities (Revised)", in the circumstances set out in note twelve to the financial statements.

Scope of the Audit of the Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

Opinion on Financial Statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31st December 2010 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on Other Matter Prescribed by the Companies Act 2006

In our opinion the information given in the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
KENT COUNTY FOOTBALL ASSOCIATION LIMITED

Matters on Which We Are Required to Report by Exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the Report of the Directors.

John Kennedy (Senior Statutory Auditor)
for and on behalf of Woolmer & Kennedy
Chartered Accountants and Registered Auditors

30 Star Hill
Rochester
Kent
ME1 1XB

9th May 2011

KENT COUNTY FOOTBALL ASSOCIATION LIMITED

PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31ST DECEMBER 2010

	Notes	<u>2010</u> £	<u>2009</u> £
TURNOVER	1	1,156,943	1,149,830
Cost of Sales		(160,826)	(166,680)
GROSS PROFIT		996,117	983,150
Administrative Expenses		(1,022,210)	(942,291)
		(26,093)	40,859
Other Operating Income		<u>1</u>	<u>1</u>
OPERATING (LOSS)/PROFIT	2	(26,092)	40,860
Interest Receivable and Similar Income		1,934	2,639
		(24,158)	43,499
Interest Payable and Similar Charges		(10,000)	(2,500)
(LOSS)/PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION		(34,158)	40,999
Tax on (Loss)/Profit on Ordinary Activities	3	(406)	(550)
(LOSS)/PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION BEING (LOSS)/PROFIT FOR THE FINANCIAL YEAR		<u><u>(34,564)</u></u>	<u><u>40,449</u></u>

The notes on pages 8 to 12 form part of these financial statements

KENT COUNTY FOOTBALL ASSOCIATION LIMITED

COMPANY NUMBER 4088537

BALANCE SHEET AS AT 31ST DECEMBER 2010

	Notes	£	2010	£	£	2009	£
FIXED ASSETS							
Tangible Assets	4		1,229,914			419,074	
Investment Property	5		<u>25,000</u>			<u>25,000</u>	
			1,254,914			444,074	
CURRENT ASSETS							
Stocks		4,253			4,995		
Debtors	6	84,661			170,255		
Cash at Bank and In Hand		<u>159,531</u>			<u>521,318</u>		
		248,445			696,568		
CREDITORS							
Amounts Falling Due Within One Year	7	<u>(142,365)</u>			<u>(136,116)</u>		
NET CURRENT ASSETS			<u>106,080</u>			<u>560,452</u>	
TOTAL ASSETS LESS CURRENT LIABILITIES			1,360,994			1,004,526	
CREDITORS							
Amounts Falling Due After More Than One Year	8		(200,000)			(200,000)	
PROVISIONS FOR LIABILITIES	10		<u>(400,052)</u>			<u>(9,020)</u>	
NET ASSETS			<u>760,942</u>			<u>795,506</u>	
RESERVES							
Investment Property Revaluation Reserve	11		10,108			10,108	
Profit and Loss Account	11		<u>750,834</u>			<u>785,398</u>	
			<u>760,942</u>			<u>795,506</u>	

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved by the Board of Directors on 5th May 2011 and were signed on its behalf by:

B W Bright
Director

C I Boswell
Director

P M Enright
Director

The notes on pages 8 to 12 form part of these financial statements

KENT COUNTY FOOTBALL ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER 2010

1. **ACCOUNTING POLICIES**

Accounting Convention

The financial statements are prepared under the historical cost convention as modified by the revaluation of freehold land and buildings and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008)

Turnover

Turnover represents amounts receivable by the company for goods and services supplied, net of VAT, together with revenue grants receivable.

Tangible Fixed Assets

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

Short Leasehold	- Over the term of the lease
Long Leasehold	- Straight line over 50 years
Computer And Office Equipment	- 15% on reducing balance
Motor Vehicles	- 25% on reducing balance

The long leasehold property is depreciated so that the difference between its carrying value and its estimated residual value is written off, on a straight line basis, over a period of 50 years from the date of acquisition.

Investment Property

The investment property is shown at its most recent valuation. Any aggregate surplus or deficit arising from changes in market value is transferred to a Revaluation Reserve.

In accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008) no depreciation has been provided in respect of the freehold investment property.

The departure from the requirements of the Companies Act 2006 and statutory accounting principles for all properties to be depreciated is, in the opinion of the directors, necessary for the financial statements to give a true and fair view as the freehold investment property is included in the financial statements at its open market value.

The effect of depreciation on the property value is already reflected annually in the valuation of the property, and the amount attributable to this factor cannot reasonably be separately identified or quantified.

Stocks

Stock is valued at the lower of cost and net realisable value after making due allowance for obsolete and slow moving stocks.

Deferred Taxation

The charge for taxation takes into account taxation deferred as a result of timing differences between the treatment of certain items for taxation and accounting purposes. In general, deferred taxation is recognised in respect of all timing differences that have originated but not reversed at the Balance Sheet date. However, deferred tax assets are recognised only to the extent that the director considers that it is more likely than not that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Deferred taxation is measured on a non-discounted basis at the average tax rates that would apply when the timing differences are expected to reverse, based on tax rates and laws that have been enacted by the Balance Sheet date.

Pension Costs and Other Post-Retirement Benefits

The company operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to the profit and loss account in the period to which they relate.

KENT COUNTY FOOTBALL ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER 2010- CONTINUED

1. **ACCOUNTING POLICIES - continued**

Grants Received

Grants related to expenditure on tangible fixed assets are credited to the profit and loss account at the same rate as the depreciation on the assets to which the grants relate. The amounts shown in the Balance Sheet in respect of grants received consist of the total grants received at the Balance Sheet date less the amounts so far credited to the profit and loss account. Grants of a revenue nature are credited to income in the period to which they relate.

Operating Lease Income

Income from operating leases is recognised on a straight line basis over the period of the lease.

Operating Leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to profit and loss account as incurred.

2. **OPERATING (LOSS)/PROFIT**

The operating loss (2009 - operating profit) is stated after charging/(crediting):

	<u>2010</u>	<u>2009</u>
	£	£
Depreciation - Owned Assets	19,391	6,888
Loss/(Profit) on Disposal of Fixed Assets	2,306	(10,834)
Auditors Remuneration	6,750	6,600
Pension costs	<u>4,200</u>	<u>4,200</u>
Directors' Emoluments	<u>25,475</u>	<u>25,200</u>

3. **TAXATION**

Analysis of the Tax Charge

The tax charge on the loss on ordinary activities for the year was as follows:

	<u>2010</u>	<u>2009</u>
	£	£
Current Tax:		
UK Corporation Tax	<u>406</u>	<u>550</u>
Tax on (Loss)/Profit on Ordinary Activities	<u>406</u>	<u>550</u>

KENT COUNTY FOOTBALL ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER 2010 - CONTINUED

4. **TANGIBLE FIXED ASSETS**

	<u>Short Leasehold</u> £	<u>Long Leasehold</u> £	<u>Computer and Office Equipment</u> £	<u>Motor Vehicles</u> £	<u>Totals</u> £
COST					
At 1st January 2010	2,550	387,103	50,473	10,511	450,637
Additions	-	793,496	42,326	-	835,822
Disposals	(2,550)	-	(7,870)	(10,511)	(20,931)
At 31st December 2010	-	1,180,599	84,929	-	1,265,528
DEPRECIATION					
At 1st January 2010	850	-	24,636	6,077	31,563
Charge for Year	1,700	7,640	10,051	-	19,391
Eliminated on Disposal	(2,550)	-	(6,713)	(6,077)	(15,340)
At 31st December 2010	-	7,640	27,974	-	35,614
NET BOOK VALUE					
At 31st December 2010	-	<u>1,172,959</u>	<u>56,955</u>	-	<u>1,229,914</u>
At 31st December 2009	<u>1,700</u>	<u>387,103</u>	<u>25,837</u>	<u>4,434</u>	<u>419,074</u>

5. **INVESTMENT PROPERTY**

	<u>Total</u> £
COST OR VALUATION	
At 1st January 2010 and 31st December 2010	<u>25,000</u>
NET BOOK VALUE	
At 31st December 2010	<u>25,000</u>
At 31st December 2009	<u>25,000</u>

On 3rd September 2001 the company's freehold investment property was revalued from its historic cost of £14,892 to its open market value by Harrisons, Chartered Surveyors. The directors are not aware of any material change in value since the date of the valuation. The surplus on revaluation has been transferred to the Revaluation Reserve.

The freehold investment property is the subject of an operating lease which has generated income of £1 (2009: £1) during the year under review.

Cost or valuation at 31st December 2010 is represented by:

	£
Valuation in 2001	10,108
Cost	<u>14,892</u>
	<u>25,000</u>

KENT COUNTY FOOTBALL ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER 2010 - CONTINUED

6. **DEBTORS:** Amounts Falling Due Within One Year

	<u>2010</u>	<u>2009</u>
	£	£
Trade Debtors	5,569	5,614
Other Debtors	7,003	87,948
VAT	52,538	50,448
Prepayments and Accrued Income	19,551	26,245
	<u>84,661</u>	<u>170,255</u>

Included within other debtors is a loan of £3,802 made to one officer of the company.

7. **CREDITORS:** Amounts Falling Due Within One Year

	<u>2010</u>	<u>2009</u>
	£	£
Bank Loans and Overdrafts	-	1,686
Trade Creditors	25,605	50,567
Corporation Tax	406	550
Social Security and Other Taxes	14,151	15,081
Accruals and Deferred Income	102,203	68,232
	<u>142,365</u>	<u>136,116</u>

8. **CREDITORS:** Amounts Falling Due After More Than One Year

	<u>2010</u>	<u>2009</u>
	£	£
Loan (Secured)	<u>200,000</u>	<u>200,000</u>
Amounts Falling Due In More Than Five Years:		
Repayable Otherwise Than By Instalments		
Loan (Secured)	<u>200,000</u>	<u>200,000</u>

9. **OPERATING LEASE COMMITMENTS**

The following operating lease payments are committed to be paid within one year:

	<u>2010</u>	<u>2009</u>
	£	£
Expiring:		
Within One Year	-	7,576
Between One and Five Years	8,031	6,773
	<u>8,031</u>	<u>14,349</u>

KENT COUNTY FOOTBALL ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER 2010 - CONTINUED

10. **PROVISIONS FOR LIABILITIES**

Grants Not Yet Credited To Profit	<u>2010</u> £	<u>2009</u> £
Received		
At 1st January 2010	16,804	47,670
Receivable during the Year	403,427	3,098
Adjustments on Disposals	<u>(2,530)</u>	<u>(33,964)</u>
At 31st December 2010	<u>417,701</u>	<u>16,804</u>
Amortisation		
At 1st January 2010	7,784	15,345
Credited for the Year	12,174	1,592
Adjustments on Disposal	<u>(2,309)</u>	<u>(9,153)</u>
At 31st December 2010	<u>17,649</u>	<u>7,784</u>
Net Amount		
At 31st December 2010	<u>400,052</u>	<u>9,020</u>
At 31st December 2009	<u>9,020</u>	<u>32,325</u>

11. **RESERVES**

	<u>Profit and Loss Account</u> £	<u>Investment Property Revaluation Reserve</u> £	<u>Totals</u> £
At 1st January 2010	785,398	10,108	795,506
Deficit for the Year	<u>(34,564)</u>	-	<u>(34,564)</u>
At 31st December 2010	<u>750,834</u>	<u>10,108</u>	<u>760,942</u>

12. **APB ETHICAL STANDARD - PROVISIONS AVAILABLE FOR SMALL ENTITIES**

In common with many other businesses of our size we use our auditors to assist with the preparation of the Financial Statements, to provide payroll services and to prepare and submit corporation tax returns to the tax authorities.

13. **CAPITAL**

The company is a company limited by guarantee and has no issued share capital. In the event of the company being wound up every member is liable to contribute an amount not exceeding £10 to the assets of the company.

KENT COUNTY FOOTBALL ASSOCIATION LIMITED

TRADING AND PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31ST DECEMBER 2010

	<u>2010</u>		<u>2009</u>	
	£	£	£	£
Turnover				
Cup Entries	9,407		9,729	
Gate Entries	8,805		10,252	
Practise And County Matches (FA Rule 8E)	21,974		20,766	
Representative Match Income	-		997	
Affiliation Fees - Clubs	35,885		32,020	
Affiliation Fees - Competition	8,960		12,811	
Name Changes	1,020		920	
Handbook Sales	11,245		11,880	
Advertising	348		685	
Badges	107		104	
Clothing	30		43	
KAMO Ties	136		157	
Other Publications	780		1,043	
Medals and Trophies	90		139	
Outstanding Debts Fees	444		664	
Public Liability Insurance	16,778		17,405	
Personal Accident Insurance	115,022		117,704	
Cup Insurance	507		519	
Leagues Public Liability Premiums	2,410		2,250	
Referee Registrations - All Levels	15,769		13,720	
Referee Training Courses	8,557		5,058	
Administration Fees	165,043		153,146	
Fines	95,597		101,394	
Appeal Fees	145		60	
Donations and Sponsorship	3,685		5,701	
Admin Grant	2,000		2,000	
FA Grant - Botswana Twinning	-		4,500	
Referee County Initiatives	13,325		12,410	
Referee Instruction	1,550		1,659	
County Match Losses	7,075		11,750	
Staff Costs Grant	47,200		41,200	
Grant Amortisation	12,174		1,592	
Miscellaneous	100		1,122	
Ticket Income	29,381		33,195	
Development Scheme Income Including FA Grants	329,552		315,207	
Coaching Scheme	191,402		205,651	
Returned Cheque Fees	440		377	
	<u>1,156,943</u>		<u>1,149,830</u>	
Cost of Sales				
Public Liability Insurance Premiums	16,181		16,885	
Personal Accident Insurance Premiums	107,769		110,245	
Ticket Purchases	32,643		33,422	
Disciplinary Expenses Including Refunds	4,233		6,128	
	<u>160,826</u>		<u>166,680</u>	
GROSS PROFIT		996,117		983,150
Other Income				
Rental Income	1		1	
Interest Received	1,934		2,639	
	<u>1,935</u>		<u>2,640</u>	
Carried Forward		998,052		985,790

This page does not form part of the statutory financial statements

KENT COUNTY FOOTBALL ASSOCIATION LIMITED

TRADING AND PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31ST DECEMBER 2010

	<u>2010</u>		<u>2009</u>	
	£	£	£	£
Brought Forward		998,052		985,790
Expenditure				
Salaries, NI and Health Insurance:				
- Governance Staff	138,501		132,363	
- Board Fees and Honoraria	35,475		35,524	
Pension Contributions	4,200		4,200	
Meeting Expenditure	5,836		6,940	
Strategy Expenditure	3,892		10,457	
General Rates	12,489		5,793	
Water Rates	-		1,054	
Gas	-		2,806	
Electricity	1,629		1,853	
Cleaning	6,946		7,440	
Rent and Service Charge	16,004		7,122	
Hospitality - General	2,535		241	
General Office Expenses	4,599		5,080	
Staff Expenses	9,112		7,154	
Botswana Expenses	-		6,322	
Relocation Costs	17,863		15,536	
Recruitment Costs	2,430		-	
Communication and Media Costs	19,683		2,667	
Promotion Expenditure	45		-	
Council Expenses	21,492		20,477	
Telephone	5,419		7,099	
Printing and Stationery	14,180		16,217	
Postage	17,371		18,622	
Subscriptions and Donations	2,042		1,821	
Equipment Expenses	11,723		11,032	
Repairs, Renewals and Maintenance	3,379		4,808	
Bad Debts (Recovered)	(10)		975	
Leagues Public Liability Insurance	2,835		1,890	
Insurances	2,784		3,010	
Handbooks	9,700		8,933	
County Magazines	2,842		2,692	
Representative Match Expenses	21,837		31,595	
Sundry Expenses	167		119	
Irrecoverable Input VAT	5,890		-	
Referees Expenditure	25,918		19,763	
Competition Expenditure	19,482		19,579	
Staff Training	1,433		212	
Purchase of Badges & Clothing	881		1,696	
Purchase of FA Publications	1,640		2,008	
Health and Safety	4,283		-	
Legal and Professional Fees	2,618		3,112	
Development Scheme Expenditure	337,485		308,932	
Coaching Scheme Expenditure	193,882		200,363	
Auditors' Remuneration	6,750		6,600	
		<u>997,262</u>		<u>944,107</u>
Carried Forward		790		41,683

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KENT COUNTY FOOTBALL ASSOCIATION LIMITED

TRADING AND PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31ST DECEMBER 2010

	<u>2010</u>		<u>2009</u>	
	£	£	£	£
Brought Forward		790		41,683
Finance Costs				
Bank Charges and Interest	3,251		2,130	
Loan Interest	<u>10,000</u>		<u>2,500</u>	
		<u>13,251</u>		<u>4,630</u>
		(12,461)		37,053
Depreciation				
Short Leasehold	1,700		850	
Long Leasehold	7,640		-	
Computer and Office Equipment	10,051		4,560	
Motor Vehicle	<u>-</u>		<u>1,478</u>	
		<u>19,391</u>		<u>6,888</u>
		(31,852)		30,165
(Loss)/Profit on Disposal of Fixed Assets				
Freehold Property	-		15,119	
Computer and Office Equipment	(936)		(4,285)	
Motor Vehicle	<u>(1,370)</u>		<u>-</u>	
		<u>(2,306)</u>		<u>10,834</u>
NET (LOSS)/PROFIT		<u>(34,158)</u>		<u>40,999</u>

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VALLEY EXPRESS KENT YOUTH LEAGUE

*Back cover photograph:
Gillingham FC's Andy Hessenthaler and Charlton Athletic FC's Chris Powell are welcomed back
into the Kent Senior Cup by Kent FA Chairman Barry Bright*

