

Business Reset Strategy 2021-24

End of Season Update | 2022/23



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Introduction

We are very pleased to present the Hampshire FA Annual report for season 2022/23. Despite still recovering from the aftereffects of the covid pandemic, we continue to strive to raise our profile, improve perception and enhance the service provided to the grassroots football community in Hampshire. Our professional workforce are held in very high regard by The FA for the work they do and at the recent FA Recognition Awards for County FA's, we were finalists in 4 out of the 10 categories and winners in the Best Partnership category as a result of the innovative work we have done to create and develop our Hampshire FA Academy Programme – our second successive year as an award winner.

Speaking of our team, we have spent some considerable time over the past year conducting both an internal (with our staff) and external cultural review using independent experts in this field. This has helped us shape our first cultural review action plan and many of these objectives will be implemented over the coming year. We have also had success with our Corporate Social Responsibility strategy, and we were delighted to recently achieve The Equality Standard for Sport Preliminary Award.

We will continue to strive to improve facilities, safeguarding and the overall enjoyment of our beautiful game so please take some time to read the following report which showcases some of the key work and achievements of our members over the past year. Finally, of course we would like to thank the thousands of volunteers across the game in our county who give up their valuable time to provide football for our participants – we simply could not do what we do without you.



James Pearson | Chairman | Hampshire FA



Neil Cassar | Chief Executive | Hampshire FA



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

Performance Indicators

KEY PERFORMANCE INDICATORS



55,540 Male Players – 6.7% above target and a 6% increase from 2021/22



8,161 Female Players – 21.4% above target and a 14% increase from 2021/22



880 Disability Players – 18.9% above target and a 26% increase from 2021/22



Score 82 – 303 newly trained referees in 2022/23, 69% retention from 2022/21 to 2022/23 and 6% progressing to the next level of refereeing



Score 99 – 89.5% youth teams with a qualified coach and 1,675 coach development opportunities delivered in 2022/23



170 Grass Pitches rated good/excellent – 15.3% below target but a 30% increase from 2021/22

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 provide female opportunities by 2024
- A full female youth competition pathway for all ages by 2024
- 37 clubs with a female 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

Context & Highlights

- UEFA Women's Euros host city has led to positive impact on female participation
- Stoneham Lane Football Complex selected as training venue for the Northern Ireland UEFA Women's Euros team
- Achieved FA Safeguarding 365 Operating Standard
- Achieved FA Equality Standard for Sport Preliminary Level
- New Inclusion Advisory Group hosted Community EDI networking events held in the north and south of the county
- Began work towards FA Code of Governance (target end of Season 2023/24)
- Now working with 45 commercial partners New Hampshire FA
- Year 2 of Academy Programme saw expansion from 2 to 4 teams and included a female squad for the first time
- Work underway for new hub site at King George V Playing Fields in Cosham, Portsmouth
- Corporate social responsibility and cultural review plans developed and implemented
- New Hampshire FA Foundation launched combining Hampshire FA Community Trust and Hampshire FA Benevolent Fund
- Youth Network re-established with refreshed membership to give young people in Hampshire a voice
- New Hampshire FA Mascot coming soon in Season 2023/24 to support youth engagement
- 7 leagues signed up to participate in FA "No Heading" Trial at U12 level and below
- Chief Executive Officer appointed to FA National Game Board



Spotlight on Hub Sites

Starting with our involvement as a training venue for the UEFA Women's Euros and ending with work starting our new multipitch hub site in Portsmouth, 2022/23 has been an exciting time for our hub sites team. Here are some of the highlights:

The Numbers:

- Over 428,000 visitors across all three sites in the last season
- Strong peak time usage from July 22 - May 23 at an average of 77% and non peak at 32%.
- Over 7,200 affiliated matches hosted at Hampshire FA hub sites during the 2022/23 season.

Significant Achievements:

- The successful hosting of the Northern Ireland Women's Team at Stoneham Lane Football Complex in July 2022 for the UEFA Women's Euros
- Consistent delivery approach implemented across all three sites including control measures, brand, systems, catering and maintenance
- FIFA/FA 3G ATP certification received for all pitches at Stoneham Lane Football Complex and Winklebury Football Complex
- Strong staff retention rates across all facilities with only one change in last year

- Front Lawn Community Hub and Stoneham Lane Football Complex both hosting travelling EFL clubs including Ipswich Town, Morecombe, Lincoln City and York City

Further Developments:

- Expressions of interest submitted to The Football Foundation for LED floodlight upgrades and new bore hole system at Stoneham Lane Football Complex
- Developments planned at Winklebury Football Complex in Summer 2023 to enable key partner club Basingstoke Town to participate at Step 3 of the National League System following promotion
- £9,000 Sport England/Havant Borough Council funding secured for enhancements of at Front Lawn Community Hub
- £25,000 Football Foundation funding secured for new irrigation system at Stoneham Lane Football Complex



Raising Our Equality Standards

In May 2023 we were awarded the Equality Standard for Sport Preliminary Award to recognise the ongoing work and strategic direction to make football for all within the county. Below we have outlined some of the key steps we have taken to achieve this award in 2022/23.

Data Profile:

- Understanding who the Hampshire FA Board, paid workforce and community members (players, coaches & referees) are through data collection and analysis
- Through analysis we have identified gaps in representation and put strategies in place to address these over the coming years
- Created campaigns to encourage more football community members to complete The FA ED&I monitoring survey to get the full picture of who our community is.

Equality Action Plan:

- Continue to embed Equality, Diversity and Inclusion across business delivery with a specific strategy which is aligned with the 2021-24 Hampshire FA business strategy
- Utilising insight drawn from data profile to identify priority groups for engagement over the coming season

Training & Development:

- Creating a training plan for all staff members to enhance their general knowledge of Equality, Diversity & Inclusion
- Identifying and addressing gaps in knowledge and providing specific training to support delivery staff as well as ensure the working environment at Hampshire FA is inclusive to all current and prospective staff (eg. menopause awareness and period poverty)
- Raising awareness of additional opportunities for those who want to learn more to expand their knowledge

Inclusive Recruitment:

- Completed a full review of our existing recruitment processes to eliminate biases and ensure safe and inclusive practices
- Standardising processes for promotion, application, shortlisting, selection and onboarding for all types of paid and volunteer roles across the business

Inclusion Advisory Group:

- Recruited a new Independent Chair to oversee this group of members with diverse expertise who are tasked with driving, monitoring and challenging us to ensure continued progress
- Piloted two IAG Community Network Events to engage priority groups, build new relationships and inform strategic planning for 2023/24 and beyond.



Now & Next

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



Now & Next



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 (365)** 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

THANK YOU

for your continued commitment to grassroots football

