



# LEADING FROM THE FRONT

Middlesex FA Strategic Plan  
2021-2024



**MIDDLESEX  
FOOTBALL**





REBUILD  
MODERNISE  
GROW

# EXECUTIVE SUMMARY



Our new strategy, **Leading from the front**, is built on our mission to **Rebuild, Modernise and Grow the game for all** as we come out of the recent pandemic. Our key priorities over the next three years are:

- ⚽ To be relevant, fit for purpose and to make Equality a reality
- ⚽ Provide a safe, fun and compliant environment for all
- ⚽ Provide a customer centred approach to administration and deliver a high-quality service to all
- ⚽ Provide inclusive and accessible opportunities for all
- ⚽ For the good of our community

Covid-19 has severely impacted the game in Middlesex and we strongly believe this strategy enables the game to rebuild, modernise and grow. The details of each priority area and the impact we hope to achieve are detailed in this strategy document.

We want to ensure Middlesex FA is at the heart of our community and we will continue to ensure our facilities at Rectory Park are available to all by offering a wide range of activities on site.

We will work with and support our network of clubs, leagues, volunteers, players, referees, coaches and administrators to deliver this strategy and to make everyone feel a part of Middlesex Football.





COMMITTED  
CREATIVE  
CONNECTED  
COLLABORATIVE



# YEAR THREE TARGETS

By 2024 we will have

- ⚽ Ensured that Safeguarding and Equality are fully embedded across the organisation
- ⚽ Developed a Corporate Governance structure that will meet the needs of the current and future game
- ⚽ Female provision in 75% of our youth clubs
- ⚽ Achieved the Intermediate Equality Standard award
- ⚽ Created a Coach Development programme that supports all coaches at all levels in Middlesex
- ⚽ Increased our registered referees by 25% and created a positive match day environment for all

In order to deliver this strategy we have ensured we have a workforce structure that will enable us to meet the needs of the game and to deliver this strategy. We will continue to focus on people's Health & Wellbeing and provide opportunities for the workforce to access support through an annual programme of initiatives.

Customer service continues to maintain a priority and we will use our values, **Committed, Creative, Connected and Collaborative** to provide a service suited to the game's needs.

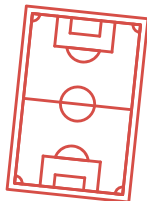


# MIDDLESEX FA



**31,916**  
**PLAYERS**

**80,000**  
visits to  
Rectory Park  
a season



**Staff Satisfaction**

**92%**

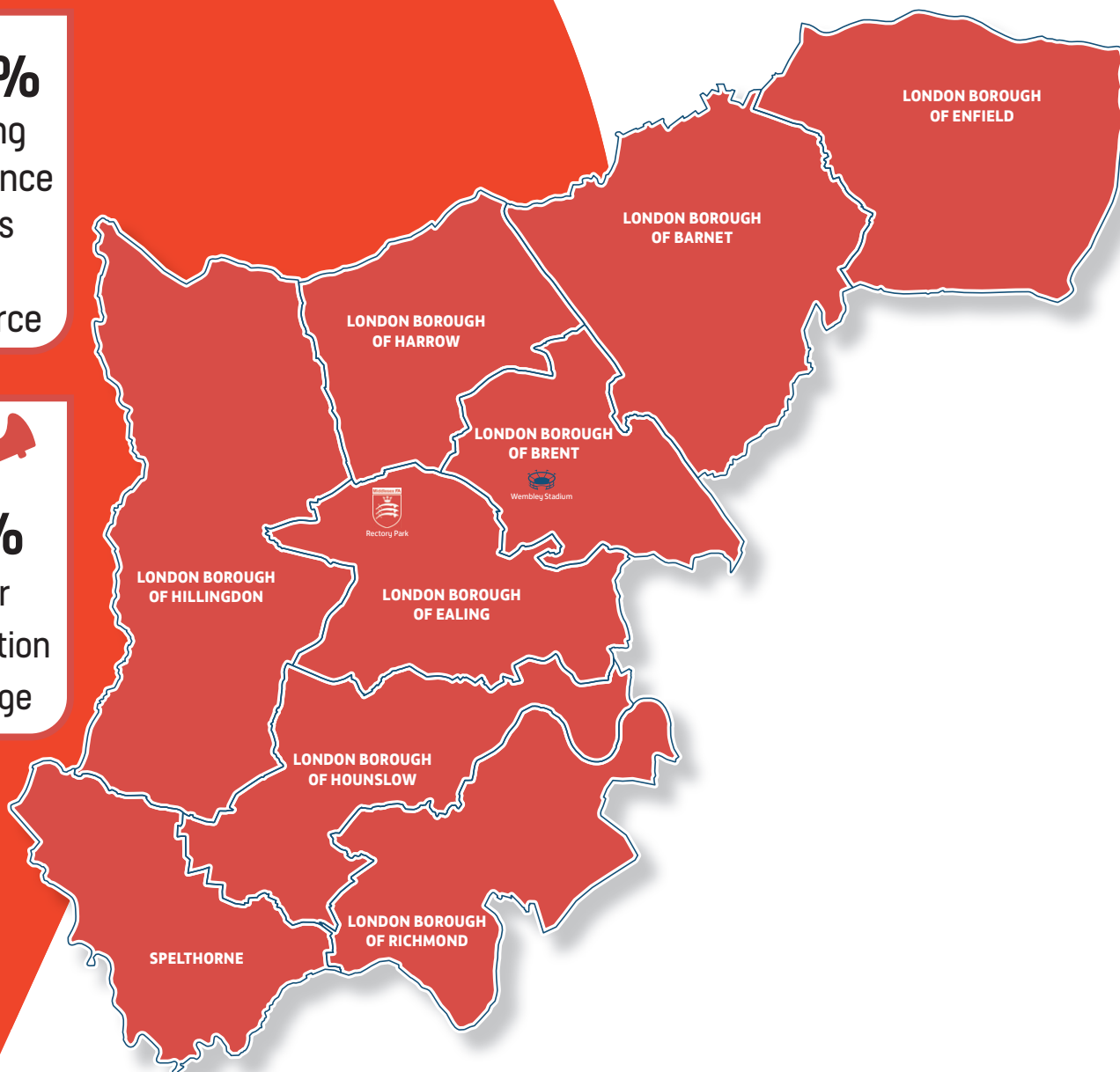
**6th in Country**

(when compared with other County FAs)

**100%**  
Training  
Compliance  
across  
CFA  
Workforce



**91%**  
Player  
Registration  
Coverage





# ABOUT US

## OUR STORY

Our role is to develop and support the grassroots game in geographical County of Middlesex. We are a charitable organisation providing everyone with the opportunity to participate in the game in Middlesex. Our boroughs are the most densely populated and diverse in the country and we are committed to connecting and collaborating with everyone who would like to be involved.

Our primary focus when anyone chooses to participate in the game is to make sure safeguards are in place to ensure they have fun in a safe environment, creating pathways for them to stay in the nation's favourite game for as long as they wish. At Middlesex FA our staff and volunteers work tirelessly to share their passion for football. At our facility, Rectory Park, we are proud to have expanded our reach working with our partners to deliver on and off the pitch.

## OUR PURPOSE

To ensure each and every person in Middlesex has the opportunity to get involved in football. To achieve this vision we have four simple values that staff, Council and Committee members here at the Association lives and breathes – to be committed, to be creative, to be collaborative and to be connected. With these values, we'll continue to move football forwards, creating an environment where, regardless of age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy and maternity to allow people in Middlesex to enjoy the beautiful game.

## OUR VALUES

**Committed** - We are committed to doing the right thing. Governing the game in a way that's fair to all and treats everyone the same regardless of age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy and maternity.

**Creative** - We are creative. Adopting creative solutions to ensure we stay ahead of the game and meet the needs of our football community. We will focus on the future and learn from the past.


**Collaborative** - We are collaborative. We will engage with local and national partners to offer benefits to our football community. We will collaborate with our clubs, leagues, referees, players, coaches and volunteers to ensure we are meeting their needs and listening to their feedback. We will collaborate with each other to share knowledge, provide feedback and work as a team to meet our common goal.

**Connected** - We are connected to the community we serve, implementing a customer-focused approach that puts the participant at the heart of what we do.



# YEAR ONE TARGETS

**63** WILDCATS  
CENTRES

**75%**   
of youth clubs  
offering female  
provision

Women's Euro  
2022 legacy plan  
delivered



**95%**   
increase in the  
number of Referees

Intermediate  
level of Equality  
Standard achieved



**95%** STAFF SATISFACTION

Annual equality  
training programme in  
place

**1155**  
coaches  
engaged in  
CPD



**90%**  
YOUTH  
TEAMS WITH  
A QUALIFIED  
COACH

**28.5k** male players  
**4K** female players  
**500** players with disabilities

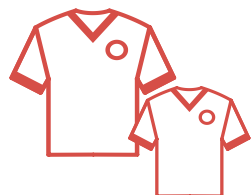
**165**  
grass pitches with a Pitch quality  
standard score of good or above



**95%**  
OCCUPANCY  
AT RECTORY  
PARK

SAFEGUARDING  
OPERATING  
STANDARD  
ACHIEVED

**75%** Adult &  
**90%** Youth teams  
within an  
England Football accredited club



Volunteering and  
Youth Engagement  
strategies in place

CORPORATE  
GOVERNANCE REVIEW  
IMPLEMENTED



  
**100%**  
player  
registration

# STRATEGY SUMMARY





# CORPORATE GOVERNANCE CURRENT POSITION

**93%**

response rate to

**State of Play survey**

*(The State of Play Survey is The FA's independent Diversity, Inclusion, Health and Wellbeing survey)*



**Staff Satisfaction 92%  
- 6th in Country**

*(when compared with other County FAs)*



**32%  
FEMALE  
WORKFORCE**

Our Corporate  
Governance  
review is at  
an advanced  
stage

**16% Diverse  
workforce**

**BOARD SKILLS  
EVALUATION  
COMPLETED**

**Preliminary Equality  
Standard Award achieved**



**Inclusion  
Advisory  
Group  
established**



# CORPORATE GOVERNANCE

To be relevant, fit for purpose



- We shall uphold high standards of integrity and engage in regular evaluation to drive continuous improvement
- We will demonstrate our values in everything we deliver
- We will develop an inclusive culture within the Organisation
- Prioritise Health and Wellbeing through our working group
- To develop a communications strategy to enable MFA to be transparent and accountable and engage effectively with its stakeholders





EQUALITY  
INCLUSION  
DIVERSITY



# EQUALITY, DIVERSITY & INCLUSION

Making equality a reality

## Off the pitch

Committed to embedding Equality across the Organisation

- i. Achieve the Intermediate Level of the Equality Standard
- ii. Annual Equality training programme for the workforce
- iii. Ensure all Middlesex FA communications are accessible to all

## On the pitch

Collaborate with the wider community to create a sense of belonging to Middlesex Football

- i. Further consult with community to identify activities that meet their needs
- ii. Map all delivery in the County to ensure its accessible for all
- iii. Annual audit to ensure all activity is representative

- Ensure Inclusion is at the heart of everything we do
- Aspire to deliver a game free from discrimination and ensure everyone is comfortable in reporting incidents of discrimination
- Inclusion Advisory Group to lead and advise on all Equality, Diversity and Inclusion matters
- Identify and recruit the next generation of diverse workforce to support the continued growth of participation



# SAFEGUARDING CURRENT POSITION

**100%**  
training  
Compliance across  
CFA Workforce

**29 SAFEGUARDING  
MONITORING  
VISITS  
407 TEAMS**



**Safeguarding embedded  
across the Organisation**

"In the opinion of the assessors, Middlesex County Football Association is ensuring that safeguarding is a strong part of its governance structures and operational practices."  
**Assessors  
Girling Hughes**

**Independent Safeguarding  
Assessment Pass**



**New  
Youth  
Engagement  
Strategy**

**CPD Workshops  
for Paid and  
Volunteer  
workforce**



# SAFEGUARDING

Provide a safe, fun and compliant football environment for all

## Compliance

Ensuring Middlesex Football meets The FA's Safeguarding Operating Standard (SOS)

- i. Identify, monitor and maintain records to prevent non-compliance, ensuring all workforces received adequate safeguarding training
- ii. Annually undertake club visits to ensure requirements are met
- iii. Embed Safeguarding across the business including all activities that involve Under 18s and Adults at Risk

## Investigations & reporting

Work in collaboration with volunteers and key safeguarding partners to ensure the welfare of adults at risk and youth players

- i. Share and implement effective reporting processes
- ii. Monitor and assess cases, working with FA and statutory agencies to ensure safeguarding, child protection and poor practice concerns are investigated
- iii. Utilise data and insight from FA Systems to manage all investigations and reports

## On the pitch

Create a safe, enjoyable and inclusive environment for youth players and adults at risk to enjoy the game

- i. Ensure officials are safeguarded and supported whilst on the pitch
- ii. Promote and embed The FA Respect campaign across the game
- iii. Work with Club and League Welfare Officers to trial introduction of behavioural events (Silent or Smoke Free Weekends/Respect Marshalls)

## Off the pitch

Provide clubs, leagues and volunteers with the resources to implement an environment for all

- i. Promote and encourage all volunteers, coaches and players, to undertake safeguarding training
- ii. Support clubs to adopt and share their internal safeguarding processes directly with their parents/carers
- iii. Engage and support young people with their roles in football to obtain feedback through the Youth Engagement Strategy



# FOOTBALL SERVICES CURRENT POSITION

**91%**  
Player  
Registration  
Coverage

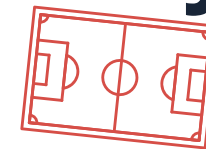


**RETAINED  
16 LEAGUES**



Average 10 days to charge  
and 25 days to hear cases

**180 Investigations relating  
to incidents at games**



Supported Adult  
game with the  
restart of Football  
by running 13  
MFA Cup  
competitions with  
349 entries

**16** Discrimination  
cases

  
**16 Referees  
promoted**

**Sustained  
participation numbers  
despite Covid-19**

**REGULAR CLUB  
& LEAGUE ENGAGEMENT**



All-League meeting  
twice a year



# FOOTBALL SERVICES

Provide a customer-centred approach to administration and deliver a high-quality service for all

## Investigations

Ensure a fair process that upholds the integrity of the game

- i. Comply with FA Rules and Regulations for all misconduct investigations
- ii. Follow FA guidance for discrimination and serious cases
- iii. Utilise FA training and technology to support workforce and commissions

## On the pitch

Support a positive matchday experience with proficient administration

- i. Assist clubs, leagues and referees to manage all discipline through FA systems
- ii. Provide customers with all relevant information to ensure discipline is managed within the required time-frame
- iii. Communicate with Clubs/Leagues regarding outstanding discipline administration regularly

## Clubs, cups & competitions

Offer high-quality administrative support across the game

- i. Manage the Association's Cup programme to a high standard that meets the needs of the game
- ii. Retain the number of club affiliating and establish trends for clubs not renewed
- iii. Commit to ensuring all competitions are sanctioned

## Digitalisation

Assist all stakeholders with The FA's transition to a digital first organisation

- i. Support all Clubs/Leagues with transition to 100% Player Registration
- ii. Upskill workforce and engage volunteers to utilise FA systems for all football administration
- iii. Create readily available updated guides for Clubs/Leagues to utilise, ensuring full accessibility

# PARTICIPATION AND DEVELOPMENT CURRENT POSITION

**61%**

of all clubs  
with Charter  
Standard  
accreditation

**45**



3G PITCHES  
ON THE FA  
REGISTER IN  
MIDDLESEX

**94% of Youth Teams  
with a qualified coach**



**26**

pitches rated as  
good or above  
through *PitchPower*



**£666,615**

in Covid recovery  
grants from the  
Football  
Foundation

**31,916 PLAYERS**

**50**

Weetabix  
Wildcats Providers

**£29,307**

Football Foundation  
Small Grants awarded

**£191,500** Football Foundation   
funding awarded for improvement  
of grass pitches



**440** registered referees

5 CPD/workshop  
opportunities for coaches



# PARTICIPATION & DEVELOPMENT

Provide inclusive and accessible opportunities for all

## Player pathways

Provide clear playing opportunities across the affiliated and recreational game to meet the needs of the Middlesex community

- i. 28, 541 players within the male pathway (including trans and non-binary people)
- ii. 4,025 players within the female pathway (including trans and non-binary people)
- iii. 500 players within the disability pathway
- iv. 63 Wildcats providers and 75% of youth clubs offering at least one girl's team
- v. 12 x alternative format leagues across futsal, small-sided and walking football
- vi. Women's EURO 2022 Legacy Plan delivered across Brent, Ealing and Hounslow

## Coach education and development

Provide a flexible programme that supports the needs of all coaches within the county

- i. 90% of youth teams to have a qualified coach
- ii. 75% of Adult team and 90% Youth teams within an England Football Accredited Club
- iii. 10 coaching CPD opportunities annually
- iv. 1,155, Middlesex coaches engaged in CPD

## Referee education and development

Provide relevant support and development opportunities for referees at each stage of their officiating journey

- i. 25% recruitment of new referees each season
- ii. 60% of referees converted from Trainee to Level 7 each season
- iii. 80% of referees retained each season
- iv. 9% of referees progressing through the Middlesex FA promotion pathway each season

## Facilities

Enhanced access to good-quality football facilities across all Middlesex boroughs

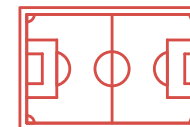
- i. 165 quality grass pitches with a Pitch Quality Standard of Good or above
- ii. 9 x local football facility plans to ensure strategic investment into football facilities
- iii. Support the creation of football development plans for facilities to meet the needs of the game

# COMMERCIAL AND OPERATIONS CURRENT POSITION

**96,721**

views on  
YouTube  
annually

**80,000 visits to  
Rectory Park a season**



**5,688**

RECTORY PARK MEMBERS



**26**  
**E-NEWSLETTERS  
DISTRIBUTED EACH  
YEAR**

Rectory  
Park is  
currently  
at **83%**  
capacity in  
peak periods

**10,400**  
emails  
resolved in  
Freshdesk

**FOLLOWERS**



**11,018** Twitter



**2,025** Instagram

# COMMERCIAL AND OPERATIONS

For the good of our community

## Customer excellence

We are committed to meeting the requirements of the government cabinet office customer service excellence standard

- i. Quarterly surveys to Rectory Park customers
- ii. Fair & transparent partner opportunities
- iii. Provide high-level customer service by meeting SLAs over email and phone
- iv. Increase the satisfaction scores from the Grassroots Survey

## Rectory Park

We will connect with the community through Rectory Park providing a facility to be proud of

- i. Ensure Rectory Park customers are provided with excellent service
- ii. Develop a sustainable Business plan which diversifies the use of Rectory Park
- iii. Engage with key partners on a quarterly basis and act on feedback
- iv. Ensure Rectory Park is accessible all week
- v. Maintain our place on the FIFA 3g register

## Modernise and innovate

We want to collaborate with all of our stakeholders to improve and grow the game

- i. Develop partnerships to increase investment into the game
- ii. Grow the awareness of our brand keeping up with modern trends
- iii. Connect people in the game enabling them to improve the service they offer
- iv. Lead by example when engaging with new stakeholders on innovative ways to increase investment

## Engage

Creative and engaging marketing to showcase the game

- i. Grow our social media following by 10% year on year
- ii. Professionalise our brand linking with England football to help grow awareness
- iii. Ensure all communications are accessible to all
- iv. Modernise our communications to adapt to the current trends





Making every moment matter



Middlesex FA Charity Partner



Working together since 2018 to care for local people at the end of their life in Harrow and Brent.



Over £7,000 raised by Middlesex FA staff, supporters and partners



St Luke's Hospice cared for 1,824 people last year, with two-thirds of our care being given at home.







# INSPIRE OUR COMMUNITY





**MIDDLESEX  
FOOTBALL**

**Rectory Park**

**Ruislip Road, Northolt UB5 5FA**

**T: 020 8515 1919**

**E: [info@middlesexfa.com](mailto:info@middlesexfa.com)**

**[www.middlesexfa.com](http://www.middlesexfa.com)**



**@middxfa**



**MiddlesexFA**



**@middxfa**