



# LEADING FROM THE FRONT

Middlesex FA Strategic Plan  
2021-2024



**MIDDLESEX FOOTBALL**



**REBUILD**  
**MODERNISE**  
**GROW**

# EXECUTIVE SUMMARY



Our new strategy, **Leading from the front**, is built on our mission to **Rebuild, Modernise and Grow the game for all** as we come out of the recent pandemic. Our key priorities over the next three years are:

- ⚽ To be relevant, fit for purpose and to make Equality a reality
- ⚽ Provide a safe, fun and compliant environment for all
- ⚽ Provide a customer centred approach to administration and deliver a high-quality service to all
- ⚽ Provide inclusive and accessible opportunities for all
- ⚽ For the good of our community

Covid-19 has severely impacted the game in Middlesex and we strongly believe this strategy enables the game to rebuild, modernise and grow. The details of each priority area and the impact we hope to achieve are detailed in this strategy document.

We want to ensure Middlesex FA is at the heart of our community and we will continue to ensure our facilities at Rectory Park are available to all by offering a wide range of activities on site.

We will work with and support our network of clubs, leagues, volunteers, players, referees, coaches and administrators to deliver this strategy and to make everyone feel a part of Middlesex Football.



COMMITTED  
CREATIVE  
CONNECTED  
COLLABORATIVE

# YEAR THREE TARGETS

By 2024 we will have

- ⊕ Ensured that Safeguarding and Equality are fully embedded across the organisation
- ⊕ Developed a Corporate Governance structure that will meet the needs of the current and future game
- ⊕ Female provision in 75% of our youth clubs
- ⊕ Achieved the Intermediate Equality Standard award
- ⊕ Created a Coach Development programme that supports all coaches at all levels in Middlesex
- ⊕ Increased our registered referees by 25% and created a positive match day environment for all

In order to deliver this strategy we have ensured we have a workforce structure that will enable us to meet the needs of the game and to deliver this strategy. We will continue to focus on people's Health & Wellbeing and provide opportunities for the workforce to access support through an annual programme of initiatives.

Customer service continues to maintain a priority and we will use our values, **Committed, Creative, Connected and Collaborative** to provide a service suited to the game's needs.

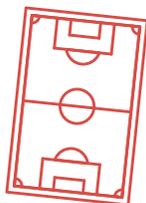
# MIDDLESEX FA



**31,916**  
PLAYERS

**80,000**

visits to  
Rectory Park  
a season



**Staff Satisfaction**

**92%**

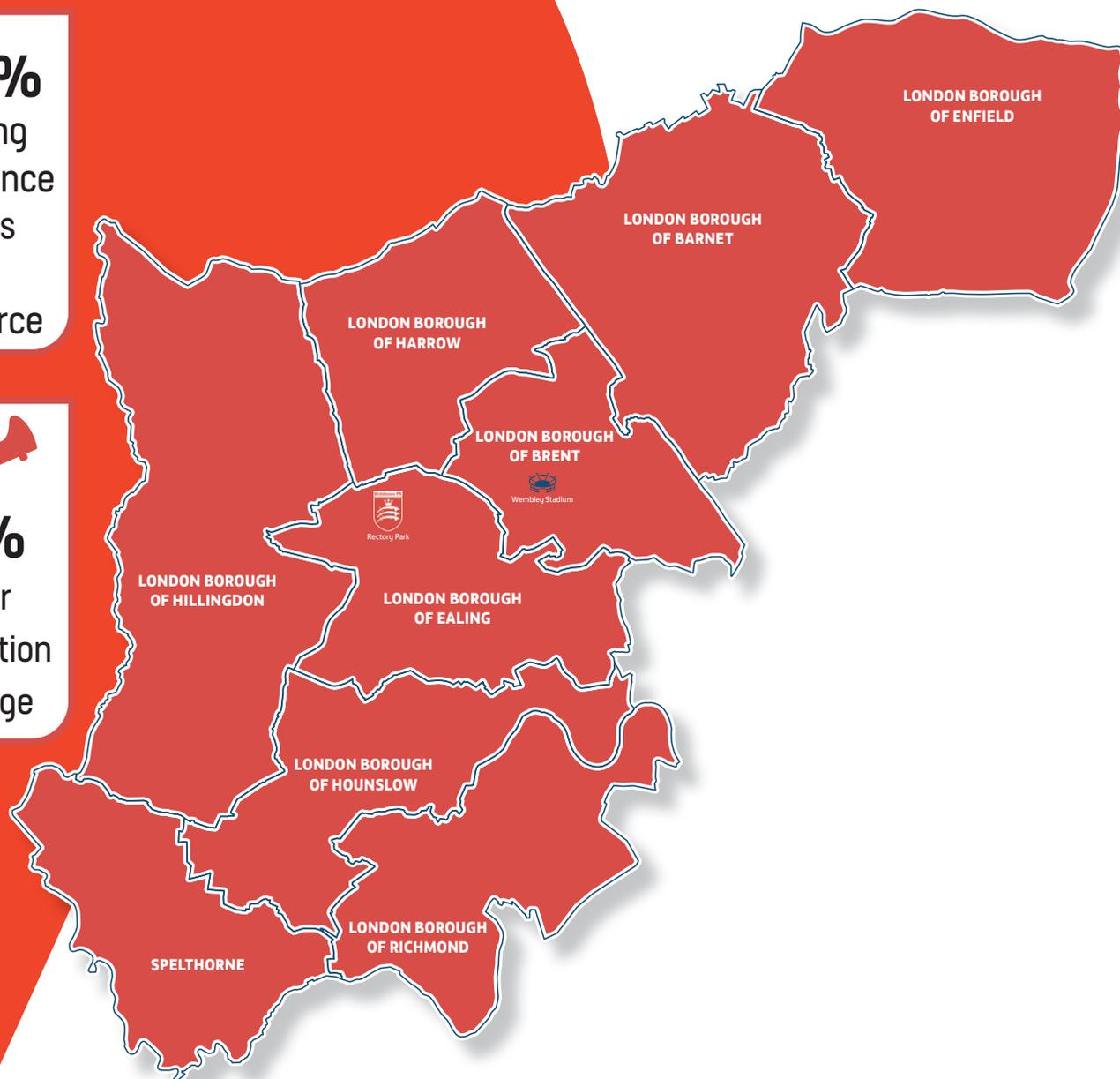
**6th in Country**

(when compared with other County FAs)

**100%**  
Training  
Compliance  
across  
CFA  
Workforce



**91%**  
Player  
Registration  
Coverage



# ABOUT US

## OUR STORY

Our role is to develop and support the grassroots game in geographical County of Middlesex. We are a charitable organisation providing everyone with the opportunity to participate in the game in Middlesex. Our boroughs are the most densely populated and diverse in the country and we are committed to connecting and collaborating with everyone who would like to be involved.

Our primary focus when anyone chooses to participate in the game is to make sure safeguards are in place to ensure they have fun in a safe environment, creating pathways for them to stay in the nation's favourite game for as long as they wish. At Middlesex FA our staff and volunteers work tirelessly to share their passion for football. At our facility, Rectory Park, we are proud to have expanded our reach working with our partners to deliver on and off the pitch.

## OUR PURPOSE

To ensure each and every person in Middlesex has the opportunity to get involved in football. To achieve this vision we have four simple values that staff, Council and Committee members here at the Association lives and breathes – to be committed, to be creative, to be collaborative and to be connected. With these values, we'll continue to move football forwards, creating an environment where, regardless of age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy and maternity to allow people in Middlesex to enjoy the beautiful game.

## OUR VALUES

**Committed** - We are committed to doing the right thing. Governing the game in a way that's fair to all and treats everyone the same regardless of age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy and maternity.

**Creative** - We are creative. Adopting creative solutions to ensure we stay ahead of the game and meet the needs of our football community. We will focus on the future and learn from the past.

**Collaborative** - We are collaborative. We will engage with local and national partners to offer benefits to our football community. We will collaborate with our clubs, leagues, referees, players, coaches and volunteers to ensure we are meeting their needs and listening to their feedback. We will collaborate with each other to share knowledge, provide feedback and work as a team to meet our common goal.

**Connected** - We are connected to the community we serve, implementing a customer-focused approach that puts the participant at the heart of what we do.

# YEAR ONE TARGETS

**63** WILDCATS CENTRES

**75%**  of youth clubs offering female provision

Women's Euro 2022 legacy plan delivered 

**95%**  increase in the number of Referees

Intermediate level of Equality Standard achieved 

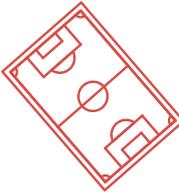
Annual equality training programme in place

**95%** STAFF SATISFACTION

**28.5k** male players

**4K** female players

**500** players with disabilities

**165** grass pitches with a Pitch quality standard score of good or above 

**95%** OCCUPANCY AT RECTORY PARK

**1155** coaches engaged in CPD

  
**90%** YOUTH TEAMS WITH A QUALIFIED COACH

SAFEGUARDING OPERATING STANDARD ACHIEVED

**75%** Adult & **90%** Youth teams within an England Football accredited club 

Volunteering and Youth Engagement strategies in place

CORPORATE GOVERNANCE REVIEW IMPLEMENTED 

  
**100%** player registration

# STRATEGY SUMMARY



# CORPORATE GOVERNANCE CURRENT POSITION

**93%**



response rate to

**State of Play survey**

*(The State of Play Survey is The FA's independent Diversity, Inclusion, Health and Wellbeing survey)*

**Staff Satisfaction 92%  
- 6th in Country**

*(when compared with other County FAs)*



**32%  
FEMALE  
WORKFORCE**

Our Corporate  
Governance  
review is at  
an advanced  
stage

**16%** Diverse  
workforce

**BOARD SKILLS  
EVALUATION  
COMPLETED**

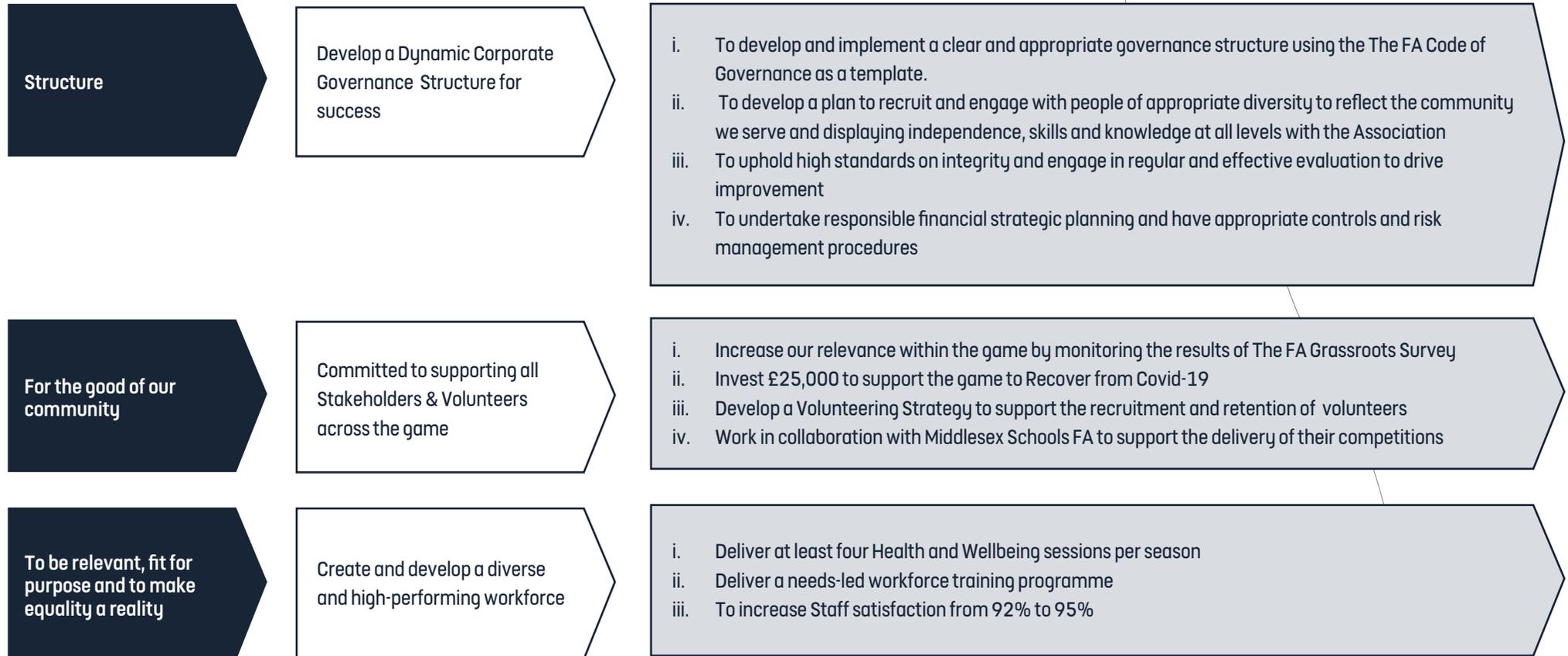
Inclusion  
Advisory  
Group  
established 

Preliminary Equality  
Standard Award achieved



# CORPORATE GOVERNANCE

To be relevant, fit for purpose



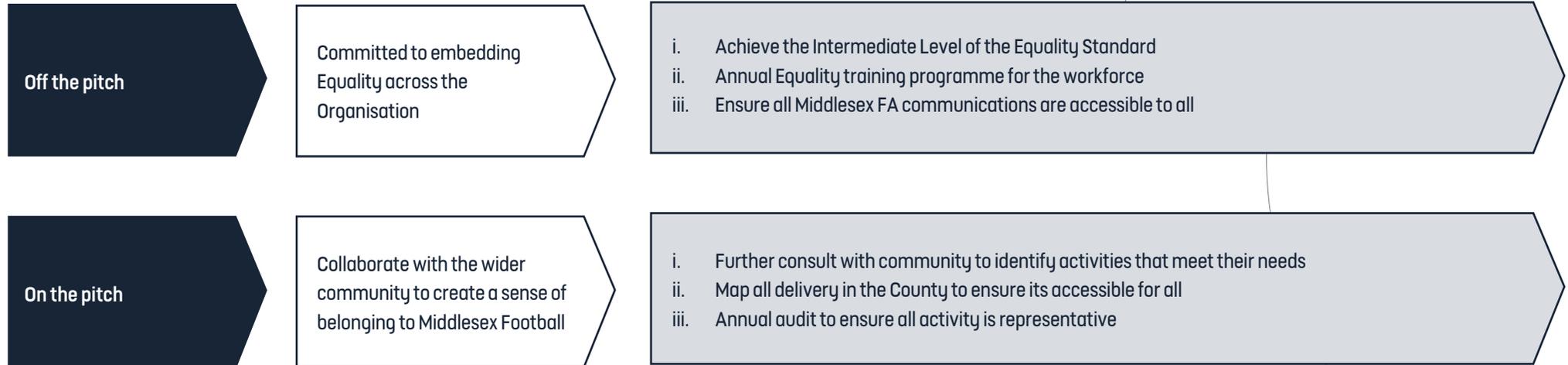
- We shall uphold high standards of integrity and engage in regular evaluation to drive continuous improvement
- We will demonstrate our values in everything we deliver
- We will develop an inclusive culture within the Organisation
- Prioritise Health and Wellbeing through our working group
- To develop a communications strategy to enable MFA to be transparent and accountable and engage effectively with its stakeholders



EQUALITY  
INCLUSION  
DIVERSITY

# EQUALITY, DIVERSITY & INCLUSION

## Making equality a reality



- Ensure Inclusion is at the heart of everything we do
- Aspire to deliver a game free from discrimination and ensure everyone is comfortable in reporting incidents of discrimination
- Inclusion Advisory Group to lead and advise on all Equality, Diversity and Inclusion matters
- Identify and recruit the next generation of diverse workforce to support the continued growth of participation

# SAFEGUARDING CURRENT POSITION

**100%**  
training  
Compliance across  
CFA Workforce

**29 SAFEGUARDING  
MONITORING  
VISITS  
407 TEAMS**



## Safeguarding embedded across the Organisation

"In the opinion of the assessors, Middlesex County Football Association is ensuring that safeguarding is a strong part of its governance structures and operational practices."  
**Assessors  
Girling Hughes**

### Independent Safeguarding Assessment Pass



### New Youth Engagement Strategy

### CPD Workshops for Paid and Volunteer workforce



# SAFEGUARDING

Provide a safe, fun and compliant football environment for all



# FOOTBALL SERVICES CURRENT POSITION

**91%**  
Player  
Registration  
Coverage

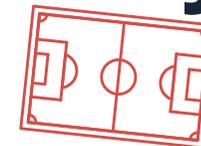


**RETAINED  
16 LEAGUES**



Average 10 days to charge  
and 25 days to hear cases

**180 Investigations relating  
to incidents at games**



Supported Adult  
game with the  
restart of Football  
by running 13  
MFA Cup  
competitions with  
349 entries

**16** Discrimination  
cases

  
**16 Referees  
promoted**

**Sustained  
participation numbers  
despite Covid-19**

**REGULAR CLUB  
& LEAGUE ENGAGEMENT**



All-League meeting  
twice a year



# FOOTBALL SERVICES

Provide a customer-centred approach to administration and deliver a high-quality service for all



# PARTICIPATION AND DEVELOPMENT CURRENT POSITION

**61%**

of all clubs with Charter Standard accreditation

**45**



3G PITCHES ON THE FA REGISTER IN MIDDLESEX

**94% of Youth Teams with a qualified coach**



**26**

pitches rated as good or above through *PitchPower*



**£666,615**

in Covid recovery grants from the Football Foundation

**31,916 PLAYERS**

**50**

Weetabix Wildcats Providers

**£29,307**

Football Foundation Small Grants awarded

**£191,500** Football Foundation funding awarded for improvement of grass pitches



**440** registered referees

5 CPD/workshop opportunities for coaches

# PARTICIPATION & DEVELOPMENT

Provide inclusive and accessible opportunities for all

## Player pathways

Provide clear playing opportunities across the affiliated and recreational game to meet the needs of the Middlesex community

- i. 28, 541 players within the male pathway (including trans and non-binary people)
- ii. 4,025 players within the female pathway (including trans and non-binary people)
- iii. 500 players within the disability pathway
- iv. 63 Wildcats providers and 75% of youth clubs offering at least one girl's team
- v. 12 x alternative format leagues across futsal, small-sided and walking football
- vi. Women's EURO 2022 Legacy Plan delivered across Brent, Ealing and Hounslow

## Coach education and development

Provide a flexible programme that supports the needs of all coaches within the county

- i. 90% of youth teams to have a qualified coach
- ii. 75% of Adult team and 90% Youth teams within an England Football Accredited Club
- iii. 10 coaching CPD opportunities annually
- iv. 1,155, Middlesex coaches engaged in CPD

## Referee education and development

Provide relevant support and development opportunities for referees at each stage of their officiating journey

- i. 25% recruitment of new referees each season
- ii. 60% of referees converted from Trainee to Level 7 each season
- iii. 80% of referees retained each season
- iv. 9% of referees progressing through the Middlesex FA promotion pathway each season

## Facilities

Enhanced access to good-quality football facilities across all Middlesex boroughs

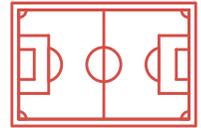
- i. 165 quality grass pitches with a Pitch Quality Standard of Good or above
- ii. 9 x local football facility plans to ensure strategic investment into football facilities
- iii. Support the creation of football development plans for facilities to meet the needs of the game

# COMMERCIAL AND OPERATIONS CURRENT POSITION

**96,721**

views on  
YouTube  
annually

**80,000 visits to  
Rectory Park a season**



**26**  
**E-NEWSLETTERS  
DISTRIBUTED EACH  
YEAR**

Rectory  
Park is  
currently  
at **83%**  
capacity in  
peak periods

**5,688**

RECTORY PARK MEMBERS



**10,400**

emails  
resolved in  
Freshdesk

**FOLLOWERS**



**11,018** Twitter



**2,025** Instagram

# COMMERCIAL AND OPERATIONS

For the good of our community

## Customer excellence

We are committed to meeting the requirements of the government cabinet office customer service excellence standard

- i. Quarterly surveys to Rectory Park customers
- ii. Fair & transparent partner opportunities
- iii. Provide high-level customer service by meeting SLAs over email and phone
- iv. Increase the satisfaction scores from the Grassroots Survey

## Rectory Park

We will connect with the community through Rectory Park providing a facility to be proud of

- i. Ensure Rectory Park customers are provided with excellent service
- ii. Develop a sustainable Business plan which diversifies the use of Rectory Park
- iii. Engage with key partners on a quarterly basis and act on feedback
- iv. Ensure Rectory Park is accessible all week
- v. Maintain our place on the FIFA 3g register

## Modernise and innovate

We want to collaborate with all of our stakeholders to improve and grow the game

- i. Develop partnerships to increase investment into the game
- ii. Grow the awareness of our brand keeping up with modern trends
- iii. Connect people in the game enabling them to improve the service they offer
- iv. Lead by example when engaging with new stakeholders on innovative ways to increase investment

## Engage

Creative and engaging marketing to showcase the game

- i. Grow our social media following by 10% year on year
- ii. Professionalise our brand linking with England football to help grow awareness
- iii. Ensure all communications are accessible to all
- iv. Modernise our communications to adapt to the current trends



Making every moment matter



Middlesex FA Charity Partner



Working together since 2018 to care for local people at the end of their life in Harrow and Brent.



Over £7,000 raised by Middlesex FA staff, supporters and partners



St Luke's Hospice cared for 1,824 people last year, with two-thirds of our care being given at home.





INSPIRE  
OUR  
COMMUNITY



**MIDDLESEX  
FOOTBALL**

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