



**ENGLAND
FOOTBALL**

LINCOLNSHIRE FOOTBALL ASSOCIATION

STRATEGY 2021-26

'ONE LINCOLNSHIRE COMMUNITY, UNITED AND INSPIRED BY THE POWER OF FOOTBALL'





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1. INTRODUCTION

WELCOME TO THE LINCOLNSHIRE FA 2021-26 STRATEGY

To support long term planning, sustainability and growth, a five-year strategy has been developed. The five-year period will enable the Association to plan and allocate resources effectively and efficiently to best meet the long term aims and aspirations of our members, wider stakeholders, and our communities.

The strategy will be reviewed on an annual basis with business planning decisions implemented to ensure the strategy is fulfilled. This approach signals a new direction for the Association and outlines our commitment to long term planning and resource allocation that will enable our ambitions for football in the county to be realised.

Our new five-year strategy for the period 2021-26 is:

ONE LINCOLNSHIRE COMMUNITY, UNITED AND INSPIRED BY THE POWER OF FOOTBALL

The world is a different place following the outbreak of the Covid 19 pandemic. The pandemic has changed forever how we live our everyday lives.

People and communities have reassessed what is important to them and priorities have changed.

One Lincolnshire community, united and inspired by the power of football places football at the heart of our communities and aims to support people to enrich how they now want to live their lives. Football provides a sense of belonging, being part of a community and a wider movement that provides for all those involved; at whatever level or context, with a sense of personal well-being, facilitating the opportunity to grow both individually and collectively.

The true impact of the pandemic on grassroots football in Lincolnshire is still emerging and will not be fully known for some time, but the strategy and our approach provides for support to re-engage those that might have been lost from the game, whilst retaining and supporting current participants and developing new participants.

The strategy outlines our commitment to developing the grass roots game and the reach and impact it has on our communities over a five-year period that will enable individuals, organisations, and communities to reach their potential.

It has been developed in line with the FA National Game strategy and we are excited by the challenge of continuing to develop the game locally.

Grahame Lyner
Chair





2. EXECUTIVE SUMMARY

One Lincolnshire community, united and inspired by the power of football sets out our direction of travel through four key pillars.

The four underpinning pillars are:

- Creating safe and inclusive environments
- Leading the growth and development of all formats of structured football in Lincolnshire
- Recruiting and developing a diverse workforce that meets need and supports the growth of football in Lincolnshire
- Developing and improving our business to better serve our members and communities

These pillars will be complemented and enhanced by detailed operational delivery plans developed and implemented with key stakeholders and partners.

The pillars outline our commitment and drive to ensuring we create inclusive and diverse environments for people of all ages and abilities to receive a high-quality football experience.

Given how much the world in which we live has changed, we as football providers and influencers need to be able to change and adapt to meet individuals' priorities and participation habits. Individuals are choosing to experience the game in different ways based on their individual lifestyles and we need to be flexible and adaptable to fulfil and meet the expectations of all those involved in our game.

The strategy outlines the Association's need to secure investment not just from our traditional current funders. The pandemic has confirmed this is vital if the Association is to continue to re-invest back into our football community.

It is an objective that over the next five years the Association moves away from a model which is completely reliant on funding from traditional sources in order to meet the needs of our community.

Nick Hanson
CEO

3. VISION, MISSION, VALUES



VISION

'One Lincolnshire Community, united and inspired by the power of football'

MISSION

To provide our communities with the platform to engage, unite and thrive through a safe and inclusive football experience

VALUES

As an Association we know that our values and beliefs are key to creating the right culture for us to succeed in the achievement of our Vision and Mission. Everyone who represents Lincolnshire FA strives every day to bring these beliefs to life.

WE BELIEVE IN:



Acting with **integrity**, by ensuring we do the right thing and not the easy thing (even when no one is watching) is in the best interest of the game



Being **progressive** in all that we do, always looking for ways to continuously improve through giving our staff the freedom to innovate will help us best meet the needs of the game



Being **transparent** in all that we do, will help us build relationships that will last the test of time as they will be grounded through high levels of **trust**



Recognising and rewarding the hard work, **effort**, and achievements of everyone who supports and makes the game possible 'For All' will help us to ensure that people who make a positive difference feel valued & appreciated



The **pride** we have for the work we do drives us to care about everyone involved in football in our community as we know this will be key to making our **Vision a reality**

4. BACKGROUND



Lincolnshire, situated in the East Midlands is one of the largest geographic counties in the country and shares borders with South Yorkshire, Nottinghamshire, Leicestershire, Northamptonshire, Huntingdonshire, Cambridgeshire, and Norfolk. Lincolnshire has an overall population of approximately 1.1m with 97% being from a white background and 3% being from a BAME background. The county has an equal population split of female 50.90% / male 49.10%. The county has an ageing population that from the age of 50 is above the national average.

The county is mainly rural but has pockets of urbanisation, mainly Lincoln, Grimsby, Scunthorpe, Gainsborough, Boston, Grantham, Skegness, Bourne and Spalding. The rurality of the county and subsequent poor transport links create a barrier to participation. Within the Lincolnshire FA region there is the Lincolnshire County Council, two unitary authorities of North Lincolnshire and North East Lincolnshire and seven district authorities. The County FA has a good relationship with all local authorities who all therefore are actively engaged in the implementation of their specific Local Football Facility Plans. There are areas of deprivation around the county which are situated in urban towns but also in our rural and coastal areas.

The County FA area is served by two County Sports Partnerships, Active Lincolnshire, and Active Humber. Both organisations are funded by Sport England to deliver the national 10-year vision to transform lives and communities through sport and physical activity. Our new strategy complements the work of both bodies by sharing a common aim of engaging the hard to reach communities through sport and physical activity. We are actively engaged with both CSP's on projects, linked to areas of deprivation and underrepresented groups, using the power of football to engage the hard to reach and to change lives.

Whilst the strategy has been developed to serve the community of Lincolnshire it does provide a framework to deliver the outcomes of the national FA grassroots strategy, 'To harness the power of football to unite communities and improve the health of the nation'. This strategy outlines the key areas of male and female participation, facilities, club networks, workforce, positive environment and digital products and services. These themes are golden threads that have been developed and expanded in line with our individual county and community priorities.

Within each area of the strategy there is commentary that outlines the rationale behind deciding on the focus areas. The Association has consulted with key stakeholders throughout the development of the strategy. Feedback and views on the areas that underpin the strategy were sought from member clubs, leagues, volunteer workforce and through our Youth Council. The Youth Council also undertook a separate piece of consultation with young people across the county to establish what was of importance to young people when returning to the game. All the responses were taken into consideration in the further development of the strategy.





LINCOLNSHIRE FA - 'ONE LINCOLNSHIRE COMMUNITY, UNITED AND INSPIRED BY THE POWER OF FOOTBALL'

5. STRATEGY REVIEW - WHAT WE DID, 2018-21



The new strategy builds on what was delivered in the previous strategy period 2018-21. The 2018-21 period was initially one of reset, restructure and then consolidation which supported the long-term growth in several areas. In 2019 the Association underwent a significant governance and staffing restructure resulting in the recruitment of new Independent Directors and a CEO, which in turn led to several key achievements and milestones being reached.

There was an increase in the participation across the male, female, and disability pathways. Nationally the adult male traditional 11v11 game was in decline, Lincolnshire experienced growth in this area of the game by sustaining existing participation and attracting new. The traditional offer was successfully complemented with non-traditional formats, walking football, futsal, recreational and vet's leagues.

The female pathway saw considerable growth resulting from the implementation of the Wildcat's programme and creation of a full playing pathway within the County Women and Girls League, providing a local competitive offer.

The recruitment and development of a fit for purpose volunteer workforce was a key objective and remains a central pillar in the implementation of our new strategy. During the 2018-21 period over 2000 additional training opportunities were provided for our volunteer club and coach workforce. The referee workforce has seen growth and development at all levels, recruitment, retention and promotion with new innovative support measures and training tools being implemented.

In addition to increases in participation the Association, even in unprecedented Covid times, continued to operate on a sound financial footing, which led to significant investment to support our members through the pandemic.

The Association successfully achieved and met the FA's Safeguarding Operating Standards, achieved the Foundation level of the Equality Standard for Sport, improved our communication channels with our stakeholders and expanded our social media platforms and presence. To further support our desire to provide a high-quality service, the working practices of the Association were updated and expanded, and a new customer feedback system introduced.

Our approach to the development and adoption of FA IT systems, working alongside leagues and clubs resulted in 99% of all participants in Lincolnshire being registered with the FA through the player registration system. The Association's discipline and sanctions functions continue to evolve and following an extended recruitment drive all discipline panels involve independent members, with information on how decisions are reached being made available to those involved. To further improve transparency and change longstanding perceptions resulting in a hopefully improved customer experience, a guide to the discipline process and procedures has been developed and widely circulated.

GROWTH
IN FEMALE
PARTICIPATION
25.35%

GROWTH
IN DISABILITY
PARTICIPATION
16.66%

GROWTH
IN MALE
PARTICIPATION
2.89%

GROWTH
IN FUTSAL
PARTICIPATION
1133%

114
'GOOD'
QUALITY
PITCHES

INCREASE IN ADULT
TEAMS PLAYING IN FA
CHARTER
STANDARD
CLUBS
13%

INCREASE IN YOUTH
TEAMS PLAYING IN FA
CHARTER
STANDARD
CLUBS
16.97%

99%
OF PLAYERS,
REGISTERED THROUGH
PLAYER
REGISTRATION

GROWTH
IN REGISTERED
REFEREES
22.79%

GROWTH
IN REGISTERED
FEMALE
REFEREES
54.28%

QUALIFIED &
DEVELOPED
VOLUNTEER
WORKFORCE
2,028

FOOTBALL
FOUNDATION
INVESTMENT
£3,899,677

ACHIEVED
'EQUALITY STANDARD
FOR SPORT -
FOUNDATION'

TWICE SUCCESSFULLY
ACHIEVED
'SAFEGUARDING
OPERATING STANDARDS'

INCREASED
THE NUMBER
SOCIAL MEDIA
FOLLOWERS BY
2749



LINCOLNSHIRE FA
WHAT WE DID
IN 2018 - 21





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WILD
CATS

weetabix
WILD
CATS
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VISION

One Lincolnshire Community, united and inspired by the power of football

MISSION

To provide our communities with the platform to engage, unite and thrive through a safe and inclusive football experience

VALUES

We believe in:

- Acting with **INTEGRITY**, by ensuring we do the right thing and not the easy thing, is in the best interest of the game
- Being **PROGRESSIVE** in all that we do, always looking for ways to continuously improve through giving our staff the **freedom** to innovate will help us best meet the needs of the game
- Being **TRANSPARENT** in all that we do, will help us build relationships that will last the test of time as they will be grounded through high levels of **TRUST**
- **RECOGNISING** and rewarding the hard work, **EFFORT**, and achievements of everyone who supports and makes the game possible 'For All' will help us to ensure that people who make a positive difference feel valued & appreciated
- The **PRIDE** we have for the work we do drives us to **care** about everyone involved in football in our community as we know this will be key to making our Vision a reality

GOALS



To create safe and inclusive football environments



To first retain, sustain and then lead the growth and development of all formats of structured football in Lincolnshire



To recruit and develop a diverse workforce that meets the need and supports the growth of football in Lincolnshire



To develop and improve our business to better serve our members and communities

OBJECTIVES

- To embed safeguarding throughout the football community
- To achieve the Equality Standard for Sport
- To develop a Youth Engagement strategy
- To continue to develop a pro-active, transparent, and robust discipline process that inspires confidence
- To create stability and support growth in the male game
- To increase participation in the female game
- To develop opportunities and support underrepresented groups to access opportunities
- To improve environments and drive growth across the recreational game
- To develop and improve the facility landscape in Lincolnshire
- To recruit, retain and develop a diverse volunteer coaching workforce to support club structures
- To recruit, retain and develop a diverse referee workforce
- To recruit, retain and develop a diverse administrative workforce to support clubs and leagues
- To improve and develop our corporate governance
- To improve our engagement and service with members and wider community
- To explore and develop new sources of income to re-invest in our football communities

GOAL 1 - TO CREATE SAFE AND INCLUSIVE FOOTBALL ENVIRONMENTS



As the governing body for football in Lincolnshire we need to ensure a safe and inclusive environment is created for communities to participate in all formats of the game, including playing, coaching, officiating, spectating, and volunteering. A large part of how we do this is by embedding safeguarding. This is directed by the Safeguarding Operating Standards which were introduced by the National FA in 2018 and identifies standards a County FA must implement and adhere to.

Moving forward the Standards will be monitored and developed to ensure a safe environment for all football communities across Lincolnshire.

Creating a safe and inclusive environment for young people within club structures is key. The most recent results of Grassroots survey undertaken identified a significantly improved environment and culture at youth clubs across the County.

Positive environments are where young people can thrive, giving a platform to build upon and creating a culture of 'Listening to the Voice of Young People'.

Managing discipline is a key function of a County Football Association and is an area that often leaves stakeholders and participants unsure and unclear as to the reporting procedures and actions that occur when a report of ill-discipline or misconduct is received. The development of a clear, pro-active, and robust discipline process is essential in better supporting the football community across Lincolnshire. The rate of discipline reporting in Lincolnshire has increased across the last three seasons. We see this as a positive development as more people involved in the game are recognising issues and raising them in the correct manner. By increasing knowledge of the discipline process, it is hoped in the long term the culture of not accepting poor behaviour will drive down instances, and therefore enable participants to move towards a self-governance and acceptable standards model. Developing a structure to meet demand is essential to ensure the Association move from a re-active to a pro-active approach.

Lincolnshire has an overall population of approximately 1.1m with 97% being from a white background and 3% being from a BAME background. The county has an equal population split of female 50.90% / male 49.10%. Equality is a key focus and will be directed by the Equality Standard for Sport framework. Lincolnshire FA are proud to have recently achieved the Equality Standard Foundation Award and this strategy sets out our ambition to progress through the framework to ensure football in Lincolnshire is representative of the communities we serve.



To achieve our goal of creating safe and inclusive football environments, we will focus on four specific objectives:

EMBED SAFEGUARDING THROUGHOUT THE FOOTBALL COMMUNITY

- Support clubs to develop strong, and robust safeguarding procedures
- Deliver relevant and quality CPD across the football network
- Ensure Safeguarding Operating Standards are met and adhered to
- Provide direct support to our new and existing workforce by highlighting / promoting best practice and providing resources

ACHIEVE THE EQUALITY STANDARD FOR SPORT

- Strive to achieve the highest level of Equality Standard for Sport (as a minimum Preliminary level by June 2024)
- Ensure football is representative of the communities we serve
- Form an Inclusion Advisory Group that will challenge decision making, endorse, support, and promote equality, diversity, and inclusion

DEVELOP A YOUTH ENGAGEMENT STRATEGY

- Measure how embedded Listening to the Voice of Young People is within our staff team and the wider football network – 'You Said, We Did'
- Lead the growth of Youth Council structures centrally and locally.

CONTINUE TO DEVELOP A PRO-ACTIVE, TRANSPARENT, AND ROBUST DISCIPLINE PROCESS THAT INSPIRES CONFIDENCE

- Pro-actively engage and communicate with the football network to promote discipline processes
- Ensure a more diverse, independent discipline workforce which is representative of the communities we serve
- Develop and launch campaigns to tackle prominent issues locally and nationally

GOAL 2 - TO LEAD THE GROWTH AND DEVELOPMENT OF ALL FORMATS OF STRUCTURED FOOTBALL IN LINCOLNSHIRE



At the inception of this strategy there are approximately 25,672 registered players in Lincolnshire participating in structured football, across the male, female, and disability areas of the game.

This strategy will focus on the growth of structured football in Lincolnshire across all formats of the game, traditional and non-traditional, affiliated, and recreational.

Across the country there has been reduction in participation at specific life stages in the male game. We need to halt the decline in these areas and create life-long affiliations by meeting the needs of the modern participant. We have seen steady growth in the adult male game within the 2018-2021 period. The focus is now to sustain activity levels by further strengthening the structures created. Growing the game is vital and will be focused at the 'introduction to football' stage. Lifelong affiliation to the sport comes with positive first experiences allowing the love of the football to grow from that point. Working with clubs, leagues, and the wider football network to create fun, positive environments is a common theme throughout the wider strategy.

Over the course of the previous strategy, Lincolnshire experienced decline in upper youth / intermediate football, from under 16's – 23's. It's key to focus on the retention of the player at this stage, by exploring different formats. As such the association has been successful in growing the adult male game by creating and implementing new playing formats.

Lincolnshire has experienced growth across the women's and girl's game, with an increase of 21% in participation since 2018. This strategy will align closely with the National FA four-year strategy for the women's and girl's game – 'Inspiring Positive Change'. Building relationships and expanding networks across the educational sector is key, as well as continuing to improve the grassroots offer to ensure a structure that supports sustainability and growth.

Specific groups are underrepresented across all sectors of sport and football in Lincolnshire is no exception. Firstly, understanding barriers to participation and removing them will pave the way for access and growth in this area of the game, creating positive change within communities. We feel this will be strongly linked to improving environments and driving growth across the recreational game. The football environment needs to be safe, inclusive, and enjoyable to attract participants reflective of the communities we serve. Positive environments and strong structures will impact growth.

A common theme derived from consultation with grassroots participants is the need to improve the quality of grass pitches. In 2016 the Football Association introduced the Grass Pitch Improvement Programme (GPIP) with the aim of improving natural grass football pitches across the country. Lincolnshire has seen a steady increase in the quality of grass pitches since 2016, with the number of pitches rated as 'GOOD' sitting at 117 as we approach the new strategy period.

The aim over the next five years is to continue to improve the quality of grass pitches, whilst creating a sustainable model to support the longevity of the programme. We now have an investment plan for each local authority area in Lincolnshire. All nine districts across the County each have a Local Football Facility Plan which identifies priority projects at a local level, thus evidencing a long-term plan to continue to transform grassroots football facilities in Lincolnshire.



To achieve our goal of leading the growth and development of all formats of structured football in Lincolnshire, we will focus on five specific objectives:

CREATE STABILITY AND SUPPORT GROWTH IN THE MALE GAME

- Engage and provide new, flexible playing opportunities and exit routes to those between 16-23, where we have seen the biggest decline in participation.
- Develop opportunities and structures for U5/U6 teams, to ensure a positive first experience.
- Work with leagues and clubs to review current provision aimed at supporting growth and development with a focus on innovation and flexibility of current offer to better suit the modern participant.
- Support and develop the football offer within further / higher education to support transition into grassroots football

INCREASE PARTICIPATION IN THE FEMALE GAME

- Provide opportunity for all females regardless of age and/or geographical location to participate in football activity.
- Work alongside the Lincolnshire Women's & Girl's league to grow provision from mini soccer to open age, creating the best opportunities for Lincolnshire female teams to play.
- Develop the female football offer within all facets of education, to support the transition to play and lead within communities.
- Create a high-performance opportunity for talented females to progress within the game.

DEVELOP OPPORTUNITIES AND SUPPORT UNDERREPRESENTED GROUPS TO ACCESS AND GROW

- Ensure inclusion is embedded within the heart of grassroots football.
- Sustain and grow opportunities within the disability football structure, by consulting and engaging with key stakeholders.
- Monitor and support players with impairments who are participating in mainstream football, providing a pathway to talent identification programmes.
- Work with key organisations to identify under-represented groups and through collaborative campaigns increase participation.

IMPROVE ENVIRONMENTS AND DRIVE GROWTH ACROSS THE RECREATIONAL GAME

- Support the growth of recreational football by ensuring flexible and accessible provision for all.
- Continue to work innovatively on small sided football, focusing specifically on offering a high quality, safe, inclusive playing environment.
- Increase the number of accessible recreational playing opportunities through strategic partnership working

IMPROVE AND DEVELOP THE FACILITY LANDSCAPE IN LINCOLNSHIRE

- Prioritise and support key sites to improve the quality of grass pitches.
- Develop a workforce to meet the aspirations of the grass pitch strategy.
- Optimise Football Foundation and other investment to sustain, improve and transform the facility landscape.
- Work with key stakeholders to deliver Local Football Facility Plans, ensuring development in key facility types.
- Pro-actively identify and work with facility projects that are required to meet current and future growth in the game.

GOAL 3 - TO RECRUIT AND DEVELOP A DIVERSE WORKFORCE THAT MEETS THE NEED OF AND SUPPORTS THE GROWTH OF FOOTBALL IN LINCOLNSHIRE



Lincolnshire has a fantastic workforce that services football across the county. We have seen growth in this area, focus is now on supporting and sustaining the current workforce, alongside recruiting new in order to meet growth across the game.

Diversity is not as well represented in the coaching, refereeing and administrative workforce across Lincolnshire. Data shows that at the start of this strategy only seven people from a BAME background across Lincolnshire hold either a Level 1 or 2 FA coaching qualification whilst actively being involved in the game, furthermore 13 individuals are registered referees.

The female workforce is underrepresented in these areas too, with 22 female coaches registered across the County and 8.58% of the referee workforce being female.

It's important to recognise the growth in the above areas over the previous three-year strategy, with an increase in membership across all, providing a platform to develop.

We recognise that many of the football workforce across the county hold more than one role.

The County FA has an obligation to ensure the correct support is in place to develop and retain these individuals. We need to ensure the experience is a positive and consistent one, supporting the workforce to meet the needs of the local community.

Providing that positive experience from the start is vital to achieving the goal of developing the workforce. We need to create consistent offers to support individuals to join and stay in the game across all sectors, including coaching, refereeing and the administrative workforce.

When it comes to the development of the new and existing workforce, education is a key driver and support will be provided by the National FA and at local level by the County Football Association. We need to ensure that the workforce is armed with the tools to deliver its roles and responsibilities to the best of its ability, supporting and creating that positive experience for all involved in the game.



To achieve our goal of recruiting and developing a diverse workforce that meets the need and supports the growth of football in Lincolnshire, we will focus on three specific objectives

RECRUIT, RETAIN AND DEVELOP A DIVERSE VOLUNTEER COACHING WORKFORCE TO SUPPORT CLUB STRUCTURES

- Create and deliver a diverse coaching membership programme for new and existing coaches in Lincolnshire.
- Provide engaging CPD opportunities, identified through the needs of the coach across the County.
- Afford appropriate support for coaches within the County who wish to continue their coaching pathway to gain higher qualifications and gain further experiences within coaching.
- Recruit a coaching workforce who can provide delivery support for coaches accessing CPD and coaching qualifications.
- Collaborate with a wide variety of stakeholders across Lincolnshire to encourage new target audiences into coaching to support an increase in diversity in the workforce.

RECRUIT, RETAIN AND DEVELOP A DIVERSE REFEREE WORKFORCE

- Create and deliver an inclusive, flexible education structure which accommodates all communities.
- Support and develop BAME and female role models in the LFA Referee Workforce to highlight, promote and drive the opportunities available.
- Develop a mentor programme to create the best possible first experience for new referees.
- Create and deliver a process of talent identification to support the referee pathway.
- Embed Respect as a focal point to support referees, thus creating a safe space to referee in Lincolnshire.

RECRUIT, RETAIN AND DEVELOP A DIVERSE ADMINISTRATIVE WORKFORCE TO SUPPORT CLUBS AND LEAGUES STRUCTURES TO BE FIT FOR PURPOSE

- Through club and league consultation create and deliver a wide variety of engaging CPD opportunities for Lincolnshire's administrative workforce.
- Collaborate with a wide variety of stakeholders across Lincolnshire to engage new target audiences into volunteering to support and encourage diversity in the workforce.
- Provide clear and concise guidance for a wide range of topics in relation to The FA, Lincolnshire FA and non-FA support mechanisms.
- Create regular and engaging content, promoting and recognising Lincolnshire's administrative football workforce.

GOAL 4 - TO DEVELOP AND IMPROVE OUR BUSINESS, TO BETTER SERVE OUR MEMBERS AND COMMUNITIES



Lincolnshire Football Association is a not-for-profit organisation with two of our many focuses being to serve our members and reinvest any surplus generated back into football within Lincolnshire. It is noteworthy that Lincolnshire Football Association's members are predominantly grassroots clubs and leagues, run by volunteers.

In recent times, the administrative demands of football have significantly increased; aligned with vital safeguarding requirements and the introduction of technology platforms, Lincolnshire Football Association recognises that the voluntarily running of a club or league is far removed from days gone by. Whilst Lincolnshire Football Association fully endorses the technology available to support with administration, safeguarding and other various tasks involved in running a football club or league, we are aware that we can do more through training and education to support volunteers in utilising the tools available, to reduce time commitments and ultimately make volunteering a more enjoyable experience.

The 2019/20 season and disruption that the COVID-19 pandemic brought saw our working practices evolve significantly with the introduction of a new 'ticket' e-mailing system, phone systems and, more regular website and social media content. We are aware that staff and information being more readily available to support and advise is of the utmost importance to our members. Moreover, aligned with the new e-mailing ticketing system, to ensure we continually improve our service, a more readily available feedback process is in place allowing us to reflect on our delivery and customer service.

The impact felt by businesses, globally, in relation to COVID-19 has been clear for all to

see, both within and outside the football community. Therefore, in addition to improving our customer service and business output, we face the pressing challenge of becoming a more self-sustained organisation whilst continuing to positively impact the development and governance of football within Lincolnshire. Success in this area is of paramount importance for the longevity of the Association. To achieve this, we plan to expand our key stakeholder's portfolio, and diversify our incomes streams. Any surplus would be reinvested back into football within our county, reviewed annually to ensure we're servicing our members.



To achieve our goal of developing and improving our business to better serve our members and communities we will focus on three specific objectives.

IMPROVE AND DEVELOP OUR CORPORATE GOVERNANCE

- To achieve the County FA Code of Governance, the football specific version of Sport England's 'A Code of Governance'.
- To undertake a review of the Articles of Association.
- To explore the implementation of the Football Leadership Diversity Code.
- To achieve the Preliminary Level of the Equality Standard for Sport and to embed the Inclusion Advisory Group in the governance decision making process.

IMPROVED ENGAGEMENT WITH MEMBERS AND WIDER COMMUNITY

- Provide members with regular feedback opportunities throughout the football season, with an in-depth annual review allowing Lincolnshire FA to examine and reflect year-upon-year on member satisfaction.
- To continue to support our members to access and use IT systems to their full potential to promote safe and efficient working practices.
- Develop a strategic marketing programme to outline the opportunities available to participate in football and football related activities.
- Create and deliver an annual CPD training calendar for club and league volunteers to provide outstanding service for our volunteer administration workforce.
- Provide a platform for all our members and the wider community to come together and celebrate success.
- Deliver regular club and league forums to allow collaborative communication throughout Lincolnshire's football community.
- Develop a 'Customer Service Charter' and achieve the 'customer excellence standard' to ensure we provide an outstanding service to our members.
- Regularly review and audit our website content to ensure customers can find relevant information easily.
- Continue to regularly promote news and campaigns through our social media platforms.
- Review delivery and format of our County Cups to ensure we meet member's needs.
- Full review of our affiliation process including cost and benefits.

EXPLORE AND DEVELOP NEW SOURCES OF INCOME TO RE-INVEST IN OUR FOOTBALL COMMUNITIES

- Continue to improve the Lincolnshire FA's internal financial management practices, by developing and executing an annual operational plan aligned to the needs of the business and our members.
- Annually audit Lincolnshire FA's income to gather a greater understanding of our revenue streams, providing a platform to diversify income sources and creating new partnerships.
- Explore new partnerships with private sector companies and high net worth individuals in Lincolnshire that are keen to increase their visibility and contribute positively to football within Lincolnshire.
- Regularly communicate with existing partners to ensure all organisations are achieving and receiving the benefits of a partnership, thus providing Lincolnshire's football community with further investment to support development and governance opportunities.
- Review Lincolnshire FA's business operations across its people, processes, data and technology, whilst continually identifying year on year efficiencies.
- Investigate opportunities to move or develop Lincolnshire FA's headquarters, ensuring our base is more reflective of our football community, whilst also providing increased income stream opportunities.





7. MEASURE & TARGETS FRAMEWORK



GOAL	OBJECTIVE	MEASURE
To create safe and inclusive football environments	To embed safeguarding throughout the football community	Safeguarding Operating Standards
	To achieve the Equality Standard for Sport	Equality Standard for Sport Award
	To actively seek the voice of young people	Develop a Youth Engagement strategy
	To continue to develop a pro-active, transparent, and robust discipline process that inspires confidence	Ensure 100% of identified cases to have investigation completed where applicable within 14 days of being received The number of personal hearings and correspondence cases dealt with within 30 days of the response date
To first retain, sustain and then lead the growth and development of all formats of structured football in Lincolnshire	To create stability & support growth in the male game	Registered male players
	To increase participation in the female game	Registered female players
	To develop opportunities and support underrepresented groups to access and grow	Registered disabled players
	To improve environments and drive growth across the recreational game	Number of FA Just Play Centres
	To improve the quality of facilities in Lincolnshire	Number of 'GOOD' quality pitches



Baseline (2020-21 Season)	3 Year Business Plan Target (2021 – 24 Season)	5 Year strategy Target (2021-26 Season)
Achieved	Continue to meet Standard	Continue to meet standard
Foundation	Preliminary award achieved 2022	Advanced
-	Strategy developed by June 2023	Continue to develop & update strategy
50%	75%	100%
25%	50%	75%
23,426	23,426	23,894
1,973	2,565	2,821
273	289	318
22	TBC by FA	TBC
114	171	228

7. MEASURE & TARGETS FRAMEWORK CONTINUED...



GOAL	OBJECTIVE	MEASURE
To recruit and develop a diverse workforce that meets the need of and supports the growth of football in Lincolnshire	To recruit, retain & develop a diverse volunteer coaching workforce to support club structures	Number of individuals engaged in CPD
		Youth Teams with a qualified coach
	To recruit, retain & develop a diverse referee workforce	Number of recruited referees
		Number of referees converted
		Number of referees retained
		Number of referees progressed
To recruit, retain & develop a diverse administrative workforce to support clubs and leagues	Conduct a survey of members to ascertain % of members who rate experience as positive	
To develop and improve our business to better serve our members and communities	To improve and develop our corporate governance	Code of governance achieved Football Leadership Diversity Code achieved where applicable
	To improve our engagement and the service we provide to our members and the wider community	% of members and customers who rate the service received as great
	To explore and develop new sources of income to invest in our football communities	To increase levels of commercial income generated by the County FA by 100%



Baseline (2020-21 Season)	3 Year Business Plan Target (2021 – 24 Season)	5 Year strategy Target (2021-26 Season)
-	594 (subject to change dependant on number of youth teams YOY)	TBC based on 2024 data cut
86.2%	90%	90%
566 registered referees	Targets for 21-22 season	
	142	
	85	
	453	
	83	
Baseline survey to be created by June 2022	75% by end of 2024	90%
Self-assessment completed	June 2022 June 2024	Continue to meet standard Continue to meet standard
88%	90%	92%
£3000	£4500	£6000







**ENGLAND
FOOTBALL**

*'ONE LINCOLNSHIRE COMMUNITY,
UNITED AND INSPIRED BY THE POWER OF FOOTBALL'*