



2021-24 BUSINESS STRATEGY

LIVERPOOLCOUNTY FOOTBALL ASSOCIATION

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FOREWORD



CHAIRMAN
IAN WILD

This has been a year like no other. Globally, it has affected everybody in different ways, but in one way it has affected everyone in the same way – how we view and interact with the outside world. We have all been affected by the financial implications. Sadly, in many circumstances it has resulted in good people losing their jobs in order for us to survive. But no matter how severe the financial implications, for some people the personal impact has been far worse – isolation and loneliness being the catalyst for many people to suffer with poor mental health. For a lot of these people, of all backgrounds, their way to deal with their struggles is through sport. We, as County FA's have a massive part to play in providing that outlet. It would be easy for LCFA to feel sorry for ourselves after this most challenging period but we have to recover in order to offer the services our grassroots clubs, leagues and partners deserve. It has been a year of great change at LCFA, with a number of new faces including a new CEO in place. Some of our most experienced members of staff have departed and so we have been left with a huge void to fill. With those new faces come new ideas and it's those ideas that will drive us forward at a time when it is needed most. Alongside our exciting venture at LCFA Sefton, we'll have the ability to provide football for all. Importantly, it will also provide us with the opportunity to improve our finances and enable us to reinvest our profits back into the game we all love.

This strategy is published as both the nation and our game recovers from a period of extraordinary change. A period during which the grassroots game has fallen silent and battled to overcome challenges that threatened its very existence.

For all the challenges however, the last year has highlighted just how important and powerful a role football can play for the region and the nation more broadly.

Whilst the weeks and months ahead may continue to pose challenges, it's crucial that we lead from the front and engage local stakeholders in order to help restart and reignite the game; but also so we can ensure as many people (if not more) put their boots back on.

Responding to the short, medium and long-term challenges of Covid-19 isn't unique to the game. As a business we have faced significant challenges too and so must now embrace change in order to stay relevant.

That's why, the development and delivery of this strategy, provides the perfect timing to reset and respond to the challenges and opportunities that lie ahead, both on and off the pitch.

Adapting our approach for the times we're in and the future we want to build is crucial. We believe grassroots football has a big role to play in improving the physical and mental wellbeing of the region, reconnecting communities and supporting the economy.

This strategy sets out how we can keep Liverpool County FA central to the grassroots game, locally.

CHIEF EXECUTIVE
DANIEL GREEN



Collectively, we're committed to creating a better football experience for the many, not the few.

To do that we need to move forwards, identify new and protect existing revenue streams, so best to serve our business and drive investment back into the grassroots game. We need to value, develop and retain our most important asset, our people.

We recognise we can leverage our people, support and resources to unlock more people, support and resources. To do that, we're committed to building stronger, more compelling partners, locally, regionally and nationally.

Understanding our game and the needs and expectations of our participants will be crucial moving forwards too. Embracing technology will help us understand our game far better and ensure our help, support and interventions land at the right time and have the greatest impact.

Crucially, we want everyone involved in the game to experience the power of football through a positive, safe, well-run and enjoyable environment.

Because if we can harness its power, we'll be able to improve people's lives in so many ways.



OUR VISION

**A THREE YEAR VISION
TO REBUILD AND TRANSFORM
OUR BUSINESS & THE GRASSROOTS GAME
LOCALLY**

TIME TO **PLAY**
TIME TO **INSPIRE**
TIME TO **CHAMPION**
TIME TO MOVE FORWARDS, **LIVERPOOL**



OUR VISION

Liverpool County FA is the governing body for grassroots and semi-professional football across Merseyside. We're responsible for governing, developing and growing the grassroots game; representing all communities, cultures and backgrounds and promoting equality, diversity and inclusion.

We use our expertise, insight, campaigns and targeted funding from The FA to do just that.

**TO CREATE A
BETTER FOOTBALL
EXPERIENCE FOR
THE MANY,
NOT THE FEW.**

OUR MISSION

WE'RE HERE TO DEVELOP AND GOVERN THE GAME; TO MAKE GRASSROOTS FOOTBALL ACCESSIBLE, AFFORDABLE AND ASPIRATIONAL ACROSS MERSEYSIDE, REGARDLESS OF WHO YOU ARE.

Grassroots football, just like sport and physical activity more broadly, makes people happier and healthier. It does the same in local communities, with life-changing, sustainable benefits that have huge economic and social value.

That's why we believe grassroots football has a critical role to play as we exit the Covid-19 pandemic and try to tackle some of the region's growing challenges – social isolation, physical and mental wellbeing, unemployment and community cohesion.

We recognise the need to invest back into the game to retain and grow participation, upskill the volunteer workforce, reduce inequalities and build safer and better places to play. Success can't be achieved alone, and so we are committed to working with other like-minded organisations, locally, regionally and nationally, who can see the potential of collaboration for the betterment of the grassroots game .

At times we'll lead. At other times we'll follow. We won't have all the answers, but we'll share valuable knowledge and bring together the right people with values and behaviours aligned to our own.

It will mean doing some things differently, and there will be tough choices to make. But if we can continue to champion grassroots football and ensure funding and resources reach those across the game – we can deliver a positive, safer, more enjoyable grassroots experience for the many, not just the few.

For the Game. For the Community.



OUR MISSION (CONTINUED)



OUR MISSION

[CLICK HERE TO READ MORE](#)



THE BIG CHALLENGES

[CLICK HERE TO READ MORE](#)



CAPTAINS OF CHANGE

[CLICK HERE TO READ MORE](#)



OUR VALUES

[CLICK HERE TO READ MORE](#)



POWER OF FOOTBALL

TOTAL PLAYERS



34,241 **3,496** **1,024**
MALE FEMALE DISABILITY

TOTAL COACHES



2,697 **144** **1,785 (76%)**
MALE FEMALE YTWAQC

TOTAL CLUBS



252 **360** **27**
YOUTH ADULT DISABILITY

TOTAL REFEREES



547
MALE
53
FEMALE

TOTAL LEAGUES



16 **9**
YOUTH ADULT

TOTAL 3Gs



41
FA 3G REGISTER

WHY FOOTBALL MATTERS

There is overwhelming evidence for the life-changing benefits provided by grassroots football – from childhood through to old age. Every year, these benefits deliver billions of pounds of value to our healthcare systems, society and economy¹.

In it's latest social & economic impact report (2020), The FA broadened its analysis to include the mental health benefits in children, to physical health benefits in older adults, along with insights into two key enablers to participation: facilities and volunteering.

Such insight is particularly poignant at a time, when Covid-19 has disrupted communities across the country. The data shown below was collected pre-Covid-19 and therefore findings reflect the socioeconomic contribution of grassroots football prior to this.

However, the economic, health and social benefits of grassroots football described in this report remain crucial. The breakdown of the socio economic impact across Liverpool County FA's region can be summarised as follows:



GEOGRAPHICAL AREA	DISTRIBUTION OF REGULAR FOOTBALL PLAYER	SOCIO ECONOMIC VALUE OF GRASSROOTS FOOTBALL (£)
NORTH WEST	13.04%	1,324,167,002
SEFTON	0.49%	49,857,408
LIVERPOOL	0.88%	89,834,243
KNOWSLEY	0.27%	27,211,708
ST HELENS	0.32%	32,572,989
HALTON	0.23%	23,342,307
WARRINGTON	0.37%	37,881,240

¹THE SOCIAL AND ECONOMIC VALUE OF GRASSROOTS FOOTBALL IN ENGLAND– SEPTEMBER 2020



WHAT WE'LL DO

- 1 PROMOTE 'THE BEAUTIFUL GAME' AS
A CATALYST FOR RECOVERY**
- 2 TACKLE
THE BIG CHALLENGES HEAD ON**
- 3 IMPLEMENT OUR
'CAPTAINS' OF CHANGE**

TIME TO **PLAY**
TIME TO **INSPIRE**
TIME TO **CHAMPION**
TIME TO MOVE FORWARDS, **LIVERPOOL**



PROMOTING THE BEAUTIFUL GAME

AT THE HEART OF THIS STRATEGY, AND ALL THE CHOICES WE'VE MADE, ARE THE AMBITIONS OF A PASSIONATE AND COMMITTED NETWORK OF PEOPLE, PLAYERS, COACHES, REFEREES, VOLUNTEERS AND WIDER PARTNERS.

At the same time, we're not starting from a level playing field and there remains some big challenges that we need to overcome – be that leading from the front or working collaboratively across the region.

Whilst they are some of the biggest challenges and barriers to both our game and our business moving forwards, they also present some of the greatest opportunities to make a profound and lasting impact.

We're confident that building on the work that we, and many others, have already begun, we'll work over the coming months and years to tackle the big challenges head on.



TACKLE THE BIG CHALLENGES HEAD ON

REIGNITE

Recover from the biggest crisis in a generation and reignite our passion, enthusiasm and desire for the game.

PEOPLE

Be a great place to work where people are inspired and empowered to better themselves, better our business and most importantly, better the game!

PERFORMANCE

The relentless pursuit of quality – focused on robust, effective and efficient processes; that support the attainment of business goals, minimise business risk and delivers first class customer service.

PLACE

Focus on the positive benefits of football and the game's ability to make local communities healthier and safer places to live and work; investing in new and/or improved spaces and places for people to be active through football.

PARTNERS

Nurture a diverse team of new and existing members, partners (and fans!); leading and collaborating to deliver success and create mutual and enduring value, both on and off the pitch.

POUNDS

Recover from the financial impact of the Covid-19 crisis; pursuing new and diverse revenue streams whilst maximising long-term return to stakeholders and investing more money back into the game.





CAPTAINS OF CHANGE

We need to create the right conditions for change: across the people, organisations and partnerships with the potential to contribute and help turn our shared plans and ideas into action.

FINANCE & INVESTMENT

As a not-for-profit organisation, we need to develop a stronger, more robust and more diverse financial and commercial model. Through identifying new and protecting existing revenue streams, we can best serve our business and the game, providing greater opportunities and sustainability.

PEOPLE & CULTURE

Our people are our most important asset. They're key to delivering and achieving the ambitions in this strategy. Focusing on Employee Experience, Culture and Talent, we're committed to empowering our people to be the best they can be.

PARTNERSHIPS & COLLABORATION

We recognise we can leverage our people, support and resources to unlock more people, support and resources. To do that, we're committed to building stronger, more compelling partners, locally, regionally and nationally. Through collaboration we can drive new revenue streams that can help to deliver a positive impact locally.

INSIGHT & TECHNOLOGY

Times are changing and so it's crucial insight and technology, is at the forefront of our organisation. Embracing technology will enable our people to make better, quicker and more informed decisions. It will also help us understand our game far better and ensure our help, support and interventions land at the right time and have the greatest impact.

GOOD GOVERNANCE

Good governance, and a commitment to positive, safe, well-run and enjoyable environments is fundamental to our success both on and off the pitch. We need to build upon our successes to date to ensure we are equipped to make sure we have the structure, diversity and inclusivity, to make decisions that best serve the game.



FINANCE & INVESTMENT

AS A NOT-FOR-PROFIT ORGANISATION, WE NEED TO DEVELOP A STRONGER, MORE ROBUST AND MORE DIVERSE FINANCIAL AND COMMERCIAL MODEL.

Achieving the ambitions of this strategy will be about more than money, and certainly more money than we'll have at our disposal.

As well as using our own funds carefully and creatively, we need to attract other sources of investment into our organisation and the grassroots game.

New ways of working, including greater collaboration, shared service and innovation, can help the organisation's robustness as well as its effectiveness and efficiency.

Additionally, through identifying new and protecting existing revenue streams, we can best serve our business and the game, investing more money across Merseyside.

WE MAKE A LIVING BY WHAT WE GET, BUT WE MAKE A LIFE BY WHAT WE GIVE.

Winston Churchill

Our Ambition

- Recover from the financial impact of the Covid-19 crisis; pursuing new and diverse revenue streams whilst maximising long-term return to stakeholders and investing more money back into the game.

Our Focus

- Ensure 'doing business' with us is a positive experience, meaning we're efficient, accessible, connected and proportionate, whilst accountable for public funds.
- Ensure we develop new revenue streams (e.g. membership) and diversify beyond our traditional revenue streams (e.g. discipline, educations etc.), so our offers reflect the needs of the game, and understands its impact.
- Reduce our gearing and reliability on central FA funding; therefore minimising risk and vulnerability but driving sustainability.
- Delivery of a localised 'small grants' funding scheme that directs investment where it's needed most and reduces inequalities.
- Implement sound financial management in order to minimise risk and support future planning.



PEOPLE & CULTURE

OUR PEOPLE ARE OUR MOST IMPORTANT ASSET. THEY'RE KEY TO DELIVERING AND ACHIEVING THE AMBITIONS IN THIS STRATEGY.

Focusing on Employee Experience, Culture and Talent, we're committed to empowering our people to be the best they can be.

Ordinarily, culture is critical to the success of an organisation. Following a period of significant change within the organisation, culture will play an even greater role in shaping attitudes and behaviours.

Culture defines what is encouraged, discouraged, accepted, or rejected within a group. When properly aligned with personal values, drives, and needs, culture can drive an organisation towards a shared purpose.

As our organisation and the game recovers from the challenges of Covid19, a willingness to embrace change will be crucial. Alongside that, our Leaders are committed to fostering a culture that incorporates:

Caring; Purpose; Learning; Enjoyment; Results; Authority; Safety and Order

WHEN YOU HAND GOOD PEOPLE POSSIBILITY, THEY DO GREAT THINGS.

Biz Stone

Our Ambition

- Be a great place to work where people are inspired and empowered to better themselves, better our business and most importantly, better the game!

Our Focus

- Refreshed values and culture programme.
- Under the pillars of Employee Experience, Culture and Talent, we're committed to listening to our people to ensure they have the best possible experience working here.
- Encourage and support a culture of lifelong learning and professional development at every level in an employee's career (e.g. internal and external T&D inc. utilising the Training Ground)
- Engage with our people and become a true listening organisation. Establish a Staff Forum which represents all of our employees and provides the opportunity for our people to share their views and ideas on what matters most and their experience working in our organisation.
- Identify a Mental Health Champion and a culture that encourages discussions on the topic of Mental Health through a safe and compassionate environment.



PARTNERSHIPS & COLLABORATION

WE RECOGNISE WE CAN LEVERAGE OUR PEOPLE, SUPPORT AND RESOURCES TO UNLOCK MORE PEOPLE, SUPPORT AND RESOURCES.

To do that, we're committed to building stronger, more compelling partners, locally, regionally and nationally.

We want to develop a network of traditional and non-traditional partners that have a strong association with Merseyside and can support our organisation from a financial, performance or delivery perspective.

Through collaboration, we'll think about what's important based on local needs and listening to those involved in the game.

This means supporting local partners and targeting what and where intervention is needed to have a greater and more sustainable impact.

COMING TOGETHER IS A BEGINNING, STAYING TOGETHER IS PROGRESS, AND WORKING TOGETHER IS SUCCESS.

Henry Ford

Our Ambition

- Nurture a diverse team of new and existing members, partners (and fans!); leading and collaborating, to deliver success and create mutual and enduring value, both on and off the pitch.

Our Focus

- Working with traditional and non-traditional partners (e.g. LFC Foundation, Everton in The Community, Merseyside Sport & Amnesty International), to coordinate the delivery of grassroots led interventions.
- Increase investment into improved spaces and places, working with local, regional and national partners (e.g. Football Foundation).
- Develop a Commercial Strategy that drives new revenue streams into our organisation whilst enabling the investment of additional funds into the grassroots game.
- In partnership with broadcasting and media partners, increase awareness and advocacy of our organisation; championing the benefits of grassroots football across Merseyside.



INSIGHT & TECHNOLOGY

TIMES ARE CHANGING AND SO IT'S CRUCIAL, INSIGHT AND TECHNOLOGY IS AT THE FOREFRONT OF OUR ORGANISATION.

Embracing technology will enable our people to make better, quicker and more informed decisions.

It will also help us understand our game far better and ensure our help, support and interventions land at the right time and have the greatest impact.

YOU CAN'T IMPROVE WHAT YOU DON'T MEASURE.

Michael Hyatt

Our Ambition

- Together, we'll learn more about what is and isn't working, while developing our tools and skills so we can continue to utilise new techniques and ways of applying insight. This will mean we can more effectively track change, measure impact and learn together.

Our Focus

- Making it easier for everyone to access and use data, insight and learning by creating data standards, tools and processes.
- Improve the training, help and support we offer in order to embed new technology and systems across our organisation and the grassroots game.
- Identifying patterns and issues, addressing gaps in our understanding and focusing on the areas that make the greatest difference.
- Collaborate with partners to explore digital solutions that can improve our organisational performance whilst also positively impacting the experiences of those within the game (e.g. Freshdesk, Smartsheet, PowerBI etc.)



GOOD GOVERNANCE

GOOD GOVERNANCE, AND A COMMITMENT TO A POSITIVE, SAFE, WELL-RUN AND ENJOYABLE ENVIRONMENT IS FUNDAMENTAL TO OUR SUCCESS, BOTH ON AND OFF THE PITCH.

We need to build upon our successes to date to ensure we are equipped to make sure we have the structure, diversity and inclusivity, to make decisions that best serve the game.

As the Governing Body for the grassroots game in Merseyside, it's vital we uphold the very highest standards of governance and take the lead in this area.

We want to ensure that we operate efficiently and successfully while being transparent and representative of our local game.

Good governance is instrumental in creating the right conditions for success, on and off the pitch.

DIVERSITY IS HAVING A SEAT AT THE TABLE, INCLUSION IS HAVING A VOICE, AND BELONGING IS HAVING THAT VOICE BE HEARD.

Ana Sofia Gonzalez

Our Ambition

- We want the organisation to embrace good governance, moving from compliance with a formal code, to a culture that embraces good governance and strives to be among the best-run organisations in the network.

Our Focus

- Execution of The FA's County FA Code of Governance by 2024.
- Attainment of The FA's Equality Standard and a commitment to establishing EDI targets.
- Implement 'Delivery Groups' (in place of Standing Committees) across the organisation, recruiting knowledge and skilled volunteers who can drive our organisation and the game forwards.
- Revisit and refresh articles in line with model articles.
- Prioritising an understanding of safeguarding and the delivery of effective welfare policies and actions - ensuring organisations we partner with and invest in demonstrate a duty of care.

DRIVING OUR FUTURE – LCFA SEFTON

LCFA SEFTON – A GAMECHANGER FOR OUR BUSINESS AND THE WIDER GRASSROOTS GAME

Following the establishment of LCFA Sefton CIC, a long term lease was purchased in 2019 from the former operator, PlayFootball.

LCFA Sefton, as it's become known, was a site offering huge potential but also requiring significant investment. In the period since acquiring the lease, LCFA have invested in excess of £250,000 in order to improve the existing facilities and customer experience.

Despite the significant impact of Covid-19, LCFA and LCFA Sefton CIC's respective Boards have continued to develop a new masterplan that would see the creation of a new and improved community sports complex, the first of its kind in Sefton.

The new masterplan, supported by The FA, Football Foundation, Sport England and Sporting Capital, features one full size community third generation (3G) artificial grass pitches (AGP), new participant and officials changing facilities, office accommodation, grass pitch improvements as well as wider infrastructure improvements. The development, due for completion late 2021/early 2022 and in excess of £1.7m, will enhance the existing five small sided 3G AGPs, four full size grass pitches, conference and event facilities, as well as studio space.

LCFA Sefton will be the home for a wide range of local grassroots clubs and leagues, whilst supporting LCFA's football development and education programmes and the aims and aspirations of wider delivery partners such as Everton in the Community, LFC Foundation and Sefton MBC.



DRIVING OUR FUTURE – LCFA SEFTON

LCFA Sefton forms part of LCFA's wider commitment to focus on the positive benefits of football and the game's ability to make local communities healthier and safer places to live and work; investing in new and/or improved spaces and places for people to be active through football.

With no existing 3G AGP facilities in Sefton, but a requirement for seventeen, LCFA Sefton aims to be the catalyst for further investment into 3G AGPs, facilities and participation programmes across the Borough. Furthermore, and based on the initial ten-year business model, LCFA Sefton aims to annually reinvest back into the grassroots game.

ESTABLISHED BOARD & WORKFORCE

TOTAL INVESTMENT £2.2M

AVE. TURNOVER* £431,965

AVE. SURPLUS* £20,652

FOOTBALL FOOTFALL 152,700

NON-FOOTBALL FOOTFALL 7,800

*Based on a ten-year Business Plan submitted to the Football Foundation in January 2021.



LIVERPOOL COUNTY FA – FY21/22 STRATEGIC PLAN

VISION

TO CREATE A BETTER FOOTBALL EXPERIENCE FOR THE MANY, NOT THE FEW.

MISSION

FOCUS OVER THE NEXT 12 MONTHS

DELIVER WHAT GRASSROOTS FOOTBALL NEEDS TO GET GOING
&
SIMPLIFY AND IMPROVE THE WAY WE WORK

OBJECTIVES

KEY THEMES TO OUR PLAN

STRATEGIC PRIORITIES

- TO BE COMPLETED IN FY21/22 IN ADDITION TO BUSINESS AS USUAL
- THESE WILL HELP LIVERPOOL COUNTY FA ACHIEVE ITS MISSION.
- THESE WILL BE HIGHLIGHTED AND REPORTED AGAINST AT BOARD AND SMT LEVEL ON A REGULAR BASIS

DELIVER GREAT FOOTBALL & SOCIAL OUTCOMES

- (1) Undertake HQ relocation ★
- (2) Implement National Game Strategy 2021-24 ★
- (3) Develop and deliver new localised funding programme

SIMPLIFY & IMPROVE OUR PROCESSES

- (4) Increase recognition of LCFA, it's work and investment ★
- (5) Enhanced stakeholder engagement
- (6) Undertake strategic review of Affiliation ★
- (7) Undertake strategic review of Regulations, Sanctions & Discipline

SIMPLIFY & IMPROVE OUR PEOPLE & PLANNING CULTURE

- (8) Three-year Business Plan and streamlined operating budget ★
- (9) Efficient and forward thinking structure
- (10) Refreshed values and culture programme ★

BUSINESS AS USUAL

CONTINUE WITH BAU ACROSS ALL AREAS OF THE BUSINESS TO DELIVER ORGANISATIONAL OBJECTIVES

- Safeguarding – continue to deliver in line with SOS and Horizon Safeguarding Strategy; continuing to implement a child focused culture.
- Customer Excellence – simple as standard. Ensure the customer is at the heart of everything we do.
- Corporate Governance – adoption and implementation of The FA's Regional Code of Governance by 2024.



LCFA HQ RELOCATION



PROJECT SUMMARY/OBJECTIVE		OWNERSHIP
To undertake the relocation of LCFA HQ from Walton Hall Park to LCFA Sefton.		Project Lead: Daniel Green Project Team: LCFA Sefton CIC Board, HQ Working Group & LCFA Team
START DATE	END DATE	CURRENT STATUS (INC. ANY RISKS TO PROGRESS)
May 2021	April 2022	NOT STARTED/IN PROGRESS/COMPLETED
MEASURES OF SUCCESS (INC. HOW IT WILL BE MEASURED)		KEY MILESTONES (INC. DEADLINES)
<ol style="list-style-type: none"> Secure c.£1.5million investment – FF, The FA & Sporting Capital (external assessment) Sefton MBC revised 'Heads of Terms' (issued and acceptance of HoT) Board agree WHP exit plan and serve notice to LCC (acceptance of notice) Commencement of works (Steve Wells Associates Delivery Programme) Project completion and handover (Steve Wells Associates Delivery Programme) 		<ol style="list-style-type: none"> Acceptance of funding (May-21) Negotiations and acceptance of Sefton MBC HoT (May-21) Notice served LCC (TBC) Implementation of HQ Transition Plan (May/Jun-21) Commencement of works (Jul-21) Analysis and implementation of interim LCFA working arrangements (Jul-21) Completion of works (Dec-21/Jan-22)
KEY INTERDEPENDENCIES		KEY STAKEHOLDER ENGAGEMENT
<ul style="list-style-type: none"> (8) Three-year Business Plan and streamlined operating budget (9) Efficient and forward thinking structure (10) Refreshed Values & Culture Programme 		<ul style="list-style-type: none"> LCFA Sefton CIC and LCFA Ltd Board Liverpool City Council Sefton Council
IN SCOPE		KEY RISKS
<ol style="list-style-type: none"> Negotiations with LCC to understand financial implications of notice period Analysis of interim LCFA operating model 		<ol style="list-style-type: none"> Inability to secure £1.5million investment 12 month notice period and exit costs due to LCC Interim LCFA operating model
BUDGETED COSTS FY21/22		FUTURE OPERATIONAL COSTS



IMPLEMENTATION OF 2021-24 NATIONAL GAME STRATEGY

PROJECT SUMMARY/OBJECTIVE		OWNERSHIP
<i>The high quality delivery of The FA's 2021-24 NGS, in conjunction with LCFA's 2021/22 Operational Plan and prescribed FA KPIs</i>		Project Lead: Tony Smith Project Team: Participation & Development, Business Services & Football Operations Teams
START DATE	END DATE	CURRENT STATUS (INC. ANY RISKS TO PROGRESS)
July 2021	June 2022	NOT STARTED/IN PROGRESS/COMPLETED
MEASURES OF SUCCESS (INC. HOW IT WILL BE MEASURED)		KEY MILESTONES (INC. DEADLINES)
1. Male Pathway (Player Retention KPI) 2. Female Pathway (TBC) 3. Disability Pathway (Player Retention KPI) 4. Referee Education & Development (Recruitment/Retention/Conversion/Progression KPIs) 5. Coach Education & Development (YTWQC & Coach CPD KPI) 6. Facilities & Investment (Improved Grass Pitches KPI)		1. LCFA Operational Plan sign-off (July-21) 2. LCFA/FA Quarter Review 1 (Oct-21) 3. LCFA/FA Quarter Review 2 (Jan-22) 4. LCFA Data Cut (Jan-22) 5. LCFA/FA Quarter Review 3 (Apr-22) 6. LCFA FA Quarter Review 4 (Jul-22)
KEY INTERDEPENDENCIES		KEY STAKEHOLDER ENGAGEMENT
<ul style="list-style-type: none"> (4) Increased recognition of LCFA, its work and investment (5) Enhanced stakeholder engagement 		<ul style="list-style-type: none"> FA National & Regional Colleagues LCFA Members External Partners & Community Organisations
IN SCOPE		KEY RISKS
1. Power BI 2. PFF		1. Delayed appointments of vacant positions e.g. RDO 2. Inadequate LCFA 2021/22 Operational Plan
BUDGETED COSTS FY21/22		FUTURE OPERATIONAL COSTS

DEVELOP & DELIVER NEW LOCALISED FUNDING PROGRAMME

PROJECT SUMMARY/OBJECTIVE		OWNERSHIP
<i>To develop and deliver localised small grants funding programmes fast and flexibly, to provide support to the game, wherever it is required.</i>		Project Lead: Tony Smith Project Team: SLT, Finance Controller & Marcomms Lead
START DATE	END DATE	CURRENT STATUS (INC. ANY RISKS TO PROGRESS)
January 2022	June 2022	NOT STARTED/IN PROGRESS/COMPLETED
MEASURES OF SUCCESS (INC. HOW IT WILL BE MEASURED)		KEY MILESTONES (INC. DEADLINES)
1. Commitment of available funding in accordance with agreed principles and methodology (commitment of funding) 2. Positive sentiment from Members regarding delivery of programme (anecdotal feedback; survey) 3. Positive sentiment from prospective applicants (survey)		1. Agreement of principles to future delivery, when understood (Jan-22) 2. Finalise delivery of localised small grants funding programme (Apr-22) Further milestones TBC at the point of new funding programme being identified.
KEY INTERDEPENDENCIES		KEY STAKEHOLDER ENGAGEMENT
<ul style="list-style-type: none"> (4) Increased recognition of LCFA, its work and investment (6) Undertake strategic review of affiliation 		<ul style="list-style-type: none"> LCFA Members – identification of key funding principles and criteria LCFA Board
IN SCOPE		KEY RISKS
		1. Lack of clarity of what requirements will be, when they are to be delivered and what resource will be required. 2. New funding programmes will inhibit delivery of 'Business as Usual' and LCFA meeting other agreed KPIs.
BUDGETED COSTS FY21/22		FUTURE OPERATIONAL COSTS






INCREASED RECOGNITION OF LCFA, ITS WORK & INVESTMENT

PROJECT SUMMARY/OBJECTIVE		OWNERSHIP
Ensure LCFA achieve increased recognition for their Investment and its work		Project Lead: Daniel Green Project Team: SLT & Marcomms Lead
START DATE	END DATE	CURRENT STATUS (INC. ANY RISKS TO PROGRESS)
July 2021	June 2022	NOT STARTED/IN PROGRESS/COMPLETED
MEASURES OF SUCCESS (INC. HOW IT WILL BE MEASURED)		KEY MILESTONES (INC. DEADLINES)
1. Increase in recognition of Funding Partner investment. Measure: 1) Question in Members' tracking 2) Question in annual Grassroots Survey 3) Question in survey to funding recipients 4) Question in any other research 2. Feedback from Partners. Measure: Biannual survey/State of Play 3. Increase in recognition and positive sentiment of LCFA and its investment in media/social channels. Measure: Media metrics 4. Increased traffic to website and social media engagement		1. Agree success metrics and methods (July 21) 2. Finalise suite of LCFA assets to be used as part of BAU marcomms (August 21) 3. Deliver regular updated content to relevant stakeholders to support LCFA narrative e.g. stats, media highlights, case studies etc (Monthly & quarterly from July 21) 4. Develop Stakeholder activation strategy to support delivery (September 21) 5. Implement process to build LCFA's database of grassroots clubs and leagues (September 21) 6. Create and deliver campaigns and assets that Partners and LCFA use (Ongoing) 7. Deliver a year-round content strategy and assets for Partners and LCFA use (Ongoing)
KEY INTERDEPENDENCIES		KEY STAKEHOLDER ENGAGEMENT
<ul style="list-style-type: none"> (5) Enhanced stakeholder engagement (10) Refreshed Values and Culture Programme 		<ul style="list-style-type: none"> Marcomms & Commercial Working Group External Stakeholders LCFA Board
IN SCOPE		KEY RISKS
1. Leading Marcomms Working Group to implement strategy 2. Delivering campaigns and assets for Partners to use as part of their BAU marcomms		1. Lack of engagement with Marcomms Working Group 2. Negative sentiment may cloud positive attribution
BUDGETED COSTS FY21/22		FUTURE OPERATIONAL COSTS

ENHANCED STAKEHOLDER ENGAGEMENT

PROJECT SUMMARY/OBJECTIVE		OWNERSHIP
<p><i>Ensure every influential local stakeholder eader understands the vision of LCFA, that grassroots football can be an essential part of their Covid-19 recovery plan, to deliver against their longer-term strategies and moves quickly to drive the partnership forward.</i></p>		<p>Project Lead: Daniel Green Project Team: LCFA Board/Business Performance Officer/Marcomms Lead</p>
START DATE	END DATE	CURRENT STATUS (INC. ANY RISKS TO PROGRESS)
July 2021	June 2022	NOT STARTED/IN PROGRESS/COMPLETED
MEASURES OF SUCCESS (INC. HOW IT WILL BE MEASURED)		KEY MILESTONES (INC. DEADLINES)
<ol style="list-style-type: none"> 1. Increase in awareness of LCFA, its objectives and benefits of a partnership achieved amongst Local Authority audiences. (Annual research) 2. Successful completion of all face-to-face/virtual meetings with agreed targets 3. Increase in pace of partnership deals being agreed Measure: GMT 4. Attendance at LCFA events and post-event survey 5. Increased traffic to website and engagement with social media channels 		<ol style="list-style-type: none"> 1. Agreement of strategic approach (July 21) 2. Updated LCFA narrative & messaging to suit COVID-19 environment (July 21). 3. Completion of local government contact database (August 21) 4. Direct contact and meetings start (September 21 – March 22) 5. Content marketing campaign with thought leadership & case study focus across key media & professional channels throughout year (June 22)
KEY INTERDEPENDENCIES		KEY STAEKHOLDER ENGAGEMENT
<ul style="list-style-type: none"> • (4) Increased recognition of LCFA, its work and investment 		<ul style="list-style-type: none"> • Participation in Marcomms Working Group • Opening doors to key targets where there are existing relationships • Ambassadors representation at relevant key meetings, events, speaking engagements
IN SCOPE		KEY RISKS
<ol style="list-style-type: none"> 1. Leading Marcomms Working group to implement strategy 2. Working across LCFA to ensure best use of contacts 3. Creating content to help build relationships and to tell good news stories 		<ol style="list-style-type: none"> 1. Grassroots game further impacted by COVID-19 2. Multiple local elections are due to take place in Spring 2021. If effects of COVID-19 cause disruption to these, our timelines and ability to engage LA audiences could also be affected
BUDGETED COSTS FY21/22		FUTURE OPERATIONAL COSTS
		



UNDERTAKE STRATEGIC REVIEW OF AFFILIATION

PROJECT SUMMARY/OBJECTIVE		OWNERSHIP
To review and implement a new Affiliation/Membership model that improves operational efficiency and provides new sources of income and increase income generation		Project Lead: Steve Swinnerton Project Team: CEO/Business Performance Officer/Finance Controller
START DATE	END DATE	CURRENT STATUS (INC. ANY RISKS TO PROGRESS)
July 2021	Mar 2022	NOT STARTED/IN PROGRESS/COMPLETED
MEASURES OF SUCCESS (INC. HOW IT WILL BE MEASURED)		KEY MILESTONES (INC. DEADLINES)
<ol style="list-style-type: none"> 1. Positive response from Affiliation Focus Group 2. Implementation of new Affiliation/Membership offer that supports LCFA strategic and operational priorities 3. Increased income generation 		<ol style="list-style-type: none"> 1. Complete and confirm scoping document (July-21) 2. Implement Affiliation Focus Group (September-21) 3. Presentation of Business Case, with recommendation of preferred 'offer' and confirmed costs, to Board (March-22) <p>Note – Further milestones will be identified</p>
KEY INTERDEPENDENCIES		KEY STAKEHOLDER ENGAGEMENT
<ul style="list-style-type: none"> • (8) Three-year Business Plan and streamlined operating budget 		<ul style="list-style-type: none"> • LCFA Members/Affiliation Working Group • LCFA Board
IN SCOPE		KEY RISKS
<ol style="list-style-type: none"> 1. A new Affiliation/Membership model which will deliver across three key areas: Processes/People/Technology 2. Determine dedicated resourcing plan for implementation phase 		<ol style="list-style-type: none"> 1. That the scope of the project changes following Affiliation Focus Group feedback 2. That the implementation of the 'offer(s)' fails to achieve the expected benefits and impact 3. That staff are unable to commit the time needed for the project activities/lack skills and experience; this could lead to delays
BUDGETED COSTS FY21/22		FUTURE OPERATIONAL COSTS

UNDERTAKE STRATEGIC REVIEW OF REGULATIONS, SANCTION & DISCIPLINE


PROJECT SUMMARY/OBJECTIVE		OWNERSHIP
<i>To review the Regulations, Sanction & Discipline function and improve operational efficiency</i>		Project Lead: Steve Swinnerton Project Team: CEO/Business Performance Officer/Discipline Officer/Finance Controller
START DATE	END DATE	CURRENT STATUS (INC. ANY RISKS TO PROGRESS)
July 2021	January 2022	NOT STARTED/IN PROGRESS/COMPLETED
MEASURES OF SUCCESS (INC. HOW IT WILL BE MEASURED)		KEY MILESTONES (INC. DEADLINES)
1. Positive response from Regulations, Sanction & Discipline Focus Group 2. Implementation of new effective and efficient service that supports LCFA strategic and operational priorities and our members 3. Attainment of FA Regulation, Sanction & Discipline timescales		1. Complete and confirm scoping document (July-21) 2. Implement Regulations, Sanction & Discipline Focus Group (September-21) 3. Presentation of Business Case, with recommendations, to Board (Jan-22) Note – Further milestones will be identified
KEY INTERDEPENDENCIES		KEY STAKEHOLDER ENGAGEMENT
<ul style="list-style-type: none"> (8) Three-year Business Plan and streamlined operating budget (9) Effective and forward thinking structure 		<ul style="list-style-type: none"> LCFA Regulations, Sanction & Discipline Focus Group LCFA Board
IN SCOPE		KEY RISKS
1. A new effective and efficient service which will deliver across three key areas: Processes/People/Technology 2. Determine dedicated resourcing plan for implementation phase		1. That the scope of the project changes following Regulations, Sanction & Discipline Focus Group feedback 2. That the implementation of the effective and efficient service fails to achieve the expected benefits and impact 3. That staff are unable to commit the time needed for the project activities/lack skills and experience; this could lead to delays
BUDGETED COSTS FY21/22		FUTURE OPERATIONAL COSTS
		



THREE YEAR BUSINESS PLAN & STREAMLINED OPERATING BUDGET

PROJECT SUMMARY/OBJECTIVE		OWNERSHIP
Three-year costed Business Plan in place, taking LCFA to the end of the current three-year funding cycle. Clear on strategic and operational priorities.		Project Lead: Daniel Green Project Team: LCFA Board/SLT/Business Performance Officer/Finance Controller
START DATE	END DATE	CURRENT STATUS (INC. ANY RISKS TO PROGRESS)
March 2021	August 2021	NOT STARTED/IN PROGRESS/COMPLETED
MEASURES OF SUCCESS (INC. HOW IT WILL BE MEASURED)		KEY MILESTONES (INC. DEADLINES)
Strategic Priorities 1. Clarity after April Board 2. Updated three-year budget will be utilised to meet the (new) strategic priorities and reflect HQ relocation Organisational/NGS priorities 1. FY21 priorities in place by July 2021 for preview session with The FA Regional Manager		Strategic Priorities 1. Pre-planning and preparation work for Board in April-21 (March-April 21) 2. Establish strategic priorities for FY21 and beyond (June-21) 3. NGB presentation (June-21) Organisational priorities 1. Work with SMT/Participation & Development/Business Services/Football Operations Teams to develop 2021/22 Operational Plan (May - July 21) 2. Sign off 2021/22 Operational Plan (July-August 21)
KEY INTERDEPENDENCIES		KEY STAKEHOLDER ENGAGEMENT
<ul style="list-style-type: none"> All Strategic Priorities 		<ul style="list-style-type: none"> LCFA Board SLT
IN SCOPE		KEY RISKS
1. Organisational: Consideration to projects which will continue to improve, simplify and improve the way we work.		1. Operational budget overruns
BUDGETED COSTS FY21/22		FUTURE OPERATIONAL COSTS

EFFICIENT & FORWARD THINKING STRUCTURE

PROJECT SUMMARY/OBJECTIVE		OWNERSHIP
Plan and embed the best possible organisational structure to deliver the Business Plan and investment priorities. Planning will consider future FA investment.		Project Lead: Daniel Green Project Team: LCFA Board/SLT
START DATE	END DATE	CURRENT STATUS (INC. ANY RISKS TO PROGRESS)
March 2021	January 2022	NOT STARTED/IN PROGRESS/COMPLETED
MEASURES OF SUCCESS (INC. HOW IT WILL BE MEASURED)		KEY MILESTONES (INC. DEADLINES)
1. Improved planning and processes: efficient savings across all business areas 2. Increase in employee engagement, feeling of autonomy/accountability: staff surveys 3. Member satisfaction: FA Grassroots Survey 4. Board and Partner satisfaction: f2f conversations 5. Staff taking full holiday allowance each in year: HR records		1. Review current structure and consider potential alternative models (Mar-Jul 21) 2. Develop agreed model in line with investment strategy (Jul 21) 3. Present recommended structure to Board (Sep 21) 4. Further development of structure following Board (Sep-Oct 21) 5. Board approval on final structure (Nov 21) 6. Refreshed structure in place (Jan 22) 7. New structure fully embedded/delivering (Jan 22)
KEY INTERDEPENDENCIES		KEY STAEKHOLDER ENGAGEMENT
<ul style="list-style-type: none"> (8) Three-year Business Plan and streamlined operating budget (10) Refresh Values & Culture Programme 		<ul style="list-style-type: none"> LCFA Board
IN SCOPE		KEY RISKS
1. Development of organisational structure to deliver objectives 2. Embedding structure into organisation		1. Lack of clarity on investment from Funding Partners 2. Staff morale. This is to be expected during any period of change. 3. Unexpected costs
BUDGETED COSTS FY21/22		FUTURE OPERATIONAL COSTS
		



REFRESHED VALUES AND CULTURE PROGRAMME

PROJECT SUMMARY/OBJECTIVE		OWNERSHIP
<i>Develop and implement a cultural change programme to drive greater efficiency and flexibility, with supporting company values</i>		Project Lead: Daniel Green Project Team: LCFA Board/SLT/LCFA Team
START DATE	END DATE	CURRENT STATUS (INC. ANY RISKS TO PROGRESS)
April 2021	December 2021	NOT STARTED/IN PROGRESS/COMPLETED
MEASURES OF SUCCESS (INC. HOW IT WILL BE MEASURED)		KEY MILESTONES (INC. DEADLINES)
1. Internal surveys: annual all-staff survey and pulse check-ins reflect progress 2. Performance appraisals: evaluation and measurement of performance and behaviour supporting culture and values 3. Pay rewards: evidence of staff honouring culture and values 4. Practical application: Line-managers better equipped to tackle deviations 5. Storytelling: team sharing stories to demonstrate new culture/values 6. Anecdotal: feedback from staff (incl. exit interviews) and stakeholders e.g. Board, Partners, Clubs, Leagues and Volunteers. 7. Embedded in LCFA processes (e.g. recruitment, induction, training)		1. Internal comms workshop (Apr-21) 2. Values identified (Apr-21) 3. Further development of values following April Board (Apr-21) 5. Values approved by the Board (May-21) 6. Individual objectives/measurable activities in place for FY22 (Jun-21) 7. Values launched (Jun-21) 8. Refreshed PDR and PRP launched (Jul-21) 9. Relevant policies updated (Autumn-21) 10. Training & Development Programme developed (Timing TBC)
KEY INTERDEPENDENCIES		KEY STAKEHOLDER ENGAGEMENT
<ul style="list-style-type: none"> (9) Efficient and forward thinking structure 		<ul style="list-style-type: none"> Board
IN SCOPE		KEY RISKS
1. Development, launch and embed new company values,/ PDR /PRP /salary band matrix and supporting policies and processes 2. Review of internal comms		1. Buy-in from LCFA team 2. Modelling of culture and values by leadership and management 3. Practical application – embedding new culture/values and confidence to pull up deviations
BUDGETED COSTS FY21/22		FUTURE OPERATIONAL COSTS

FA KPIs

The success of this strategy won't be defined by one standalone element. Instead, it will be defined by the commitment of our organisation, people, and partners to achieve success across all elements. That includes the successful attainment of our prescribed FA National Game Strategy KPIs.

As we seek to reignite our business and the game over the coming weeks and months, we're committed to delivering a series of localised 'Grassroots Goals'.

Underpinned by the FA Operational Plan, we firmly believe that these goals will contribute to more people playing in a safer and more enjoyable environment; enhancing the skills, knowledge and experience of our volunteer workforce; and finally, levelling the playing field.

**EXECUTE A 'MERSEYSIDE UNITED'
WOMEN & GIRLS STRATEGY**

1

**DEVELOP & DELIVER A LOCALISED
SMALL-SIDED OFFER**

2

**DEVELOP & DELIVER AN EDUCATION
& CPD MEMBERSHIP OFFER**

3

**DEVELOP & DELIVER A MENTAL HEALTH
CHAMPION CAMPAIGN – YOUTH LEAGUES**

4

LAUNCH A 'NO TO HATE' CAMPAIGN

5



ESTABLISHED FA KPIs

MALE PLAYERS

FEMALE PLAYERS

DISABLED PLAYERS

REFEREES

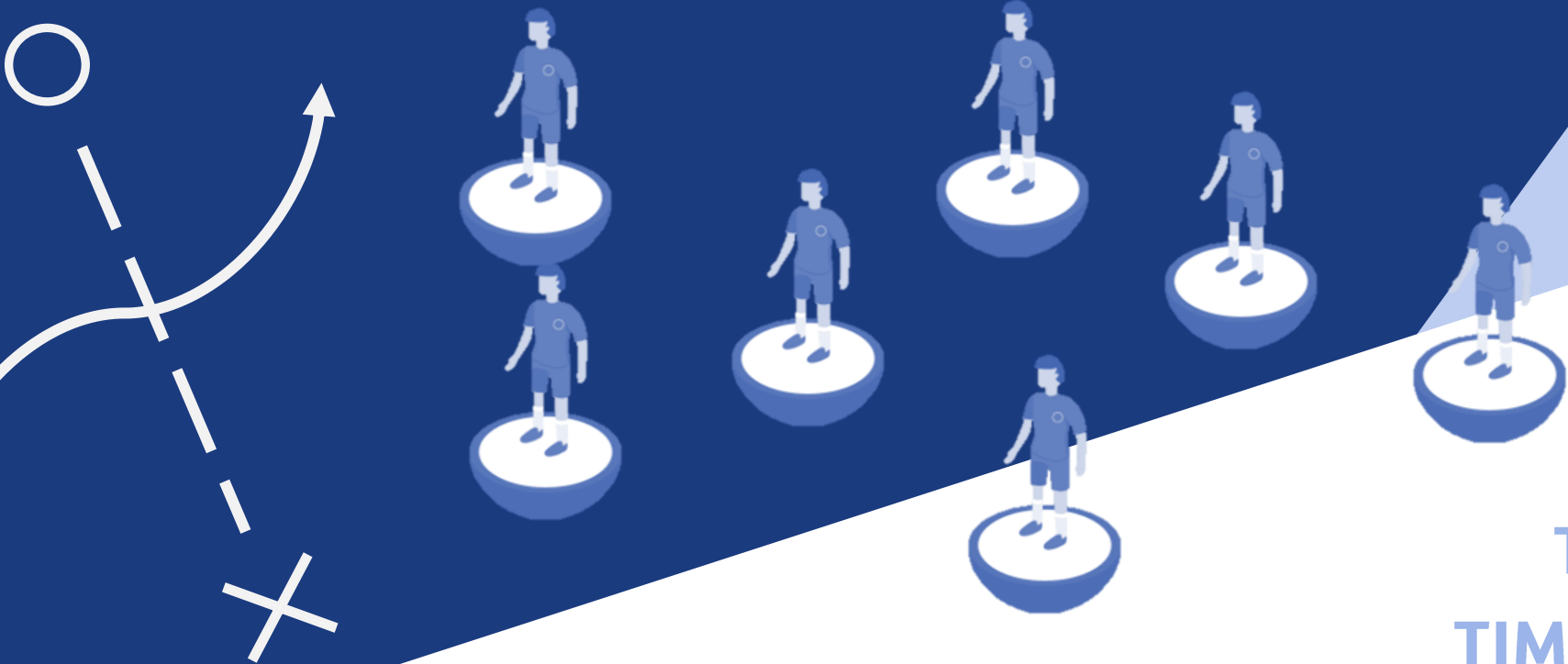
**RECRUITMENT
RETENTION
CONVERSION
PROGRESSION**

COACH EDUCATION

**QUALITY GRASS
PITCHES**



HOW WE'LL LINE UP



TIME TO **PLAY**
TIME TO **INSPIRE**
TIME TO **CHAMPION**
TIME TO MOVE FORWARDS, **LIVERPOOL**



OUR GUIDING PRINCIPLES

In an ever-changing world, it's crucial we're flexible and able to adapt. Over the course of this strategy period, things will naturally change, but we also all need some predictability and consistency so we can move forward together.

This means being consistent and committed to a way of working with our colleagues and our partners. Our guiding principles and our values are the things that we hold true to, irrespective of circumstances.

When we choose where to spend time, energy and money, we'll be guided by three principles built into the way we operate:

MAXIMISE INVESTMENT & COLLABORATE

We'll diversify our income beyond our traditional revenue streams so we can deliver more investment back into the game, locally.

We recognise we can leverage our people, support and resources to unlock more people, support and resources.

To do that, we're committed to building stronger, more compelling partners, locally, regionally and nationally.

KEEP IT SIMPLE

We'll make the things that underpin all our work simpler and easier for our colleagues, members and partners, both on and off the pitch.

It's important our ways of working are easy and accessible to all, and that we're consciously removing any barriers whilst constantly learning about what we can improve.

DELIVER GREAT OUTCOMES

We want to inspire and champion the life changing impact of football and ensure everyone across Merseyside can benefit.

From better mental and physical health, to greater career opportunities and social cohesion, football has the power to change lives individually and collectively.

OUR VALUES

What we stand for...

TEAMWORK

INCLUSIVITY

PASSION

INTEGRITY

Our values epitomise who we are.

We're determined to not just say them, but to play by them and inspire through them too. Our values shape our people, our organisation's skills, capabilities and behaviours. We're committed to applying our values to the choices we make, both on and off the pitch.

Through a collaborative, innovative and customer focused approach, Liverpool County FA will be able to:

LEAD > INFLUENCE > DEVELOP > SUPPORT



TEAM CODE

WHAT WE STAND FOR...

1 SWEEP THE SHEDS

Be proud to share the responsibility, no matter how small.

2 NO PRIMA DONNAS

Talent may get you through the door, hard work keeps you there.

3 PLAY TO THE FINAL WHISTLE

We give it our all and until the very end. Every time.

4 LEADERS ON (AND OFF) THE PITCH

The courage to shape a better future for one another, the business and the game.

5 NOTHING BUT THE BEST IS GOOD ENOUGH

Better our business. Better our members. Better the game.

6 FORM IS TEMPORARY, CLASS IS PERMANENT

Make quality a winning habit.

7 ONE GAME AT A TIME

After each success we go again.

8 JUMPERS FOR GOALPOSTS

We work flexibly to find a solution.

9 DARE TO DREAM

Create a legacy for those who'll follow.

10 Y_N_W_A

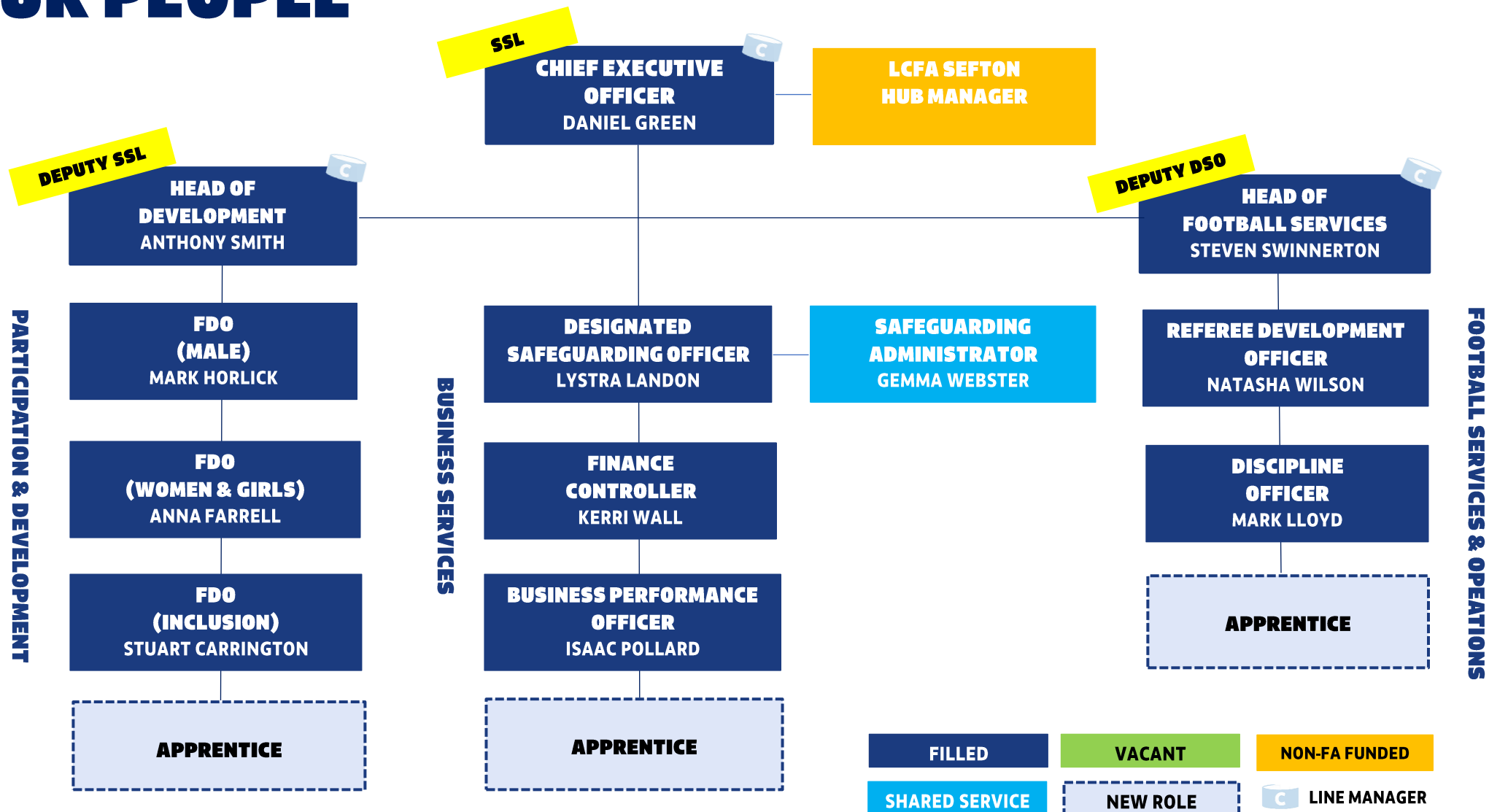
We're here to help, listen and support one another. On and off the pitch.

11 PLAY FOR THE BADGE

Play for the name on the front of the shirt, not the back.



OUR PEOPLE



OUR EXECUTIVE STRUCTURE



*Further Delivery Groups for future consideration include: Facilities & Investment, Marcomms and Commercial and Partnerships.



ESTABLISHED

NEW GROUP



ONE TEAM



CORPORATE GOVERNANCE

To deliver on this strategy, we'll need a business that embraces good governance and leads by example. This goes beyond just compliance, but ensures a safe, well-run and enjoyable environment for everyone involved in the game locally.

Whilst progress has been made in recent years off the back of a significant governance review approximately ten years ago, a further review and refinement is now required in order to ensure we are fully compliant with The FA Regional Code of Governance by 2024.

STRUCTURE 51%

STANDARDS & CONDUCT 17%

COMMUNICATION 0%

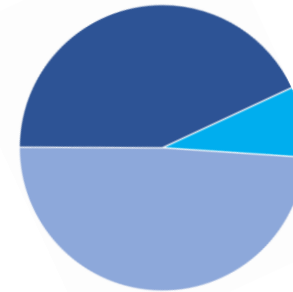
PEOPLE 39%

POLICIES & PROCEDURES 55%

**COUNTY CODE
OF GOVERNANCE
REQUIREMENTS MET**

100

SELF ASSESSMENT RAG



43% Completed 49% In Progress 8% Not Started

CORPORATE GOVERNANCE

- EXISTING STANDING COMMITTEES DISCONTINUED
- NEW 'DELIVERY GROUPS' ALIGNED TO KEY BUSINESS AREAS/STRATEGIC PRIORITIES
- MEMBERSHIP OF DELIVERY GROUPS WILL NOT BE PROHIBITIVE I.E. RECRUIT BASED ON SKILLS, KNOWLEDGE, EXPERIENCE & VALUES.
- REVISIT AND REFRESH ARTICLES IN LINE WITH MODEL ARTICLES .
- AUDIT OF TERM LIMITS AND DIRECTORS CURRENT TERMS.
- BOARD SKILLS AUDIT TO BE UNDERTAKEN.
- RENEW AND REFRESH ALL POLICIES AND PROCEDURES FOR ALL BOARD MEMBERS.
- RE-LAUNCH 'YOUTH FORUM' ALIGNED TO YOUTH ENGAGEMENT POLICY.
 - ESTABLISH EDI TARGETS (DRIVEN BY OUR IAG)

SHORT TERM

- BOARD SKILLS AUDIT NEEDED IN THE NEXT 12 MONTHS
- MAPPING OF BOARD ROLES & ALIGNMENT TO STRATEGIC PRIORITIES
 - REVISED BOARD JDs
- RECRUITMENT OF NEW INDEPENDENT DIRECTORS
 - REVISED BOARD INDUCTION
- ESTABLISH BOARD SUCCESSION PLAN
- AGREE EQUALITY, DIVERSITY & INCLUSION TARGETS.
- IMPLEMENT CLEAR RISK MANAGEMENT PROCESSES & REPORTING.

MEDIUM TERM

- COMPLETE AND EMBED THE EQUALITY STANDARD (FOUNDATION & PRELIMINARY)
 - MEET THE FA REGIONAL CODE OF GOVERNANCE

LONG TERM



LATER THIS YEAR WE'LL BEGIN OUR SEARCH FOR A CHARITY PARTNER, TO BE IN PLACE FOR THE 2021-22 SEASON.

WE'RE LOOKING FOR A LOCALISED PARTNER ALIGNED WITH OUR VALUES AND COMMITTED TO IMPROVING MENTAL AND PHYSICAL HEALTH OR PASSIONATE ABOUT YOUTH, EDUCATION AND SOCIAL INCLUSION.

WE SEE THIS PARTNERSHIP AS AN OPPORTUNITY FOR OUR TEAM TO BENEFIT FROM DEDICATED TIME AWAY FROM THE OFFICE, VOLUNTEERING IN THE COMMUNITY.

WE PASSIONATELY BELIEVE THAT WITH THE SUPPORT OF THE RIGHT PARTNER, WE'LL BE ABLE TO DELIVER GREAT FOOTBALL AND SOCIAL OUTCOMES.

FOR THE GAME. FOR THE COMMUNITY



HOW WE'LL KNOW IF WE'RE SUCCESSFUL

TIME TO **PLAY**
TIME TO **INSPIRE**
TIME TO **CHAMPION**
TIME TO MOVE FORWARDS, **LIVERPOOL**



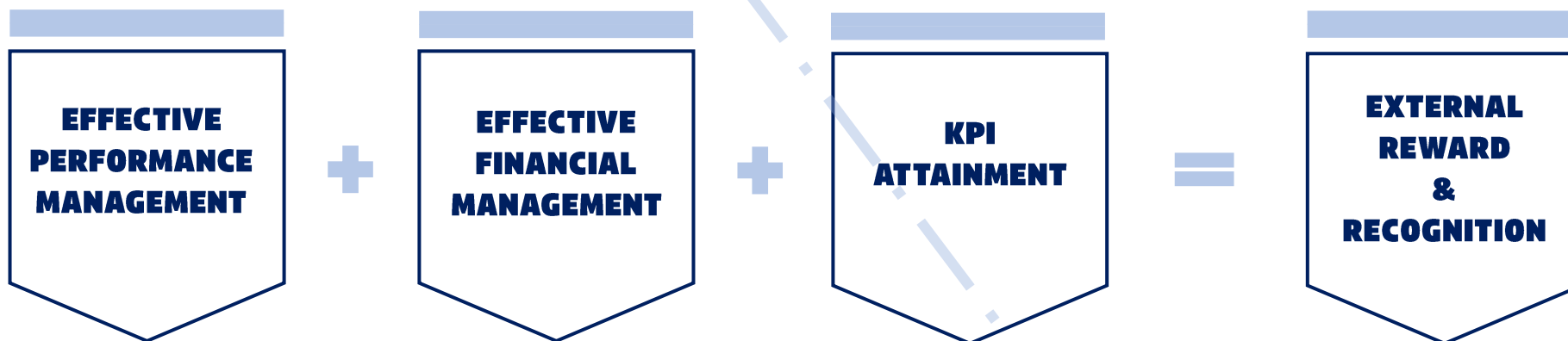
STEPS TO SUCCESS

This strategy promises significant changes to how we'll work as an organisation, and the way we'll work alongside others - so it makes sense that the way we understand our success will need to evolve as well.

We've traditionally viewed our success as the overall performance at a national level against KPIs, but we've learned that they can sometimes be a blunt instrument. Whilst they give a sense of overall progress, they don't always give useful information on the nature of a problem.

If we're to work more collaboratively - at a local level, trusting, empowering and collaborating with our partners more, with fewer top-down national programmes - it's hard to see how a single national target alone could ever capture the effectiveness of that.

But we also have a purpose, a vision and a mission that are about everybody, from every background, in every part of Merseyside having an equal chance to get involved in the game. That's an aspiration, not confined to one specific area, a specific programme or a specific objective, and one we and others will want to see clear progress against.



EFFECTIVE PERFORMANCE MANAGEMENT

JOB ANALYSIS & OPERATIONAL PROGRESS REPORTING

- UPDATED JDS
- CLEAR KPI/STRATEGIC PRIORITY/BAU ACCOUNTABILITY
- EMBEDDED VALUES & SAFEGUARDING ACROSS ALL WORK STREAMS
- MONTHLY 1:1 OPERATIONAL MEETINGS
- QUARTERLY 1:1 MEETINGS (LINE MANAGER & DIRECT REPORT)
- ANNUAL APPRAISAL (LINE MANAGER & DIRECT REPORT)
- FORTNIGHTLY TEAM MEETINGS (INC. MONTHLY BOARD DE-BRIEF)
- PERFORMANCE IMPROVEMENT PLANS (WHERE NECESSARY)

LEARNING & DEVELOPMENT PROGRAMME

- SKILLS GAP ANALYSIS/MATRIX (STAFF & BOARD)
- ESTABLISH T&D BUDGET
- COLLECTIVE & INDIVIDUAL TRAINING & CPD OPPORTUNITIES
- INDIVIDUAL PERFORMANCE NEEDS DISCUSSED QUARTERLEY & ANNUALLY
- ESTABLISH MENTOR PROGRAMME
- MENTAL WELLBEING OFFER

STRATEGIC PROGRESS REPORTING

- ESTABLISH BOARD DASHBOARD (STRATEGIC PRIORITIES & KPIS)
- QUARTERLY STRATEGIC PRIORITY REPORTING (BOARD & FA)
- SIX MONTHLY PROGRESS REVIEW (STAFF & BOARD)
- ANNUAL REPORT
- INTERNAL COMMS STRATEGY
- STATE OF PLAY SURVEY

REWARD & RECOGNITION PROGRAMME

- ESTABLISH REWARD & RECOGNITION BUDGET
- ESTABLISH PROCESS FOR PEER TO PEER RECOGNITION
- REWARD & RECOGNISE FORMALLY & INFORMALLY
- BROADEN STAFF BENEFITS PACKAGE

THE FUTURE'S BRIGHT...

Despite the challenges of the last twelve months, our people, our business and our game, have much to look forward to.

If we stay committed to our vision and values; true to our guiding principles; and implement our Captains of Change, we can all look forward to a bright future underpinned by:

OUR INVESTMENT IN OUR PEOPLE

OUR VALUE IN MONEY & ITS IMPACT

OUR COLLABORATION WITH PARTNERS

OUR COMMITMENT TO GOOD GOVERNANCE

OUR ADOPTION OF TECHNOLOGY

OUR LOVE OF THE GAME

OUR NEW HOME – LCFA SEFTON



PROVIDING OPPORTUNITIES
IN FOOTBALL FOR ALL

FOR THE GAME. FOR THE COMMUNITY.

www.liverpoolfa.com

