

THE FA CLUB  
FOOTBALL FORUM

FREE WEBINAR

## WHAT WE STAND FOR

*This webinar will give you the confidence to develop your own vision and values, with the help of trailblazing Lewes FC and their Chairman Stuart Fuller*

Time: 20:00 – 21:00  
Date: 3<sup>rd</sup> February 2020



**FOR ALL**



# FORMAT & HOUSEKEEPING

- To help with recording quality, please mute sound until the discussion
- The webinar will be recorded and available to view again
- Slides will be emailed to all participants who signed up
- Any questions you have through the presentation jot them down on a piece of paper or in the chat and we will open up the floor for discussions at the end.

# WHAT WE'LL COVER TODAY

- Unpicking the terminology
- Why bother with vision and values
- How to develop and use them effectively
- What we do: Stuart Fuller, Lewes FC
- Questions/Open discussion

# WHY HAVE A VISION STATEMENT AND SET OF VALUES?

- Provides the club with a sense of identity and purpose
- Helps guide decision making and can be used to drive positive change
- Underpins the club's business and activities
- A 'rallying call' for existing club members – they know what they're contributing to
- A 'sales pitch' to potential members – helps the club stand out from the crowd
- Makes it clear to funders and other partners/stakeholders what you want to achieve

# UNPICKING THE TERMINOLOGY

- **Vision:** the world we'd like to see
- **Purpose:** the reason you exist
- **Mission:** how you will get there
- **Aims or Goals:** quantified ambitions to realise the vision and mission
- **Objectives:** targeted and measurable intentions to fulfil our aims/goals
- **Values:** describe our core ethics and principles



Our purpose

To use the power of communications to make a better world

Our vision

Leadership in converged connectivity and services, brilliantly delivered

Our goal

Drive sustainable growth in value

Our strategy

Converged services for UK  
Consumers and Enterprise

Digital Global Services  
for MNCs<sup>a</sup>

Unmatched UK-wide  
fixed access for all CPs<sup>b</sup>

Deliver  
differentiated  
customer  
experiences

Invest in integrated  
network leadership

Transform our  
operating model

Renew our capabilities and culture

Our values

Personal

Simple

Brilliant

<sup>a</sup> Multinational customers.  
<sup>b</sup> Communications Providers.



FOR ALL

# WHAT DOES A GOOD VISION STATEMENT LOOK LIKE?

- It should be clear and unambiguous
- It should give a sense of going forward
- It should have an element that points to the club's values
- It should be concise, ideally a sentence or two
- Club members should be able to remember it – and understand it!
- Be clear about where the vision statement will appear and what role it will serve



**UNITE**  
THE GAME



**INSPIRE**  
THE NATION

# THE BEST PLACES FOR PEOPLE TO PLAY AND ENJOY FOOTBALL

**GRASSROOTS LEAGUES AND CLUBS SERVICES TEAM**



**SPORTING**  
.....ASSETS.....



## **Our Vision**

A nation enjoying thriving sporting places, open to, and led by their local community.”

## **Our Mission**

Drive the continued development of a relevant, resilient and impactful Community Sports Sector”

## **Our Vision**

We won't give up until everyone experiencing a mental health problem gets both support and respect.

## **Our Mission**

We provide advice and support to empower anyone experiencing a mental health problem. We campaign to improve services, raise awareness and promote understanding.

# CLUB CASE STUDY



Bradwell Bay United shall provide a fun and safe environment for its members to learn to play football. We hope to gradually create more teams for different ages and inspire children.

Our values were really quite important to us. When creating our club we spoke lots and we all knew we wanted to **be a fully transparent club** so have worked hard to do this. We wanted to be **welcoming** not just to the players but their families too and we wanted them to be armed with all the relevant and appropriate information they may need. We always want to ensure **our club is for our members** (players and their families) and we often speak with them all to see if there is anything extra we can do to help them and improve the club.



## **Top tip from one club to another**

*Really think about what you want to achieve and what would make a club stand out to you. How can you achieve this? Who can help you? Don't give up!*

# WHAT DOES A GOOD SET OF VALUES LOOK LIKE?

- Make sure they truly represent your club and what is important to you
- Develop them together with time to reflect
- Think about what they mean and how they could be interpreted
- Can they guide your decision making
- Are they memorable? Try to keep them short and don't have too many
- How can you bring them to life at your club

**P** ROGRESSIVE

**R** ESPECTFUL

**I** NCLUSIVE

**D** ETERMINED

**E** XCELLENT



# SPORT ENGLAND

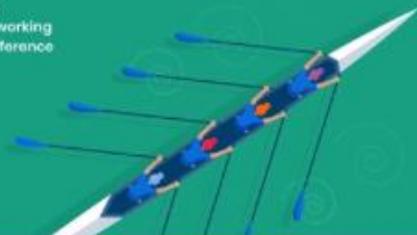
## We are... Ambitious

Determined in pursuit of our goals, prioritising work and partnerships that will most advance our mission, help us succeed and make a positive impact on the nation.



## We are... Collaborative

One team, committed to delivering together and working with others to make a difference to people's lives.



## We are... Inclusive

Harnessing our collective strength and respecting difference to create the conditions for everyone to engage and to excel.



## We are... Innovative

Curious, optimistic and relentless, we question established ways of working and learn from each other and from our experiences.



# ENSURING THE VISION AND VALUES MATCH THE AMBITION OF YOUR CLUB

- Does the club have a vision and values already and how long have they had them for?
- If not a vision, does it have charitable objects or a statement of purpose?
- Does the club have a business plan and how long does it cover?
- What time period should it cover?
- How long has the club been in its current set up? E.g. long standing, traditional, same premises and steady as she goes offer vs new, constantly innovating, keen to grow quickly
- Are there 'clubs within clubs'? Is everyone included

# PRACTICAL IDEAS TO DEVELOP YOUR VISION AND VALUES

- **Adapting what you might have:** Informed by existing formal documents such as your club rules or charitable objects your purpose can be adapted by elected officials or trustees of the club into a vision statement
- **Surveys:** ask the club's membership what they think the vision and values should include, and then asking them to vote for shortlisted options drafted from their responses
- **Vision workshop:** either developed and delivered by the club or facilitated professionally
- **Theory of change:** a detailed process of clarifying an organisation's priorities by defining its goals and the path to reach them – the vision and values are then summarised from this

# RUNNING A VISION/VALUES WORKSHOP

## 1. **Decide who you want to invite?**

- Board/Trustees
- Committee members
- Those holding key delivery roles e.g. a coach, volunteer coordinator
- Volunteers and other members with relevant professional skills and knowledge
- Representatives across all parts of a club

## 2. **How long do you run the workshop for? Some areas to consider:**

- Are the club starting from fresh?
- Do attendees know each other well?
- Is there a sense of common endeavour?
- What time of day is best?
- Will there be a further chance to work on it? Who would lead that?

# RUNNING A VISION/VALUES WORKSHOP

## 3. Look to cover the following areas in your workshop;

- **Introduction (20 minutes)**

What is a vision? Why is having one important? What sits below the vision? How do we deliver against it?

- **The club's vision for the future (40 minutes)**

What may the club look in 3 years' time; how would new members describe the club in three years' time?

- **Discuss the key issues moving forward (40 minutes)**

Think about success factors and possible barriers as well as new initiatives which would help deliver the emerging vision

- **Conclusion and next steps (25 minutes)**

Have we agreed a vision? A short list of key words? Have we formed ideas about how the vision can be delivered? (Goals and Objectives) What are the key next steps and who for, such as members, funders, volunteers?

# RUNNING A VISION/VALUES WORKSHOP

## 4. Summarise the workshop

- Write up all notes, flipchart, post it note
- Write up the vision as the group have agreed it, or (more likely) draft up to three vision statements based on the outcomes of the workshop
- Create a ‘word cloud’ based on notes – this can be useful when drafting a vision statement
- Note any action points
- Test the vision statement(s) with members

## 5. Share the vision and values to the club’s members, partners and stakeholders

- Traditional media - news story, newsletter, annual report
- Digital media – Facebook update, tweets, emails, website, YouTube video
- Branding – posters, headers, sports kit and merchandise

# RUNNING A VISION/VALUES WORKSHOP

## 6. Use the new vision and values as an opportunity to:

- Launch a drive to recruit new members
- Develop and deliver new activities and programmes
- Celebrate a notable club anniversary
- Invite the wider community to visit the club and try out its activities for free
- Target under-represented groups within the community
- Attract new investment and sponsorship

# CLUB CASE STUDY



**Stuart Fuller: Chair, Lewes FC**



## OUR STORY



*“The biggest problem you have is that you know nothing about football...”*





Get Big, Get Niche or  
Get Out!

## LEWES FC - OUR STORY

Football has been played at the Dripping Pan since **1885**, making it one of the oldest constantly used grounds in the world.

In 2010, Lewes FC became a **100% community-owned**, non-profit entity.

We have around **1,500** equal owners across **26 countries**.

Each owner can own only one share, thereby lowering our risk of becoming too dependent or overly influenced by one or two single rich individuals.

Our board is elected from among the owners. This means that we not only serve our community, **we are our community**.



**LEWES Vs ARSENAL**

SUNDAY 16 SEPTEMBER, 2PM LEWESFCWOMEN.COM

**THE KINGSTONIAN MATCH**

LEWES v KINGSTONIAN Saturday 23 March

LEWESFCWOMEN.COM

**LEWES v LEICESTER CITY**

SUNDAY 23 SEPTEMBER, 2PM LEWESFCWOMEN.COM

A man went looking for a Train.  
And couldn't find it anywhere...  
(due to weekend engineering work)

So he caught the bus instead.

**easy ride**

Lewes v Wingate & Finchley Saturday 19 January

LEWESFCWOMEN.COM

**LEWES v MAN UTD**

SUNDAY 2 DECEMBER, 2PM LEWESFCWOMEN.COM

**HARLOWEEN**

The Night They Came Home!

COMING TO LEWES FC, WEDNESDAY 31 OCTOBER



**FOR ALL**



**CRAY WANDERERS**



**GUERNSEY, GREENWICH,  
TILBURY, DORKING**



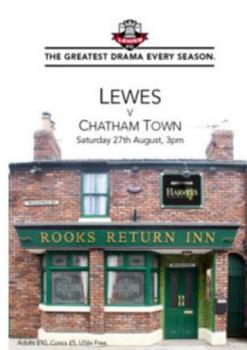
**SOUTH PARK**



**CARSHALTON ATHLETIC**



**SEVENOAKS TOWN**



**CHATHAM TOWN**



**REDHILL**



**WALTON CASUALS**





JEWSON

JEWSON

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COMPANY



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**STAND**  
MOST MODERN FOOTBALL





WhatIf

#WhatIf

WhatIf

Bostik  
LEAGUE

Bostik  
LEAGUE

Bostik  
LEAGUE

Bostik  
LEAGUE

Bostik  
LEAGUE

In 2017, Lewes FC become the first club in the world to have equal playing and marketing budgets for women and men.

We allocate all club resources equally by gender.



# LEWES FC - OUR STORY



## Lewes FC: the football club who are making equality pay

Two years ago Lewes decided to pay their women's team as much as their men's team. They have not regretted it  
By Richard Foster for the Guardian Sport Network



## Lewes FC made history by becoming first club to pay women's and men's teams equally

Football club have broken down some crucial barriers for women



## Football: Northland's Katie Rood on loan to equality club Lewes FC

2 Feb, 2019 7:30am

4 minutes to read



Our equality principles have generated many **media stories** and a **global attention**



## LEWES FC - OUR PRINCIPLES

The first (and only) club world in the world to **allocate resources equally** by gender.

Our players, Directors and Staff frequently speak to the media and in forums about **our values**, our principles and our stance on equality.

We use our pitch hoardings and our front of shirt to promote powerful messages promoting **social good**.

Sponsors must be aligned with the club's **principles** and values. We have declined lucrative sponsorship opportunities in the past where we have felt our values may be compromised.



## UN Women UK HeForShe Award 2019

On September 4 2019, Lewes FC  
was awarded the **Inspiration  
Award** for an outstanding  
contribution to **advancing gender  
equality in the UK**



**HeForShe**  
UN Women Solidarity Movement  
for Gender Equality



## IMPACT

## LEWES FC - IMPACT ON THE PITCH

Approx 100 women and girls play football across our elite talent pathway (from U14s to the first team)

We punch above our weight alongside household names. In our first game of the 2019-2020 season, we beat Blackburn Rovers 5-1.

The men's team were promoted, the first year after introducing pay parity and junior team (U18s) champions of Sussex for past two seasons

The women's team have six players who play international football at senior level for Wales, Scotland and Cyprus.



## LEWES FC - IMPACT IN THE COMMUNITY

**100% community owned.**

**100+ volunteers dedicate their time and skills.**

**200 boys and girls play for Lewes Juniors**

**“Football Therapy” sessions promote mental well-being across the community with trained support workers.**

**Walking Football established for women over the age of 40**

**Competitive “Vets football” for men and women aged 35+.**



## LEWES FC - IMPACT IN THE COUNTRY

**The first football club in the UK to install solar-panels.**

**The first football club to erect “Football v Homophobia” pitch barriers.**

**A vocal club, that campaigned for equal prize money in the FA Cup, generating debate in the UK Parliament.**

**First football club to have an Anti-Gambling Charity on the front of our Men’s shirts despite playing in a league sponsored by a gambling company**



## LEWES FC - IMPACT IN THE WORLD

Owners across 25 countries, bought in to the principles and values of Lewes FC.

Won the prestigious UN #HeforShe prize in 2019 for leadership in driving forward gender equality in actions, not words.

Our "Rooks TV" generates approx 60k views per season.

Global relationships with leaders, clubs and organisations promoting gender equality in sport across the world.



**GET BIG, GET NICHE OR GET OUT...**

*There are these two young fish swimming along, and they happen to meet an older fish swimming the other way, who nods at them and says, “Morning, boys, how’s the water?” And the two young fish swim on for a bit, and then eventually one of them looks over at the other and goes, “What the hell is water?”*

We are the **only football team in the world** to pay men and women the same amounts for performing the same work. Ask why not rather than why  
= **Big and Niche**



## OUR PEOPLE



# LEWES FC – OUR FIRST TEAM SQUAD



THANK YOU



# OPEN DISCUSSION/QUESTIONS

- Ask Questions
- Share your own experiences
- Share your current challenges
- Solutions

If you'd like to contribute, either

1. Please type your name and club/org. into the chat box so we can effectively bring you into discussion or
2. Please type a question/comment which one of the presenters will raise



THE FA CLUB  
FOOTBALL FORUM

FREE WEBINAR

Next webinar;

# HOW DO WE KNOW WE HAVE MADE IT?

Defining success at your club



THE FA CLUB  
FOOTBALL FORUM

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THANK YOU