



Huntingdonshire FA Business Plan

Summary 2018 - 2021

Uniting **Huntingdonshire** to Improve the **Football** Experience

Registered Charity Number 1166644

Registration No: 04451101



Executive Summary

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

Over the last nine months Huntingdonshire FA has gone through some staff changes that has in turn maintained stability but also created a new team with a new county vision.

Following the purchase of our the current headquarters in 2014/15 Hunts FA has continued to evolve by becoming a registered charity in 2016, this move has enabled the county to greater support our stakeholders and staff.

Sustaining and growing the game are still the fundamentals of what we do, through supporting Clubs, Leagues, Referees, Coaches, Players and Volunteers to carry out their responsibilities as efficiently as possible.

The football community of Huntingdonshire is important to us, and we recognise that we must continue to improve our engagement to ensure that we stay related to our community.

Mission

To provide the footballing community with the relevant and appropriate tools to ensure that all areas of the game continue to **GROW**, **DEVELOP** and **EVOLVE**.



Vision

Uniting **Huntingdonshire** to Improve the **Football** Experience



Core Values

Hunts FA hold the following values at the core of all that we do.

<p style="text-align: center;">DIVERSITY</p> <p>We recognise diversity in people and ideas</p>	<p style="text-align: center;">ACCOUNTABILITY</p> <p>We acknowledge and assume responsibility for the actions, products, decisions, and policies we take.</p>
<p style="text-align: center;">COLLABORATION</p> <p>Together we make football stronger and contribute to its development more. Greater success comes from sharing our goals and support to our stakeholders.</p>	<p style="text-align: center;">PRIDE</p> <p>We take pride in our work. We check and challenge and better those around us.</p>
<p style="text-align: center;">SIMPLIFY</p> <p>Football is simple, let's keep it that way.</p>	<p style="text-align: center;">INNOVATION</p> <p>Pursuing new can creative ideas that ensure that we stay relevant to our community needs and requirements.</p>
<p style="text-align: center;">COMMUNITY</p> <p>We are part of a community and we measure our success on how we benefit that community.</p>	





Current Position

In 2018 The Huntingdonshire FA has recently gone through a big challenge in staffing; this is due to Mark Frost retiring after 14 years as County Secretary. This has seen the following changes:

- Dean Watson promoted to County Secretary
- Andy Coles promoted to Senior Football Development Officer
- Gary Marheineke being appointed as Football Development Officer
- Sophie Mullett being appointed to Football Services Officer which is a new post created.

This is an exciting time for The Hunts FA who has not gone through such a staffing change before, the combination of new staff and experience staff gaining new position has brought a new dynamic feel and can do atmosphere to the office and in turn the work we do.

In April 2016 Hunts FA became the first County FA to gain Charitable Status, which has enabled us to apply and gain funding to support projects such as The Disability Workforce Project.

In 2017 we launch our Coaches Academy which was recommended by our Inclusion Advisory Group to provide a bespoke educational programme for coaches of all abilities from across the County. There are currently 20 coaches on the two year programme, with another 20 due to start in August 2018.

We have been working closely with The English Schools FA, to support and administer the Cambridgeshire Schools FA to ensure that secondary schools have a clear competition pathway from local games through to national competitions. This has created a new girl's competition at ages U13 and U15 which 25 schools now taking part in regular schools football, the majority of which have never entered schools football with some schools also now playing with B and C teams. Going into the new academic year the focus will turn to the boys competition and also a full audit of primary school competitions.

Our Pitch Improvement Programme, continues to grow, this is due to the partnerships that are in place to support those facilities that are part of the programme. These include, Fleet Line Markers, British Sugar Topsoil, Hunts and Cambs Ground Association, Scamblers Machines and Peterborough United.

The Huntingdonshire FA Coaching Education courses continue to grow and have positive reputation throughout the football family from grassroots coaches to FA Education. This is due to the hard work of our Coach Administrator and the relationship with our County Coach Developer.



SWOT Analysis

<p style="text-align: center;">Strengths</p>	<p style="text-align: center;">Weakness</p>
<ul style="list-style-type: none"> • Headquarters • New Staff – New Ideas • Charity Status • Reputation (Local and National) • Skilled Workforce • Staff Team Ethic • Board • Cambs Schools FA and English Schools Engagement • Women and Girls Football • Relationships with Various CFAs Local and National • Hunts FA App • Hunts FA Newsletter • Coaches Support • Inclusion Advisory Group 	<ul style="list-style-type: none"> • Reliance on FA Funding • Staff carry many different roles • Promotion of Hunts FA • Stakeholder Engagement • Inclusion Advisory Group • Youth Forum • Hunts FA Sponsorship • Disability Football Fund • Referee Support CPD • Local Football Anti-Discrimination Panel • Referee Development Officer - Employed One day a week
<p style="text-align: center;">Opportunities</p>	<p style="text-align: center;">Threats</p>
<ul style="list-style-type: none"> • New Housing Developments across the County • The devolution of Peterborough City Council and Cambridgeshire County Council • New Staff – New Ideas • Charity Status • Stakeholder Engagement • Inclusion Advisory Group • Youth Forum • Engagement with Community Groups and Education providers • Hunts FA App • Hunts FA Newsletter • Referee Support CPD 	<ul style="list-style-type: none"> • Loss of Workforce • Loss of participants (coaches, referees and players) • Loss of Grass Pitches due to LA Cuts • Over saturating the market with similar projects in such as small rural area • Reduction of FA Funding • Breakdown in relationships with stakeholders • Referee Development Officer – Employed One Day a Week



Customer Insight

Grassroots Survey Season 2017/18

Due to the low numbers (120) of responses to the Grassroots Survey we have to treat the data as indicative. **However** the data in the survey clearly shows that our football community wish to have more direct interaction with us. Through our new Marketing plan, this highlights continued use of Huntsfa.com. We use Social Media, newsletters, themed community roadshows, forums, and regular follow up surveys.

The **top three priorities** from the survey are based around facility developments. We have a successful Pitch Improvement Programme which will continue to engage with local facilities to improve grass pitches throughout the county. We continue to map facilities within the county and work with those areas identified as priorities to improve their facilities in partnership with The Football Foundation.

Respect Survey Season 2016/17

Huntingdonshire FA carried out its own Respect Survey at the end of the 2016/17 season; this was due to an increased number of incidents being reported.

120 people took part in the survey and the highlights of the feedback included:

- **61% believe** the Respect Programme has a positive outcome
- **26% believe** Respect **does not** always work
- Respect is only on **9%** of clubs agendas
- Hunts FA can do more to support Clubs and Referees by:
 - Running **Respect Workshops** or other Education
 - Promotion on **how to report incidents**
 - **Increase awareness** of sanctions
- Clubs agree that more promotion throughout each club is required

This data has impacted on how Hunts FA interacts with its clubs by an increased campaign around reporting and workshops aimed at supporting clubs and referees.

Course Feedback

We encourage our stakeholders to be our independent **critical friends**, who regularly **check and challenge** what we do and how we support local football and communities. Overall feedback remains positive from the activities and programmes that we carry out, such as the following from a coaching course.

“As a mid 40’s man who’s played under a number of coaches albeit a few years ago now, you presume you’ve seen everything, you presume you know most of what’s out there, the truth is, you don’t. After the first 30 mins on a cold Sunday morning at HBK school I found out there are always new practices, sessions, fresh ideas for development, discipline and getting players and parents to buy into you as a coach and a club representative

Paul the instructor was a very able and confident guide and with his love of the game and achievements makes him the perfect foil for this course. He understands the demographic of the trainees and his blend of knowledge, conversation and ability to deal with any scenario was very welcomed. I got a lot out of this and will apply on and off the pitch and would like to recommend and

Thank Paul and the Hunts FA for letting me take part”.





Community Roadshow 2017

On March 28th Huntingdonshire FA lead on a joint Community Roadshow event in Peterborough with Northamptonshire FA and Cambridgeshire FA. The topic of this forum was inclusion, about raising awareness local and national initiatives around inclusion whilst asking stakeholders how they can help each CFA in improving inclusion rates within Peterborough. Three questions were asked during the night:

What would you describe as the biggest barrier to getting involved/ staying in football?	If you could change one thing to make the game more inclusive and accessible to all, what would it be?	What can you do to support change in football?
<ul style="list-style-type: none"> • Funding. • Culture. • Family life. • Encourage more teams from different areas and part of different cultures. • More formats of the sport. • Lack of referees. • Lack of social football. • Lack of facilities. 	<ul style="list-style-type: none"> • The use of senior players as mentors and roles models for younger groups to encourage staying and growth in the game. • An increase in volunteering opportunities as this would invite more involvement at grassroots football. • Define the term “banter” in the code of conduct. • Make it free. • An increase in grassroots exposure. • Support from the National FA to support changes. 	<ul style="list-style-type: none"> • Support local FA and begin to include more Elevens/ Futsal/ Walking football opportunities. • Increase in club involvement. • Reach out to a wider range of clubs. • Becoming more aware on how to be inclusive. • Increase the flexibility of competitions and fixtures. • Increase in social media presence.

The Huntingdonshire, Cambridgeshire and Northamptonshire Football Associations as a Partnership deem the Inclusion Community Roadshow a success and it allowed for the local footballing community to understand the work of the county FA’s in order to improve inclusion. Together, the counties and attendees have been able to voice opinions on inclusion in the local football area and how, together, the barriers can be broken down and solutions can be put in place to see football as a community develop.

From this roadshow Huntingdonshire FA have understood that there are still aspects to implement. However, the Hunts FA don’t deem inclusion to be a separate programme as they did in 2014; they now deem it to be in the core of everything they strive towards. Using the results from the survey the Hunts FA will look at addressing the welcoming people from all communities and football initiatives for women and girls.

Feedback

“Unfortunately although these events are a great step forward I do get frustrated that past lack of interaction with clubs has not been addressed. Therefore, clubs are not engaged and have inherited distrust and dislike of the FA. Until this can be addressed and reversed how can we depend on volunteers at clubs to support us and get behind the very important messages coming from these events.”





Strategic Objectives

Safeguarding

Will continue to utilise the Safeguarding Operational Standard guidance to further improve safeguarding procedures throughout Huntingdonshire FA. Going through the recent inspection and development was a huge benefit to the county, not only did it re-enforce the work we were doing but also identified areas in which we can work smarter and also improve.

We set clear standards for our clubs, leagues and referees to adhere to, for example we have over the last four years required that all second team coaches have an in-date CRC and attend an FA Safeguarding course. To greater drive safeguarding in the county we strongly recommend that the second coach also have a First Aid Qualification, this will become mandatory from the start of the 2018/19 season as will all parent helpers having a CRC and safeguarding qualification.

We will continue to collaborate with stakeholders like Case Management, our Local Authorities and other County FA to ensure that we and them are on point with safeguarding and continue to support where possible.

Inclusion

Huntingdonshire FA recognises diversity in people and their ideas, and will continue to engage with the different stakeholders to greatly improve representation in football within the County FA. Over the past 12 months we have worked with and support football events with The East Timorese's Association of Peterborough, Shia Sports Peterborough and The Council of European Jamaats that included a all Shia Muslim Level 1 course with candidates from across the county. We continue to support the British Red Cross in Peterborough to identify football clubs that young refugees and asylum seekers can enjoy the game with. We have had an Inclusion and Anti-Discrimination Plan in place since 2016, which was development by our Inclusion and Advisory Group and states that in 2018/19 season Huntingdonshire FA should look to achieve the Prelim Level of the Equality Standard.

Interaction

We want to improve our regular interaction with our core stakeholders which are the Clubs, Leagues, Referees, Volunteer and Players. To achieve this we will carry out a series of forum events throughout Huntingdonshire that carry various topics from Inclusion, Safeguarding, Disability Football and Pitch Improvements. Through these events we aim to increase confidence of Hunts FA, and truly showcase that we do want and listen to our stakeholders feedback, whilst at the same time highlighting that we also need their support in improving football in Huntingdonshire. It is believed that from the stakeholder mapping process we will throughout Huntingdonshire FA increase our interaction and the number of people participating in surveys such as the National Grassroots.

Stakeholders Mapping

In 2017 we carried out a Hunts FA Development Stakeholder mapping exercise, this proved to be a great success in identifying how, when and if we interact with stakeholders. Following this mapping changes were made with regards to those stakeholders we needed to meet with more often, this improved how Hunts FA Development delivered its objectives. During July/August we will carry out a full Stakeholder mapping exercise of Hunts FA, which will form our new Marketing and Communications Strategy that will be monitored on a monthly basis. We imagine that through this mapping exercise we will increase the interaction with have known and unknown stakeholders in and around Huntingdonshire and Peterborough.

Staff Training

Ensuring that our staff have the opportunity to attend training and further their own knowledge, will only increase the level of service that we provide to our community and its stakeholders. All staff will be encourage to attend FA and none FA training, as well as frequently visiting other County FAs to share best practice and ideas, that can act as additional support to them away from Huntingdonshire FA.

We will look to our stakeholders, The FA and Local Authorities to support us in accessing training that can be relevant to what we do and how we do it.





Profit and Loss Statement for year ending December 31st 2017

	Unrestricted Funds £	Restricted Funds £	Total 2017 £	Total 2016 £
Income:				
Income from Charitable activities	168,541	166,882	335,423	323,615
Income from other activities	25,631	211	25,842	26,725
Investment income	7,041	88	7,129	6,683
Total Income	201,213	167,181	368,394	357,023
Expenditure:				
Charitable activities	193,330	183,232	376,562	311,541
Total resources expended	193,330	183,232	376,562	311,541
Net income for the year before transfers	7,883	(16,051)	(8,168)	45,482
Transfer between funds	(8,719)	8,719	-	-
Net movement in funds for the year	(836)	(7,332)	(8,168)	45,482
Funds transferred from Benevolent Fund	-	15,181	15,181	-
	(836)	7,849	7,013	45,482
Fund balances brought forward	727,220	18,504	745,724	700,242
Fund balances carried forward	726,384	26,353	752,737	745,724



Huntingdonshire FA Risk Register

Huntingdonshire FA has developed the following Risk Register to manage high level risks facing the charity from a strategic and business risk perspective.

The aim in general is to reduce these to an acceptable level. From time to time any risk can remain red or amber. This is not a reflection that the risk is not being managed, more that the Board of Trustees feels that the risk is being controlled to the most acceptable level. The following key has been created to provide guidance when reviewing this document.

Likelihood Rating	Estimated Frequency
1: Low	Likely to occur in less than three years
2: Medium	Likely to occur in a one year timeframe
3: High	Likely to occur several times within one year or already happened

Impact rating	Characteristics
1: Low	<ul style="list-style-type: none"> • Low impact on operations/slow down • Less than a £500 financial impact • Stakeholder disgruntlement
2: Medium	<ul style="list-style-type: none"> • Moderate impact on operational strategy/disruption • Moderate Stakeholder concern • Medium Reputation damage • Financial impact between £500 and £2,000 • Infringement of contractual obligation once
3 High	<ul style="list-style-type: none"> • Long term or significant impact on operational strategy • Financial implication over £2,000, leading to an investigation • Stakeholder complaints • Repeated infringement of contractual obligations



The risk rating has been created using the following matrix:

LIKELIHOOD	HIGH	3	6	9
	MEDIUM	2	4	6
	LOW	1	2	3
		LOW	MEDIUM	HIGH
IMPACT				

- Risks have been assessed taking the current controls into account
- The shaded areas in the register below indicate the expected risk assessment post implementation of the actions for 2018/19. Once completed this risk will be re-assessed and shade area removed if required.

		Current Risk Assessment							Assessment post implementation of Mitigation plan		
Risk Title	Risk Description	L	I	Rating	Mitigation Plan	Owner	Date	Comments	L	I	Rating
Governance	Trustees Retiring	H	M	6	<ul style="list-style-type: none"> Succession plan in place, including role profiles of a Trustee 	Chairman and County Secretary	9 th July 2018		M	M	4
Governance	Lack of diversity across all Hunts FA	H	M	6	<ul style="list-style-type: none"> Ensure and opportunities are available to all. Actively encourage individuals from all backgrounds to apply for positions within Hunts FA. 	Inclusion Trustee Champion and County Secretary	9 th July 2018		M	M	4
Governance	Failure of council, board and staff to understand the consequences of their actions.	M	H	6	<ul style="list-style-type: none"> Decision making process Trustee and Council member handbook and introduction procedure Role profiles for all Council members and Trustees. Training and Development plan Staff Handbook Meetings and appraisals 	Chairman and County Secretary	9 th July 2018		L	M	2
Governance	Failure to maintain Equality Standard for Sport	M	H	6	<ul style="list-style-type: none"> Review and update Equality Policy every 10 months ensuring it is published yearly. Review staffing and council member audit yearly. Inclusion on the 	Inclusion Trustee and Senior Football Development Officer	9 th July 2018		L	H	3

					<ul style="list-style-type: none"> agenda of all Hunts FA meetings. Staff and Council Member training Clubs encouraged to promote inclusion and reporting. 						
Operational	Structures and resources not available to meet increased workload	L	M	2	<ul style="list-style-type: none"> Bi-weekly meeting with Staff Monthly One – 2 – One meetings Open communication with Trustees Monthly reporting to Trustees Open communication with The FA via SRM Monthly reporting to The FA via SRM 	County Secretary	9 th July 2018		L	M	2
Operational	Failure to appropriately attract, manage develop and retain staff and council members	L	M	2	<ul style="list-style-type: none"> Performance Management Framework Training and Development Plan One-2-One staff meetings Yearly Appraisals 	County Secretary	9 th July 2018		L	M	2
Operational	Loss of Finance Officer	L	H	3	<ul style="list-style-type: none"> Continuity plan Improved understand/access to accounting software 	Finance Trustee and County Secretary	9 th July 2018		L	M	2
Operational	Loss of Workforce	L	H	3	<ul style="list-style-type: none"> One-2-One meetings Work programmes Succession planning 	County Secretary	9 th July 2018		L	M	2

Operational	Failure to manage budget/Accounts	L	H	3	<ul style="list-style-type: none"> Weekly meetings between County Secretary and Finance Officer Monthly reports to Board Monthly meetings between Finance Officer and Senior Football Development Officer 	Finance Trustee and County Secretary	9 th July 2018		L	H	3
Operational	Mismatch between strategic aspirations and budget leading to unsuitable workload or in ability to react to external pressures	M	M	4	<ul style="list-style-type: none"> Clear direction from Board Meetings with staff, weekly and monthly 	Chairman and County Secretary	9 th July 2018		L	M	2
Operational	Normal operations being disrupted by uncontrollable external factors e.g. weather	M	M	4	<ul style="list-style-type: none"> Business Continuity Plan Disaster Recovery Plan Staff issued with MyMail and OWA website details to access emails remotely. 	County Secretary	9 th July 2018		L	M	2
Public Relations	Reduced or Loss of communication with stakeholders	M	H	6	<ul style="list-style-type: none"> Stakeholder analysis updated every 6 months Communication plan to ensure how often stakeholders are engaged with. 	County Secretary and Football Services Officer - Media	9 th July 2018		L	M	2

Public Relations	Failure to respond effectively to public and media	M	H	6	<ul style="list-style-type: none"> • Communication/Press process in place. • Defined Communication Strategy <ul style="list-style-type: none"> • Charity wide policy addressing press queries • All press communications vetted and authorised. • Pro-active press strategy • Press training • Management Plan 	County Secretary and Football Services Officer - Media	9 th July 2018		L	H	3
Room Lettings	Loss of room lettings at Ambury House	M	M	4	<ul style="list-style-type: none"> • Bookings process remains simple • Price remains competitive and value for money • Promotion of Ambury House through stakeholders • Monthly reports submitted to Marketing Committee and Trustees. 	County Secretary	9 th July 2018		L	M	3
Safeguarding	Failure to maintain Safeguarding Standard	L	H	3	<ul style="list-style-type: none"> • Staff and Council member training • Standard is embedded across all areas of HFA work • Safeguarding on agenda of all meetings within Hunts FA 	Safeguarding Trustee and County Secretary	9 th July 2018		L	H	3

					<ul style="list-style-type: none"> Clubs encouraged to promote safeguarding and also inclusion. Bi-weekly meetings with County Secretary and DSO 						
IT	Loss of Access to the FA Server	M	H	6	<ul style="list-style-type: none"> Maintain Hunts FA additional Independent Broadband Line, All Staff given access to remotely accessing emails via MyMail and/or OWA Staff are aware of VPN. . 	County Secretary	9 th July 2018		L	H	3
FA	Failure to deliver FA agreements in line with contract	L	H	3	<ul style="list-style-type: none"> Monthly team reviews of KPIs Quarterly meetings with SRM and The FA. Monthly reports to Trustees 	County Secretary	9 th July 2018		L	H	3
Data Protection	Poor Maintenance of secure and confidential data leading to adverse impact on reputation	L	H	3	<ul style="list-style-type: none"> Codes of practice relating to data security and robust internal controls Staff, Council and Trustees training Regular Staff reminders Business Continuity Plan Daily Back up of Server 	County Secretary	9 th July 2018		L	H	3



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