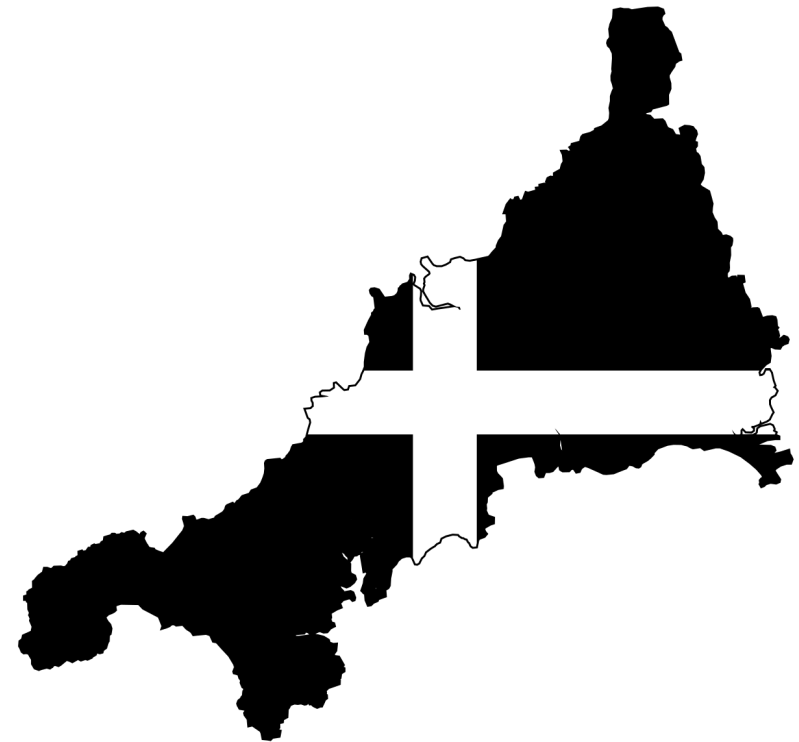


Cornwall County FA Business Strategy 2021 – 2024

Football For Onen Hag Oll 'One And All'



**ENGLAND
FOOTBALL**





Executive Summary

Cornwall FA is the not for profit governing body for football in Cornwall.

We support and deliver playing opportunities to over 900 teams, 600 between the ages of 7 and 18 (boys and girls), over 300 open aged male, female, veteran, walking and disability teams, and in addition over 100 small 5 and 6 a-side encompassing over 10,000 people a week.

We have intrinsically strong governance from board level down, we are well organised, well run, well-structured and therefore well placed to accurately assess our football communities needs and their required support to recover from the impacts of Covid-19 and move forward.

We have strong financial controls which have enabled us to remain a highly effective business as we also strive to recover from Covid-19 and its knock-on effects.

We have a highly effective, proactive staff that understand the needs of our football community and work closely with them. Their understanding of both the business needs and the community needs is reflected in their flexibility in adapting and realigning roles and responsibilities as needed.

Community engagement throughout last 12 months remained strong, all staff remained active, although at reduced hours and produced training tip videos, online competitions, continuous information updates and direct communications for additional support.

We have a marketing partnership with another county and are looking currently at an extension across other business needs. We are also investigating ways to enhance opportunities to the benefit of our football community.

Our Articles of Association in compliance with the FA Code of Governance were presented to and approved by our membership in April 2021. This enables us to now recruit additional Independent Non-Executive Directors to strengthen the expertise on our Board of Directors, the process is now underway.

With recruitment completed, facility site secured and football restarted we will be committing to undertaking further external consultation and launching an inspirational new strategy in the near future.

We achieved well against all aspects of our previous strategy.

Very much interim assessment of current position – we will need to closely monitor over next few months as the new season activity progresses to understand the true impact of Covid-19 on participation levels in the county.



Cornwall FA Vision, Mission and Values

Vision

To use the power of football to improve lives providing opportunities for “one and all” whilst growing, supporting, developing and safeguarding the game.

Mission

To be an inspirational organisation that supports the development of our football community remaining relevant and adaptable for the current and future game in Cornwall.

Values



PROGRESSIVE

We embrace new thinking in the pursuit of continuous improvement, we seek to be innovative and are passionate about taking the game forward.



INTEGRITY

Accountable and transparent in all our actions, setting the standards for behaviour across the game in Cornwall.



UNIQUE

Cornwall is a unique County, we are proud of our identity and celebrate our history and traditions whilst looking forward with new ideas and initiatives.



INCLUSIVE

We promote fairness, equality and respect to ensure that football is and will remain a game for everyone.



ENGAGING

We take great pride in the sense of Community within the Cornish Football Family and work hard to maintain close links with our clubs, leagues, volunteers and referees. Listening to and acting on the views of young people enabling them to shape the future of football.

Football For Onen Hag Oll 'One And All'



National Game Strategy Outcomes

Context and Understanding

When reviewing our 2018-21 business strategy it is clear to see we have lived our vision, mission, and values to achieve our targets. We have built on our strong governance and financial controls and achieved or exceeded targets in our work relating to the set KPI's.

We take pride in our achievements, especially against the backdrop of the challenging and unprecedented pandemic. Our strong foundation will allow us to move forward with confidence into the next strategy.

On the subsequent page the below areas will be covered highlighting the impact of the County FA's work and impact from 2018-21.

High Quality
Introduction to
Football

Recruit, Develop and
Support the Workforce

Embrace all Formats
Engage all Participants

Develop Sustainable
Football Facilities

Develop Leagues and
Clubs



National Game Strategy Outcomes 2020-2021

15,732

Male Participation

1,770

Female Participation

200

Disability Participation

100%

Accredited Youth Leagues

78%

Accredited Adult Leagues

30

Wildcats Providers

236

Registered Referees

95%

Youth Teams With A
Qualified Coach

70

Grass Pitches Improved

Reviewing Data and Feedback

Understanding our local environment has been key to our success and will help inform our future.

Whilst delivering the old and now creating this strategy it has been vital for us to continually review a range of data and information to help inform our processes and decisions. We feel our vision, mission and values past and present help support the wider context of The FA Grassroots Football Strategy and our work will help ensure we are all working collaboratively for the betterment of football. We have a growing relationship with Cornwall Council and Active Cornwall whose sports strategy is currently being refreshed but by working together will ensure more people have access to physical activities, supporting improving lives and mental health.

We are keen to continue to review information and feedback from various sources to improve the services we deliver. After reviewing feedback from the grassroots survey, we were able to implement a number of changes including varied and more frequent contact points with our football family and addressing poor pitch quality. We also undertook independent customer services training this included engaging and seeking the views of our stakeholders which forms an important part of our 360-reflection review process.

Business Overview



**ENGLAND
FOOTBALL**



Cornwall FA - Board of Directors - 2021



CHAIRPERSON
Geoff Lee
(FMB)

FINANCE DIRECTOR
Peter Stevenson
(INDEPENDENT)

VICE CHAIRPERSON
John Fabby
(INDEPENDENT)

CEO
Dawn Aberdeen
(EX OFFICIO)

EQUALITY & INCLUSION
Rachel Williams
(INDEPENDENT)

LEGAL/HR
Gaynor Baldwin
(INDEPENDENT)

Steve Carpenter
(FMB)

SAFEGUARDING
Steve Lawrence
(FMB)

Equality Strategic Overview

Cornwall Football Association is **committed** to making our sport accessible to all. Our commitment includes:



Creating accountability and diversity across all levels of the Association.



Developing and implementing good practice approaches.



Ensuring legislation and policy is embedded across all that we do.



Ongoing monitoring of our staff, Board and Football Management Committees.



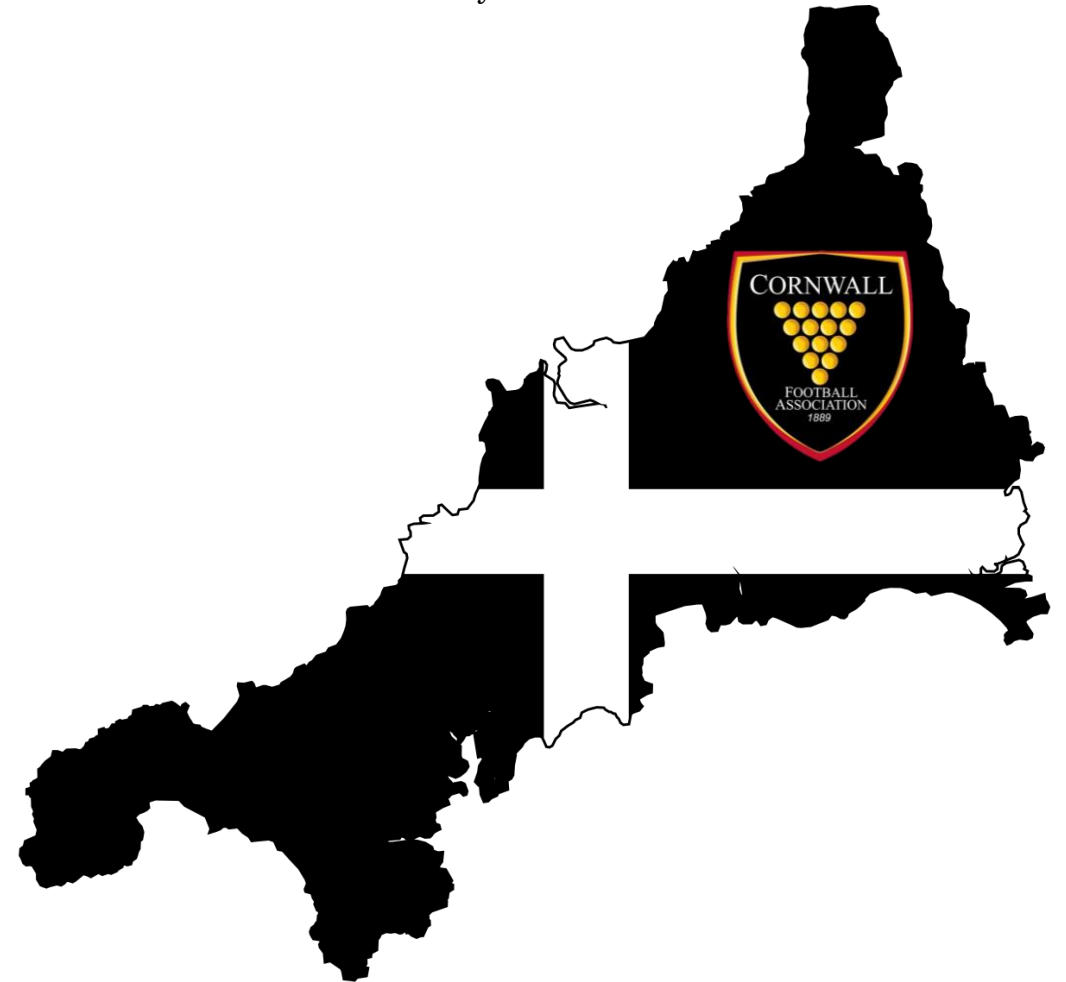
Raising awareness internally and externally across the footballing community in Cornwall.

Cornwall FA renewed the Foundation Level for the Equality Standard for Sport in January 2020, and as part of the adoption of The FA's code of Governance are committed to ensuring that we have achieved the Preliminary Level no later than January 2024, with aspiration to achieve it by June 2022 and assess if we are in a position to move forward to the Intermediate level. Key to our inclusion work over the past 3 years has been a strong and passionate Director leading on both Equality & Inclusion at board level and chairing the Inclusion Advisory Group. Having recently resigned this post due to relocation we are currently recruiting for a new Independent Non-Executive Director to ensure Inclusion remains at the forefront of our Business.

Equality Strategic Overview

Embedding inclusion across all facets of the business means recognising the challenges we face as a small rural County and adopting our plan to work for us on a local level.

- Resident population over 560,000
- 40% of residents living in rural towns and villages
- 96% of residents are white British
- 2.5% white – non-British
- 1.8% of residents are non-white
- 0.8% mixed, 0.6% Asian, 0.1% black and 0.2% identifying as other ethnic groups
- 1 in 4 residents are aged 65 or older



Safeguarding

We are passionate about providing a safe, positive, and fun environment for all children, young people, and adults at risk.

Since 2018 Cornwall FA have embraced the content of the FA Safeguarding Operating Standard and have met the standard on three separate occasions. Areas of good practice highlighted from these independent assessments include our detailed Risk Assessments, the Voice of the Child campaign and the initiative first developed in Cornwall to safeguard 16 and 17 years playing in Open Aged Football clubs, which has now been adopted and added as an item in the Safeguarding Operating Standard.

Cornwall FA is also aware that respect and good behaviour on the pitch dramatically adds to a player's enjoyment and we work closely with the youth leagues to ensure poor behaviour is reported and poor behaviours are managed and players, coaches and spectators are educated.



Safeguarding

Ensure Safeguarding is Embedded at Cornwall FA

- Continue to meet the requirements of the FA Safeguarding Operating Standard to a high standard.
- Ensure our staff and stakeholders update their safeguarding training and attend Safeguarding Briefings and other CPD events.
- Ensure all staff and Board members understand their individual responsibility and know how to recognise and report a safeguarding incident or concern.
- Continue to provide monthly report and update the Board to increase their awareness of Safeguarding in our County.

Increase Safeguarding Awareness within Cornwall

- Ensure our network of Club and League Welfare Officers are supported and attend County lead training sessions at least twice a year.
- Hold a Respect Campaign in conjunction with all our Youth Leagues to encourage good behaviour.
- Promote and support the Purple Shirt campaign to protect our U18's referees and increase the number of referees in Cornwall.
- Communicate with children and young people ensuring that they are listened to and their views help shape the future of football in Cornwall
- Proactively promote the Safeguarding Adults course throughout all Adult and Disability Clubs and Leagues

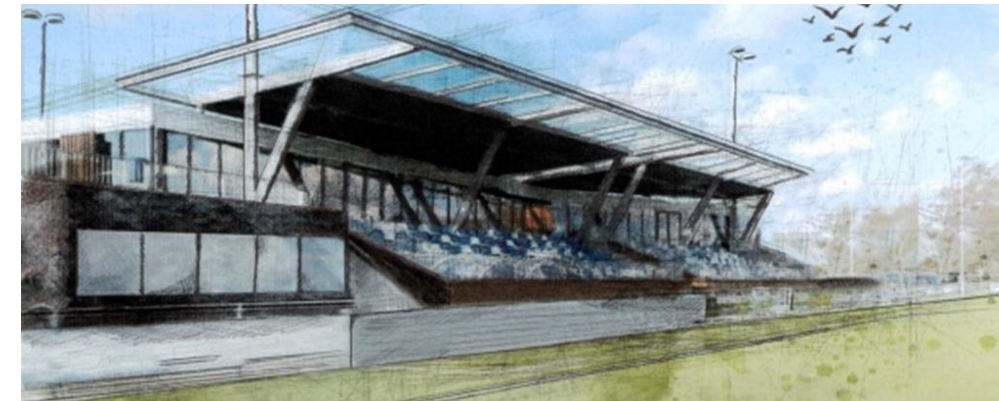
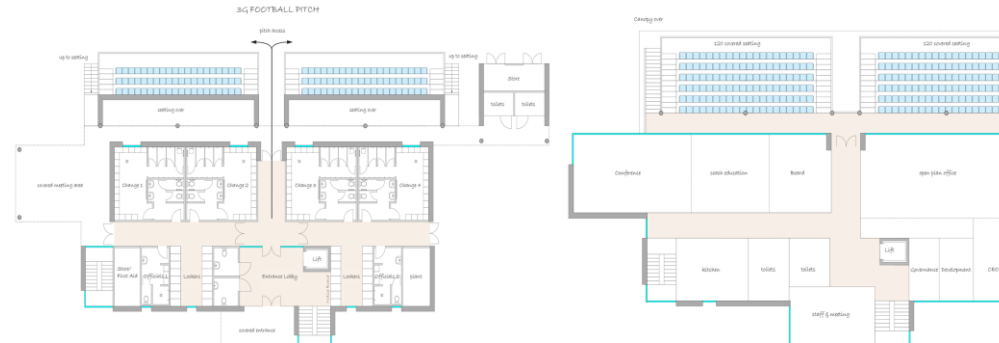
Promote the Safeguarding of 16 and 17 year olds within our Adult leagues and Open Aged Football Clubs

- Proactively promote Safeguarding to all our adult clubs and league ensuring they are aware of their Safeguarding responsibilities to 16 and 17 year old players.
- Support clubs and leagues in obtaining DBS checks and relevant safeguarding training for coaching staff
- Encourage Open Aged Leagues to appoint a League Safeguarding Advocate who can work with the County and assist clubs.
- Proactively support 16 and 17 year olds and provide them with safeguarding information and support.

Cornwall FA Facility

One of our main goals is to relocate and build a state of the art facility that will be the new home for Cornwall FA, including new 3G pitch (as part of the LFFP) and grass pitch with supporting ancillary facilities to service the needs of the County FA and football in Cornwall.

To have our own flagship headquarters offering suitable workspace for our staff will enable us to offer and deliver a full coach education programme, to include refereeing, safeguarding and CPD events. We will also be able to offer full conference facilities, 3G pitch facilities, seating and suitable changing facilities to become more relevant and accessible to our football community.



COMMUNITY
HUB



3G PITCH WITH
SEATING



CHANGING
FACILITIES



COACH
EDUCATION
FACILITIES



BOARD ROOM

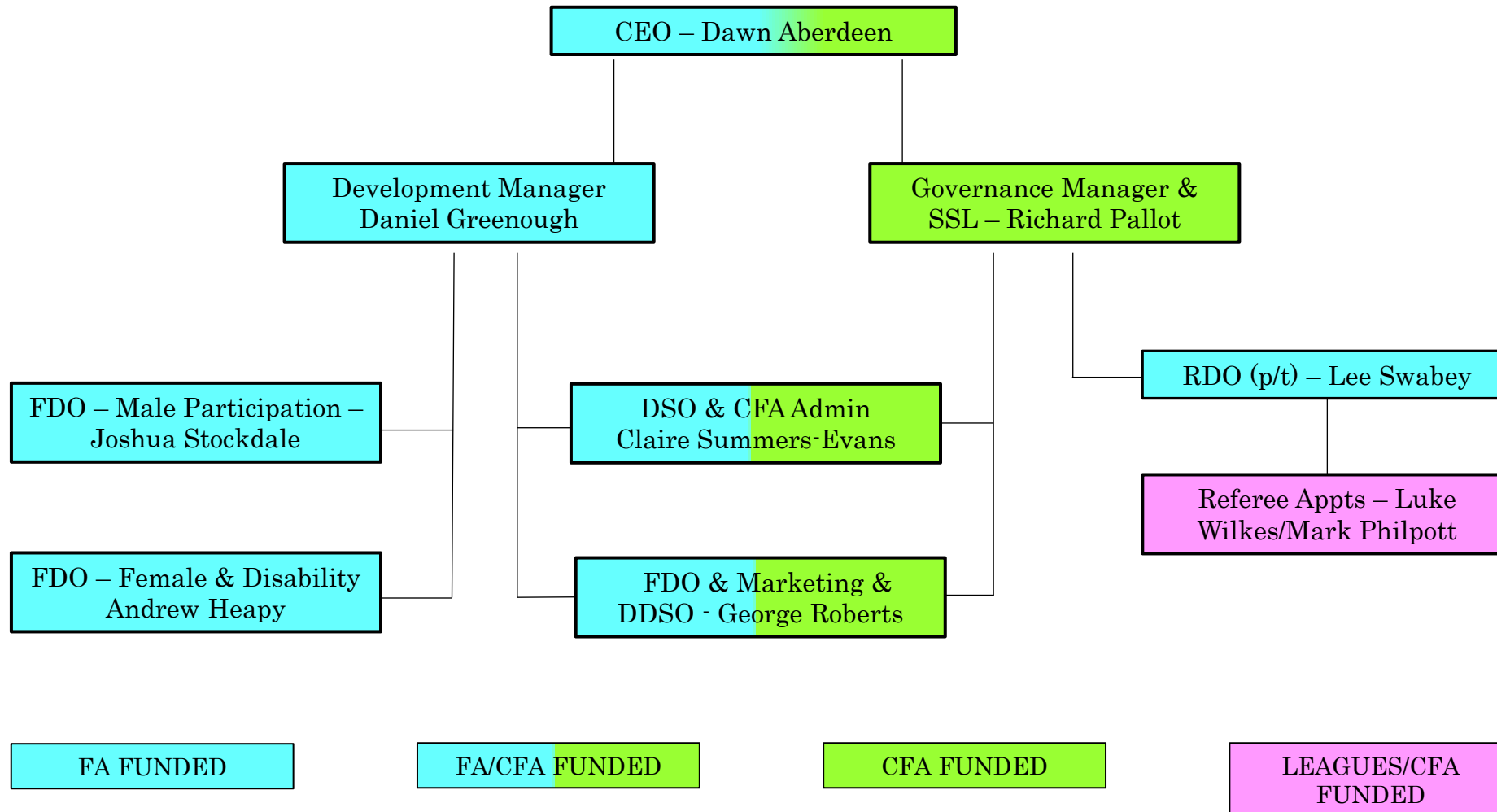


CONFERENCE
FACILITIES



STAFF WORK
SPACE

Cornwall FA - Staff Structure 2021





Cornwall FA - Staff



DAWN ABERDEEN

CEO



RICHARD PALLOT

GOVERNANCE MANAGER
& SSL



CLAIRE SUMMERS-EVANS

DESIGNATED
SAFEGUARDING &
GOVERNANCE OFFICER



DANIEL GREENOUGH

FOOTBALL DEVELOPMENT
MANAGER



ANDREW HEAPY

WOMEN, GIRLS &
DISABILITY OFFICER, DDSO



JOSHUA STOCKDALE

FOOTBALL DEVELOPMENT
OFFICER



GEORGE ROBERTS

MARKETING &
COMMUNICATIONS OFFICER



LEE SWABEY

REFEREE DEVELOPMENT
OFFICER



LUKE WILKES

REFEREE APPOINTMENTS
OFFICER



MARK PHILPOTT

REFEREE APPOINTMENTS
OFFICER

Staff Health and Well-being

Support Available

- Employee Assistance Programme
- Reminder of accessibility at weekly team meetings
- Encouraged to explore support available
- Training Ground promoted and available
- Medical appointments supported by County FA

What has been done?

- Supporting mental health and well-being
- 2 staff attended 2-day workshop and support utilised
- Staff encouraged to be open in discussions
- Relaxed working environment encouraged
- Respectful, positive behaviours encouraged
- Team activities health and well-being days – external team activities planned but put on hold due to COVID

Involved

- Staff develop standards for County FA – Vision, Mission and Values
- Staff involved in understanding 'whole business' – finances, structure, corporate and governance
- Staff involved in planning and development

Long Term Goals



**ENGLAND
FOOTBALL**

Long Term Goals

Long Term Goals

Linking to our vision and key priorities whilst working in collaboration with The FA to deliver against their priorities, Cornwall FA propose the following long term goals to develop football for one and all.



CORNWALL FA HQ

Our main aspiration is to relocate and build a state of the art facility that will be the new home for Cornwall FA, including new 3G pitch (as part of the LFFP) and grass pitch with support ancillary facilities to service the needs of the County FA and football in Cornwall.



REGISTERED MALE PLAYERS

Our aim is to continue to develop our relationship with our clubs and leagues to ensure players have the best opportunities to access football. We will take a proactive, can do attitude to ensure that not only the KPI of retain is achieved but will aspire to achieve above that by supporting new clubs and teams whilst addressing any gaps in provision, additionally continuing to develop our flexi league provision along with our walking football offer.



REGISTERED FEMALE PLAYERS

We have led the way in developing the female game over recent years and will continue to do so ensuring we hit our 30% growth target. This will be achieved by a multi-pronged approach including but not limited to developing access to football in education supporting The FA Girls' Football School Partnership, working with our leagues and clubs to continue to develop female provision, whilst promoting new female teams in clubs that do not current offer this. The opportunities of Wildcats Centres will also play a key role in supporting this growth at the youngest age groups.



REGISTERED DISABLED PLAYERS

Our aim is to continue to support the league which play a pivotal part in the development of the game of which we have helped to develop, recently recruiting some new proactive committee members to the league. We not only want to help support the recovery but aim to ensure all players who want to take part in football have access to a suitable club. We intend to continue to develop relationships with 3rd parties to help support signposting and prescribing into our network, working in partnership with other organisations and sports.

Long Term Goals



REFEREE EDUCATION AND DEVELOPMENT

Our focus areas moving forward to support the delivery of our four KPI targets will be creating a more clearly defined pathway and support structure for referees. Creating closer links to our Local Leagues, especially our Youth Leagues and engaging with our existing workforce and experienced referees to support the next generation of officials.

The first step in this process is the recruitment KPI, this will be our most challenging area, especially in the first year of the strategy. If we can get this right over the next twelve months, then the structures we are putting in place relating to conversion, retention and progression should naturally link together.

We have established several of the building blocks and processes already and will improve these across the next three years, allowing us to initially focus on the recruitment of referees.

Please see below some key point which will shape the strategy

Recruitment

- Women's and Girls Leagues
- Veterans Players
- Closer links with clubs and Leagues
- Links with local colleges

Conversion

- Newly qualified development Group
- RAO, targeted appointments
- Youth Leagues and matches utilised
- Mentor and support programme for new referees

Retention

- Regular online and in person CPD events
- Upskilling current workforce to become mentors, observers
- Using marking scheme

Progression

- Promotion applicants support/development group.
- Seminars with experienced high level referees in the County
- Promoting a clear pathway and opportunities

Long Term Goals



COACH EDUCATION AND DEVELOPMENT

Our goal is to not only support coaches to develop at whatever level they current coach at and/or are qualified to but to support the wider volunteer workforce.

We want to deliver a robust Coach Development Programme attracting new coaches whilst retaining our current followers, aspiring for 100% youth teams with a qualified coach and 50% of coaches attending a CPD event. We will do this by insight/data and consultation, delivering a variety of online and face to face learning opportunities for different age groups, qualifications and settings. Additionally, through strong professional relationships with other organisations we intend to deliver a range of coach/people development opportunities including commercial, pitch maintenance and safeguarding.



QUALITY GRASS PITCHES

Our goal is to support our key priority sites to develop brilliant playing pitches helping retain our football participants. We will work with our clubs, leagues and key stakeholder to develop our pitches focusing investment and support where it has the greatest impact. Promoting "Pitch Power" to support this along with funding opportunities. This will result in 100 "Good" quality pitches in the County.



FACILITY DEVELOPMENT AND FUNDING

We are ambitious to continue to support our clubs to develop the wider facilities/assets they are able to offer the football family and wider sporting audience. This will be through advice and guidance from the County FA whilst working in partnership with The FA and The Football Foundation. We will promote all known and suitable funding opportunities to our partners to ensure that the maximum investment is attracted to Cornwall FA. A wider aim is to influence Cornwall Council to carry out a Playing Pitch Strategy to support our facility and funding work.

Wider Context

We also acknowledge the secondary measures:

- Weetabix Wildcats
- Female Youth and Competition Pathway
- England Football Accreditation (Adult and Youth)

We firmly believe through our current and future vision, mission and values and as part of our football development work and collaboration with our key stakeholders we will also achieve these targets.