

#EssexFootball: Moving Forward 2024



ENGLAND
FOOTBALL

Creating a united grassroots
environment which delivers
football opportunity For All



SINCE 2018...

TOTAL
POPULATION
OF MORE THAN
3.2m

MALE PATHWAY
GROWTH:
**11% IN YOUTH,
3% OPEN-AGE,
7% VETERANS,
26% WALKING
FOOTBALL**

SAFEGUARDING
OPERATING
STANDARD
ACHIEVED IN 2018,
2019 AND 2020

FEMALE
PATHWAY GROWTH:
**59% IN YOUTH,
19% OPEN-AGE**

INCREASE IN
FEMALE REFEREES
AND REFEREES
FROM ETHNICALLY-
DIVERSE
COMMUNITIES

DISABILITY
PATHWAY GROWTH:
**12% IN YOUTH,
5% OPEN-AGE**

19
LOCAL AUTHORITIES,
INCLUDING **5** LONDON
BOROUGHS

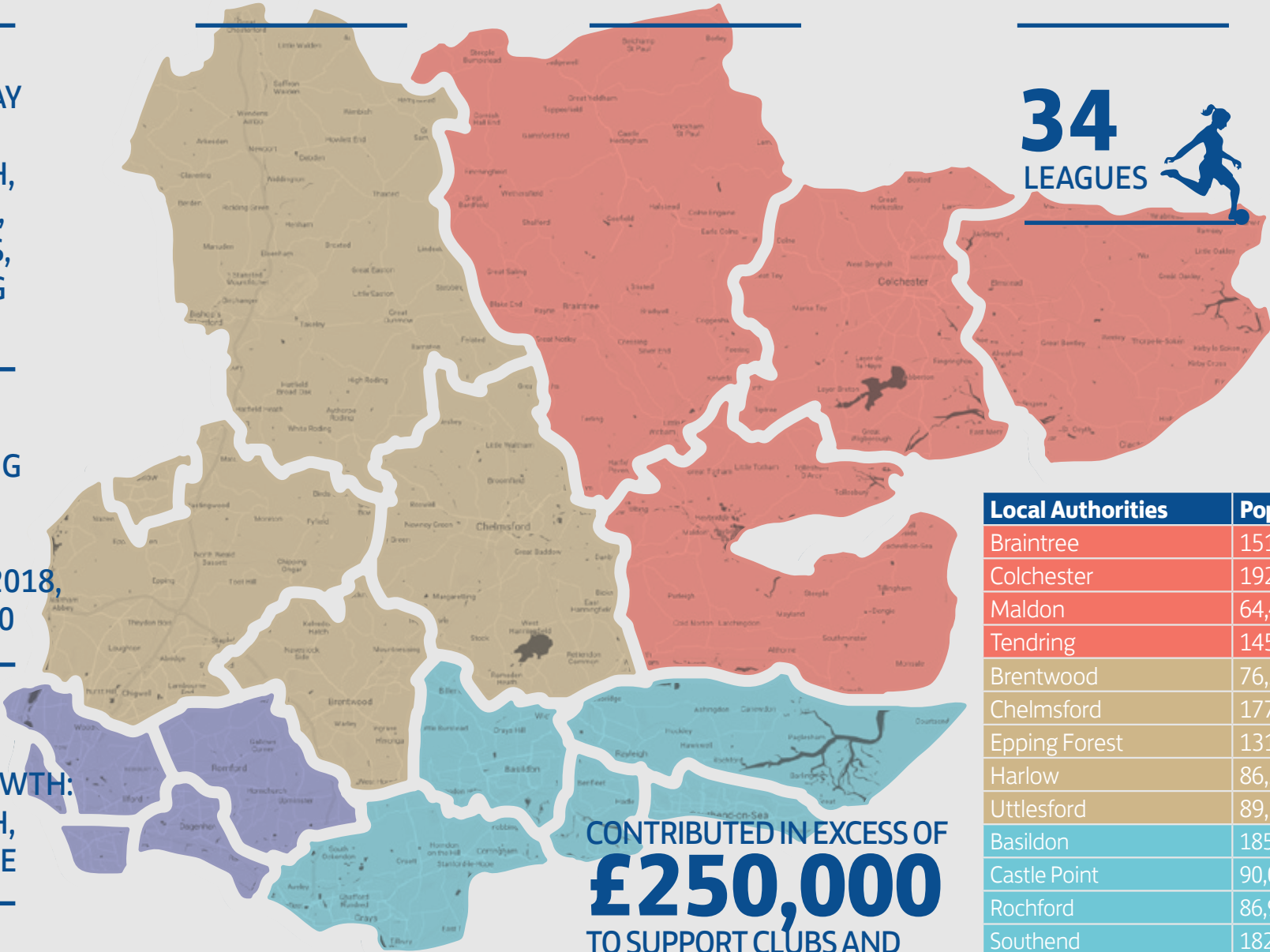
49
FUTSAL TEAMS
(GROWTH OF 14
SINCE 2019/20)

4,680+
TEAMS (8% GROWTH
SINCE 2018)

34
LEAGUES



LONDON FOOTBALL
AWARD WINNERS
AND COUNTY FA
RECOGNITION AWARD
WINNERS AND FINALISTS
IN 2019 AND 2020



CONTRIBUTED IN EXCESS OF
£250,000
TO SUPPORT CLUBS AND
LEAGUES WITH THE
FINANCIAL COSTS
ASSOCIATED WITH
AFFILIATION, LEGAL LIABILITY
INSURANCE AND PERSONAL
ACCIDENT INSURANCE

MORE THAN
1,050
CLUBS

Local Authorities	Population 2020	Population 2024	Clubs	Teams
Braintree	151,561	154,094	76	287
Colchester	192,523	204,764	78	325
Maldon	64,425	67,065	33	107
Tendring	145,803	154,015	59	176
Brentwood	76,550	76,273	42	235
Chelmsford	177,079	185,792	93	427
Epping Forest	131,137	134,450	50	242
Harlow	86,594	88,704	49	180
Uttlesford	89,179	98,584	34	169
Basildon	185,862	191,723	95	383
Castle Point	90,070	91,428	36	140
Rochford	86,981	90,548	48	271
Southend	182,463	189,404	61	303
Thurrock	172,525	183,737	80	269
LB of Barking & Dagenham	211,998	218,300	53	166
LB of Havering	257,810	269,201	64	329
LB of Newham	352,005	367,386	25	59
LB of Redbridge	303,858	308,383	93	240
LB of Waltham Forest	276,700	285,009	27	85
	3,235,123	3,358,860		

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Essex County FA: Moving Forward 2024

Creating a united grassroots football environment which delivers football opportunity For All



Our new strategic plan through to 2024 builds on the successes of the progress and strong foundations made up to 2021, and aligns The FA's Grassroots Football Strategy 2020-24 key principles and targets into a bespoke strategy tailored to the needs of Essex football.

The aim is to continue to achieve our vision of “creating a united grassroots football environment that delivers football opportunity all.” This vision is built on the strategic pillars of:

ENGAGEMENT | CORPORATE GOVERNANCE | BUSINESS | OPERATIONS

Each of these pillars sets out key objectives which will drive the Essex County Football Association forward as it supports grassroots football to rebuild, revive and thrive, following two heavily-disrupted and challenging seasons.

To do this, we will continue to focus on the needs of the participant and to drive decision-making through the use of informed data and insight. We are also committed to supporting those who need the most help as football recovers from the impacts of Covid-19.

Between the 2018/19 and 2020/21 seasons, the Essex County FA have contributed in excess of £250,000 to support clubs and leagues with the financial costs associated with affiliation, Legal Liability Insurance and Personal Accident Insurance.

We will also ensure those areas of the game which need specific focus will receive it to help retain individuals within the game and grow participation, as well as creating additional opportunities to play the game for all sections of the community. Key to this is ensuring we continue to develop a quality network of football facilities for the game to take place on.

Underpinning the strategic pillars are the department strategies which set the key focus and objectives for each department of the Essex County FA:

DEVELOPMENT | FOOTBALL SERVICES | SAFEGUARDING | REFEREEING MARKETING & COMMUNICATIONS

It is fully recognised that achieving many of the areas and objectives set out will require collaboration across the game, and we fully appreciate that football in Essex is built on a strong foundation of committed volunteers who dedicate thousands of hours to support the delivery and coordination of football every week.

This is along with a wide variety of local partners and organisations, including local authorities, funding partners, clubs, leagues, referees, facility providers, recreational football providers, education organisations, professional clubs, Football in the Community programmes and more.



FA For All Award



FA For All Award

Essex County FA: Moving Forward 2024

Creating a united grassroots football environment which delivers football opportunity For All



These foundations and partnerships will be key in the years ahead to achieving the targets which are laid out in this strategy, and we very much look forward to working with you to do that. We are committed to demonstrating this through our core values:

UNDERSTAND = We are supportive, empathetic and knowledgeable, using insight and data to drive decision-making

NEW INNOVATIONS = We are proactive and creative to improve existing formats and explore new ways of delivering football

INTEGRITY = We are fair, honest, reliable and accountable and commit to “doing what we said we would do,” ensuring equality and diversity to develop football for all and ensure all those who wish to be involved are supported and encouraged

TEAMWORK = We work collaboratively and inclusively with each other across all areas of the business and with our partners across the game to optimise all our opportunities

EXCELLENCE = We aim to deliver high-quality football services, seeking feedback and constantly reviewing our work, to develop our services based on the needs of our community and individual customers

Since 2018, there has been an overall 8% growth in affiliated teams across Essex, despite all the difficulties experienced due to the impact of Covid-19. This highlights the commitment, resilience and strength of the game in Essex, and we are looking forward to working in conjunction with all the game’s stakeholders to ensure we continue to achieve Essex football’s full potential.

We express our sincere gratitude to those whose outstanding work continues to make the game an enjoyable experience and we look forward to working with you in the years ahead and, in doing so, bringing all parts of the game together.

Brendan Walshe

Chief Executive Officer

Board

Andy Chaplin (Chairperson)
Barry Fitzgerald
Sheryl MacRae
Andy French
Hafiza Patel (INED)
Matt Clare (INED)
Craig Leverington (INED)



FA County Recognition Awards

WE ARE
ESSEX



Essex County FA Board Vision for 2024

Creating a united grassroots football environment that delivers football opportunity For All



Engagement

To develop new, and enhance existing, offers to engage all stakeholders and formats of the game by putting the participant's needs at the heart of football.

- i: Monitor and review existing grassroots delivery model and continue to adapt to participation trends to meet modern-day demands for 2024
- ii: Develop and engage a network of quality-assured football delivery partners across affiliated and recreational formats, reviewed annually
- iii: Utilise social media, website and digital technology platforms as the core engagement and promotional tools
- iv: Deliver an annual Essex grassroots football stakeholder survey and analyse results



Corporate Governance

To be an inclusive, accountable and transparent decision-making organisation to develop, safeguard and support football.

- i: By 2024, we will work to achieve full compliance with:
 - (i) the Code of Governance for County FAs
 - (ii) The FA Football Diversity Leadership Code for Grassroots Football
- ii: Ensure the organisation shall comply with all applicable laws and regulations and have appropriate controls and risk management procedures
- iii: Achieve and maintain the Intermediate Status of the Equality Standard to:
 - (i) Engage, recruit and maintain an IAG with representation on the Essex County FA Board to support and promote equality and inclusion at the highest level of decision-making.
 - (ii) Engage, recruit and support a paid and volunteer workforce with independence, skills, experience and knowledge to take effective decisions across all structures
- iv: Ensure effective policy and procedure governs organisation decisions, with clear complaint and grievance processes

Business

To develop a sustainable business model that promotes innovation and continuous improvement, attracting inward investment.

- i: Review and refresh the 2018-21 Essex County FA Business Strategy and update to set strategic objectives to 2024, in-line with FA strategic direction, which is reviewed annually and supports grassroots football to recover from Covid-19's impact
- ii: Maximise our brand to deliver more investment into Essex and enhance our profile
- iii: Broaden the business model from an administrative function to a service-led, sustainable model
- iv: Undertake responsible financial strategic planning across all investments and ensure the business is appropriately resourced



Operations

To be the strategic lead for football in Essex, using data and insight to drive decision-making.

- i: Drive our day-to-day operations and delivery of FA NGS KPIs through department led strategic objectives for 2018-2021 for Football Development, Governance, Safeguarding, Refereeing, and Marketing & Communications
- ii: Develop support, guidance and materials for football delivery partners in affiliated and recreational formats which share best practice and enhance the grassroots matchday environment
- iii: Demonstrate the UNITE values throughout the organisation to uphold high standards and drive continuous improvement
- iv: Develop a 'Customer Charter' for our activity to drive customer service standards



Football Development Strategy

To provide a safe, engaging and progressive football environment For All



Participation Pathways

To provide a clear and seamless pathway for male, female and disability grassroots football to meet the affiliated and recreational demands of the game.

- i:** Retain 67,459 registered male players by:
 - (i) providing best possible early environment for players
 - (ii) developing sustainable pathways through the transition points of youth football
 - (iii) support sustainable adult football structures in open-age, veterans and Walking Football
- ii:** Grow our registered female players to 6,952 by 2024 in-line with the FA Inspiring Positive Change Women's & Girls' Strategy by:
 - (i) supporting primary-aged girls to have access to local football opportunities to engage early participation in each local authority
 - (ii) supporting the club network to develop high-quality and inclusive local female pathways from youth to adult in each local authority
 - (iii) supporting the development of excellence in female players, coaches and officials representative of the Essex community

Workforce

To support a diverse volunteer workforce across grassroots football to meet the evolving administrative, technological and practical demands of the game.

- i:** Deliver a Coach Development Programme which enables the player pathways to flourish by:
 - (i) promoting and signposting the FA Education digital qualification path way to engage and educate a diverse and qualified workforce
 - (ii) achieving 90% of youth teams with a qualified coach by 2024
 - (iii) provide Continuing Professional Development (CPD) opportunities for 50% of coaching workforce by 2024
- ii:** Provide website content which supports the grassroots workforce with access to key information, resource guides and YouTube content relevant to their respective roles and responsibilities
- iii:** Deliver a volunteer recognition programme which values our grassroots football workforce through a variety of channels on a weekly, monthly and annual basis

Clubs & Leagues Network

To develop a sustainable network of affiliated clubs and leagues who have the knowledge and expertise to provide a safe, engaging and progressive football environment.

- i:** Support our grassroots club network through a strategic service which utilises data and insight to inform decision-making and drive participation
- ii:** Work with our grassroots club network to embed The FA's new club accreditation framework, England Football Accredited Clubs
- iii:** Provide a leadership programme for club and league committee volunteers which develops skillsets across:
 - (i) Club and League Vision and Values
 - (ii) Equality and Diversity (linked to grassroots version of Football Leadership Diversity Code)
 - (iii) Technology and FA System Administration
- iv:** Work strategically with our network of affiliated leagues to support the facilitation of safe, engaging and progressive grassroots football opportunities

Facilities

To develop a sustainable network of quality football facilities across the county which allows participation to continue to sustain and grow.

- i:** Work with our local authority network and other partners to address shortfalls in 3G Artificial Grass Pitch (AGP) provision through actively developing projects identified in Local Football Facility Plans, targeting £2million of total project cost investment in each year of the strategy
- ii:** Work with our grass pitch operators to improve a minimum of 328 pitches to a good standard across the county, utilising Grounds Maintenance Association expertise, Pitch Power and respective Football Foundation opportunities
- iii:** Support our grassroots club network to access relevant funding opportunities which improve the training and matchday environment
- iv:** Work closely with Sport England and our local authorities to respond to planning applications which influence future facility development to service grassroots football

Football Development Strategy

To provide a safe, engaging and progressive football environment For All



Participation Pathways (Continued)

- iii: Grow our registered disability players to 765+ by 2024 by:
 - (i) supporting youth participation opportunities in each local authority
 - (ii) supporting our grassroots club network to develop and sustain integrated disability provision/ pathways
 - (iii) supporting the development of sustainable recreational sessions linked to mainstream clubs
- iv: Support the development of recreational participation opportunities including turn-up and play, small-sided football, Futsal and Walking Football



Workforce (Continued)

- iv: Continue to develop our Youth Forum and support them to empower our grassroots football structures to engage with the voice of young people and provide opportunities for the next generation of volunteers



SINCE 2018...

123,000+ PROJECTED POPULATION GROWTH BY 2024

CHARTER STANDARD CLUBS: 88% YOUTH (GROWTH OF 8%) AND 41% OPEN AGE (GROWTH OF 11%)

'PARKLIFE' PROJECT DEVELOPMENT OF £10m SUPPORTED BY THE ESSEX COUNTY FA IN PARTNERSHIP WITH THE LONDON BOROUGH OF BARKING & DAGENHAM COUNCIL

55 3G PITCHES ON THE FA REGISTER IN ESSEX

DELIVERED FEMALE REGIONAL TALENT CLUB AND PLAYER DEVELOPMENT CENTRE

Football Development Strategy

To provide a safe, engaging and progressive football environment For All



2018-2021 Strategy Achievements

4,202

LEARNERS ACROSS
ALL COACH
EDUCATION
COURSES



£5.33M

TOTAL PROJECT
COST INVESTMENT
INTO NEW FACILITY
DEVELOPMENT
IN ESSEX



490 PARTICIPANT
INTRODUCTIONS TO
FUTSAL - GROWTH OF

330

5,350 PLAYER
INTRODUCTIONS
TO WOMEN'S &
GIRLS' FOOTBALL
- GROWTH OF

1,402

610 PARTICIPANT
INTRODUCTIONS
TO DISABILITY
FOOTBALL -
GROWTH OF

70

293

FA PITCH
IMPROVEMENT
PROGRAMME
VISITS



66 JUST PLAY
CENTRES PROVIDED
HIGH QUALITY
INTRODUCTIONS
TO FOOTBALL



77,168 PLAYER
INTRODUCTIONS
TO YOUTH & ADULT
MALE FOOTBALL
- GROWTH OF

2,955

88 WILDCATS
CENTRES -
GROWTH OF

55



CHARTER STANDARD
DEVELOPMENT
CLUBS AND LEAGUES:
YOUTH **87.62%**
(UP 6.62%),
ADULT **40.91%**
(UP 10.91%)





Safeguarding & Welfare Strategy

Provide a safe and compliant football environment with a skilled and knowledgeable workforce



Workforce and Education

To support a network of volunteers within youth, disability and open-age football, to proactively promote safeguarding across grassroots football.

- i:** Promote and signpost members towards the FA Safeguarding Education Pathway to ensure for all members to support compliancy, best practice and affiliation requirements
- ii:** Create and maintain an Essex County FA tailored Welfare Officer Guidance Pack and workshop to support new and existing Club Welfare Officers in Essex
- iii:** Offer a Continuing Professional Development (CPD) programme for Club and League Welfare Officers, with a minimum of four events per season which will support ongoing learning and development around the safeguarding agenda
- iv:** Utilising the Essex County FA website, providing a regularly-updated suite of resources, including good practice examples to support best practice sharing across grassroots football

Safeguarding Compliancy

To achieve and implement the FA Safeguarding Operating Standard each season.

- i:** Ensure 100% Disclosure & Barring Service (DBS) compliancy across youth football and providing continued promotion for under 18s in open-age football
- ii:** To undertake annual safeguarding visits on 13% of youth clubs affiliated, in-line with FA Safeguarding Operating Standard
- iii:** Ensure all relevant roles have an in-date and accepted FA DBS, as well as the appropriate FA safeguarding qualifications, across clubs and leagues
- iv:** Provide information, advice and guidance for members to meet legal requirements



Investigations

Work in partnership with The FA and key safeguarding organisations in Essex to protect vulnerable adults and young people in grassroots football.

- i:** Identify and assess individual cases in partnership with The FA and refer them to the appropriate safeguarding agency, recording poor practice and serious cases on the FA Case Management platform
- ii:** Review football discipline investigation cases to identify, record and manage safeguarding concerns
- iii:** Closely monitor and manage FA suspensions
- iv:** Deliver appropriate safeguarding interventions when poor practice is identified and assist The FA with case management interventions



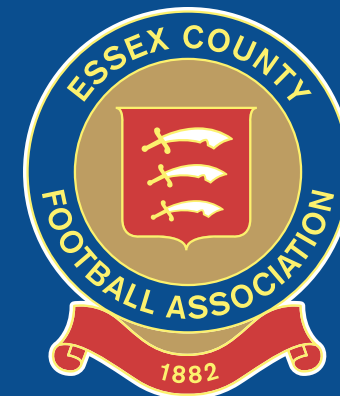
Environment

To promote and encourage a positive, respectful and inclusive experience within youth football, incorporating the views of under 18s.

- i:** Review and reinvigorate Respect, #WeOnlyDoPositive and the Essex County FA Fair Play Awards, engaging with clubs and leagues to enhance matchday and club environment experiences across Essex
- ii:** Promote the FA “Positive Welcome to Your Club” Pack to all clubs and leagues and engage 50% of youth clubs in Essex to adopt it by 2024
- iii:** Work collaboratively with clubs and leagues to support and share information to maximise the voice of under 18s within club and league structures
- iv:** Develop a platform via the Essex County FA website specifically for under 18s, sharing and inviting interaction

Safeguarding & Welfare Strategy

Provide a safe and compliant football environment with a skilled and knowledgeable workforce



2018-2021 Strategy Achievements

1,190

PLACES ON
SAFEGUARDING
CHILDREN
COURSES



240

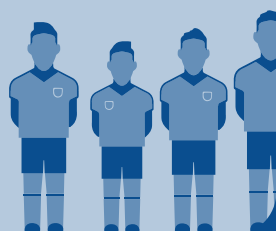
PLACES ON
WELFARE
OFFICER
WORKSHOPS



SAFEGUARDING VISITS
COMPLETED WITH

124

CLUBS
(SEEING 463 TEAMS
AND 1,413 INDIVIDUALS)



SAFEGUARDING
OPERATING
STANDARD
ACHIEVED IN
2018, 2019
AND 2020

OVER THE PAST FEW
YEARS, STRONG WORKING
RELATIONSHIPS HAVE BEEN
ESTABLISHED WITH OTHER
AGENCIES OPERATING
WITHIN SAFEGUARDING
AND CHILD PROTECTION





Refereeing Strategy

To recruit, retain, and develop a high-quality and diverse referee workforce to support football across Essex



Recruitment

To recruit a diverse and inclusive referee workforce across all formats of the game.

- i:** Recruit 25% more registered referees to the Essex County FA on a seasonal basis, based on the number of referees registered on 1st June
- ii:** Deliver additional courses and workshops per season to meet demand in Essex to enhance knowledge around refereeing Futsal, Walking Football and disability football
- iii:** Run annual recruitment initiatives to support an increase in the recruitment of female referees and referees from ethnically diverse communities
- iv:** Monitor referee coverage levels across Essex and support leagues to maximise their referee coverage levels on a gradual basis through targeted courses

Retention

To retain a diverse and inclusive referee workforce across all formats of the game.

- i:** Retain a diverse and inclusive referee workforce of 80% of the registered referees (excluding Level T - Training) to the Essex County FA on a seasonal basis, based on the number of referees registered on 1st June
- ii:** Target a minimum conversion of 60% of our trainee referees each season
- iii:** Deliver a referee mentoring programme to support trainee referees and those referees identified who need additional support
- iv:** Support all referees to make sure they meet the FA Disclosure & Barring Service (DBS) and safeguarding requirements to carry out their role as a referee

Development

To provide all referees with a clearly-defined development pathway from youth to senior football to assist with identifying referees for promotion and for the Essex and FA Centre of Refereeing Excellence (CORE) programmes.

- i:** Target 9% of the registered referees in Essex County FA to enter the promotion scheme on a seasonal basis
- ii:** Deliver a structured Essex Centre of Refereeing Excellence (CORE) programme, which supports FA CORE
- iii:** Deliver a Continuing Professional Development (CPD) programme of practical and theoretical sessions per season to support the development of the majority of referees
- iv:** Deliver a Youth-to-Adult Transition Programme to support referees moving from youth football to open-age football

Workforce

To have a quality-assured referee workforce to support the development of all referees in Essex.

- i:** Increase the number of referee developers (coaches, mentors and observers) to 300 by 2024
- ii:** Maintain an active referee developer workforce through an annual review of activity levels to inform recruitment of new referee developers
- iii:** Provide bespoke CPD programme each season for our referee developers focused on improving coaching, mentoring and observing skills
- iv:** Support the development and transition of observers looking to move into the semi-professional and professional game



Refereeing Strategy

To recruit, retain, and develop a high-quality and diverse referee workforce to support football across Essex



2018-2021 Strategy Achievements

1,200+

REFEREES



81.65%

OF ALL 9v9 AND
11v11 GAMES
APPOINTED WITH
A QUALIFIED
MATCH OFFICIAL

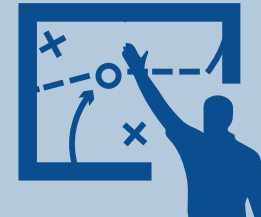
19,169

REFEREE
APPOINTMENTS



16

FA REFEREE
TUTORS



123

REFEREE
OBSERVERS



142

REFEREE
MENTORS



703

CANDIDATES ON
REFEREES COURSES
THROUGH 32
INDIVIDUAL COURSES



41

REFEREE
COACHES



224

REFEREE
DEVELOPERS



ESSEX COUNTY FA



@EssexCountyFA



EssexFA

www.essexfa.com

Football Services Strategy

To lead the administration of football in Essex and create a fair and inclusive environment For All



Discipline

To administer all on-field discipline and misconduct correctly, fairly and efficiently.

- i:** To ensure 100% of cautions and send offs are administered within five days of receiving the referee's report
- ii:** To provide guidance and support to all clubs and teams to respond to all on-field discipline correspondence, including greater promotion of:
 - (i) suspension tracker on the Essex County FA website
 - (ii) essential discipline guidelines held on the Essex County FA website
 - (iii) Freshdesk Knowledge base
 - (iv) publishing all decisions and reasons of serious cases on the Essex County FA website
- iii:** 70% of personal hearings and commissions to be dealt with within 45 days of charges being raised, 90% dealt with within 60 days and ensuring 100% of cases are dealt with within 180 days
- iv:** To ensure all commission panels and members have appropriate skills, independence and expertise and have undertaken appropriate training by The FA for chair trained, secretary, national panel targets

Investigations

To identify and investigate all discipline cases involving assaults, discriminatory language or behaviour and serious complaints.

- i:** To target 70% of identified cases to have investigation completed within 45 days of starting - 90% within 60 days of starting - and to ensure 100% of identified cases to have investigation completed within 90 days of starting
- ii:** Targeting all abandoned games, assaults and physical contact on referees to be dealt with within 28 days of the match
- iii:** To provide guidance and support to clubs, teams, managers, referees and players on how to report discriminatory language and behaviour



Regulations and Sanctions

To support clubs and leagues in meeting affiliation and sanction requirements in line with the FA Standard Code of Rules (and SCORY Youth).

- i:** To support 100% of clubs and leagues to meet affiliation and sanction guidelines and support any club in need of support with an affiliation action plan
- ii:** To support all clubs and leagues with rule queries and undertake an annual review of all competition rules to align to FA Standard Code of Rules (and SCORY Youth)
- iii:** Prioritise that all league appeals are dealt with within 45 days of being received



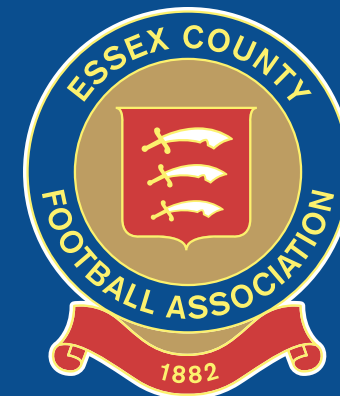
Competitions and Technology

Provide high-profile and high-quality competitions and representative football opportunities, utilising FA technology and data insight to enable the volunteer workforce.

- i:** To provide training, promotion and support to all clubs, competitions and members in the use of FA systems and technology to assist in football administration through:
 - (i) 100% player registration and E-Mail
 - (ii) promoting the use of the FA Matchday app and targeting 25% of members using it
 - (iii) Club and Competition Portal
- ii:** To support all recreational and small-sided football formats to meet affiliation requirements by adopting FA Technology
- iii:** Organise, coordinate and promote high-quality County Cup Competitions for Under 12s to 18s boys, men, veterans, women and girls
- iv:** Provide opportunities for representative football to take place, where available, in youth and female open-age formats

Football Services Strategy

To lead the administration of football in Essex
and create a fair and inclusive environment For All



2018-2021 Strategy Achievements

24 COUNTY CUPS
AND COMPETITIONS
DELIVERED FOR UNDER
12s TO 18s BOYS, MEN,
VETERANS, WOMEN
AND GIRLS

1,446 COUNTY
CUP ENTRIES
(GROWTH OF 199)



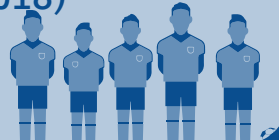
MORE THAN
1,050 CLUBS,
34 LEAGUES



65.28% OF PERSONAL HEARINGS AND
CORRESPONDENCE CASES DEALT WITH
WITHIN **45** DAYS OF CHARGES BEING RAISED,
81.61% IN **60** DAYS AND **98.61%**
WITHIN **180** DAYS

95.82% OF
CAUTIONS AND
SEND-OFFS ARE
ADMINISTERED
WITHIN FIVE DAYS

4,680+ TEAMS
(8% GROWTH
SINCE 2018)



97% AFFILIATED
PLAYER REGISTRATION
COVERAGE (GROWTH
OF 62%)

1,208
INVESTIGATIONS



98.82% OF
IDENTIFIED CASES
TO HAVE
INVESTIGATION
COMPLETED WITHIN
90 DAYS, **94.20%**
WITHIN **60** DAYS

£82,000+
PROVIDED TO
CLUBS FOR PUBLIC
LIABILITY
INSURANCE



48,162
DISCIPLINE CASES
ADMINISTERED



£180,000+
PROVIDED TO CLUBS
FOR PERSONAL
ACCIDENT INSURANCE

AVERAGE DAYS PER
INVESTIGATION:
34.99 (REDUCED
BY 18.08 DAYS)





Marketing & Communications Strategy

To communicate and engage effectively with every football stakeholder in Essex



Website

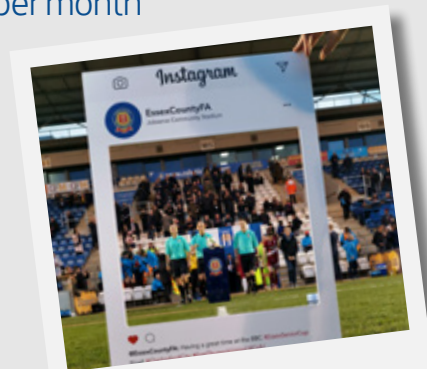
To be the central information point for grassroots football stakeholders.

- i:** Regularly review and update website content to create key reference and resource pages on cups, players, referees, coaches, clubs, leagues, volunteers, facilities, safeguarding and inclusion
- ii:** Make full use of analytics software to identify key audience acquisition trends
- iii:** Use the website to promote 18 key priority football news items on a monthly basis, also arranging for relevant news stories to be published in local, regional and national publications and websites
- iv:** Make full use of analytics software to identify key audience acquisition trends

Social Media

To be the key mobile engagement and promotional vehicle.

- i:** Utilise Facebook, Twitter and YouTube as the core channels to engage, inform and educate grass roots football quickly and efficiently across a wider platform of partners
- ii:** Increase Twitter followers to 40,000 and deliver 800 tweets on a monthly basis, embracing the #EssexFootball hashtag
- iii:** Increase Facebook likes to 18,000 and deliver 50 posts on a monthly basis, featuring more human interest and individual-specific content
- iv:** Create new promotional videos, distributed through YouTube and the website, growing the audience to 1,000 subscribers and posting two videos per month



Communication

To deliver efficient and effective communication to all football stakeholders in Essex.

- i:** Produce a monthly branded E-Mail newsletter to update football stakeholders on key developments, building a subscriber list of 2,000
- ii:** Promote the FA Annual Stakeholder Survey and achieve a year-on-year increase in responses
- iii:** Produce an Annual Report, updating football stakeholders on all key activities and the financial position of the Essex County FA
- iv:** Pilot an Essex County FA podcast, beginning in the 2021/22 season



Branding and Commercial

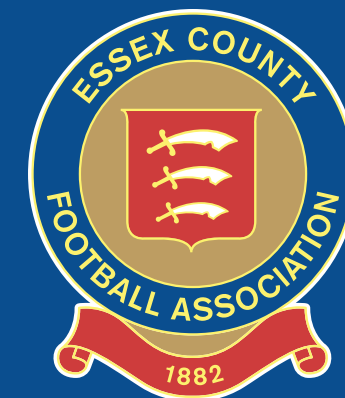
To nurture a defined image which aids achievement of specific, strategic goals.

- i:** Create a consistent and high-quality brand image in partnership with a branding partner, devising a set of specific brand guidelines
- ii:** Create a specific range of commercial opportunities which can attract additional revenue into grassroots football
- iii:** Publish visually-appealing 'infographics' which represent County FA activities and information efficiently and concisely
- iv:** Create and build branded signage for display at events and festivals



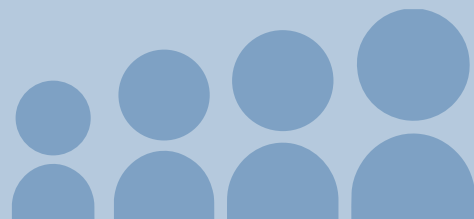
Marketing & Communications Strategy

To communicate and engage effectively with every football stakeholder in Essex



2018-2021 Strategy Achievements

415,000+
UNIQUE WEBSITE VISITORS



INCREASING
SOCIAL MEDIA
ENGAGEMENT



EXCELLENT
RELATIONSHIP
WITH BBC ESSEX



10,100+
FACEBOOK PAGE LIKES,
1,500+ POSTS



NEWS, PUBLICATIONS
AND DOCUMENTS
SHARE INFORMATION
EACH SEASON



ENHANCED
E-MAIL MARKETING
CAPABILITIES TO
HIGHLIGHT LOCAL
ACTIVITIES



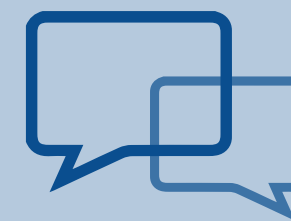
IMPROVED
VIDEO AND AUDIO
CONTENT



31,000+
TWITTER FOLLOWERS,
26,000+ TWEETS



INTERACTION AND
FEEDBACK FROM
STAKEHOLDERS



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