

SUSSEX COUNTY FA 'RESET' BUSINESS STRATEGY 2021-24





Introduction

- COVID-19 had a global impact through 2020 and the Sussex County was no different. The pandemic and FA Education course restructure resulted in three long serving staff members taking voluntary redundancy, which provided the opportunity for a staff restructure
- Before embarking on the new strategy, the County FA completed a review of our KPIs along with a full consultation contacting over 17,000 stakeholders
- The County FA also reviewed its Risk Register and completed a SWOT analysis
- Results of the consultation, current performance and future KPIs were shared with the Board of Directors, Inclusion Advisory Group and Senior Management Team to construct our:
 - Vision: Providing Football For All
 - Mission Statement: Promoting, Developing & Supporting Football in a Fun, Safe and Equal way
 - Six Objectives
- The ambitious Female related strategy targets reflect Brighton & Hove will be a Host City for the UEFA Women's EURO 2022, with the Lionesses playing at the Amex



Staff Structure



Review of 2018-21 Strategy

- The County FA achieved a Safeguarding Operating Standards full pass. The assessors reported “The County FA ensures Safeguarding is a strong part of its governance structures and operational practices”
- A review of our Key Performance Indicators noted, despite COVID-19, a ‘year-on-year’ increase in female (+470) and male (+1606) participation
- A slight decrease in disability football (-210) due to the disproportionate impact of COVID-19 with virtually no disability football being played in the last year
- Charter Standard saw an increase on last year’s figures in both adult (+1.37%) and youth (+5.69%) accreditations
- Player Registration continued to rise (+14.08%) to a total of 96% compliant players; one of the highest percentages in the country
- Registered 50 Referees from under-represented communities for season 2020-21 thus overachieving the 3-year target of 34





Consultation

- Due to the impact of the pandemic and various restructures, the County FA undertook a full consultation across six groups: Coaches; Club Officials; League Officials; Match Officials; Players and Welfare Officers. The result headlines are:
- Coaches (326 of 3745 responded)
 - The results provided representation across each playing age group and coaches' experience, with most at Level 1
 - Most saw a value in 'Continuous Personal Development' and in the main wanted this face-to-face on subjects that are relevant to 'Their team age group' and 'Their own experience'
- Club Officials (95 of 531 responded)
 - Requested support with FA IT: Whole Game; Player Registration and Full-Time
 - Indicated their preferred support methods: 'Emails', 'County FA Website' and 'Resource Guides'
 - Showing particular interest in achieving 'Good coaching practices' within their club



Consultation (cont.)

- League Officials (20 of 47 responded)
 - There was a balanced response from Open Age and Youth leagues
 - Similar to Club Officials, they indicated a demand for 'Email' and 'Website communication'
 - They also requested '1-2-1 contact with staff through phone calls or webinars'
 - League development highlighted 'Utilising IT' and 'Increasing their Refereeing Panel'
- Match Officials (151 of 659 responded)
 - Most responses were from Match Officials who referee both Open Age and Youth football, are Level 7 or 5 and have been refereeing over 10 years. They showed little interest in development opportunities
(Note: No Trainee or Youth aged Match Officials responded to the consultation)
 - Younger and Newer Match Officials showed a preference for development opportunities to be provided face-to-face on general subjects: Positioning & Movement; Handball
- Players (491 of 12156 responded)
(18-year-olds and above only, due to the low number of youth players with email addresses)
 - Identified 'Respect shown by all involved' as their number one impact when participating in the game
 - They also identified 'Quality of Pitches' ahead of 'Standard of Match Officials'
 - The same as Club and League Officials, their preferred contact method is by 'Email'



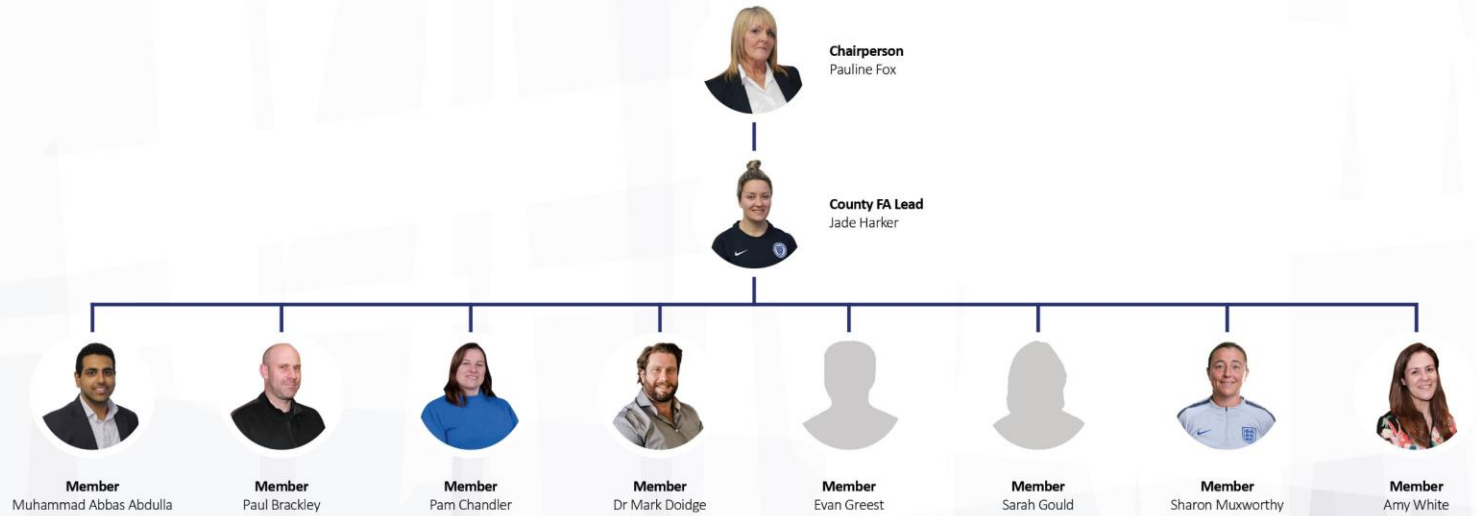


Consultation (cont.)

- Welfare Officers (49 of 338 responded) (Included all Club and League Welfare Officers and Assistants)
 - Over 50% of responders have held the position for over 5 years
 - Results indicate a high engagement with all forms of communication from the Safeguarding Team, with the most popular being 'Email' and 'Safeguarding Team Newsletters'
 - 57% have attended Welfare Officer online update sessions. Looking forward, 57% made a preference for a blend of face-to-face and online sessions
 - Monday evening is the most popular time for sessions to be scheduled to enable Welfare Officers to attend
 - 'Managing and dealing with Poor Practice', 'Developing the voice of U18s', 'Managing and dealing with complaints' and 'Managing challenging behaviour', were the highest scoring areas where Welfare Officers felt that they would benefit from development
 - A very high proportion (96%), are 'very comfortable' contacting the Safeguarding Team and 85% of those who have contacted the Safeguarding Team are 'very satisfied' with the response time
 - The Welfare Officers rated the support received from the Safeguarding Team at 4.76 out of 5



Inclusion Advisory Group Structure



Vision

Providing Football For All

Mission

Promoting, Developing & Supporting Football in a Fun, Safe and Equal way

Objectives

Recruit a Diverse Workforce to match local Demographics

Promote and Develop a High Performing Workforce

Provide Everyone with the Opportunity to Participate in their chosen Level of Football

Support 40,000 Players & Workforce

Club Network that Provides Grassroot Football For All

Develop a Dynamic Governance Structure for Success

Values

Progressive + Respectful + Inclusive + Determined + Excellence





Recruit a Diverse Workforce to match local Demographics

- Raise awareness of various roles within the Workforce
- Open, transparent and equal opportunity recruitment process
- Double the number of Female Coaches
- 100 more Women and Girls to complete the BT Playmaker Award
- 90% of Youth Teams to have a Qualified Coach
- Provide new Match Officials Course across the County
- Double the number of Female Match Officials
- Recruit 25% new Match Officials
- Retain 80% of registered Match Officials





Promote and Develop a High Performing Workforce

- Develop a new modern Coach Development Programme
- Create a Sussex Coaches' Club
- Provide a local Coaches' Forum
- Introduce Coaching Mentor Programme with 66 participants (60% Female)
- Develop Match Official CPD programme aimed at Young, New and Progressive Match Officials
- 50% of Female Match Officials to benefit from enhanced programmes
- Convert 60% of Trainee Match Officials into Qualified Match Officials
- 9% of Match Officials to achieve Promotion





Provide Everyone with the Opportunity to Participate in their chosen Level of Football

- Support Leagues and Clubs to resume the organisation of all types of competitive Football
- Work with stakeholders to enable the provision of a thriving and diverse range of opportunities
- Seek to support Regrowth and Development of Disability Football
- Lead the delivery of the Brighton & Hove UEFA Women's EURO 2022 Host City Legacy Plan
- To actively link the Female Pathway (Schools, Weetabix Wildcats, 12-14 Offer, Female Friendly Clubs)
- Increase the number of Female Players by 30%
- Offer 1200 Women 'Fun' Recreational Football
- Encourage 75% of Youth Clubs to have a Female Team
- Support 27 Clubs to have a Full Female Pathway
- Achieve Female Competition Pathway
- To grow the number of Weetabix Wildcats Providers (46)
- Support Leagues and Clubs to Maintain the number of Male Players
- To promote opportunities to play Recreational Football





Support 40,000 Players & Workforce

- Support and educate the Workforce and Volunteers across the Game
- Develop a structured communication system to provide regular and targeted electronic contact (Email / Ezine)
- Support Mental Health and Wellbeing initiatives
- Provide various forums to support Clubs and Leagues to become the best version of themselves
- Create an Officials' Club for Club and League Officials
- Create opportunities for Youths to engage and grow – 'Voice of the Youth'
- Stepping Out Plan – Staff members to offer face-to-face customer experience
- Introduce two Refereeing Mental Health Champions





Promote a Club Network that Provides Grassroot Football For All

- To empower all Clubs to have the best possible facilities
- Provide Clubs and Leagues with funding guidance
- Support the improvement of Grass Pitches to reach 181 'Good' quality grassroots pitches
- Lead and support Clubs and Leagues to move from Charter Standard to England Football Accreditation
- 70% of Adult Clubs to achieve the England Football Accreditation
- 90% of Youth Clubs to achieve the England Football Accreditation
- Offer innovative grants to Clubs and Leagues



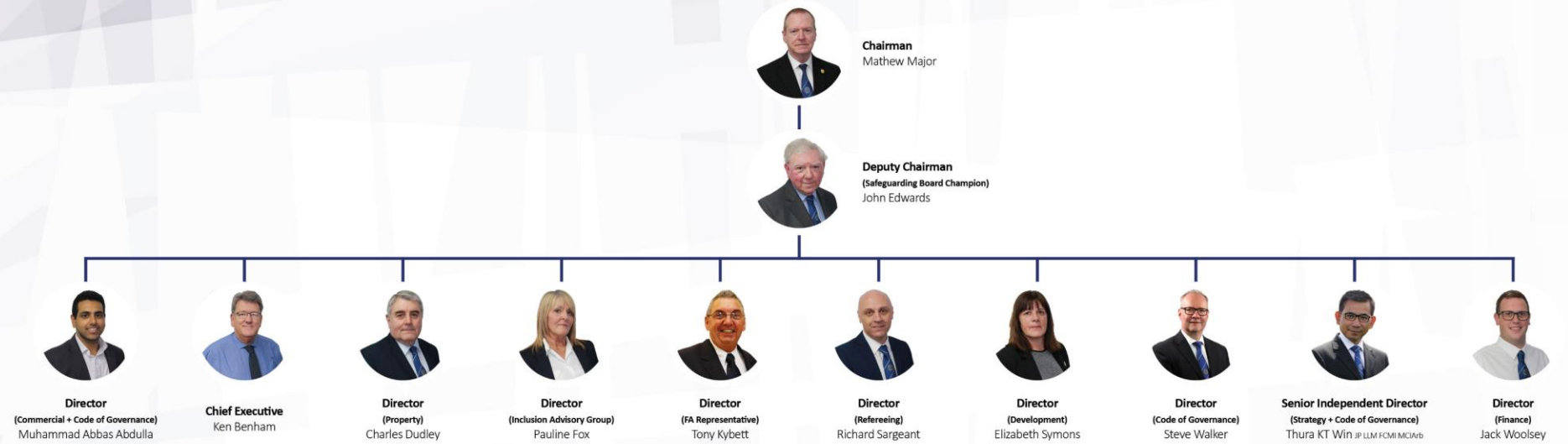


Develop a Dynamic Governance Structure for Success

- Maintain
 - A first-class service to stakeholders through the Safeguarding Operating Standards
- Achieve
 - The Code of Governance creating a first-class Board of Members with necessary expertise and skills by December 2021
 - The Equality Standard by moving from Foundation Level, through Preliminary Level by June 2022 to Intermediate Level by June 2024, with a view to work towards Advanced Level
- Improve
 - Diversity of workforce
- Create
 - A charitable arm



Board Structure





Finance

- As mentioned in the introduction, COVID-19 had a significant impact on the County FA. Financially there was a great reduction in usual income levels, and it is grateful to the support received from The FA, particularly with regards to cash flow provision
- The County FA commits to driving a cost-conscious culture across the organisation, whilst maintaining overall financial prudence
- The County FA self-assesses its RAG rating position against the 11 County FA financial standards, currently, eight of these are green and the remaining three, 'Accounting ratios', 'Cash Reserves' and 'Investment planning', are amber. It is expected these will turn green before the end of the strategy period
- Cash reserves are limited, and it is unlikely the County FA will be able to reinvest any surplus cash reserves
- Following this challenging year, there is now an uncertain future. The County FA has compiled a budget for year 2021-22, which projects a small surplus





What does Success look like

- 100 more Women and Girls to complete the BT Playmaker Award
- 90% of Youth Teams to have a Qualified Coach
- Double the number of Female Match Officials
- Recruit 25% new Match Officials
- Retain 80% of registered Match Officials
- 50% of Female Match Officials to benefit from enhanced programmes
- Convert 60% of Trainee Match Officials into Qualified Match Officials
- 9% of Match Officials to achieve Promotion
- Double the number of Female Coaches
- Increase the number of Female Players by 30%
- 75% of Youth Clubs to have a Female Team
- 27 Clubs to have a Full Female Pathway
- 46 Weetabix Wildcats Providers
- Maintain the number of Male Players
- 181 'Good' quality grassroot pitches
- 70% of Adult Clubs to achieve the England Football Accreditation
- 90% of Youth Clubs to achieve the England Football Accreditation



THANK YOU

