

Business Reset Strategy | 2021-24

Bringing The FA Grassroots Football Strategy to Hampshire



Introduction

We will set out in this Business Strategy how we intend to rebuild and implement plans for future growth throughout the organisation.

The past 18 months or so has seen considerable change for Hampshire FA as we enter a new era as a leisure provider whilst also responding to the challenges of a global pandemic.

Our Board and Senior Management Team have worked collaboratively in the production of this new Business Strategy and recognise the need for a more fluid and flexible approach in terms of our workforce and engagement with key stakeholders.

We continue to use creation and innovation to diversify and grow our business to ensure that football recovers from the financial impact of the pandemic and we are well positioned to meet the needs of the football community in Hampshire.



Neil Cassar - CEO



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How We Will Measure Success

KEY PERFORMANCE INDICATORS

-  100% retention of 51,969 Male Players by 2024
-  30% increase in Female Players by 2024
-  100% recovery of 627 pre-pandemic Disability Players by 2022*

-  600 newly trained referees by 2024 with min. 60% retention and 9% progressing to the next level
-  90% youth teams with qualified coaches and 2,625 coach development opportunities by 2024
-  170 Grass Pitches rated good/excellent by 2024

* Further disability pathway targets for 2023 and 2024 to be set at the end of the 2021/22 season



How We Will Measure Success



SECONDARY MEASURES

- ☐ 76 Weetabix Wildcats Centres for 5-11 girls by 2022
- ☐ Establish Youth Network by 2022
- ☐ Launch new HFA Football Academy further education programme by 2022
- ☐ Implement new inclusive recruitment practice by 2022
- ☐ Complete reassessment for Preliminary Equality Standard award by 2023
- ☐ Meet FA Code of Governance compliance by 2024
- ☐ Board of Directors to meet Code of Governance diversity requirements by 2024

- ☐ 75% of youth clubs to have female teams by 2024
- ☐ A full female youth competition pathway for all ages by 2024
- ☐ 37 clubs with a youth competition pathway for all ages by 2024
- ☐ 70% adult teams with England Football Accreditation by 2024
- ☐ 90% youth teams with England Football Accreditation by 2024
- ☐ Deliver Hampshire FA Youth Engagement Strategy by 2024
- ☐ Hold unaffiliated external football providers to a minimum operating standard by 2024
- ☐ Meet FA Safeguarding 365 operating standards throughout strategy to 2024

Our Vision, Mission & Values

Vision

*Using the power of **football** to build a better future for all communities in **Hampshire**.*

Mission

- Set strong foundations for all of Hampshire football to **Recover** stronger by enabling & supporting a bespoke Hampshire FA workforce.
- Deliver an expanding network of **Hub Sites**, connected with & fully engaging their local communities.
- Put **Youth Engagement** at the centre of all delivery & ensure young people are heard, safeguarded & empowered to influence the future.
- Re-invigorate **Equality, Diversity & Inclusion** through new IAG/local engagement structure & governance standards.
- Undertake a full business **Culture** review to embed inclusivity, safeguarding & quality community service throughout all we do.

Values

Progressive - Respect - Inclusion - Determined - Excellence



Reflection on Progress & Where Next



2018-21

- ✓ Operation of a new hub at Front Lawn
- ✓ Asset transfer of Winklebury Football Complex
- ✓ Convert playing surface at Winklebury to 3G
- ✓ Delivery of Parklife model in Eastleigh by 2020
- ✓ Achieve FA Safeguarding Operating Standard
- ✓ Direct engagement with every participant
- ✓ Fit for purpose and modern organisational structure
- ✓ Flexible, inclusive and accessible playing opportunities
- ✓ Double the number of female participants
- ✓ Successful implementation of Freshdesk



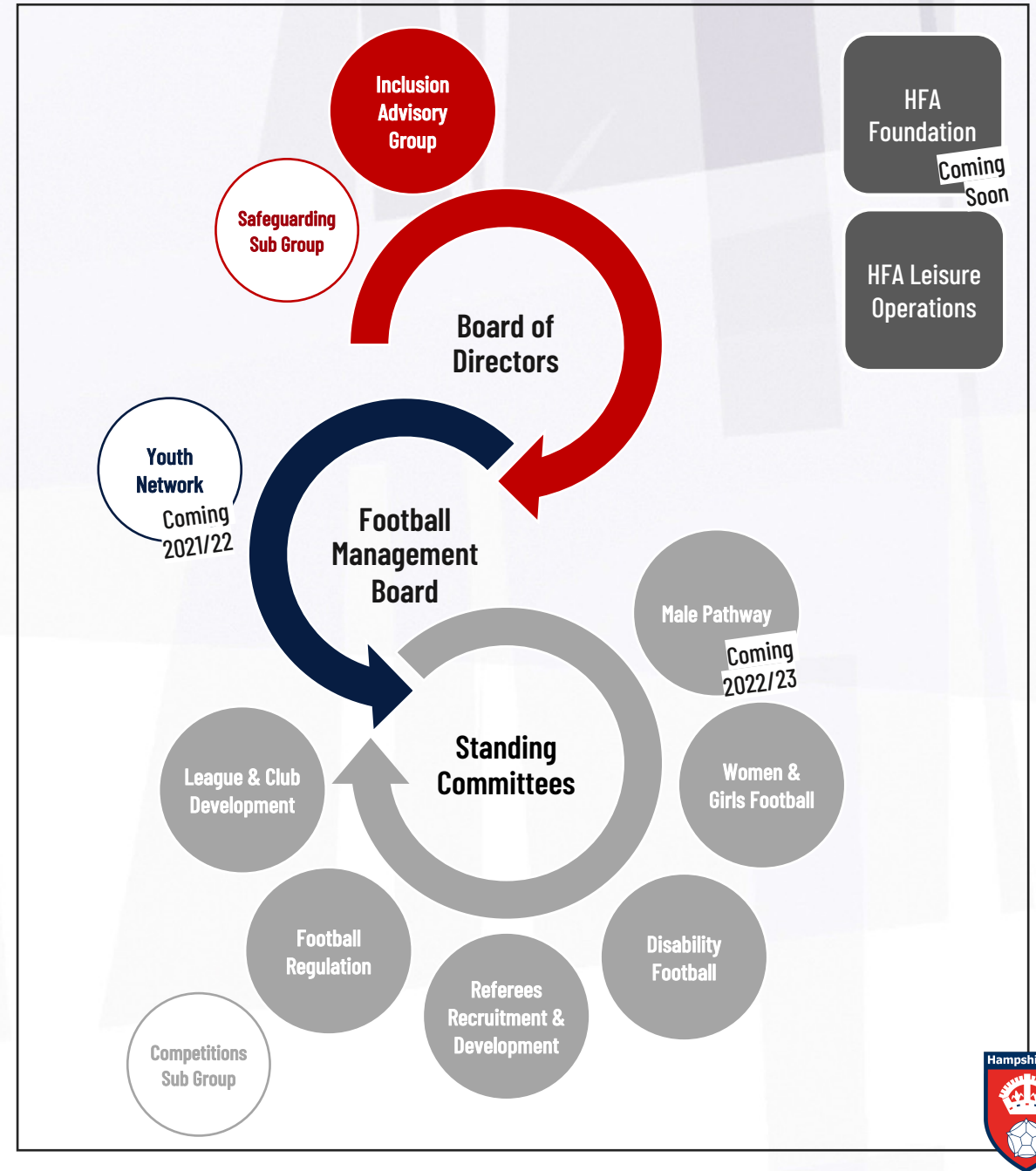
2021-24

- Return all sites to full delivery status
- ↻ Explore opportunity for new hub site delivery across Hampshire
- FA Safeguarding 365 compliant and new youth engagement focus
- Successful implementation of new FA technology platforms
- Refine & enhance recruitment to diversify membership
- ↻ Embed equality, diversity and inclusion throughout
- Utilise WEuro 2022 to deliver Inspiring Positive Change
- ↔ Switch focus to customer engagement through sites

Our Governance Structure

- Purpose - The groups and their members provide the diverse skills, experience and independent voice to inform decision making and engage effectively with our stakeholders.
- A need for a specific group to look at the Male Pathway has been identified other areas of focus will be adapted to meet the needs of the new strategy.
- A Youth Network will be established this season to provide 16-24 year old people the chance to feedback on what football currently looks like and deliver projects to improve it.
- HFA Foundation will be established to raise funds and make them accessible to our clubs and leagues.
- The Inclusion Advisory Group has a direct involvement with the Board of Directors, the IAG structure is being overhauled this season and is explained in detail on the next page.

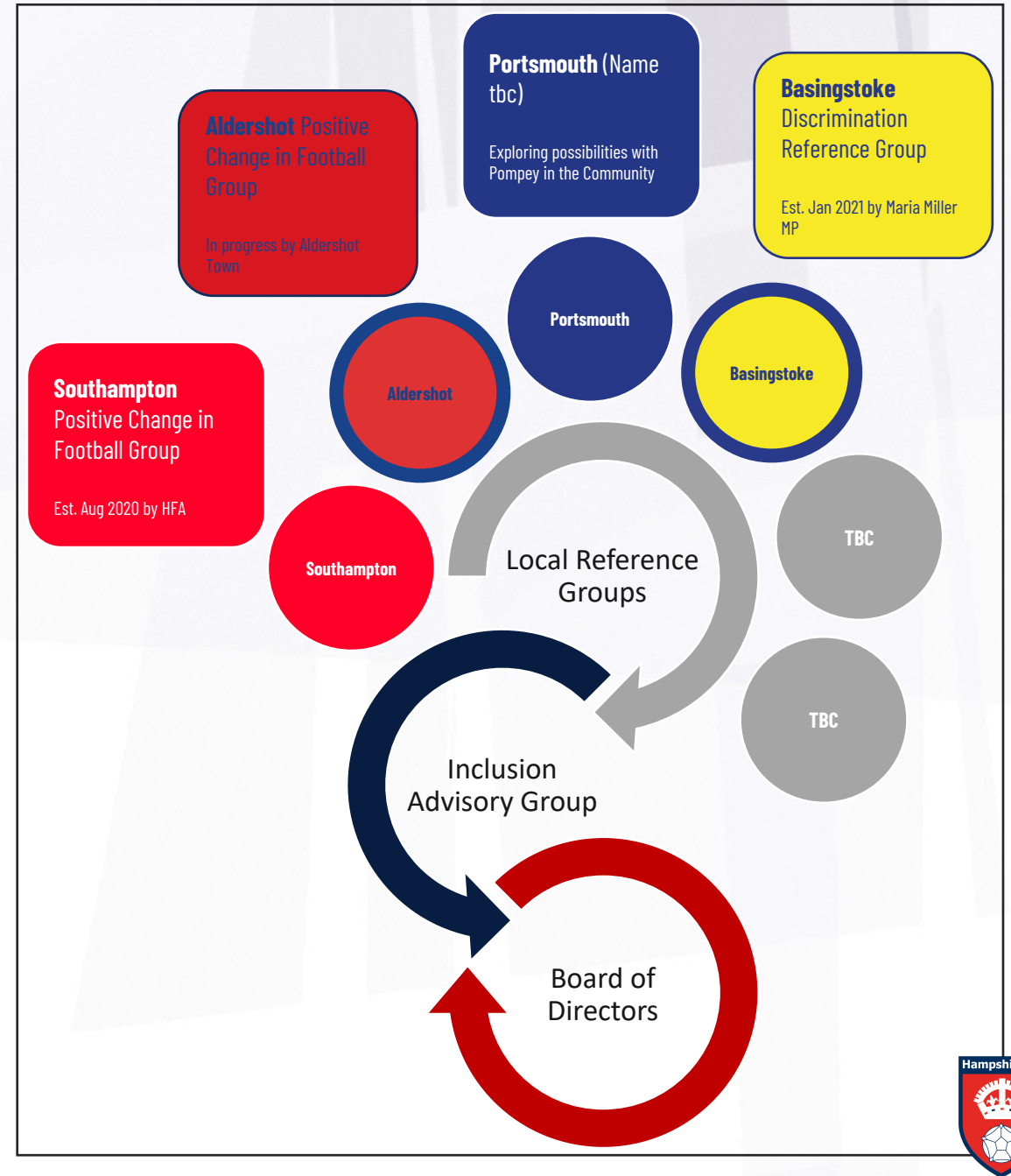
The current term for committee members concludes at the end of the 2021-22 season. Recruitment for the next 3-year term will open up at the end of the season, please contact Ian.Walkom@HampshireFA.com if you would like to know more.



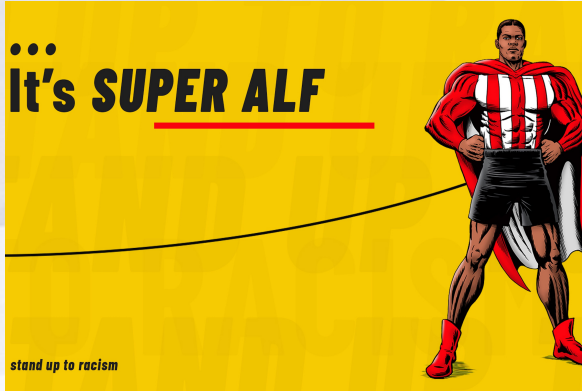
Inclusive Engagement

- In August 2020, we established our first Local Reference Group in Southampton. The group has provided underrepresented groups in Southampton with a voice and opportunity to influence grassroots football locally.
- In January 2022, a newly appointed Community Engagement & Inclusion Officer will begin work to establish a network of Local Reference Groups.
- The Local Reference Groups will establish links with local communities and in particular look to work with underrepresented groups, including the Nepalese community in North Hampshire area, Sikh communities across the South Coast and LGBTQ+ supporter groups connected to larger clubs across the county.
- The Community Engagement & Inclusion Officer will work with our Inclusion Advisory Group to develop fresh ideas for improving grassroots football for underrepresented groups in Hampshire.

If you are interested in being a part of our Local Reference Group network or joining our Inclusion Advisory Group please contact Chris.Smith@HampshireFA.com – turn over for more info....



Inclusive Engagement – could you play a role?



Local Reference Groups (LRGs)

Purpose:

- Open up communication with local communities to understand their challenges
- Feedback on the effectiveness of activities and advise on future ways of working
- Inform the IAG of key priorities for action at local level

Membership:

Including but not limited to grassroots & professional football club reps, local charities, religious institutions, local councils, community representatives & associations and youth centres

Inclusion Advisory Group (IAG)

Purpose:

- Review LRG feedback, recommend ways of working to BoD & report back on progress
- Hold BoD accountable for progress and advise on policy and practice
- Provide support and guidance to HFA staff

Membership:

Independent expertise/experience of engaging underrepresented groups from a variety of demographics in a variety of settings and key Hampshire FA delivery staff

Board of Directors (BoD)

Purpose:

- Direct and liaise with HFA staff to act on IAG recommendations
- Work with IAG to assess impact and continually strive for Equality, Diversity & Inclusion in Hampshire football
- Report to IAG on impact and progress against actions

Membership:

Elected directors of Hampshire FA, including an appointed Champion for Equality, Diversity and Inclusion to ensure regular representation from IAG

Our Workforce



Who we hope to work with

- During the three-year strategy we will work with various stakeholder groups, partners and organisations
- This graphic indicates some of the key partners already identified by our team



Our Commitments

2021/22

- ❑ Implement new workforce structure & associated policies to retain, develop and engage a motivated and effective workforce
- ❑ Embed new Youth Engagement Strategy within Operational Plan to ensure it cuts across all areas of the business
- ❑ Launch new HFA Football Academy further education programme to engage and develop a future workforce
- ❑ Establish Youth Network to give young people a voice within decision making in football
- ❑ Implement new IAG Structure and Equality Diversity & Inclusion Plan to deliver football for all
- ❑ Roll out new Club Accreditation Scheme to impact across all key performance indicators

2022/23

- ❑ Launch new HFA Foundation to raise funds and create accessible funding opportunities for our community
- ❑ Fully roll out of FA technology/applications and England Football initiative to make league and club delivery as easy as possible
- ❑ Complete reassessment for the Preliminary Equality Standard award to continue our journey toward fully inclusive football for all
- ❑ Complete a cultural review of the organisation to ensure we are the best we can be
- ❑ Utilise increased funding to appoint Equality, Diversity & Inclusion lead to engage diverse communities into football
- ❑ Investigate potential of CFA Shared Services to maximise return on investment



Our Commitments



2023/24

- ☐ **Achieve FA Code of Governance Compliance** to ensure effective and representative leadership
- ☐ **Explore opportunity to expand our network of hub sites** to extend our reach into and provision for local communities
- ☐ **Establish accreditation framework for external coaching providers** to confidently endorse safeguarded & quality assured delivery
- ☐ **Continue implementation of Women's Euros 2022 legacy plans** to ensure long lasting impact in the local area far beyond tournament conclusion

Throughout
& Beyond

- ☐ **Successfully deliver all six primary FA KPIs within FA Grassroots Strategy** to deliver football for all
- ☐ **Continue to meet FA Safeguarding Operating Standard** to ensure a safe and positive experience for all
- ☐ **Achieve Intermediate Equality Standard Award** to continue our journey toward fully inclusive football for all
- ☐ **Closer liaison with Leagues & Clubs** to provide a quality and consistent service for all participants
- ☐ **Develop and improve existing hub sites** to engage with and provide for local communities



Hub Sites

Visit us soon | Hampshire FA



☎ : 02393 879998

✉ : FrontLawn@HampshireFA.com

🐦 : @FrontLawnHFA

Mon-Fri 8:30am – 10:00pm

Sat-Sun 8:30am – 5:30pm



☎ : 01604 345020

✉ : Stoneham@HampshireFA.com

🐦 : @StonehamLaneHFA

Mon-Fri 8:30am – 10:00pm

Sat-Sun 8:30am – 6:00pm



☎ : 01256 853000

✉ : Winklebury@HampshireFA.com

🐦 : @WinkleburyHFA

Mon-Fri 8:30am – 10:00pm

Sat-Sun 9:00am – 6:00pm