



# DERBYSHIRE FA

Strategy 2021 - 2024



# CHAIRMAN'S FOREWORD

"Since the outbreak of Covid-19 at the start of 2020, the world that we live in has drastically changed, and despite the challenges facing us all, the football community has continued to come together.

For many, football has been a release and something that has kept them going through the uncertainty, and whilst it is important to look back and reflect on the difficulties we have all undergone together, now is the perfect time for us to look forward and continue to make positive changes.

Our new three-year strategy for grassroots football will allow us to lead and support the game in Derbyshire, providing a safe and inclusive environment.

In the development of this strategy, we have consulted across our community and will use that insight and analysis to deliver what our participants most want and need.

It is important that we work as a collective to offer opportunities in both the structured and recreational game, to allow people to play in the right environment and with good facilities.

It is vital that we support our club and league network by strengthening both new and existing relationships, saving their time through the implementation of key FA systems and technologies.

We are also committed to offering appropriate training to support our staff and volunteers to be the best they can be, and as a priority, we will continue to develop as an organisation to ensure we effectively govern football in Derbyshire."

**- Frank McArdle, Derbyshire FA Chairman**



# OUR VISION

"Changing lives through football."

# OUR MISSION

"To lead and support the football community across Derbyshire, providing a safe and inclusive environment."



# OUR VALUES

**Accountable** - Taking responsibility for everything we do.

**Adaptable** - Responsive to the changing needs of our community.

**Collective** - Working together, for the better of football.

**Innovative** - Exciting new ways to do things.



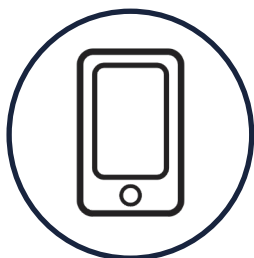
# OUR KEY OBJECTIVES



**Participation**



**Business**



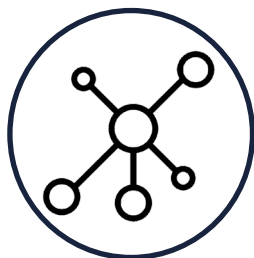
**Technology**



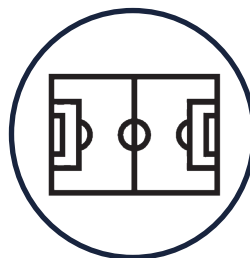
**Facilities**



**Workforce**



**Club & League  
Network**



**Better Playing  
Environments**



# GOVERNANCE

## Derbyshire FA Board of Directors

CHAIRMAN  
**FRANK McARDLE**

CHIEF EXECUTIVE OFFICER  
**RICKY STEVENSON**

DIRECTOR  
**STEVE NICKS**

DIRECTOR  
**IAN WRIGHT**

DIRECTOR  
**COLIN SEDGWICK**

SAFEGUARDING BOARD CHAMPION  
**GARY PARKIN**

EQUALITY DIRECTOR  
**LEONI WAGHORN**

FINANCE DIRECTOR  
**ANDREW BREWIN**

COMMERCIAL DIRECTOR  
**PHIL RANDLE**

LEGAL DIRECTOR  
**ARDIP KAUR**

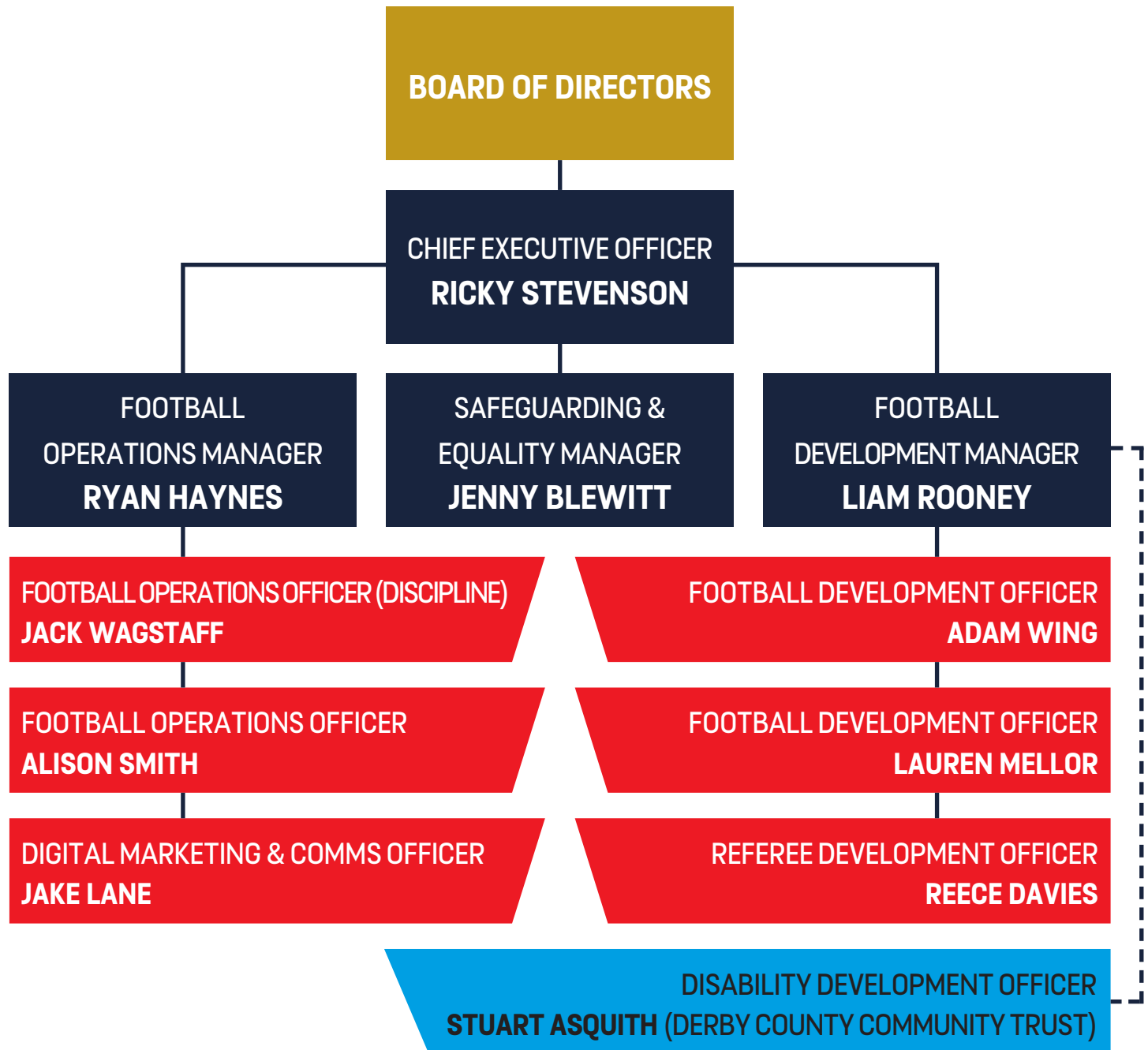
 Council nominated

 Independent

 Ex officio

# WORKFORCE

## Derbyshire FA Staff Structure



As an organisation, we care about the mental health and well-being of all our staff and do all we can to support them. We will continue to provide all members of staff with access to private healthcare and The FA employee assistance programme, to help and support both their physical and mental well-being.

We survey our staff bi-annually to gain insights into how they are feeling and what we can do to better support them. We also promote a positive culture and working environment to help them raise any concerns they may have but also to allow us to help them produce their best work.



# EQUALITY|

Derbyshire County FA is committed to making football in our county accessible to all. Our commitment includes:



Assigning responsibility for equality, diversity and inclusion to a member of the senior management team since September 2020;

Appointment of a non-executive director to chair the Strategic Inclusion Advisory Group (SIAG);



Review of our equality policy in conjunction with staff, board and council in January 2021 - the policy has since been implemented across the business;

Upholding the principles of equality in all aspects of our work - we will audit and monitor our business activities annually and take appropriate steps if our commitment to equality is not being delivered effectively;



An annual plan to collect data on the profile of our staff, board and council, to ensure we can identify and tackle any current areas of under-representation or potential inequalities.

We achieved foundation level of the equality standard in June 2021 and continue the work to meet the preliminary level by June 2022.

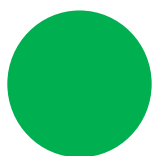


# FINANCE

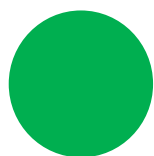
As an organisation, we closely and regularly monitor our finance and expenditure to ensure everything we spend is as required, which has been simplified by the use of XERO accounting software and Smartsheets to improve our efficiency and ability to download reports.

We produce monthly cashflow and budget reports that are presented to board quarterly with management accounts completed by Azets. In May 2021, we appointed a finance director to ensure we continually develop. Our priority areas are to establish a financial manual and review our current investments as we look to develop a new Derbyshire FA HQ in the future.

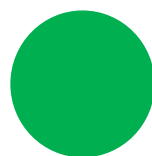
Our self-assessed performance against the 11 County FA Standards is below and we plan on being fully compliant by June 2022. We have cash reserves of six-months having ring-fenced a significant amount towards a new headquarters. We have budgeted for the next 12 months and are expecting our budget to be neutral for the 2021/22 season.



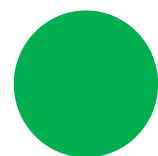
Effective  
Budgeting



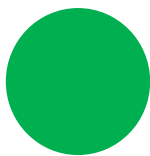
Standard Chart  
of Accounts



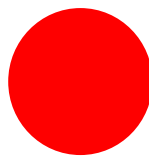
Management  
Accounts



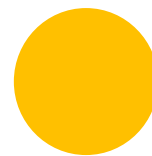
Cashflow  
Projections



Cash  
Reserves



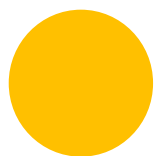
Accounting  
Ratios



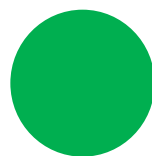
Investment  
Planning



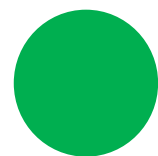
Fixed Asset  
Management



Internal  
Controls



County FA  
Year End



Statutory Accounts  
and Year End





# PERFORMANCE AGAINST KPIs

	2021 Target	2018/19 Actual	2019/20 Actual	2020/21 Actual
Male Pathway	31,051	27,652	31,354	29,482
Female Pathway	2,971	2,536	2,979	3,053
Disability Pathway	672	610	640	630
Futsal Pathway	N/A	630	930	620
Adult FA Charter Standard Clubs	50%	42.49%	43.57%	44.12%
Youth FA Charter Standard Clubs	100%	92.17%	91.43%	92.06%



# PERFORMANCE AGAINST KPIs (cont.)

	2021 Target	2018/19 Actual	2019/20 Actual	2020/21 Actual
Player Registration	80%	69.24%	80.93%	92.58%
Youth Teams with a Qualified Coach	100%	90.88%	90.84%	88.78%
Referees	600	588	474	418
Female Referees	94	27	27	17
Safeguarding Operating Standards	PASS	PASS	PASS	PASS
Good Quality Grass Pitches	75	9	22	101



# AUDIT

We carried out a number of surveys which were completed by club officials across the county, over 400 young people, and all of the partners we work with. We also consulted with our board, council and staff.

These were the key areas of focus that came out from the review.

**Retention and growth  
of adult male game**

**Referee development**

**Growth of girls football  
across the county**

**Perception of  
Derbyshire FA**

**Pathway from Wildcats to  
affiliated football**

**Safeguarding**

**Coach development**

**Equality, diversity and  
inclusion**



# KEY OBJECTIVE: PARTICIPATION



## Headline Objective

Retain and grow participation through flexible and exciting opportunities across all formats of the game

### Success Measures by 2024:

- Support 25,050 male participants across all formats of the male game;
- Grow the number of female participants across all formats of the female game to 3,463;
- Provide inclusive environments to support 435 players with a disability.





# KEY OBJECTIVE: BUSINESS



## Headline Objective

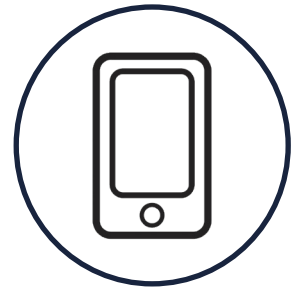
Develop the business to ensure it  
effectively governs football

### Success Measures by 2024:

- Be Code of Governance compliant;
- Increase the perception and overall opinion of the County FA;
- Create a sponsorship strategy to increase funds into the County FA for the benefits of members;
- Modernise the brand and create a brand standard.



# KEY OBJECTIVE: TECHNOLOGY



## Headline Objective

Help our clubs to streamline administration  
and get back hours of valuable time

### Success Measures by 2024:

- Number of clubs on the Matchday app;
- 100% of player registrations\* completed on The FA Club portal;
- Increase of interactions across all social media platforms and our website.

\*registrations eligible to be completed on the portal





# KEY OBJECTIVE: FACILITIES



## Headline Objective

Consistently provide access to good facilities across the county

### Success Measures by 2024:

- 175 good quality grass pitches;
- 30x 3G pitches;
- Using technology to support improvement of pitches;
- Decide a location and plan for a new Derbyshire FA HQ;
- Support delivery of the nine Local Football Facilities Plans.



# KEY OBJECTIVE: WORKFORCE



## Headline Objective

Supporting everyone in our football community, empowering them to be their best

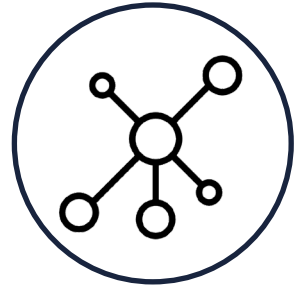
### Success Measures by 2024:

- 800 coaches to have accessed coach development events through the Coaches Community;
- Double the number of female referees by 2024;
- A minimum of 80% of referees in the promotion scheme are promoted each season;
- Ensure there is a robust 'aftercare' programme for those who have completed the FA Referee Course;
- Develop an established volunteer strategy;
- Increase our registered referees by 10% each season;
- Rebrand the Derbyshire FA Youth Council to create a communication pathway, ensuring the voice of young people is heard and listened to.





# KEY OBJECTIVE: CLUB & LEAGUE NETWORK



## Headline Objective

Provide support and guidance to clubs  
and leagues active across Derbyshire

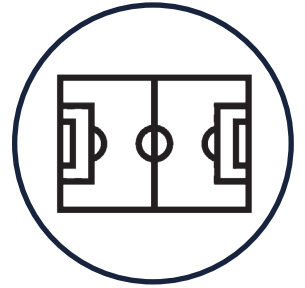
### Success Measures by 2024:

- 100% of youth leagues England Football Accredited;
- Over 50% of adult leagues England Football Accredited;
- 95% of youth clubs England Football Accredited;
- 70% of adult clubs England Football Accredited;
- Retain, support and grow the Derby Futsal and Chesterfield Futsal Leagues.



TheFA  
**FUTSAL**

# KEY OBJECTIVE: BETTER PLAYING ENVIRONMENTS



## Headline Objective

Ensure the football community is representative of the county we live in

### Success Measures by 2024:

- Achieve Preliminary Equality Standard;
- Maintain the high standards set through the FA Safeguarding Operating Standards;
- Create and develop our Strategic Inclusion Advisory Group (SIAG);
- Ensure all discipline cases including discrimination are dealt with appropriately.







# CURRENT PARTNERS



The FA



Football Foundation



English Schools FA



Derby County Community Trust



Bluefin Sport



Fanatics Supplies



Koolpak



SNAP Sponsorship



VEO



[www.derbyshirefa.com](http://www.derbyshirefa.com)