



Strategy 2021-2024

Together in Alliance

# Unique, Alternative, All Ability

The Amateur Football Alliance (Amateur FA) is unique among Associations affiliated to the Football Association.

We provide and support football wholly outside the football pyramid for players who play for the joy of playing, for building lasting friendships and for playing in clubs inclusive of all levels of ability.

The Amateur FA was formed in 1907, when the Football Association required all county associations to admit professional clubs. Its aim was, as the decline of amateurism at the highest levels of football set in, to protect and preserve the original amateur spirit. We continue to work in alliance with many clubs and competitions to preserve the amateur spirit to this day, and beyond.

We have always prided ourselves on the skill and competitiveness of its leagues, and on our traditions of fair play and respect for opponents and match officials.

Three current Amateur FA clubs are former FA Cup winners: Old Etonians and Old Carthusians, who currently play in the Arthurian League, and Clapham Rovers. Past members of the Amateur FA include Ipswich Town, Barnet, Cambridge City, the Casuals and the Corinthians. Sir Stanley Rous, who was president of FIFA, was also the president of the Amateur FA.

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# Forward

Football season ending 2020 marked the end of the Amateur FA Strategy for the period 2018-21. The Amateur FA office refurbishment was completed in late February 2020 and held our only Board meeting on Monday 16 March 2020. The next day we entered the first COVID-19 lockdown totally unprepared for the challenging and difficult time that lay ahead. Football in the Amateur FA community (covering clubs and teams in 16 of the 32 London Boroughs including the following Home Counties: Essex, Hertfordshire, Kent, London and Middlesex) initially paralysed our football in its tracks. However, we managed to complete several Amateur FA Cup Finals.

Through the auspices of government in Whitehall, Amateur FA Staff, Club Volunteers, Players, Managers and Coaches worked tirelessly to ensure that all participants observed the COVID-19 guidelines of Staying Safe and Keeping Well.

Despite the harsh reality of the pandemic a few Amateur FA sanctioned competitions were able to complete the 2020/21 season via leagues and cup competitions. All the above made possible through club volunteers within the Amateur FA community.

I am honoured as Board Chair of the AmateurFA to present this new Strategy covering Seasons 2021-24. I would like to take this opportunity to personally thank my CEO Jason Kilby and Staff for their involvement and contribution throughout this process. In addition, I would like to thank all the Board for their guidance and views (checking and challenging) throughout this process.

It is our ethos that Amateur FA footballing environment is for all abilities by embracing Disability football, Futsal, Small Sided, Veterans, Walking football, Women's football and Safeguarding by continuing to improve our safeguarding to support the transition from Youth to adult football.

The Amateur FA will be working more closely with Council (Associations & Competitions in Membership) and Affiliated Clubs "Together in Alliance" during Strategy 2021-24 to display Unique, Alternative, All Ability for everyone in the Amateur FA Community.

The Amateur FA's Mission is to provide everyone with the chance and opportunity to enjoy the freedom of amateur football both competitively and recreationally purposes played in the right spirit as well as complying with the Laws of the beautiful game.

Finally, thanks again to everyone involved in putting this strategy together. Our football journey into Strategy 2021-24 starts now.

Anthony E. Julien  
Board Chair, Amateur FA

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# Chief Executive's Message

This is the second 3-year Strategy I have been involved in with the Amateur FA. From the first we have made great strides improving the organization during a period of instability. We have implemented a more streamlined affiliation process and brought in a rigorous methodology for investigating misconduct cases. Through a strong team effort we met the Safeguarding Operating Standards assessment and are piloting the Amateur FA Safe Award for open age clubs to demonstrate their own safeguarding credentials. Our Inclusion Advisory Group is up and running, as is our Youth Advisory Group, both of which are providing invaluable insight we previously didn't have access to.

Going forward, we want to complete the immense amount of time and effort we've put into improving our Governance. We are investing in our Referee Development to bring more people into enjoying officiating in Amateur FA football and beyond, with the hope to help our best referees reach higher levels in their field.

Most of all, we recognize the importance of regular participation in competitive amateur football to health and wellbeing, and we celebrate with our friends at the Annual Amateur FA Veterans Lunch where football memories are shared.

Jason Kilby, ACMA



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# Our Vision

A football environment  
based on fun, fair-play and  
friendship for all abilities

From the origins of the Amateur FA, we believe football should be played on a level playing field. The vast majority of our clubs are multi-teamed.

Regardless of your skill level you will find a home in one of our clubs. We organise our cup competitions based on similar levels of ability. We believe football should be accessible, fun, fair and safe.



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# Our Mission

To provide everyone in England the opportunity to enjoy the spirit of amateur football, both competitively and for recreation.



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# Our Values



**WE DELIVER**

AMATEUR FA VALUES

We do what we say we'll do



**WE ARE ALWAYS RESPECTFUL**

AMATEUR FA VALUES

We treat everyone with respect



**WE ARE A TEAM**

AMATEUR FA VALUES

We work together among us and with you



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# Strategic Themes

**Governance** - To improve the way we run the business, govern the amateur game, and get the most out of our volunteers

**Members Experience** - To improve the experience of our member clubs, teams, competitions, volunteers and match officials

**Financial Growth** - To provide a strong stream of commercial income to supplement the increase in our grant from the FA

**Health and Wellbeing** - To use the power of football to improve the physical and mental health of our players, referees, staff and volunteers

**Equality** - To champion and deliver diversity, equality and inclusion in amateur football

**Match Officials** - To increase the number and improve the quality of Match Officials, aligned with our culture

**A National Alliance** - To gradually increase our natural footprint to eventually cover the whole of England

**Safeguarding** - To continue to improve our safeguarding to support the transition from youth to adult football

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# Governance

***To improve the way we run the business, govern the amateur game, and get the most out of our volunteers***

## **We are committed to delivering the FA Code of Governance**

Our Board is working towards the 31<sup>st</sup> January 2022 to submit the evidence required to meet the FA Code for Governance.

## **We will strengthen the alliance between our staff and volunteers**

Following consultation with our volunteers, staff and members we will create a Memorandum of Understanding, to ensure the Alliance can work together as effectively as possible.

## **We will ensure our Board and Council volunteers understand their role in our organization**

All staff have role profiles, as do our Board Chair, Board Safeguarding Champion and HR & Commercial Directors. We will ensure every volunteer has an agreed role profile.

## **We will meet all 11 Financial Operating Standards (currently 8 met)**

We will enhance our Financial control to improve our Accounting Ratios; Devise and Investment Plan for the future; and enhance our Fixed Asset Schedule to determine rigorous capital Expenditure plans.

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# Member Experience

***To improve the experience of our member clubs, teams, competitions, volunteers and match officials***

## **We will develop the benefits of membership to the Amateur FA**

We are working to add partners to bring further benefits to Amateur FA clubs, teams, players and volunteers and launch a Member Benefits Pack

## **We will listen to what our members want from amateur football**

We will complete our Participant Engagement Plan by Jan 2023, with appropriate surveys, surgeries and prizes to ensure the future Amateur FA offering meets the expectations of our existing and future players and volunteers.

## **We will widen our offering in competitive, recreational, walking football and futsal**

We are changing our offering to include more Amateur FA led sessions, including single venue summer leagues, access to walking football sessions, a better futsal offering while supporting the innovations from our partner competitions.

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# Financial Growth

***To provide a strong stream of commercial income to supplement the increase in our grant from the FA***

## **We will implement a Commercial Strategy**

We recruited Suzanne Karger as Commercial Director in February 2021, and will launch a Commercial Strategy, harnessing the unique qualities of Amateur FA football to improve income and member benefits.

## **We will deliver 20% of our income through commercial partners**

The Commercial Strategy will help deliver a fifth of our revenues by the end of the strategy period. We will partner with likeminded organisations to deliver football development projects, cup sponsorship and member packages.

## **We generate the best return from our 7-year growth in grant from the Football Association**

To bring us on par with the County FA, our agreed grant increase will be utilized to enhance the team to provide a better experience for members, more football opportunities and increase the capacity to reduce the relative proportion of the grant.

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# Health and Wellbeing

***To use the power of football to improve the physical and mental health of our players, referees, staff and volunteers***

## **We will provide support and assistance for the health and wellbeing for everyone in the Amateur FA**

Utilising the FA's Innovation Fund we will part fund Mental Health Champions in our clubs, we will make physical and mental health a key theme in our regular communication

## **We will recruit and develop a Health & Wellbeing Board Champion, and one for Match Officials Mental Health Champion**

Following completion of the Code of Governance, the Board's primary project will be to determine and implement a strong Mental Health and Wellbeing Strategy. We will utilise national learning from the roll out of Match Officials Mental Health Champion, we will implement the programme across the Amateur FA.

## **We will ensure our staff can operate in the healthiest environment**

We put together our Staff Wellbeing Group in 2020, we will expand the group with our new recruits and implement a new initiatives at least twice per year. Our State of Play survey results will help inform our objectives in order to improve every area each survey period.

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# Equality

***To champion and deliver diversity, equality and inclusion in amateur football***

## **We will always hold the Equality Standard in Sport**

Our Foundation stage renewal will be completed before the end of 2021. Following the Sports Council Equality Group's comprehensive review of the Equality Standard of Sport framework, we will review and plan the next step.

## **We will create and implement an action plan for improving equality & diversity across the Amateur FA**

Before the end of the 2021/22 season, we will survey our participants, to ensure more than a 10% response rate. We will work with our Inclusion Advisory Group to create an action plan before 2023 starts.

## **We will strengthen the alliance with our Youth and Inclusion Advisory Groups**

The second full season of our Youth Advisory Group sees further self determination and an opportunity to delivery key projects. With our Inclusion Advisory Group we will plan together and deliver our equality and diversity action plan.

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# Match Officials

***To increase the number and improve the quality of Match Officials, aligned with our culture***

## **We will increase the number of match officials in our competitions and registered with the Amateur FA**

By strategically planning our courses we will train more than 25% new referees and convert more than 60% of those into Level 7 referees. We will support the implementation or creation of referee development across our competitions.

## **We will deliver our Referee Strategy**

Our Football Development Manager and new Referee Development Officer will deliver Recruitment, Retention, Conversion, Promotion and Development of our Match Officials and Developers under the agreed themes of Quality, Culture and Coverage.

## **We will develop the Quality, Culture and Coverage of Match Officials in the Amateur FA**

Working alongside our Referee Development Committee, we will implement plans and continually review programmes to develop the quality, culture and coverage of our Match Officials.

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# A National Alliance

***To gradually increase our natural footprint to eventually cover the whole of England***

## **We will form more alliances with amateur competitions across the country**

Our current footprint is centered on Greater London and the Home Counties, where there are like-minded competitions across the country, we will look to listen to and support competitions to enhance the national perception of the enjoyment of amateur football.

## **We will support the development of more alumni football clubs**

We will work with Sports Development Officers across more Further and Higher Education institutions to build new clubs with our affiliated competitions.

## **We will develop the re-birth of the FA Amateur Cup for more clubs to enjoy the spirit of amateur football**

Following an initial meeting with the National Game's Competitions Committee, we will develop a pilot competition from amateur competitions across the country and develop a commercial sponsor to support the costs.

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# Safeguarding

***To continue to improve our safeguarding to support the transition from youth to adult football***

## **We will grow on the success of delivering the FA Safeguarding Operating Standards**

We will deliver a second passed assessment for the Safeguarding 365 Operating Standards.



## **We will strengthen safeguarding in open age football**

Following the completion of our Pilot programme for our AFA Safe Award, we will role out our safeguarding for open age football club accreditation to improve the safeguarding of under 18s in open age football.

## **We will be ready to affiliate our clubs made up of Adult and Youth football to support the transition from youth to adult football**

We will ensure we have the resources and capability to support the successful delivery of safeguarding u18 teams in our open age football clubs. Our Youth Development & Safeguarding Council Subcommittee will develop and implement a plan to support the transition from youth to open age football.

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# Key Deliverables

Code of  
Governance

Memorandum of  
Understanding

Volunteer Role  
Profiles

Members  
Benefits Pack

Participant  
Engagement Plan

Commercial  
Strategy

Health & Wellbeing  
Board Champion

Club Mental Health  
Champions

Mental Health &  
Wellbeing Strategy

Equality Standard  
Renewal

Equality &  
Diversity Action  
Plan

More Match  
Officials

Increased  
Footprint

Pilot National  
Amateur Cup

Safeguarding 365  
Pass

AFA Safe Award

# FA Key Performance Indicators



**Maintain number of Male Registered Players**

Baseline  
20,441



2021/22  
20,441



2022/23  
20,441



2023/24  
20,441



**Increase number of Female Registered Players**

Baseline  
861



2021/22  
947



2022/23  
1,033



2023/24  
1,119

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# FA Key Performance Indicators



## Recruitment of Match Officials

64  
trainees



38 new  
Level 7s

## Retain & Develop Match Officials

205 L5,6,7  
Retained



20  
Promotions



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# Our Structure



We have a **Board of Directors** including 9 nominated by our Council, our Chief Executive, and 4 independent Directors (including a **Board Safeguarding Champion**, a **Human Resources Director** and a **Commercial Director**).

Our **Council** is made up of nominated members from our competitions along with **Life Vice Presidents** and **Life Members** (elected from Council members by Council members).

We have an independent **Inclusion Advisory Group**, recruited from the community and an independent **Youth Advisory Group** recruited from participants from within and outside of Amateur FA football.

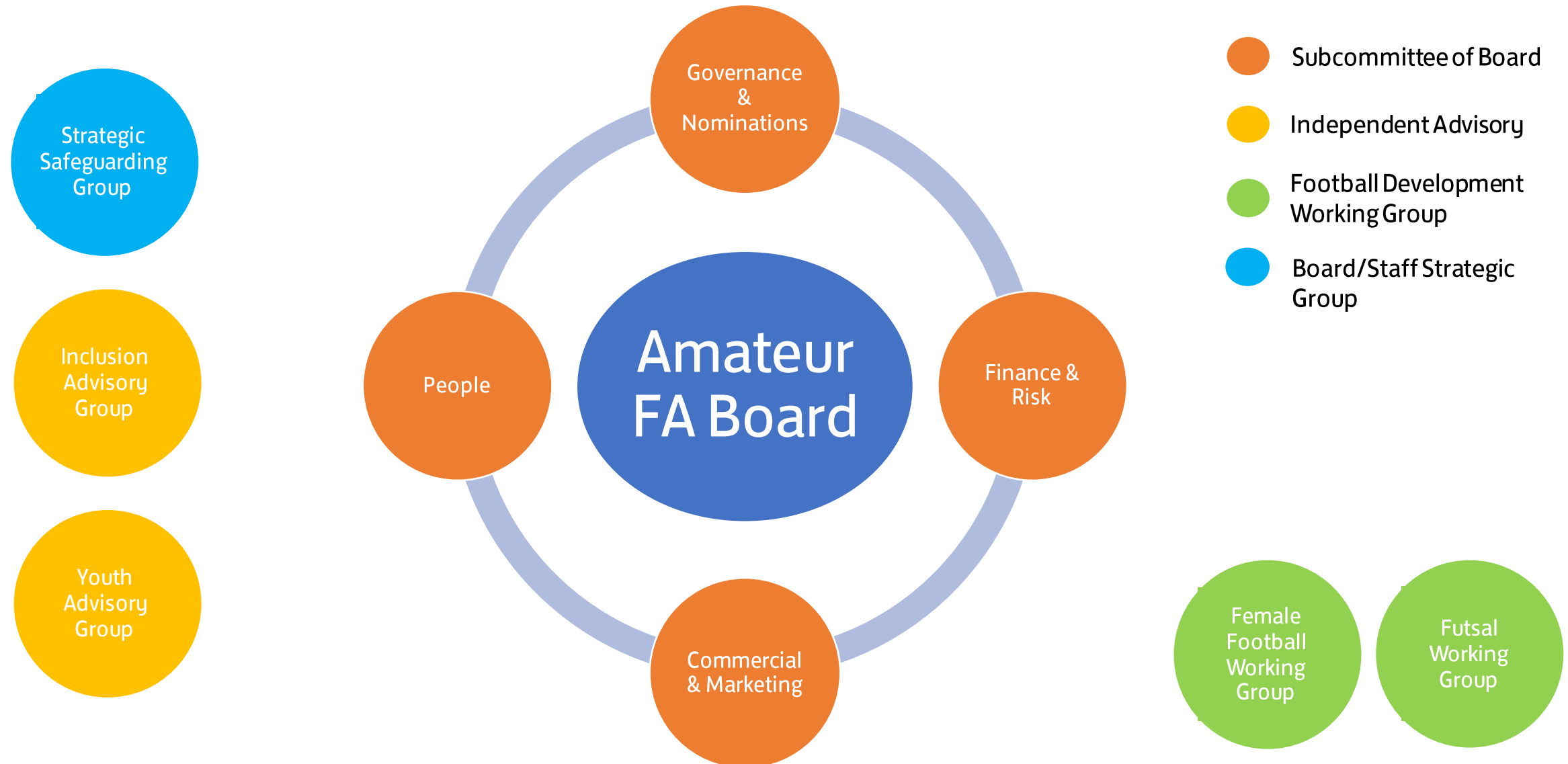
The **Chief Executive** forms a **Senior Leadership Team** with the **Football Services Manager** and **Football Development Manager**. The part-time **Designated Safeguarding Officer** and **Finance Officer** report to the Chief Executive (who is the **Senior Safeguarding Lead**).

The Football Services Administrator reports to the Football Services Manager, and the Football Development Officer and Referees Development Officer report to the Football Development Manager.

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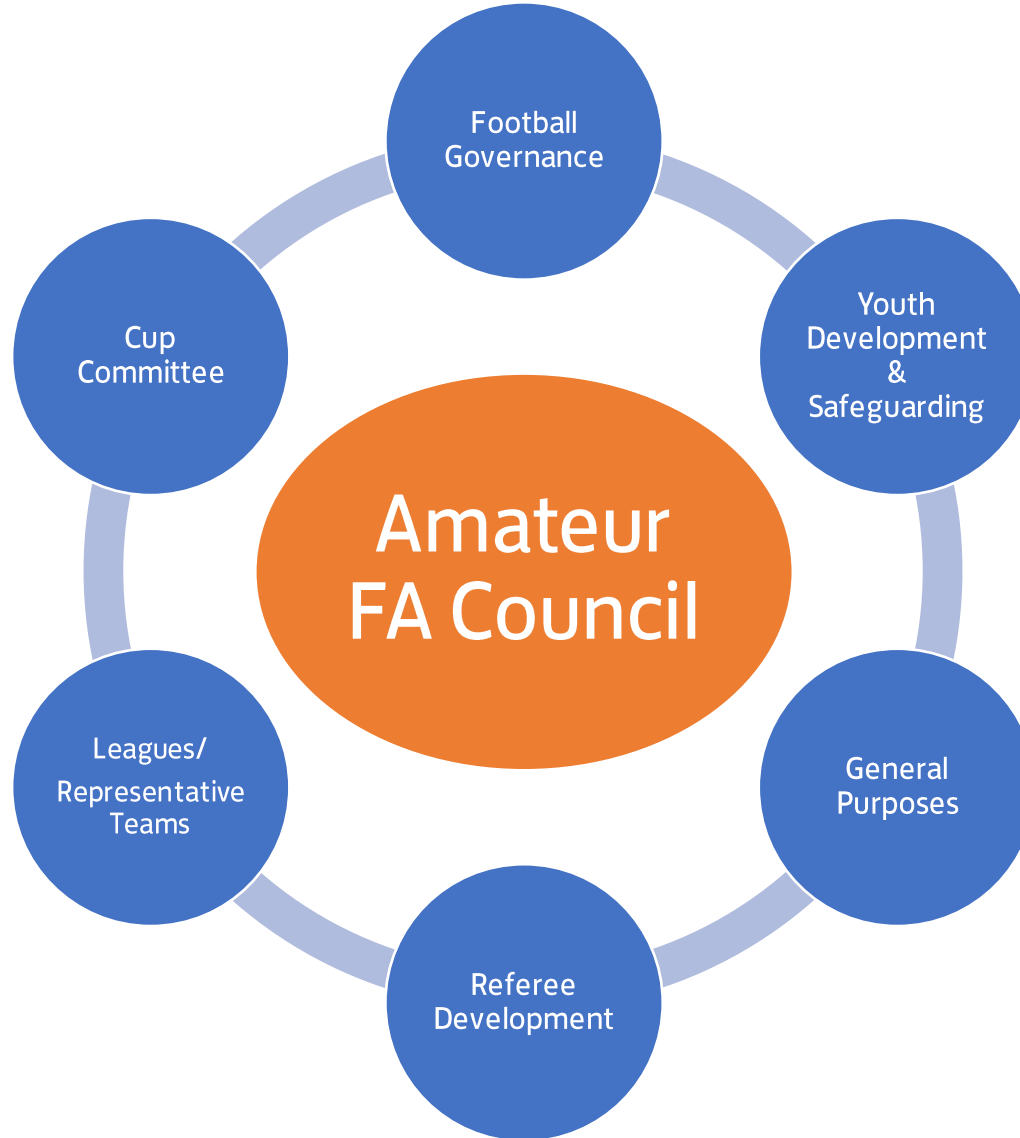


# Board & Advisory Groups



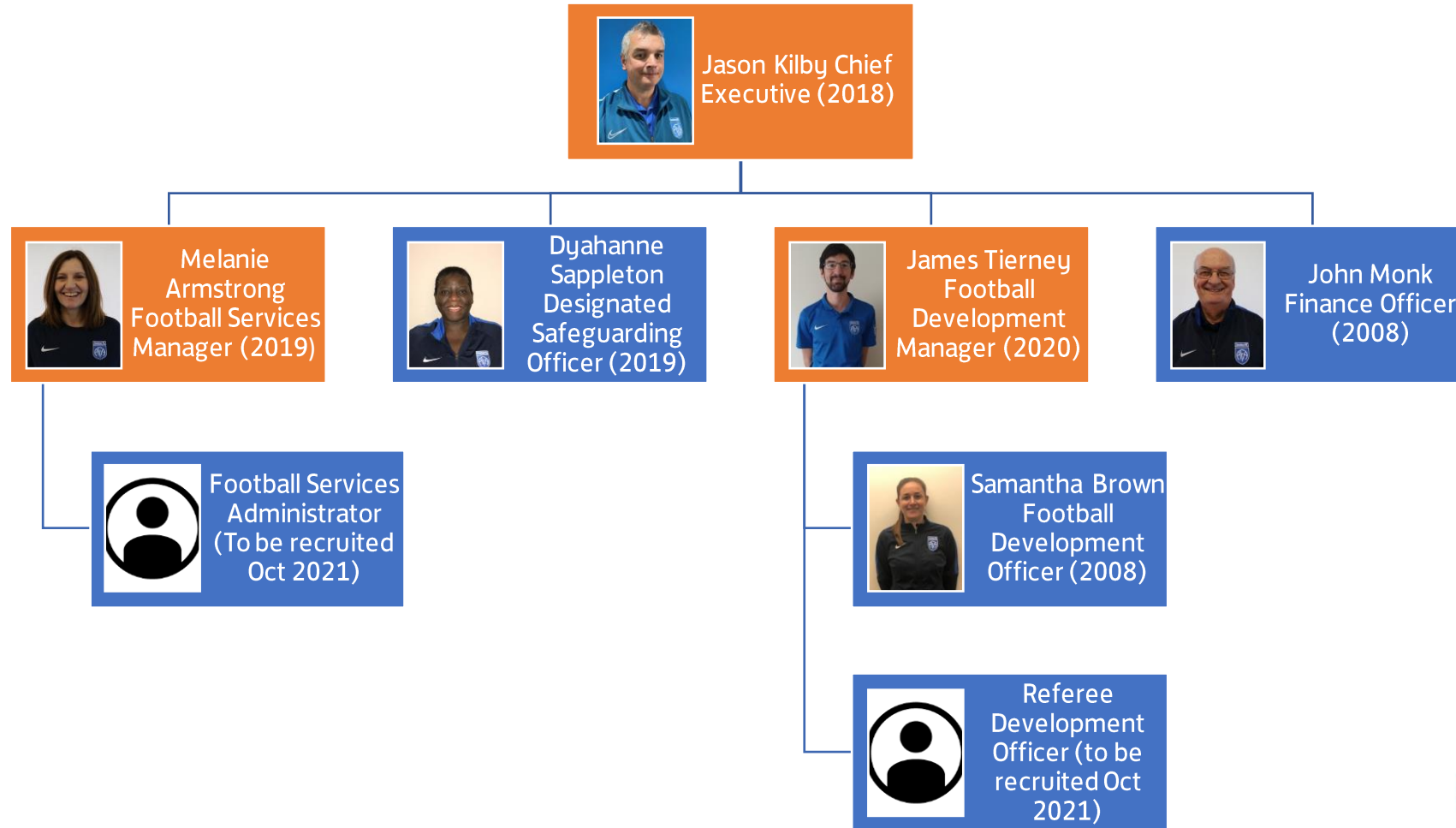
# Council

● Subcommittee of Council



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# Our Staff Team

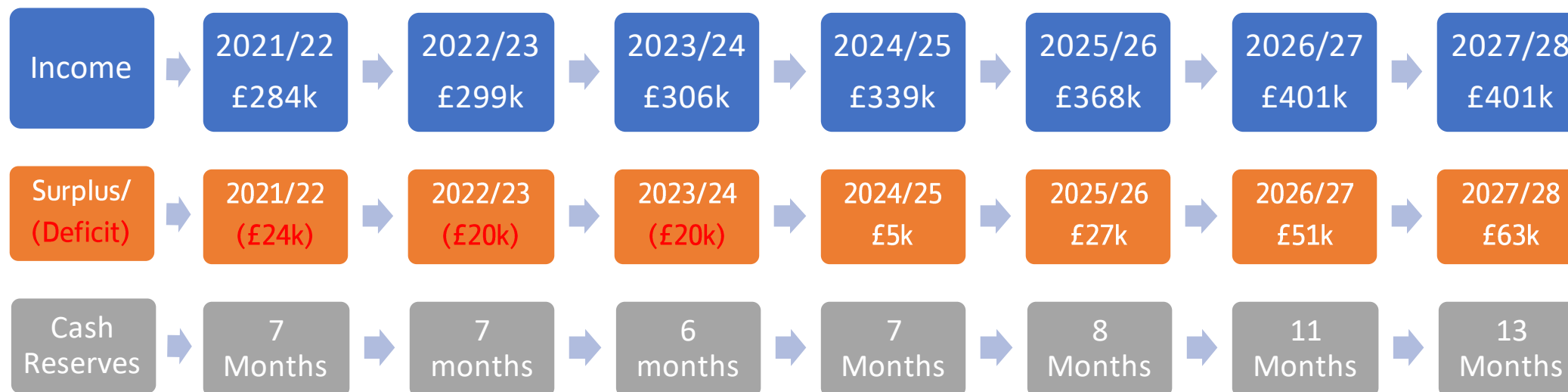


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# Long term Financial Forecast



The Football Association grant to the Amateur FA has been calculated to be 48% below our market share of participation compared to other Affiliated Associations. Due to the impact of lockdown measures on the FA's finances, our grant was reduced by 14% for the 2020/21 season, it is frozen for the 2021/22 season and will increase by a capped 5% each season from 2022/23 to 2026/27, then will increase in 2027/28 to be inline with market share. We have assumed that the budget National Game Board (the part of the FA that Associations belong to) will revert to higher levels in the next few years.

Based on the forecasted grant growth, the Board have agreed to fund an extra role from 2021/22 allowing both a full time Referee Development Officer and a Football Services Administrator.

