



Huntingdonshire FA

Business Strategy

2024 - 2028

Executive Summary

The Huntingdonshire FA is dynamic and diverse with the desires and aspirations to further the reputation of the county and take the service it provides to the next level.

With the introduction of a new 4-year strategy, it was important to ensure the county FA had a structure that was fit for purpose and relevant for the strategy that it has committed to deliver. As part of that, the County FA undertook a restructure on the paid workforce to meet those demands.

Furthermore, the Huntingdonshire FA has been committed to ensure our Corporate Governance is also up for scrutiny and we have been dedicated to deliver the FA Corporate Governance code. We are on a journey at this stage to meet those demands having already put in place the regulatory requirements and we now complete the evidential requirements of the code. What is important however is not to simply achieve the code but to ensure the operation of the code is embedded within how we operate.

Our commitment to Safeguarding is evident and is embedded in all that we do across the business. Our support throughout the game enables our Clubs, Leagues, Referees, Coaches, Players and Volunteers to carry out their responsibilities as efficiently as possible and within the parameters set by The FA.

Over the next year we wish to ensure that we increase participation, in a safe, inclusive and positive environment, with quality pitches and to ensure the County FA is a sustainable and prospering business and we deliver on our 'Clubs' needs.



Key Achievements 2021 - 2024

- Delivered After School Clubs and Festivals sessions to over 100 female players in target areas to support Wildcats and Squad Girls programmes.
- Supported the 'Game On' initiative which supported 30 new Female Football Activators. Activators have continued to progress and now deliver within the community and in their respective schools.
- Jointly delivered with HSSP, two Disability festivals with over 120 participants.
- Three adult pan-disability teams, four youth recreational sessions, weekly CP sessions developed in partnership with NHS & CP Sport.
- Increasing awareness of disability football and creating opportunities within clubs.
- Comets programme has been delivered to one of our clubs with a second to follow in the summer.
- Monthly Powerchair sessions have been developed and delivered with participation increasing with every session.
- Disability Football Ambassador appointed to progress relationships with local Schools, Colleges and SEN facilities.
- Restructured and delivered the Futsal County Cup, spread over 3 consecutive days with over 55 teams competing in 6 age / gender categories. Actively encouraged Clubs to participate in the National Futsal Cup across all age categories. Partnered with our local youth football league to provide a free introductory taster for 12 u7/u8 teams.



Key Achievements 2021 - 2024

- Following the launch of the #LetGirlsPlay Biggest EVER Football session we rescheduled our Women's Cup Final to maximise exposure and engagement. We worked closely with one of our senior clubs to launch a new online ticketing system, making the final FREE to attend. With over 750 in attendance.
- We ran a 3v3 festival involving over 200 girls new to football using our Inflatables pitches during the day on the clubs 3G pitch, inviting local schools to attend to experience small sided fun football.
- Working closely with one of our senior clubs to deliver flexible 11v11 Open Age and Veterans football to provide a pathway to a new local Veterans Division and to support the transition of young players into open age football.
- Successfully introduced a 'Female Coaching Club' that meets on a regular basis for Networking and 'Shared Ideas' events.
- We were excited to launch our U18 referee purple shirt initiative in September 2023. This saw over 100 registered youth referees receive their bespoke Match Shirts. A further 44 youth referees have received their free shirt.
- In the 2022/23 season we supported 9 referees in their development and progression to the next level. In 2023/24 we will see 19 officials promoted, over 100% growth.
- Following extensive work with Clubs, Parish Councils and the Local Authorities in the county we now have over 170 pitches now on PitchPower, with 85 being graded Good, High and Advanced. We have a number of 3G pitch applications progressing and one due to be completed in June 24.



Key Achievements 2021 - 2024

Key Achievements - 2024 Position



Female Players - 1334



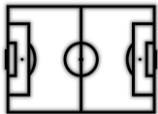
Male Players – 8702



Disability Players – 143



Registered Referees– 270
Trainee Referees - 47



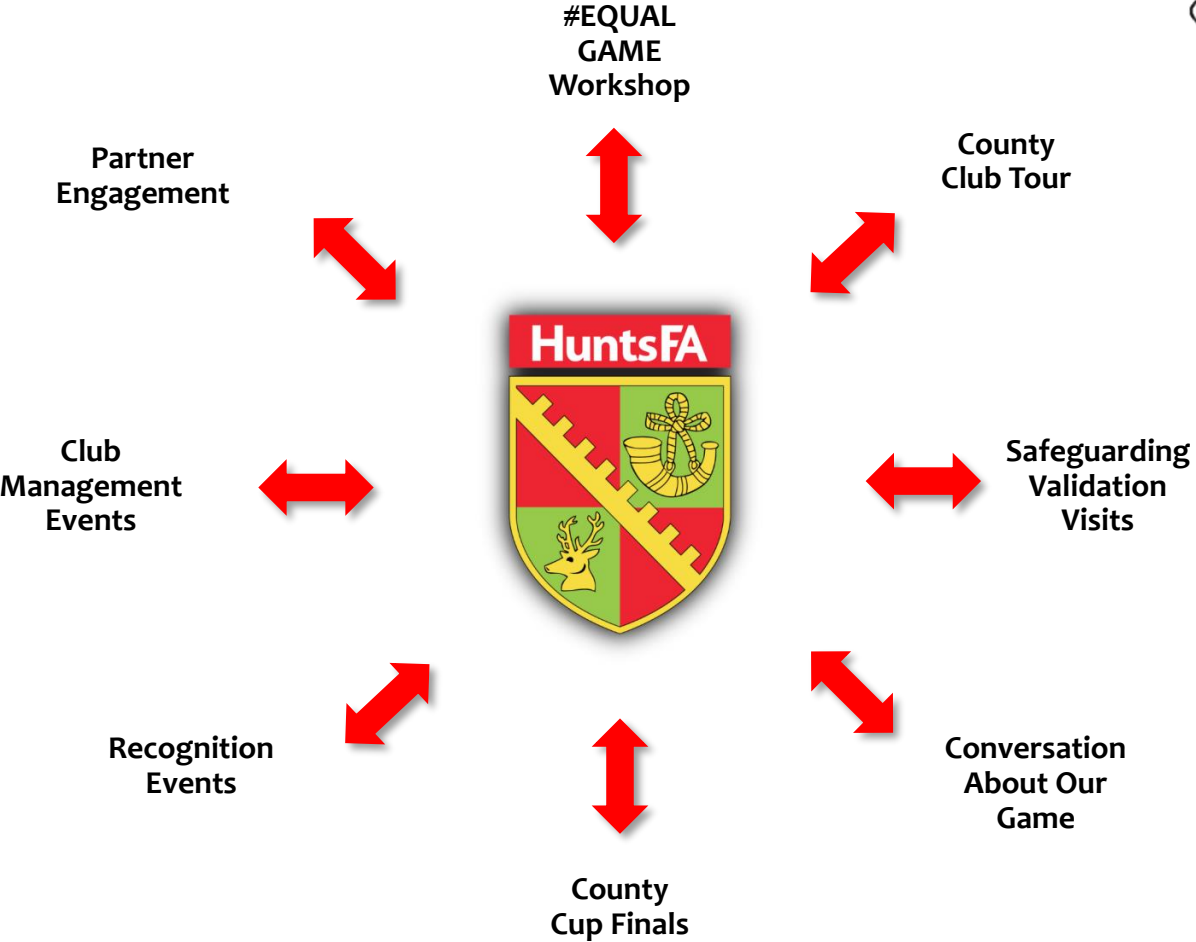
Quality Grass Pitches - 85



England Football Accredited Teams – 583 England
Football Accredited Clubs – 84
England Football Accredited – 88%



The Strategy Process



The Strategy Consultation

More 3G Pitches & better access to 3Gs for training

Improve on/off pitch behaviour at all ages

Create more opportunities for female football – play, coach, referee

Greater Transparency & Support through the Discipline process

More support to help, encourage & retain volunteers

More Referees & Assistants for games at all ages

Access to better grass pitches

Options for Local Youth Futsal League, Adult Walking & VETs Leagues

Face to face support & engagement for Coaches – better CPD



OUR PURPOSE: *Uniting Huntingdonshire To Improve The Football Experience*



Improve Playing Choice & Opportunities



Address the ever-changing landscape of football in the County with a focus on improving player experience and engagement.



- *Evolve The Youth Game.*
- *Improve Team Based Football For Adult Male Players.*
- *Create More Opportunities To Play Safe, Inclusive, Casual Football.*
- *Support The Disability Game To Grow And Thrive.*



Deliver locally against national youth football rules, structure and format changes.
Increase the number of registered male players by 449.
Increase the number of recreational football opportunities within the County.
Stabilise the current disability across the County.



Deliver Equal Opportunities For Women & Girls To Play



Create and maintain a sustainable football provision for women and girls across the County.



- *Sustain And Grow More Playing Opportunities In Schools.*
- *Create More Team Based Playing Opportunities.*
- *Extend And Enhance Casual Opportunities To Play.*
- *Deliver Safe And Inclusive Environments For Women And Girls To Thrive.*



Work Collaboratively with Barclays Girls' Football School Partnerships to support Girls' transition to community Opportunities.

Deliver FA Programmes locally against FA targets (Wildcats, Squad Girls, Just Play).

Increase the number of registered female players by 725.

Stabilise/Grow the current Female County Cup competitions.



Build More & Improve Existing Facilities



Create, maintain and improve football facilities for all formats of the game in the County.



- *Transform Grass Pitch Quality.*
- *Build More 3G Pitches.*
- *Create Inclusive & Accessible Facilities.*
- *Improve Environmental Sustainability.*



Work collaboratively with stakeholders to support clubs to enhance pitch quality.

Working with FF, local councils, developers and clubs to identify, support and establish impactful facilities.

Identify funding to help tackle inequalities and support communities with the greatest need.

Provide guidance & support to aid clubs to become more environmentally more stable.



Develop a Valued Network Of Volunteers, Referees & Coaches



Headline

Retain, recruit and support a workforce of skilled, ambitious individuals to be actively involved across the local grassroots football community.



Key Objectives

- *Grow The Number Of People Running The Game.*
- *Improve The Diversity Of Those Running The Game.*
- *Support Those Running The Game To Learn And Develop.*
- *Celebrate And Reward Those Running The Game.*

Volunteers



2028 Outcomes

Support National Campaigns with local interventions to boost the recruitment of a Young Volunteer Network.

Increase the number of Volunteers by 136.

Provide regular CPD / workshop opportunities for club officials such as 'Stepping Over The Sidelines' to encourage new engagement.

Support the National Grassroots Awards, County Long Service Awards & County Cup Volunteer Recognition Certificates.



Develop a Valued Network Of Volunteers, Referees & Coaches



Referees

Offer an increase in recruitment opportunities at a local level by generating more visible and accessible structured course delivery.

Increase the number of Referees recruited by 53 (24/25).

Provide specific female only courses to aid and support the increase in opportunities within the grassroots game.

To develop and progress 12 Referees within their chosen pathway utilising a bespoke County Referees Development Programme.

Introduce defined categories at our Referee Recognition Awards for trainee, progression pathway and long serving match officials.

Coaches

Support National Campaigns (Equal Game/W&G Ambassador) with local interventions to boost the recruitment of Female Coaches.

Increase the number of local Coaches by 161.

Signposting to all National FA Coaching Qualifications including Fully Funded applications.

Support the National Grassroots Awards, encouraging Recognition Certificates for Grassroots Coaches within the Club structure.



Tackle Poor Behaviour



Deliver a framework that supports and rewards good behaviour both on and off the pitch.



- **Apply Tougher Sanctions**
- **Promote Positive Behaviour**
- **Drive Collective Responsibility Across The Game To Raise Standards.**



Work Collaboratively in consultation with Leagues, Clubs, Stakeholders and Disciplinary Panels to improve discipline in the grassroots game.

Working with our commercial partners, identify and reward positive behaviour through Awards, prizes, discounts...

Gently introduce our County Cup Participant Behaviour Model, supporting Referees in managing behaviour.



CORE PRINCIPLES

RESPECT - IN YOUR EVERY ACTION AND INTERACTION
PROTECT - YOUR REPUTATION, THE REPUTATION OF YOUR ROLE AND THE REPUTATION OF THE GAME
FAIRNESS - PROMOTE POSITIVELY THROUGH YOUR CONTRIBUTION TO THE GAME

FOCUS AREAS

ON-FIELD

CAPTAINS

Take responsibility for the behaviour of team-mates

CONFRONTATION

- Running towards a match official to confront
- Confrontation / invasion personal space
- Clearly visible disrespectful action directed towards a match official
- Intrusive physical contact with a match official
- Discriminatory behaviour/language, aggression, offensive language/gestures

SURROUNDING

- Two or more players confronting a match official – yellow card and report to FA

TECHNICAL AREA

PRE-MATCH BRIEFING

- Manager / head coach expected to attend and participate

CONDUCT IN THE TECHNICAL AREA

- Managers, coaches and other technical area occupants must behave in a responsible manner
- Comply with the maximum number of staff and substitutes permitted by the competition
- Must not use technology to challenge any decision by the match officials
- Must remain within your own technical area during the match
- Must not enter the pitch to confront any match official at half-time or full-time

COACHING

- Only one person is permitted to stand at the front of the technical area and coach during the match
- A second person may stand but must remain very close to the technical area seating
- All conversations between the two standing must happen close to the technical area seating
- All other technical area occupants should remain seated

Connect & Serve Participants

Headline

Deliver multi-platform consistent, creative content to our stakeholders that reinforces the National 'Message' supported with local, easily identifiable content.

Key Objectives

- *Make It Easier To Find Information & Opportunities To Play, Volunteer & Learn.*
- *Improve Our Customer Service & Communications.*
- *Develop Our Digital Tools To Make Running The Game Easier*
- *Explore Digital Opportunities To Enhance The Football Experience.*

2028 Outcomes

Provide fully up to date information and links on our Hunts FA website, linking all FA Courses, information on Clubs, Facilities, Grants, Safeguarding etc

Increase engagement in all our Social Media platforms, delivering a National message with local, relevant content that our clubs can easily identify with by association. Continue to develop the delivery of our Monthly Newsletter showcasing all local and National initiatives.

Further encourage subscription to our WhatsApp channel which delivers instant offers and initiative.

Deliver an expanded version of our App to include content that appears on our web pages.



Progress the Games Governance

Headline

Address the necessity for a robust Governance framework that supports sustainability, ensures accountability and assures stakeholders of complete transparency and trust in their County FA.

Key Objectives

- *Promote The Highest Levels Of Governance Across The Grassroots Network.*
- *Evolve Local FA's Focussed On Supporting & Developing Football For All.*
- *Support The Grassroots Game To Be Financially Robust.*
- *Support The Game To Be Safe & Well-Run.*

2028 Outcomes

Be fully compliant with the FAs Code of Governance by June 2025 and the Equality Standard by July 2024.

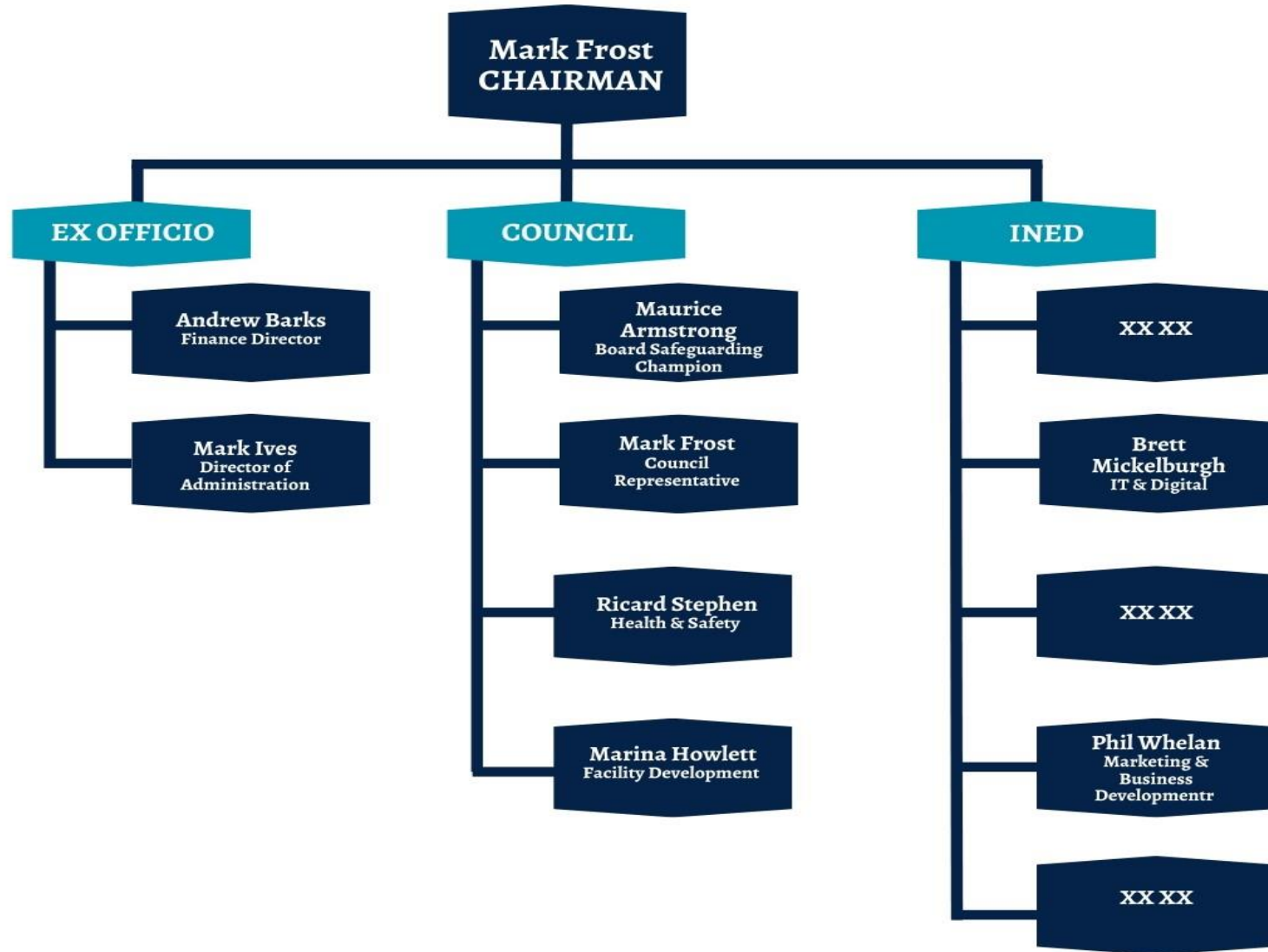
Continue to evolve the Governance Process within Clubs to ensure appropriate structures and transparency

Deliver the importance of Governance for clubs moving from 2 to 3**

Provide suitable training events for Clubs volunteers promoting sound Governance principles

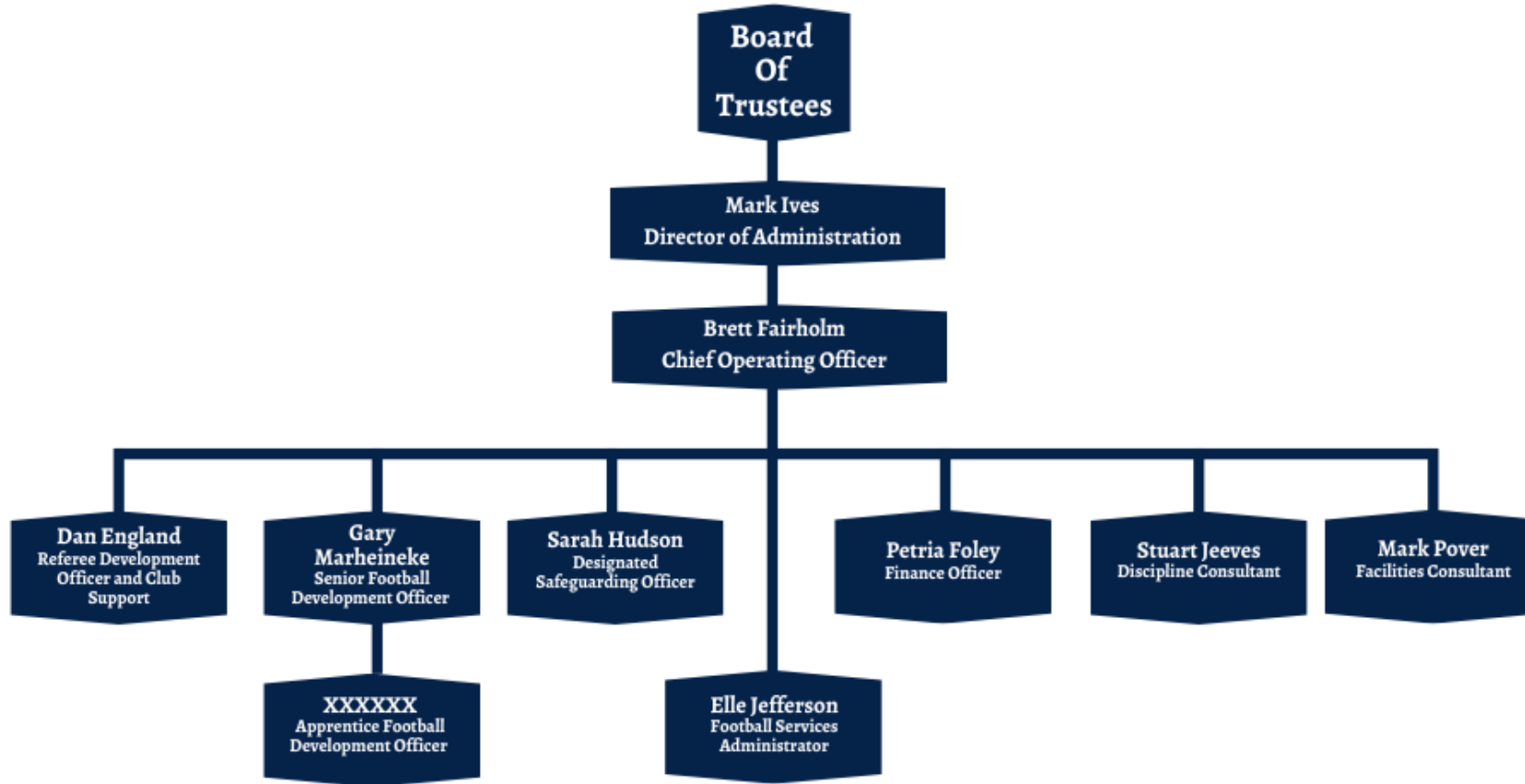


Governance



**Board
of Directors**
(XXXX – currently recruiting)

Governance



Staff Structure

Governance

Huntingdonshire FA has carried out a restructure program to ensure the organisation is fit for purpose to deliver the new strategy and support The FA in their programmes.

That has now settled in part, however, we are at present working with the local College to structure, then deliver the role of an Apprentice Football Development Officer.

Once in place we will be in a more positive position to operate and progress on a more solid foundation.

The workforce is as follows:

Brett Fairholm – Chief Operating Officer Manager

Sarah Hudson - Designated Safeguarding Officer

Gary Marheineke – Senior Football Development Officer

Daniel England – Referee Development & Club Support Officer

Elle Jefferson – Football Services Administrator (p/t role)

Petria Foley - Finance Officer (p/t role)

VACANCY - Apprentice Football Development Officer

The consultancy role of Director of Administration is fulfilled by Mark Ives, as part of this consultancy agreement, discipline is overseen by Stewart Jeeves of Sports Integrity Matters and Facilities is covered by Mark Pover of City Sports Consultancy.



Staff Structure

Values

COMMUNITY



At the heart of football across the County are our communities. We need to ensure our business operates in the best and most efficient way that meets the needs of the footballing community, ensuring our work programmes are available to all communities across our business is essential.

SAFE



We place the safety of all Participants as our highest priority over all other areas within football. Safeguarding is embedded in every aspect of our work. Outside of the traditional safeguarding protocols we ensure the safety of our players and have a robust discipline process that deals with all aspects of misconduct firmly but fairly.

INCLUSIVE



We acknowledge and assume responsibility for the actions we take and the impressions we make in our Football community. It is important that our culture and behaviour is compatible in ensuring maximum inclusivity across all aspects of the game.

INTEGRITY



We will approach and lead football in Huntingdonshire with honesty, transparency and integrity. We are fully open in our approach allowing clarity, acknowledgement and understanding to gain support, respect and engagement from our stakeholders.

PROGRESSIVE



We strive to be better in everything we do, listening and learning from the experiences of others within and surrounding the game.



Foundations



We will continue to ensure that Safeguarding is embedded within all areas of the business and is at the forefront of all the work we do. We will we deliver consistently in all areas of the Safeguarding 365 assessment and exceed the minimum standards required to meet the framework each year. It is important to ensure that all staff, council and board members have a strong understanding of their safeguarding responsibilities and have clarity of the organisation's commitment to safeguarding.



It is vital that we are structured appropriately with an exceptional governance structures; local football deserves the very best we have to offer. Having a strong governance structure will help us address potential shortcomings, ensuring that the organisation benefit from a strong range of appropriate skills complimented by effective decision making structures. This reduces risks, improves performance and drives long term stability and success.



As an 'Equal Opportunities Employer' we will ensure that opportunities exist for all within our football community that adequately reflect the diversity of the community itself and we strive to ensure all areas of our County achieve the full opportunities to benefit from football, irrespective of the role they wish to partake. We are currently working towards achieving the Equality Standard - Preliminary Level and aim to be submit by Summer 2024.








The CFA operates a sound financial policy that is constantly reviewed across all Board meetings. An appropriate approach to budgetary controls ensures minimum risk to the Association, whilst at the same time we continue to invest in our game at the same time ensuring finance practices, including balances, meet The FA financial standards.



We continually strive to maintain the highest levels of customer service to our stakeholders, adopting a listen first and 'How can we help?' approach. Our marketing & communication is intended to support the message that is promoted by the FA, leaning heavily towards our local football community with bespoke content to guarantee the maximum impact and engagement.





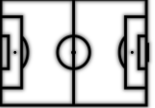



Measures and KPI's

	<i>Baseline</i>	25	26	27	28
 Registered Female Players	1295	1456	1638	1840	2020
 Registered Male Players	8169	8291	8415	8541	8618
 Registered Coaches	1237	1275	1313	1352	1398
 Registered Volunteers	1008	1038	1069	1101	1144
 Registered Players with a Disability	72	92	101	110	117



Measures

		<i>Baseline</i>	25	26	27	28
	Referees Recruited	82	53	TBC	TBC	TBC
	Referees Retained	134	169	TBC	TBC	TBC
	Referees Converted	57	1275	TBC	TBC	TBC
	Referees Progressed	15	12	TBC	TBC	TBC
	Quality Grass Pitches	84	92	101	110	120
	Thriving Community Clubs	82	53	TBC	TBC	TBC



Our Partners



veo



**SPORT
INTEGRITY
MATTERS.**



BAZOOKAGOAL™

