



ENGLAND
FOOTBALL

BIRMINGHAM COUNTY FA BUSINESS STRATEGY 2021-2025

This updated business strategy builds on our previous achievements and with further input from those within the game for the benefit of the game and the wider communities we serve



“At the highest level, you have no chance without tactics. But the common desire, the togetherness makes a difference”

Jürgen Klopp



BCFA - EXECUTIVE SUMMARY

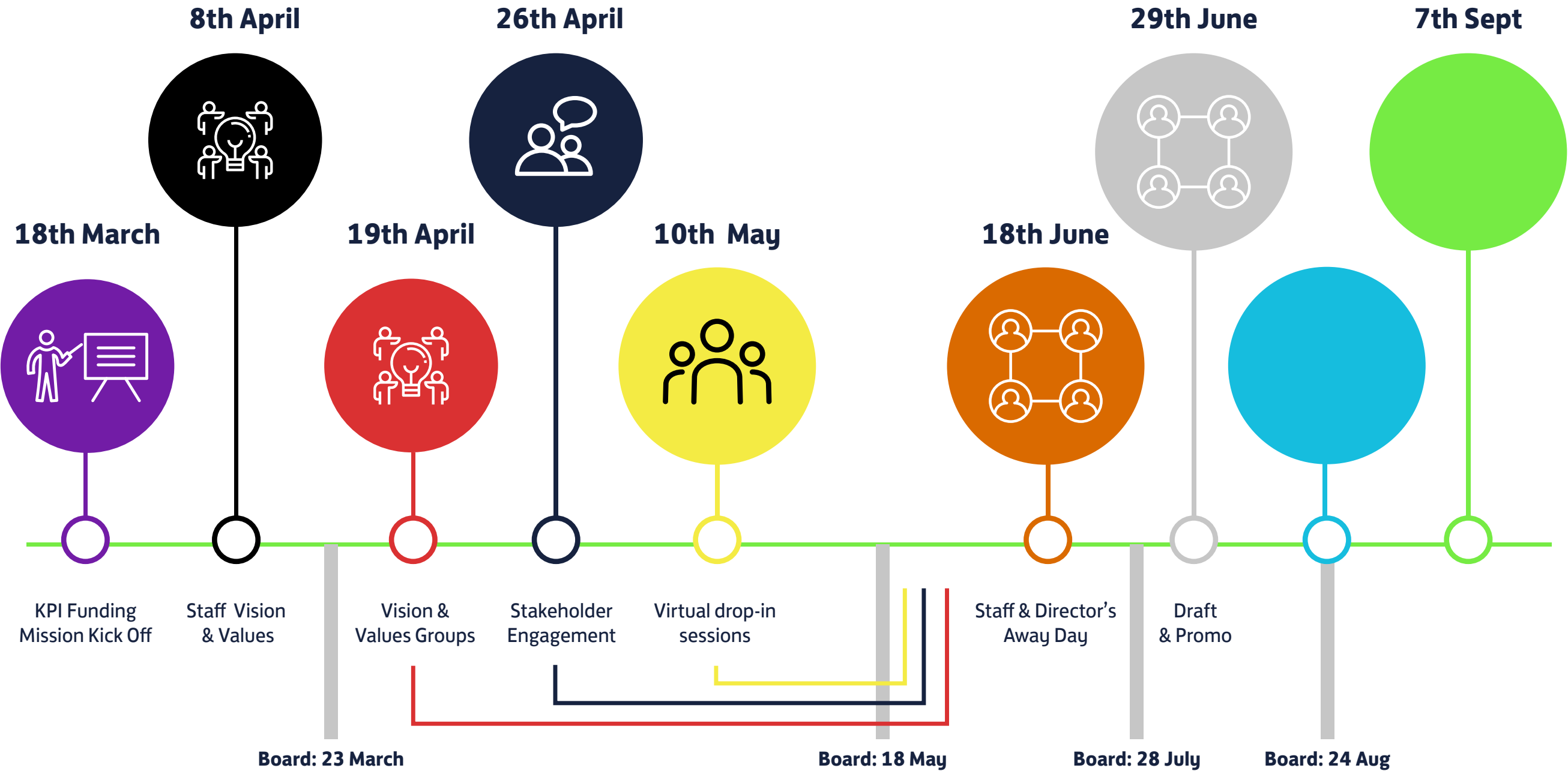
Birmingham County FA's high performing team continues to deliver high level, data-driven initiatives, interventions and transitions along with excellent customer satisfaction in order to support new and existing customers covering all aspects and formats of the game across our region.

This four year strategy comes off the back of one of the greatest challenges that any generation is likely to face in the form of the worldwide Covid-19 pandemic which has fundamentally changed the way our world thinks and works but also people's health & wellbeing and their perspective of their community and their lives as well as their recreational and sporting provision. This strategy recognises these new challenges and builds on the achievements of the past in delivering FA KPI's as well as key operational and business objectives and with further input from those within the game for the benefit of the game and the wider communities and into a new 'normal'.

The BCFA is a key FA partner with a 'One Team' ethos. We understand our business and aspire to be the best performing CFA across the national network - a CFA with strong core values and leadership and one that the FA and other partners can rely on to consistently deliver excellence and spend any grants wisely whilst investing our own surplus back into the game



STRATEGY DEVELOPMENT - TIMELINE AND INPUT





BCFA - BUSINESS OVERVIEW



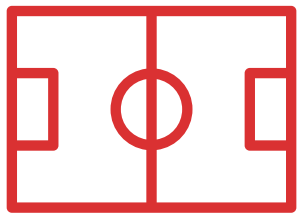
CLUBS
1,150



TEAMS
4,750



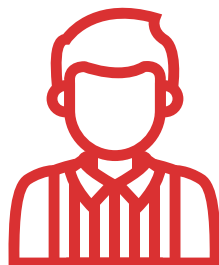
**SANCTIONED
COMPETITIONS**
65



MATCHES
Circa 48,000



PLAYERS
Circa 70,000



REFEREES
Circa 1,100

Safeguarding Operating Standard (SOS): 'PASS' (May 2021)
Equality Standard for Sport: Intermediate Level (2019)



BCFA VISION - BECOMES BCFA'S PURPOSE

IMPROVING LIVES BY IMPROVING FOOTBALL

We recognise that football is more than just a game! It builds and strengthens social cohesion and a sense of belonging within our communities, improves the health & wellbeing of participants, offers career opportunities, business networks & friends for life and generates millions of pounds for the local economy which is vital at the best of times but especially off the back of the global pandemic.

The BCFA 'Purpose' engages with participants and links them to all aspects and formats of our National game in order to deliver FA targets and business objectives whilst linking to Sport England objectives – active lifestyles and health & wellbeing.

Additionally, we intend to harness the power and reach of football to positively change habits and educate those within the game in order to improve the environmental impact that the game has on society which will safeguard the long term sustainability of the game and venues for future generations to enjoy.



BCFA'S MISSION BECOMES BCFA'S VISION

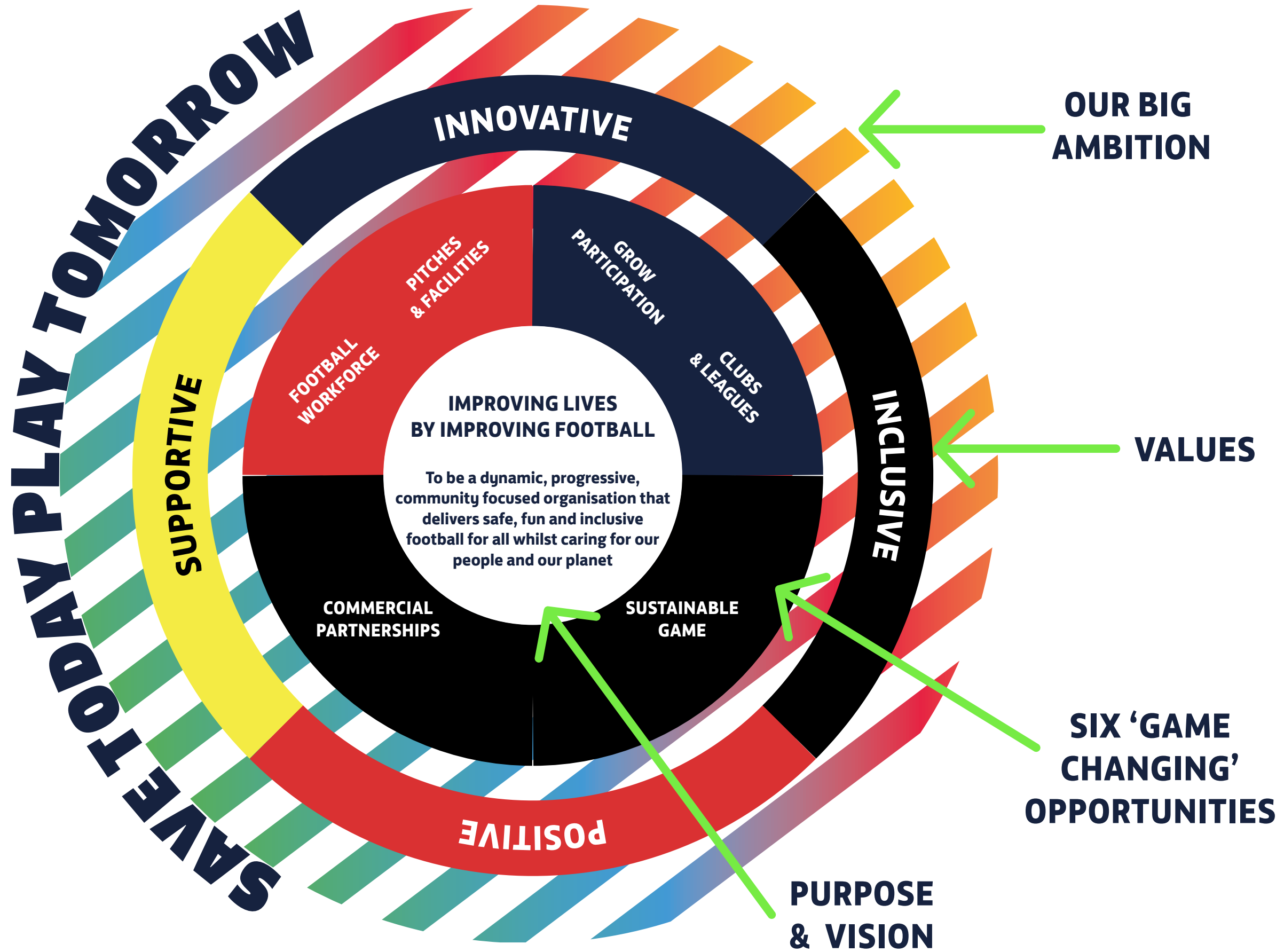
We recognise the need for the business to evolve and the following new Vision reflects the changing needs of the business which are wedded to the requirements of the game...

**To be a dynamic, progressive,
community focussed organisation
that delivers safe, fun and inclusive
football FOR ALL whilst caring for
our people and our planet.**



MISSION KICK OFF - 2021

rolling, ongoing,
moving forward...
Our football





ENGLAND
FOOTBALL

BCFA'S ONE BIG AMBITION



BCFA'S ONE BIG AMBITION

On June 8th, 2021, we proudly launched Save Today, Play Tomorrow the first of its kind sustainability programme in the UK that looks to empower grassroots football to support our ambitious goal of creating a low carbon greener game across the region.

As a local governing body, we recognise the need to take action now to ensure the beautiful game significantly reduces its environmental impact, whilst helping to educate those involved in football at all levels to make informed decisions that will shape how much future generations will be able to enjoy and sustain the game in the long term



STPT - THE FOUR WORK STREAMS

Leading a positive change for the environment through football



Climate Action
STPT

Be the change you
want to be



Health & Wellbeing
STPT

Living healthier,
everyday



**Reconnecting
Football To Nature**
STPT

Bringing resources
to life



Positive Education
STPT

Learning for a
better world



BIRMINGHAM COUNTY FA HQ

- Zero to landfill partnered with Veolia
- Carbon Trust Assessment completed
- 5 Qualified Mental Health Champions
- 2 public access hydration stations installed
- 2 EV charge points installed
- Organic eco-friendly pitch care products used
- £20K Club Innovation Fund launched 2019
- £25K Green Innovation Fund Launches 2021
- First ever Club Affiliation Sustainability Pledge
- Used WGS data over 6 seasons to create first Carbon Calculator for clubs [Click Here](#)



NEW BCFA VALUES

BCFA staff reviewed and provided feedback on our previous core values in April 2021.

Then, with the help of a main Board Director, two working groups were formed to analyse the feedback alongside our new ‘purpose’ and ‘vision’. We agreed to change Valued to Inclusive to better reflect our internal and external ED&I work.

The newly defined values and behaviours will also feed in to our reward and recognition programme and mirror our potential partners

SUPPORTIVE

WE work together in an engaging & collaborative way to allow everyone to reach their full potential

- Trust
- Collaborate
- Respect
- Caring

INNOVATIVE

WE aspire to work in an environment where creative thinking adds value & generates positive outputs

- Modernise
- Inventive
- Challenge the ‘norm’
- Adaptable

INCLUSIVE

WE are an open & transparent organisation that reflects & respects the skills, knowledge & background of its people & communities

- For All
- Open Minded
- Honest
- Equal

POSITIVE

WE bring energy & enthusiasm to all aspects of our roles and inspire others every day with our attitude and commitment

- Helpful
- Encouraging
- Excellence
- Optimistic



S.W.O.T COMPARISON

As part of the planning process and values review, we reviewed the previous SWOT analysis.

We have updated the previous SWOT to show what has changed and moved and been removed as well as adding new considerations which reflect the here and now and also the duration of this strategy.

We are confident that we can build on our strengths and maximise all our opportunities as well as improving on our weaknesses and minimising our risks & threats.





S.W.O.T

STRENGTHS

- Diverse & knowledgeable workforce
- Financially stable
- SOS compliant
- Free Affiliation
- Clubs, Leagues & Officials using WGS / Player Reg
- Long-term delivery partners in place
- Wide Ranging CPD Programme County Cup Competitions
- Direct communication with end user/social media
- 2 x Grass Pitches & CFA facility (110 matches)
- Equality Standard – intermediate
- Code of Governance Succession Plan strategy
- Excellent Customer Service (Freshdesk)
- Save Today Play Tomorrow Business insight

WEAKNESSES

- Workforce visibility linked to size of the county
- Wider FA perception at times
- Customer understanding of CFA role
- Direct communication with end users
- Lack of investment in CFA facilities
- CFA brand awareness
- No Investment portfolio
- Succession planning
- Solely reliant on FA admin/IT systems
- Unsecure facility

OPPORTUNITIES

- New board recruitment – BSC, HR, Sustainable
- Size of the county – ability to reach & engage non-participants inc BAME
- Health & wellbeing agenda
- New formats of the game & flexible rules
- New technology (apps)
- Further funding opportunities (Non FA)
- Innovative marcoms strategy inc e-Sports
- Commercial partnerships (CSR)
- Bottom up review of service offering linked to demographic
- Using data & insight to increase participation
- 3G facility
- Commonwealth Games
- Save Today Play Tomorrow
- Expand and utilise HQ facility – generate income and save costs

THREATS

- FA funding
- Football stopping for any reason (Covid)
- New FA funding model – market share
- Staff retention
- Current participation trends in traditional football
- The growth of other sports
- The growth of online gaming
- Inclement weather conditions
- Increase compliance & processes on volunteers
- Reduction in volunteer workforce
- No Parklife investment
- LA facility costs & standard of upkeep
- Lack of Futsal facilities
- Change of political landscape/ Brexit
- GDPR

OUR PEOPLE

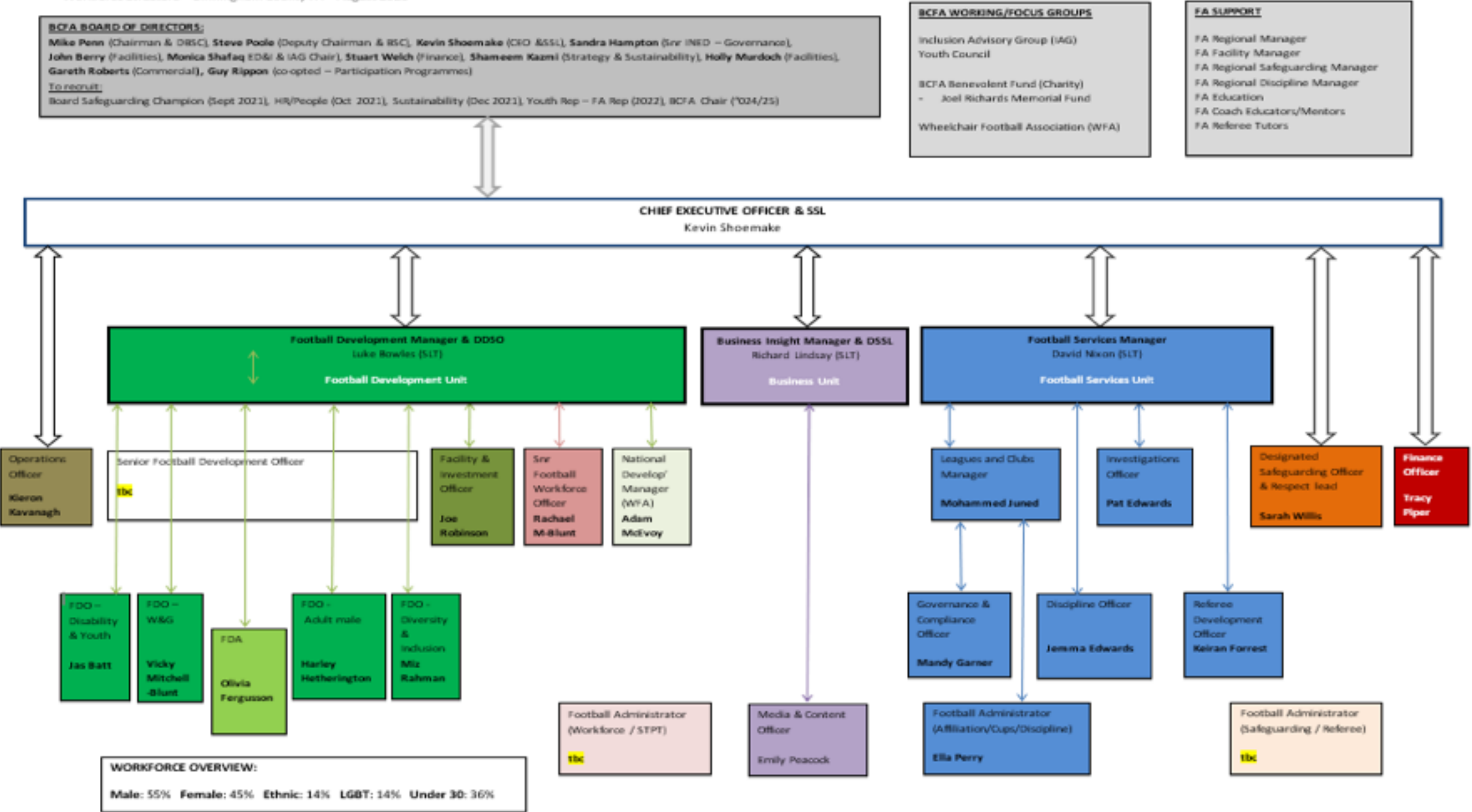
- Surveys – BCFA & State of Play + return to work
- Contracts – perm/fixed
- 35hrs – flexible/hybrid
- 25 days holiday + 1 Community day + 1 Health & Wellbeing day
- Thrive at Work (Bronze)
- EAP x 2
- The (FA) Training Ground + training budget & study support
- Recruit HR (People) Director
- Diverse workforce to reflect our demographic – recruit with unconscious bias
- New Staff handbook + Policies (impact assessed)
- Revised Performance Review + Personal Development Review – linked to values
- Succession Planning – Board & SLT
- Utilise ‘Kickstart’ programme
- HQ – office for the future



“We are one TEAM and one FAMILY”...
“To create a situation where everybody feels important, enjoys themselves, knows their jobs, feels respected and feels needed – that’s how life should be”
- Jurgen Klopp



Workforce Structure – Birmingham County FA – August 2021





DATA, RESEARCH, INSIGHT & CONSULTATION

- VISUAL-EYES
- VOX POPME
- OPEN DATA SOURCES
- WHOLE GAME SYSTEM / POWER BI



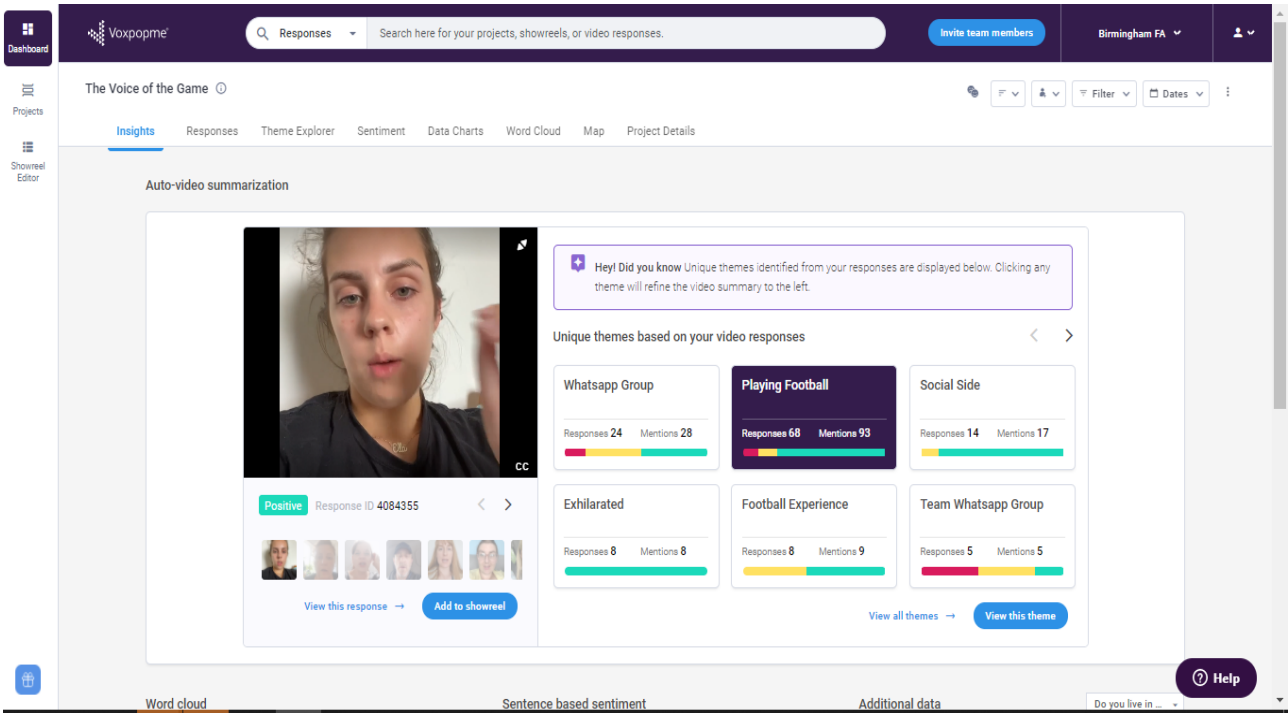
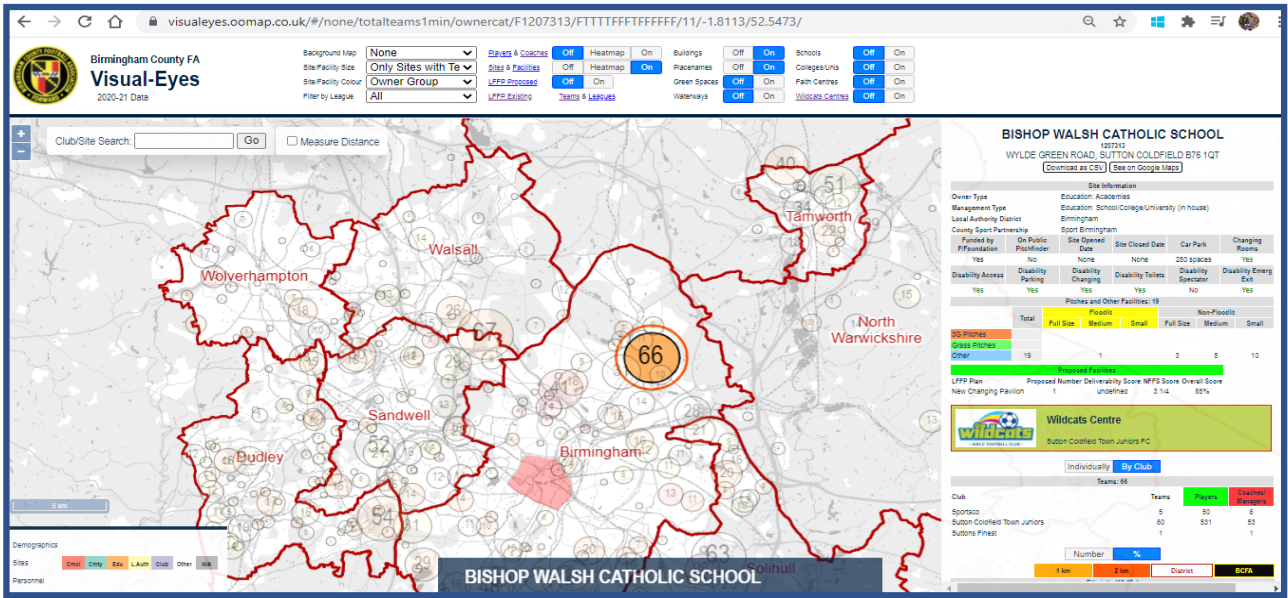
AGILE
STUDIES



STAKEHOLDER
CONSULTATION



THE VOICE OF
FOOTBALL



Power BI





BCFA - PURPOSE

Improving Lives by Improving Football

BCFA - VISION

To be a dynamic, progressive, community focused organisation that delivers safe, fun and inclusive football for all whilst caring for our people and our planet





GAME CHANGING OPPORTUNITIES - WE WILL...

RESET

| GROW PARTICIPATION | EXPAND LEAGUES / CLUBS |
|--|---|
| Positively raise the profile and promote the benefits of football to grow participation in all communities | Develop and support a safe, fun and well governed club and league network that allows opportunities for all |

REVIVE

| IMPROVE PITCHES & FACILITIES | DEVELOP THE FOOTBALL WORKFORCE |
|---|--|
| Identify and enhance pitches and facilities to improve the football experience for participants | Increase, educate and improve the skills and knowledge of the football workforce |

THRIVE

| GENERATE PARTNERSHIPS | DELIVER A SUSTAINABLE GAME |
|--|---|
| Form mutually beneficial strategic partnerships and generate revenue streams to invest into the game | Commit to a long-term sustainability strategy that empowers football to make positive changes within the game |



GAME CHANGING OPPORTUNITIES - WE WILL...

RESET

Positively raise the profile and promote the benefits of football to grow participation in all communities

Develop and support a safe, fun and well governed club and league network that allows opportunities for all

EQUALITY & DIVERSITY

PLAYERS (PLAYER REG)

MATCH OFFICIALS

DATA & INSIGHT

MARCOMS & PR

EQUALITY & DIVERSITY

SAFEGUARDING & YOUTH ENGAGEMENT

VOLUNTEERS & COMPLIANCE

ENGLAND FOOTBALL

RESPECT & ERADICATE DISCRIMINATION



GAME CHANGING OPPORTUNITIES - WE WILL...

REVIVE

Identify and enhance pitches and facilities to improve the football experience for participants

PITCH IMPROVEMENT

LOCAL AUTHORITY LFFP'S

BCFA FUNDS

HQ

Increase, educate and improve the skills and knowledge of the football workforce

FA COURSES

COACH & REF CPD

YOUTH TEAM WITH QC

BCFA COURSES



GAME CHANGING OPPORTUNITIES - WE WILL...

THRIVE

Form mutually beneficial partnerships and generate revenue streams to invest into the game

COMMERCIAL INCOME

PRO CLUB FOUNDATIONS

ADDITIONAL FUNDING

BENEVOLENT FUND

Commit to a long-term sustainability strategy that empowers football to make positive changes within the game

DATA, INSIGHT, REPORT & INFORM

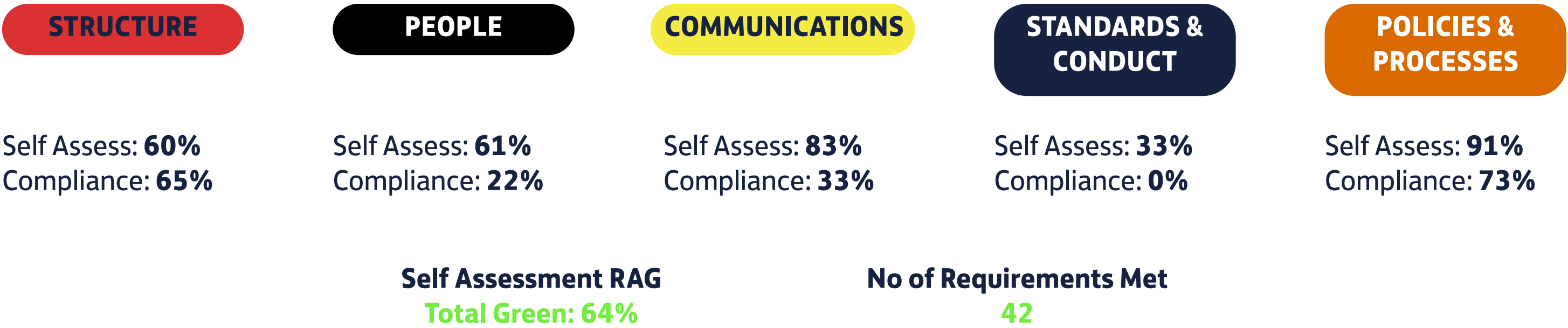
PARTNERSHIP INVESTMENT

EDUCATE THE GAME

HQ



CODE OF GOVERNANCE



BCFA fully supports the FA’s Code of Governance framework and had already seen the benefits of improved governance prior to the Code’s publication.

Our journey to better corporate governance started earlier than most and in 2015 the Board appointed three new Independent Non Executive Directors (INEDs). Such was the success and following a Board review, the number of INEDs was increased to six with five new INEDs joining the Board in 2018.

In recent times, BCFA has changed it’s Articles of Association to a new and approved FA version and these were adopted at its EGM in 2021. This saw the previous over-arching Council being abolished and the BCFA Executive and Board be responsible for running the business. BCFA will submit its Code of Governance application at the end of 2021.

BCFA’s 150th year Anniversary is in 2025 which will also see further changes to our governance structure



FINANCE

PHASE 1: Bore Hole, Water Tank, Irrigation System, Office Refit, Solar Panels

PHASE 2: Toilet Block, Walkway, Ball Catch nets

PHASE 3: Floodlights, Storage, Road, Fence

PHASE 4: Land, Motorway Sign

| | Phase 1: 21-22 | Phase 2: 22-23 | Phase 3: 23-24 | Phase 4: 24-25 |
|--------------------------|---|---|-----------------------|-----------------------|
| Cash at Hand | £1,399k (17) | £1,358k | £1,278k | £1,236k |
| Surplus | £60k | £80k | £100k | £120k |
| Expenditure | £101k | £160k | £142k | £500k |
| Cash at Bank | £1,358k | £1,278k | £1,236k | £856k |
| FA Ratio | 16.5 | 15.5 | 14 | 10 |
| BCFA Funds into the game | £45k affiliation £20k x3 - PiF, CI, GI | £20k affiliation £20k x3 - PiF, CI, GI | £20k x3 - PiF, CI, GI | £20k x3 - PiF, CI, GI |

BIRMINGHAM COUNTY FA - FINANCIAL MANAGEMENT OVERVIEW

POSITIVES

- All 13 pillars are green
- Great innovative staff
- Very good reserves (16 months!)
- Xero + Apps
- Assist other CFA's
- FA shared service (Finance) group
- Good use of furlough & LA grants
- INE Directors inc Finance 'Director'
- Excellent management info - Board & SLT

OPPORTUNITIES

- Increase Partners & Commercial income
- External Funding Opportunities
- STPT Investment
- Support Leagues with Finance (Xero)
- Wider investment strategy into the Game
- Invest in HQ facility & pitches





BUSINESS OBJECTIVES

– 2021-25

- Continue to develop employees (SoP21) & SLT succession planning & achieve annual employee satisfaction of 90%
- Achieve customer satisfaction of 90% average with better than a 14hr response
- Surpass the FA’s discipline timelines for all serious and non serious cases BCFA Board retention and recruitment & succession planning *
- Continue to innovate and be data & insight led & offer bespoke data services to partners
- Lead the Sustainable agenda in football and generate supportive income
- Source & support commercial partners (CSR) and generate investable income
- To re-energise the Young Leaders Group and listen to the voices of young people from within the game in order to positively impact clubs and leagues.
- Deliver the investment strategy – BCFA Funds into the game (Pitch, Innovation & Green) + HQ
- Drive the e-Sports agenda as a marcomms tool and increase reach and promotion
- Lead on equality, diversity & inclusion and attain Advanced level & promote the diversity code
- Achieve the FA’s * Code of Governance
- Attain the FA’s Financial planning criteria and develop bespoke finance services to partners
- Develop our own football/sport courses with local/national partners Increase reach by using Marcoms, PR, social media & video technology
- Utilise the BCFA Benevolent Fund for discrimination victim support





PROMOTING & SUPPORTING THE STRATEGY

- Docs – Internal & External
- HQ
- Football programme
- PR
- Partners
- Strategy Illustrator
- Word Artists
- Launch – FA, Internal, External



**“Success is no accident.
It is hard work, perseverance, learning,
studying, sacrifice and most of all, a love of
what you are doing or learning to do”**

Pelé