

Business Reset Strategy 2021-24

Mid Term Review | OCTOBER 2022



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Introduction

I am sure everyone will appreciate that the last three years have been challenging to say the least and the priority of being able to administer grassroots football during the pandemic was our main focus during this time.

We can honestly say that in the early days of the pandemic and certainly when the first lockdown took place there was a serious doubt that there would be a County FA at all, however with a lot of hard work and planning by the Board and Senior Management Team we managed to secure the future of the business and have bounced back to where we are now thriving again.

We must thank The FA, Eastleigh, Havant, and Basingstoke & Deane Borough Council's for their support and our staff for the patience, support and understanding during this season, this all contributed to the recovery of Hampshire FA and grassroots football in the county. We must also recognise and thank our leagues, clubs and volunteers for their hard work in adapting to the changes in grassroots football since the pandemic and supporting the recovering of the game locally.

Despite everything we have had some remarkable successes during the season, and we take pleasure in detailing some of these within this update.

We look forward to a bright future for grassroots football in the Hampshire.

James Pearson | Chairman



Neil Cassar | Chief Executive



Performance Indicators

KEY PERFORMANCE INDICATORS



109% retention of 51,969 Male Players from 2020/21 to 2021/22



26% increase in Female Players from 2020/21 to 2021/22



106% recovery of 627 pre-pandemic Disability Players from 2020/21 to 2021/22



400+ newly trained referees in 2021/22, 79% retention from 2020/21 to 2021/22 and 11% progressing to the next level of refereeing



88.8% youth teams have qualified coaches and 2,625 coach development opportunities provided



137 Grass Pitches rated good/excellent through Pitch Power self assessment following support & investment

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 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
- ☐ Implement an accreditation programme and safeguarding standard for external coaching providers 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

The following pages highlight the key successes we have achieved (+) and some of the challenges we face (-) across the above pillars of the Hampshire FA Business Strategy.



Recover

- + We offered discounted affiliation for the 2021/22 season
 - + 2021/22 was played out to a natural conclusion, including 32 County Cup Competitions
 - + We have built back up to a full paid workforce of 50+ employees
 - + We supported the quick recovery of affiliated participation across male, female and disability pathways
 - + We led the UEFA Women's Euros Legacy programme for Southampton before and during the tournament - CONGRATULATIONS ENGLAND LIONESSES!
 - + We are connecting better than ever with our community through social media interactions and our hub sites
 - + We have refreshed the membership of our board & focus groups further improve community representation
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- 2021/22 saw record discipline figures across all age groups
 - Wildcats and disability turn up and play centres have taken longer to recover than the affiliated game



Hub Sites



Average off peak usage: **78%**
Average peak usage: **26%**
Average number of weekly visitors: **1,082**



Average off peak usage: **84%**
Average peak usage: **40%**
Average number of weekly visitors: **9,062**



Average off peak usage: **87%**
Average peak usage: **30%**
Average number of weekly visitors: **1,447**

- + All Hampshire FA sites re-opened fully for September 2021
- + We launched a post 16 Academy at Stoneham with 34 students in 2021/22 and 33 for 2022/23, including a new female team
- + We supported the survival of Basingstoke Town Community FC with Winklebury partnership
- + Stoneham Lane was selected by Northern Ireland as their training base for the Women's Euros 2022
- + We setup and ran a food bank at Front Lawn Community Hub to support the local community
- + We delivered refugee respite sessions out of Stoneham and Winklebury

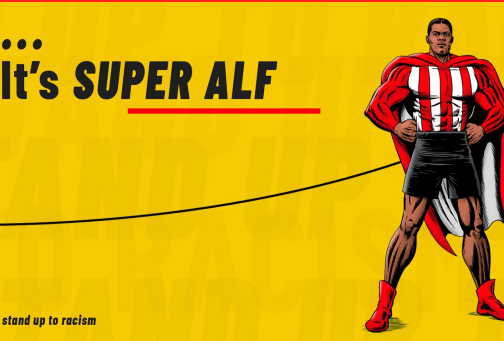


Youth Engagement

- + We launched our Youth Engagement Strategy in 2021/22 and achieved the following in year 1:
 - New Youth Network established to enable young people to contribute to both decision making and project delivery
 - All staff receive annual training to better engage and safeguard young people
 - Increased engagement with young people through our academy, apprenticeship roles, university internships and student work experience
 - + We have set new standards for Safeguarding Risk Assessments, recognised by The FA
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- We decided to delay the launch of our Mascot and take time to ensure it appeals to the younger audience we want to engage



Equality, Diversity & Inclusion



- + We appointed Alie Chartier as our new full-time EDI lead in January 2022
 - + Through local reference groups we are engaging with wider audiences and exploring new ways to make football accessible for all
 - + Membership of our Inclusion Advisory Group has been refreshed and Mel Robinson has been appointed as independent chair to ensure a continued drive to push for higher standards within Hampshire FA
 - + Various ED&I Projects have been delivered - highlights include:
 - Establishing a discrimination text reporting service at each of our hub sites to provide the option of immediate support to victims
 - Delivery of a Diversity Coach CPD series to educate coaches on how better to support their players
 - Provision of Refugee football to give some respite to those who have been displaced and help them to feel welcomed by their new community
 - Delivery of our first ED&I Networking event to explore new opportunities for collaboration
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- We decided to delay the release of our Equality Action Plan (to 2022/23) to allow more time for consultation and time to complete the recruitment of our new IAG chair

Culture

In January 2022 we started an internal review of our business culture to ensure we have a happy, healthy and motivated workforce to service the football community in Hampshire through a value-based approach.



PROGRESS

- Staff and board surveys to establish current position
- Independently delivered workshops to explore opportunities for us to develop and improve



KEY AREAS

We identified 3 key areas where we could do more:

- Health and wellbeing
- Internal communications
- Training and development



NEXT STEPS

- Act on the findings of the independent report
- Finalise our Vision, Mission & Values
- Give you a chance to have your say on whether we are living our values effectively

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

