



NORTH RIDING COUNTY FA BUSINESS STRATEGY

2021-24

TO MAKE FOOTBALL A GAME FOR EVERYONE



RESPECT

FOREWORD

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The huge part that grassroots football plays in our lives has never been more apparent than during the last two seasons when unfortunately, due to the Covid-19 pandemic, we have had to endure extended periods without being able to enjoy the game that we love. These difficult times have, however, highlighted the important role that football can play in our communities.

This new three-year strategy for the grassroots game in North Riding undoubtedly gives us an opportunity to rebuild and revive the game and in the short-term our focus will be on ensuring that football can continue to be played in a safe and secure environment through The FA's Covid-19 guidance.

Looking forward, we are committed to providing a game for everyone across Teesside and North Yorkshire. Our aim is to drive participation by increasing opportunities for players across the male, female and disability pathways to access the game. In order to do this, we recognise the crucial role played by our league and club network and the need to ensure that there is a diverse and educated football workforce. Alongside this, we must also work to improve the quality of the pitches on which the game is played.

As we emerge from the difficulties of the pandemic, we must look ahead to ensure that the game thrives. This means not only encouraging new participation at every age group and from historically under-represented groups, but also by supporting those involved in the administration of the game to use and access the menu of digital products provided by The FA. It also means ensuring that the game is played in a fun, positive, safe, and inclusive environment.

As a business we must provide structures that are inclusive and representative of football in our county. We will strive to provide excellent governance for the game and are committed to improving the health and wellbeing of our own staff, as well as the wider football workforce.

We understand that we have set ourselves some challenging goals and objectives for the next three years and that achieving the game we truly want will no doubt take longer than the duration of this strategy, however, we have a set of measurable outcomes to focus upon that will demonstrate our progress to stakeholders and partners alike.

Of course, we cannot achieve any of the goals and objectives outlined within this strategy without the support of the fantastic grassroots football community in the county. By working in partnership, we know that together we can provide a game for everyone.



Steven Wade

Chief Executive, North Riding FA.

VISION

To make football a game for everyone

MISSION

To provide fun, positive, safe & inclusive football across the communities of Teesside & North Yorkshire

VALUES

Excellence

Community

Making a Difference

Passion

Accountability

GOALS

Retain & Increase
Participation

Positive Environment

League & Club Network

Grassroots Workforce

Quality Facilities

Enhancing the Business

Effective Communication

KEY MEASURES

Retain the number of male
participants

To maintain the Safeguarding
Operating Standard for CFAs

90% of youth football played
by teams in England Football
accredited clubs

90% of youth teams
with a qualified coach

Improve 146 grass
football pitches

Recover the number of disability
participants

TBC

Achieve The FA Code
of Governance for CFAs

Increase the number of
female participants

70% of football played by teams in
England Football accredited clubs

Track the number of anti-
discrimination cases in the CFA

Provide CPD opportunities for coaches.

Produce a health & wellbeing strategy
to support those involved in football

Increase the number of users accessing
the North Riding FA App
participants

Deliver 2 new full-size 3g
football pitches

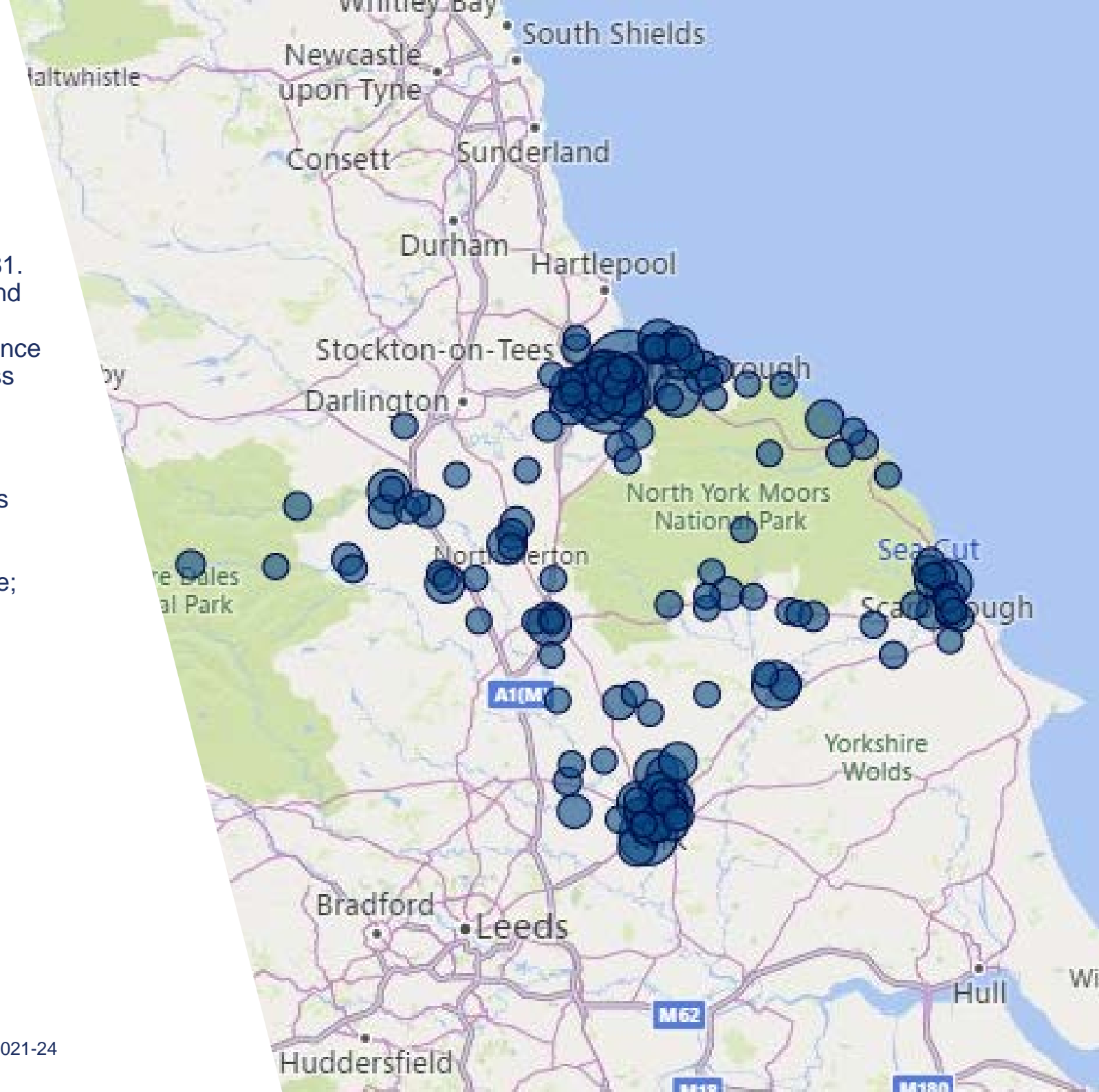
Recruit, convert, retain & progress
referees

To achieve the Equality Standard
Preliminary Award.

WHO ARE WE?

North Riding FA was founded in 1881. We are funded directly by The FA and are the local governing body for football, responsible for the governance and development of the game across Teesside and North Yorkshire.

We work in the Local Authority areas of: Middlesbrough; Redcar & Cleveland; Stockton-on-Tees; Hambleton; Richmondshire; Ryedale; Scarborough and York.





STAFF HEALTH & WELLBEING

OUR COMMITMENTS:

- To appoint a Health & Wellbeing Director to the Board.
- To provide access to an Employee Assistance Programme for staff.
- To have nominated Mental Health First Aiders within the staff team.
- To have in place a staff-led Health & Wellbeing Group to lead discussion and consultation with, and on behalf of, colleagues.

KEY MEASURES:

- Produce a health & wellbeing strategy to support those involved in football across the county.

EQUALITY, DIVERSITY & INCLUSION

OUR COMMITMENTS:

- Improve community & stakeholder engagement.
- Develop the business to ensure equality, diversity and inclusion is embedded across all areas of the game.
- Deliver a diverse football workforce.
- Ensure playing opportunities are available for all.

KEY MEASURES:

- To achieve the Equality Standard Preliminary Award.



EQUALITY, DIVERSITY & INCLUSION 2021-24

HEADLINE ASPIRATIONS:

- 50% of our Inclusion Advisory Board members to come from under-represented groups.
- 5% of our membership to come from ethnic minority communities.
- 30% of our Board to be non-male.
- 75% of youth clubs with female teams.
- 13 clubs with a complete player pathway for girls.
- A complete player pathway in the county for female football.
- To recover disability participation numbers to pre-pandemic levels - 420 players.
- 2 LGBTQ+ FA Just Play hubs within the county.



RAINBOW LACES



WELCOMES
'Inclusion: a goal good enough to win any game'



CHILDREN & YOUNG PEOPLE

OUR COMMITMENTS:

- To provide a safe environment for football in which young people will thrive;
- To have an effective Youth Council that helps us to shape the game;
- To provide volunteer opportunities that allow young people to become part of the grassroots football workforce;
 - To listen to the views of young people;
- Ensure playing opportunities are available for all.

KEY MEASURES:

- To produce an annual Children & Young People Engagement Plan.

OUR GOALS 2021-24

- 1. RETAIN & INCREASE PARTICIPATION**
- 2. POSITIVE ENVIRONMENT**
- 3. CLUB & LEAGUE NETWORK**
- 4. GRASSROOTS WORKFORCE**
- 5. QUALITY FACILITIES**
- 6. EFFECTIVE COMMUNICATION**
- 7. ENHANCING THE BUSINESS**



RETAIN & INCREASE PARTICIPATION

MODERN AND SUSTAINABLE OPPORTUNITIES THAT PUT THE PLAYER AT THE HEART OF THE GAME.

STRATEGIC PRIORITIES:

- To ensure an inclusive, quality introduction to the game, maintaining the popularity of football amongst 5-11 year old boys;
- To ensure that girls aged 5-16 have easy access to an inclusive club with a pathway to develop;
- To launch relevant opportunities to halt the decline in participation for men over 35;
- To increase the number of men over 50 participating in the game;
- To increase the number of adult females playing football in the affiliated game;
- To increase the number of females playing competitive recreational football;
- To sustain and grow opportunities for disabled people to participate and excel through football.

KEY MEASURE:

- Retain the number of male participants in the game; increase the number of female participants playing football and support the recovery of disability football.



POSITIVE ENVIRONMENT

A GAME THAT IS REPRESENTATIVE OF OUR DIVERSE FOOTBALLING COMMUNITIES, PLAYED IN A SAFE AND INCLUSIVE ENVIRONMENT.

STRATEGIC PRIORITIES:

- To ensure inclusion is at the heart of our grassroots football programmes;
- To maintain and enhance robust safeguarding standards and drive child-centred culture and practice across the grassroots game;
- To launch initiatives that promote positive behaviours and deliver a game free from discrimination in youth and adult grassroots football;
- To apply fair and consistent governance across the game.

KEY MEASURES:

- To maintain The FA Safeguarding Operating Standard for County FA's.
 - Track the number of anti-discrimination cases in the county.

LEAGUE & CLUB NETWORK

A VIBRANT LEAGUE AND CLUB NETWORK THAT DELIVERS SAFE, INCLUSIVE, LOCAL GRASSROOTS FOOTBALL AND MEETS COMMUNITY NEEDS.

STRATEGIC PRIORITIES:

- To embed a broader set of playing opportunities at clubs to meet the needs of male, female and disability pathways;
- To support and guide clubs in operating as effective and efficient organisations;
- To support the recruitment and development of the club workforce, recognising and rewarding every individual's importance;
- To support leagues to deliver modern, safe and inclusive competitions to meet the needs of the game and maximise playing opportunities;
- To support leagues and clubs to use the FA digital administration system to allow simple, safe and efficient grassroots football administration;
- To increase use of the FA Matchday app by leagues and clubs to make organising and playing football ever more easy, accessible and engaging.

KEY MEASURE:

- 90% of youth football and 70% of adult football played by teams in England Football accredited clubs.



GRASSROOTS WORKFORCE

**INSPIRE, SUPPORT AND RETAIN VOLUNTEERS WHO WILL
ALLOW THE GRASSROOTS GAME TO THRIVE.**

STRATEGIC PRIORITIES:

- To help retain the existing volunteer football workforce, including coaches and referees, by providing support tools and services, offering reward and recognition, and reducing administration requirements;
- To support the identification and recruitment of the next generation of a diverse and representative football workforce through our Referee Development, Youth Council and Generation Z programmes;
- To enable the continuous development of all those involved in delivering football via a comprehensive learning programme.

KEY MEASURES:

- 90% of Youth Teams with a qualified coach.
- Recruit, convert, retain and progress referees (FA KPI see Appendix 1)
- Provide CPD opportunities for coaches (FA KPI see Appendix 1)



QUALITY FACILITIES

ENHANCED ACCESS TO GOOD QUALITY GRASS PITCHES ACROSS THE COUNTY.

STRATEGIC PRIORITIES:

- To support Local Authorities to secure investment through the Football Foundation to deliver priority projects identified within the Local Football Facility Plans;
- To improve the quality of grass pitches across the county through the Pitch Improvement Programme;
- To enhance the knowledge of grounds staff responsible for preparing and maintaining pitches;
- To increase the number of 3g football pitches across the county.

KEY MEASURES:

- Improve 146 grass football pitches by 2024
- Deliver 2 new full-size 3g pitches in the county.



EFFECTIVE COMMUNICATION

IMPROVE THE EXPERIENCE OF PLAYERS, PARENTS AND THE GRASSROOTS WORKFORCE BY PROVIDING INFORMATION THAT SUPPORTS THEIR INVOLVEMENT IN THE GAME.

STRATEGIC PRIORITIES:

- To produce a marketing & communications strategy that raises the profile of the business and increases the understanding of our role in grassroots football;
- To provide a high-quality North Riding FA app that allows ease of access to key information for the grassroots football community;
- To provide opportunities for those involved in grassroots football to have an input into how the game is delivered in the county;
- To utilise participant data to provide tailored messaging to individuals involved in the game.

KEY MEASURES:

- TBC on production of Marketing & Communications Strategy
- Number of users accessing the North Riding FA App.



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ENHANCING THE BUSINESS

INVEST IN OUR PEOPLE AND INFRASTRUCTURE TO PRODUCE A HIGH PERFORMING, EFFECTIVE ORGANISATION.

STRATEGIC PRIORITIES:

- To ensure excellent corporate governance through a membership that is diverse and representative of football in the county;
- To ensure that robust and effective financial management systems are in place that allow the business to thrive;
- To deliver a commercial strategy that increases revenue into the business and allows for greater re-investment back into the grassroots game;
- To have a high performing County FA workforce that meets the needs of the business and those of the grassroots game;
- To provide and promote initiatives that place an emphasis upon good physical and mental health & wellbeing for staff, members and the wider grassroots football community;
- To successfully deliver a stadia 3g pitch project at the County FA headquarters;
- To utilise data and insight analytics to ensure improved decision-making.
- To achieve the FA Code of Governance for County FAs





APPENDICES

FA KPI	TARGET	DATE
Registered Male Players	17,476	June 2024
Registered Female Players	3119	June 2024
Registered Disabled Players	283	June 2022 (Reviewed annually)
Referee Education & Development - Recruitment - Conversion - Retention - Progression	99 59 316 30	June 2022 (Reviewed annually)
Coach Education & Development - Youth Teams with a qualified coach - CPD	90% 201	June 2024 June 2022 (Reviewed annually)
Quality Grass Pitches	146	June 2024

TO MAKE FOOTBALL A GAME FOR EVERYONE

MAKING A DIFFERENCE, EXCELLENCE, COMMUNITY, PASSION, ACCOUNTABILITY



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**ENGLAND
FOOTBALL**



RESPECT