



EVOLVING WITH THE GAME

Hampshire FA Business Strategy 2024-28



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CREATING OPPORTUNITIES FOR OUR GAME TO EVOLVE & THRIVE



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OUR PURPOSE

This 2024-28 strategy has been formed with the needs of our community in mind and centres around 12 clear member priorities that were identified through consultation. We started with the insight and data gathered centrally by The FA's Conversation About The Game, and then checked these findings locally through our Tell Us campaign at the beginning of 2024. We believe that by focusing on these 12 key areas we will achieve success across all strategic objectives and provide the best possible service to our community.

Both football and the Hampshire community are continuously changing so it is important that Hampshire FA adapts with it. We aim to be a modern County FA that acts in balance as both a local governing body for our game and a high-quality football service provider. We believe that this unique combination will help to ensure football in Hampshire evolves and thrives over the next four years and beyond.

CREATING
OPPORTUNITIES
FOR OUR GAME
TO EVOLVE
AND THRIVE

CREATING OPPORTUNITIES FOR OUR GAME TO EVOLVE & THRIVE



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STRATEGIC FRAMEWORK

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PROGRESSIVE | RESPECTFUL | INCLUSIVE | DETERMINED | EXCELLENT

BUSINESS OPERATIONS

PRIORITIES

Lead the Industry for Football Site Delivery
Deliver a Thriving Academy with Equal Opportunities
Work Together to Create a Safer Culture & Environment
Across the Game

DRIVERS

Provide a Positive Culture for Our People to Thrive
Provide an Excellent Customer Experience
Be the leading CFA for Commercial Partnerships

EQUALITY DIVERSITY & INCLUSION

CORPORATE SOCIAL RESPONSIBILITY

PRIORITIES

Improve Playing Choice & Opportunities
Deliver Equal Opportunities for Women & Girls to Play
Build More & Improve Existing Facilities
Tackle Poor Behaviour
Develop a Valued Network of Volunteers, Coaches & Referees

DRIVERS

Support Thriving Community Clubs
Connect & Serve Participants
Progress the Game's Governance

HFA FOUNDATION

YOUTH ENGAGEMENT

OUR MEMBER PRIORITIES

CORPORATE GOVERNANCE STRUCTURE

OUR BUSINESS OPERATIONS OBJECTIVES

Industry Leaders in Football Site Delivery

- Deliver profitable, sustainable & well-utilised hub sites
- Community / Key Partner engagement
- Deliver greener & sustainable hub sites

Deliver a Thriving Academy with Equal Opportunities

- Achieve a 50-50 split of Male & Female students
- Expand current provision
- Enable learners to succeed at the Academy & in the future

Work Together to Create a Safer Culture & Environment Across the Game

- Maintain Safeguarding 365 Compliance
- Drive standards to exceed S365 framework requirements

Provide a Positive Culture For our People to Thrive

- Match workforce & resource to the demands of the business
- Support our workforce to learn, develop & progress
- Engage, celebrate & reward our workforce
- Practice inclusive recruitment as a foundation to diversify workforce

Provide an Excellent Customer Experience

- Provide excellent experience for hub site users
- Provide excellent experience for Academy learners
- Two-way engagement with all customers, members & partners

Be the Leading CFA for Commercial Partnerships

- Grow commercial partners
- Maximise return on investment for us and our partners
- Retain existing commercial partners



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OUR GRASSROOTS FOOTBALL OBJECTIVES

Improve Playing Choice & Opportunities

- Evolve the Youth Game
- Improve competitive football for adult players

- Create more opportunities to play safe, inclusive casual football
- Support the disability game to grow & thrive

Deliver Equal Opportunities for Women & Girls

- Sustain & grow more playing opportunities in school
- Create more team-based playing opportunities

- Deliver safe & inclusive environments for women & girls to thrive
- Extend & enhance the right casual opportunities to play

Build More & Improve Existing Facilities

- Transform grass pitch quality
- Build more 3G pitches

- Create inclusive & accessible facilities
- Improve environmental sustainability

Tackle Poor Behaviour

- Apply tougher sanctions
- Promote positive behaviours

- Drive collective responsibility across the game to raise standards

Develop a Valued Network of Volunteers, Coaches & Referees

- Grow the number of people running the game
- Improve the diversity of those running the game

- Support those running the game to learn & develop
- Celebrate & reward those running the game

Create Thriving Community Clubs

- Ensure clubs grow opportunities & provide a quality experience
- Help clubs to become more sustainable

- Support the current & future generation of the club leaders
- Equip clubs to add value to their local communities

Connect & Serve Participants

- Improve customer service & communications
- Develop our digital tools to make running the game easier

- Make it easier to find information & opportunities to play, volunteer & learn
- Explore digital opportunities to enhance the football experience

Prograss the Game's Governance

- Support the grassroots game to be financially robust
- Support the game to be safe and well-run

- Progress the highest levels of governance across the grassroots network
- Evolve local FAs focused on supporting & developing football for all

These objectives reflect those in The FA Thriving Grassroots Game 2024-28 Strategy



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MEASURING BUSINESS SUCCESS

	KPI	DEVELOPMENT MEASURES
<i>Industry Leaders in Football Site Delivery</i>	Overall budget Overall site utilisation Overall Utility costs	<ul style="list-style-type: none">• Individual site budget• Individual site utilisation• Individual utility costs
<i>Deliver a Thriving Academy with Equal Opportunities</i>	Total No. of students	<ul style="list-style-type: none">• No. of male students• No. of female students
<i>Work Together to Create a Safer Culture & Environment Across the Game</i>	365 Compliance	<ul style="list-style-type: none">• No. of County FA-level intervention meetings• No. of club visits• Engagement with volunteer network
<i>Provide a Positive Culture For our People to Thrive</i>	Staff retention	<ul style="list-style-type: none">• FA State of Play survey• Local Culture Club survey
<i>Provide an Excellent Customer Experience</i>	Feedback (TBC)	<ul style="list-style-type: none">• FA Survey• Learner Exit Interviews
<i>Be the Leading CFA for Commercial Partnerships</i>	Commercial income	<ul style="list-style-type: none">• Goods in kinds• Referral income• Partner retention

MICRO STRATEGIES

The following Micro Strategies will have their own objectives that will contribute to the successful delivery of our overall business objectives.

Equality, Diversity & Inclusion

KPI

Diversity of Board of Directors & Senior Management Team

DEVELOPMENT MEASURES

- Diversity of wider governance members
- Diversity of volunteers, coaches & referees
- Discrimination reporting

HFA Foundation

Funds raised & distributed

- No. of projects supported
- No. of fundraising events delivered

Further updated micro strategies for Youth Engagement and Corporate Social Responsibility will be launched in due course.



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MEASURING GRASSROOTS FOOTBALL SUCCESS

	KPI	DEVELOPMENT MEASURES
Improve Playing Choice & Opportunities	<ul style="list-style-type: none"> No. of male players No. of disability players 	<ul style="list-style-type: none"> No. of male / mixed sessional opportunities No. of male / mixed team opportunities No. of disability sessional opportunities No. of disability team opportunities
Deliver Equal Opportunities for Women & Girls	<ul style="list-style-type: none"> No. female players 	<ul style="list-style-type: none"> No. of female-only sessional opportunities No. of female-only team opportunities
Build More & Improve Existing Facilities	<ul style="list-style-type: none"> No. of quality grass pitches 	<ul style="list-style-type: none"> % of pitches n PitchPower % of pitches on Grass Pitch Maintenance Fund
Tackle Poor Behaviour	<ul style="list-style-type: none"> TBC 	<ul style="list-style-type: none"> TBC
Develop a Valued Network of Volunteers, Coaches & Referees	<ul style="list-style-type: none"> No. of registered volunteers No. of registered coaches No. of registered referees 	<ul style="list-style-type: none"> No. of off-pitch volunteers completing CPD* No. of youth teams with a qualified coach % of coaches in the affiliated game completing local coaching CPD No. of referees recruited No. of referees retained No. of referees converted No. of referees progressed
Create Thriving Community Clubs	<ul style="list-style-type: none"> No. of thriving 3* community clubs 	<ul style="list-style-type: none"> % of teams on Accredited Clubs



Member Priority 1:

DATA FROM 2,300+ ENGAGEMENTS

BETTER REFEREE EXPERIENCE

Improve the experience of existing referees by offering broader development opportunities & streamlining the referee appointment process.

Referees said...

Be more proactive in reaching out to referees to offer support, guidance and solicit feedback. Act on the feedback given...

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Member Priority 2:

DATA FROM 2,300+ ENGAGEMENTS

COST & FUNDING

Explore opportunities to provide financial support to volunteers and coaches for their own personal development and supporting clubs with facility and pitch improvement.

“ Volunteers, Coaches and Clubs said...

[I would like to see] Financial support for public pitches for both training and matches. The costs for parents and coaches is mounting up as local authorities funds are squeezed.

”

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Member Priority 3:

DATA FROM 2,300+ ENGAGEMENTS

CREATING AN INCLUSIVE ENVIRONMENT

Ensure effective promotion of our ongoing inclusion work and offer broader support to neurodivergent members whilst supporting clubs to be inclusive for all.

“Participants said...”

Really pleased to see HFA getting involved in conversations about neurodiversity and increasing awareness within the football community at the same time. But would like to see more tangible actions being taken with practical resources being produced to support leagues, clubs and individuals to access and maintain participation in football.

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Member Priority 4:

DATA FROM 2,300+ ENGAGEMENTS

CUSTOMER SERVICE

Support our members through a customer-focused approach and explore ways to improve access to the expertise of our workforce.

Volunteers said...

We are all volunteers, sometimes with very little experience in what we are doing, and we really need help from those in Hampshire FA to enable us to do things better.

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Member Priority 5:

DATA FROM 2,300+ ENGAGEMENTS

FACE TO FACE EDUCATION

Support our coaches and volunteers by offering face-to-face learning to supplement FA education online content.

Coaches said...

[There is a]... lack of education to new coaches from The FA and leagues ... We used to sit in a classroom run training sessions face to face.

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Member Priority 6:

DATA FROM 2,300+ ENGAGEMENTS

FORMATS & DELIVERY

Influence existing leagues to offer more flexibility such as kick-off times, formats and day of play. Place an increased focus on developing our female over 35 offer.

Female players said...

It would be nice to have a vets league as women play until older and chasing after under 25s gets a bit too much and we are not quite at walking football level.

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Member Priority 7:

DATA FROM 2,300+ ENGAGEMENTS

ENHANCED OFFICIATING

Improve player experience by developing parent officials and offering more development opportunities for qualified officials at all levels of the game.

“ U18 players said...

Parent referees/assistants don't always know all the new rules, this can be really annoying for us and my mum and dad watching.

”

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Member Priority 8:

DATA FROM 2,300+ ENGAGEMENTS

IMPROVED REPORTING PROCESSES

Review our existing discrimination and incident reporting processes to ensure they meet the needs of modern coaches and volunteers by exploring online solutions.

Coaches said...

Reporting problems (behaviour of other coaches, parents, etc) is very difficult so I just don't do it a lot of the time, and those people continue to do what they do.

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Member Priority 9:

DATA FROM 2,300+ ENGAGEMENTS

MATCHDAY BEHAVIOUR

Improve the experience for everyone involved in the game by addressing poor matchday behaviour through education and tougher sanctions.

League representatives said...

Remove the aggression and vocals from the side lines. Everyone has to work to remove this from our game, otherwise there will not be one. Give leagues the tools and guidance to have more say in the response to this threat.

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Member Priority 10:

DATA FROM 2,300+ ENGAGEMENTS

PITCH ACCESS & QUALITY

Develop sufficient grass and 3G pitches to match the needs of the game and represent value for money.

Male players said...

Definitely more 3G pitches as the games have been called off because of the weather. Meaning that I will most likely have to play 2/3 times a week at the end of the season which is hard with work. Also some facilities of places e.g changing rooms can be improved.

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Member Priority 11:

DATA FROM 2,300+ ENGAGEMENTS

PLAYER-CENTERED APPROACH

Support and enable club coaches to develop players, based on the needs of the young people they serve.

“ U18 players said...

Would like coach to be more supporting, teach us more and learn more.

”

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Member Priority 12:

DATA FROM 2,300+ ENGAGEMENTS

SUPPORT WITH EXISTING SYSTEMS

Support our volunteers with accessing and utilising football administration systems to their full capability.

Volunteers said...

Wholegame needs to be clearer with better guidance when changes are made rather than leaving it up to individuals to find out what the changes are.

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RESOURCES – WORKFORCE

Chief Executive Officer*

Football Operations

Operations Manager*

Football Services Officer
County Cups Officer
Stakeholders Officer
Finance Administrator

Discipline Manager

Investigations
PT Support

Referee Development Manager

Referee Development Officer

*Member of Senior Management Team

Football Delivery

Head of Strategy & Delivery*

Equality, Diversity & Inclusion Officer

Football Development Manager*

Female Pathway Officer
Male Pathway Officer
Female Recreational Officer
Disability & Health Officer
Coaching & Workforce Officer
Assistant Football Development Officer
2 x Interns

Academy Head Coach

Academy Coach
PT Academy Coach

Football Services

Senior Safeguarding Lead*

Designated Safeguarding Officer
Deputy Designated Safeguarding Officer
Safeguarding Administrator

Facilities & Investment Manager*

Facility Development Officer
Business Development Lead
Marketing, Communications & PR Lead
Marketing & Communications Officer

Hub Sites

Head of Facilities Operations*

Facilities Operations Manager
4 x Duty Managers
2 x Trainee Duty Managers

Stoneham Lane & Winklebury

3 x Full Time
9 x Zero-hour
Facility Apprentice

King George V & Front Lawn

2 x Full Time
5 x Zero-hour
2 x Facility Apprentice

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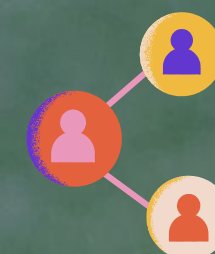
SAFEGUARDING

NSPCC Independent Assessment of the Implementation of FA Safeguarding 365 on 18/07/23.

All criteria fully evidenced with the following areas of outstanding practice that are exceeding the standards identified.



Investment and development of highly experienced safeguarding team.



Support to network of Club Welfare Officers and forging links with local expert partners.



Extensive monitoring and reporting processes.

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GOVERNANCE STRUCTURE

NOW & NEXT



Actively working toward Code of Conduct compliance.



Board-approved Terms of Reference for new Board Committees.



Currently 43% compliant, with a submission to panel planned for end of 2024.



Existing governance structure will continue until 2024/25 with review underway and new structure implemented for 2025/26 onward.



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INTEGRATING EDI

EQUALITY, DIVERSITY & INCLUSION



Build on the foundations that we have established and ensure that Hampshire's diverse communities can share their thoughts, work with us, and be part of the game regardless of their backgrounds.

Commercial

Build strong relationships with our community

Grassroots Football

Making football a Game for All

Running the Business

Our people thrive in a positive environment

Data Insights & Community Engagement

Using data to inform future projects and ensure they answer to specific local needs.

Diverse Partnerships

Fostering new diverse partnerships to support our strategic priorities.

Equal Opportunities

Reducing the participation, accessibility and representation gaps.

Inclusive Communications

Delivering inclusive communications across all levels of the game

Inclusive Hub Sites

Running fully inclusive, accessible and welcoming hub sites.

Network of Allies

Creating a network of allies within the football community and the workforce.

Positive Culture

Creating an environment where diverse thoughts and experiences can thrive.

Representation

Ensuring that marginalised groups feel that they belong on and off the pitch.

Safer & Inclusive Recruitments

Standardising our recruitment practices to improve the cognitive and demographic diversity of our workforce.

Tackling Discrimination

Taking a proactive approach to tackling discrimination.

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