



**ENGLAND
FOOTBALL**

REVIVING THE LOCAL GAME

2021-24 SUFFOLK FA STRATEGY

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INTRODUCTION

The Covid-19 pandemic has impacted the social fabric of our country in a way which nobody forecast. Months of restrictions has led to higher levels of unemployment, especially in young people, increased levels of inactivity, increased cases of physical and mental ill health, increased social isolation and loneliness, and increased inequality within communities. There is nobody who hasn't been affected in some way by the pandemic, and the wounds will be felt for years to come.

The reaction of the Suffolk football community during the pandemic has been truly heartening. We have seen leagues, clubs, teams and individuals undertake fundraising challenges for local causes, including to help keep their own club afloat, clubhouses turned into testing centres, and initiatives offered to tackle loneliness, inactivity, mental well-being in the local community.

Football has the power to unite communities, build aspiration, reduce inequalities and bring joy to those involved. Football is not unique in this, but what makes football unique is the sheer volume and breadth of participants involved and interested in the game. The latest FA commissioned report evidenced the social and economic value of Suffolk grassroots football participation equates to £172m. In a time of greatest need for a generation, the role football can play in society has never been better illustrated, or more needed.

This strategy, 'Reviving the Local Game', sets out Suffolk FAs goals over the next three years to revive the local game to over and above pre-pandemic levels, and ensure football furthers our contribution to a better Suffolk society.



Richard Neal
Chief Executive

SUFFOLK CONTEXT

Suffolk lies on the East coast of England, sandwiched between Cambridgeshire, Norfolk, Essex and the North Sea.

Suffolk is a primarily rural county split between five local authority areas, with Ipswich as the county town.

The current population is estimated to be c774,000, with 5% from a Black, Asian or minority ethnic background and 1 in 5 being over the age of 65 years old. The population is 50.5%/49.5% female/male.

By 2040 the population is expected to increase to 828,800, with 1 in 3 being over the age of 65 years old.

According to the latest Active Lives data (April 2021) 63.2% of adults in Suffolk are classed as active, with Suffolk the only Active Partnership area to show a statistically significant increase in the number of active people since 2015/16.

Unemployment rates have increased over the past twelve months, particularly amongst 16-19 year olds. The number of households claiming Universal Credit has increased by 75% since March 2020.



Local Authorities

- 1 – Ipswich
- 2 – East Suffolk
- 3 – Mid Suffolk
- 4 – Babergh
- 5 – West Suffolk

SUFFOLK FOOTBALL IN 2021

22,773

male players

2,385

female players

165

disability players

12 LEAGUES

affiliated with Suffolk FA

92%

of youth teams have a
qualified coach

28%

of youth clubs have a female team.
7 Clubs have a full female pathway

59%

adult clubs are
Charter Standard
accredited

96%

of youth clubs are
Charter Standard
accredited

91%

referee coverage as part of youth
appointments service.

**AVERAGE MARK
OF 87**

for officials as part of youth
Appointments service

13

full size
3G pitches

Suffolk FA

**A COMPANY LIMITED
BY GUARANTEE**



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ENGLAND
FOOTBALL

INSIGHT, ANALYSIS AND CONSULTATION

INSIGHT

- The 2019/20 FA Grassroots Football Survey Results for Suffolk FA
- FA Grassroots Strategy
- The State of Play Survey
- Active Lives Data
- Sport England Strategy - Uniting the Movement
- Suffolk JSNA
- Active Suffolk Strategy
- Most Active County Priorities

ANALYSIS

- Review of 2018-21 Strategy
- SWOT
- Staffing Review
- County FA Demographics

CONSULTATION

- Council
- Board
- Staff
- Stakeholders





• SUFFOLK FA •



COUNTY CUPS

WINNER

Living the dream

Living the dream



@suffolkfa @suffolkfa

• SUFFOLK FA •

COUNTY CUPS

WINNER

Living the dream



VISION
A Thriving Local Game

MISSION
Work together to support,
develop and strengthen the
local football community

VALUES

Suffolk FA commit to:

Always put the participant first
to ensure our game is safe,
inclusive and respectful for all

Work collaboratively to strive for
excellence

Operate with integrity and transparency



STRATEGIC OBJECTIVES

**PROVIDE A SAFE, INCLUSIVE AND
RESPECTFUL EXPERIENCE**
ACROSS ALL FOOTBALL ENVIRONMENTS

USE THE POWER AND VALUE
OF FOOTBALL TO CONTRIBUTE TO
A BETTER SUFFOLK SOCIETY



SUPPORT AND DEVELOP
THE LOCAL FOOTBALL COMMUNITY

STRENGTHEN THE ORGANISATION
TO MAXIMISE CONTINUED INVESTMENT INTO THE LOCAL GAME



SUFFOLK FOOTBALL IN 2024

PLAYERS

- Sustain the number of registered male players at 23,000.
- Increase the number of registered female players by 30% to 3,100.
- Increase the number of registered disability players to 250.
- Have offered a Youth Retention Fund to support young players' continued involvement in the game despite financial challenges incurred because of Covid-19.

CLUBS

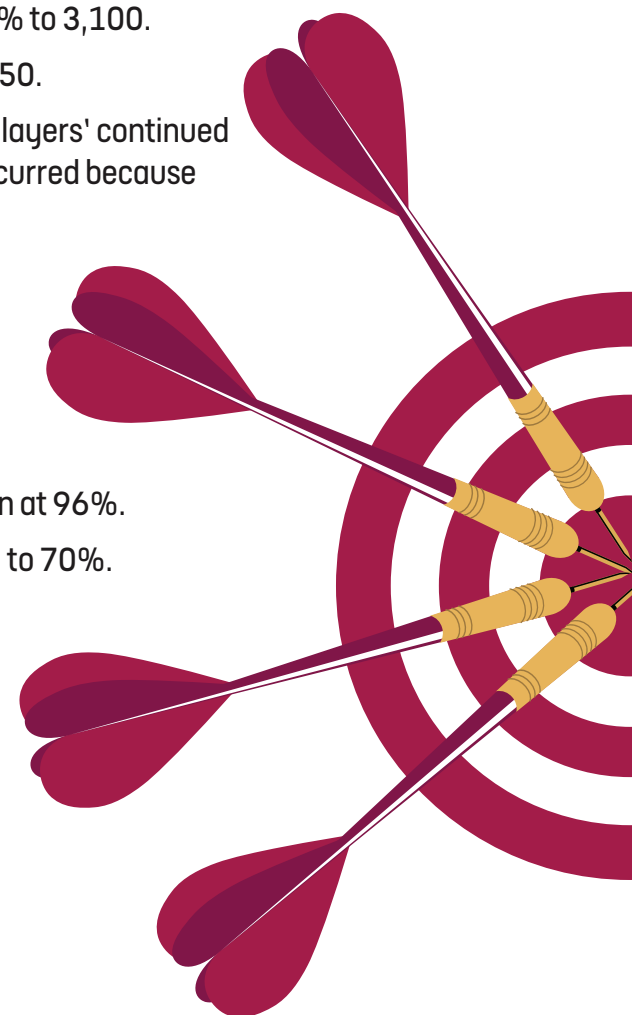
- Increase the number of youth clubs with female teams to 75%.
- Increase the number of clubs with a full female pathway to 15.
- Sustain the number of youth teams with a qualified coach at 92%.
- Maintain the number of youth clubs achieving England Football accreditation at 96%.
- Increase the number of adult clubs achieving England Football accreditation to 70%.
- Every 3* England Football accredited club to have a youth forum.

EXPERIENCE

- Increase the respect rating across youth football to 95%.
- Reduce the number of multi-player misconduct, E20 Failure to Control Players, Officials, Spectators, and E3 Physical Contact with a Referee cases.
- Provide a suite of County Cup competitions which enhance the experience of all involved.
- Continue to embed the Safeguarding Operating Standard across all areas of the Association.

LEAGUES

- 13 leagues to be affiliated to Suffolk FA.
- All leagues to be successfully using the FA Player Registration System.
- Suffolk League established in partnership with Suffolk Police.



FACILITIES

- Delivery against the LFFPs is well underway, particularly those projects identified as highest priority.
- 16 full size 3G pitches in Suffolk.
- 165 grass pitches have achieved the FA Quality Grass Pitch Standard.
- Investment continues from the Football Foundation across all levels of the game.

REFEREES

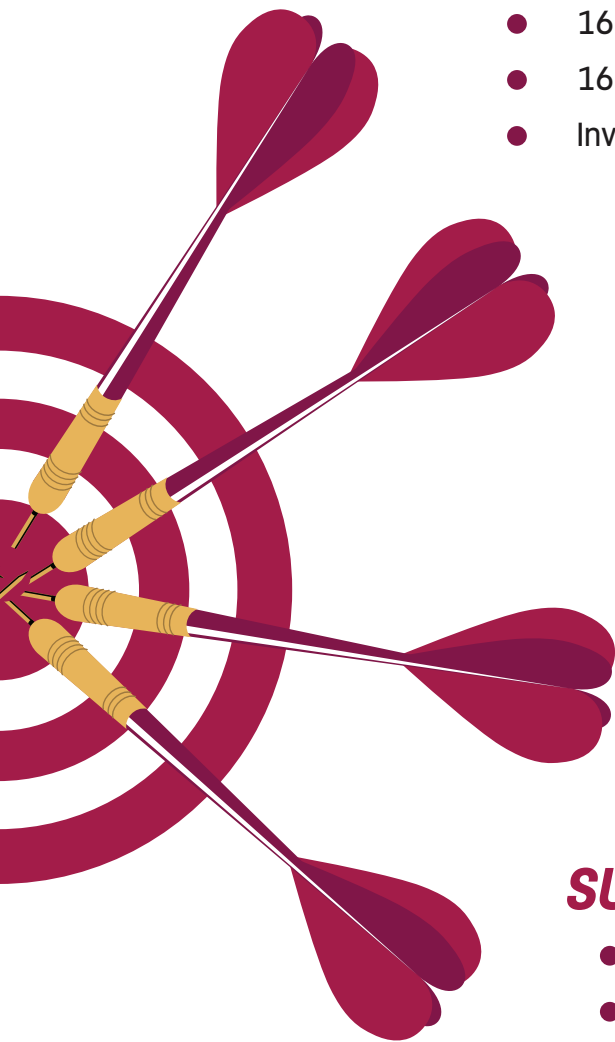
- Achieve 94% referee coverage across all areas of our referee appointments service.
- Average club mark is 90 across all areas of our referee appointments service.
- Recruit 104+ new trainee referees each season.
- Convert 60% of new referees into Level 7, Youth or above each season.
- Retain 80% of registered referees each season.
- Progress 9% of our registered L5-L7 referees each season.
- Embed our green armband for U18 referees initiative so that no U18 referee is subject to abuse.

COACHES

- Provide CPD and networking opportunities for coaches of all levels across the grassroots game.

SUFFOLK FA

- Achieve the Preliminary Level of the Equality Standard for Sport.
- Achieve the CFA Code of Governance.
- Suffolk FA to be registered as a charity with the Charities Commission.
- Enhance the reach of the association, and broaden the support available to the local football community, through the formation of progressive partnerships with local partners and stakeholders.



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UNDERPINNING THIS STRATEGY

If we are to achieve our 2024 goals and targets, and our overall vision of A Thriving Local Game, the following factors have been identified as priority enablers



SAFEGUARDING

Every football environment, safe for all.



INCLUSION, DIVERSITY AND EQUALITY

For Suffolk football, including all aspects of the County FAs activities, to be a greater reflection of our local communities.



CUSTOMER SERVICE

Behavioural demonstration of our values in providing the best possible customer service.



GOVERNANCE

The highest standards of governance to instil confidence and trust to stakeholders and partners.



FINANCE

Maximise resources to the benefit of the Suffolk football community.



WORKFORCE

A motivational and inclusive environment where staff feel valued and can perform to exceptional levels.



MARKETING & COMMUNICATIONS

Use the power of England Football to support the Suffolk FA brand in attracting more people into the local game.



PARTNERSHIPS

Establish mutually beneficial partnerships with local stakeholders, charities, organisations and businesses which enable the Association to have an even greater impact on Suffolk life.

GOVERNANCE

BOARD OF DIRECTORS

CHAIR

Phil Lawler (Facilities)

ACTING VICE CHAIR

Bruce Badcock (Adult Leagues, County Cups, Services)

BOARD SAFEGUARDING CHAMPION

Geraldine Day (Safeguarding, Youth Leagues)

FINANCE DIRECTOR

Nigel Johnson (Finance)

DIRECTORS

Julie Mulcahy (Governance, HR), Amy Grantham (Marketing, Commercial),
Kit Morrison (Risk Management, Inclusion) + 2 Vacancies



COUNCIL



ADVISORY PANELS



YOUTH COUNCIL

BY 2024, WE WILL:

Be registered as a Charity with the Charities Commission.

Achieved the CFA Code of Governance.

- Changing our articles to be Code of Governance and Charities Commission compliant
- Reviewing the role and membership of Council.

Have re-invigorated the Suffolk FA IAG, having recruited to a Board vacancy







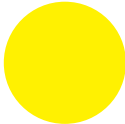

















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FINANCIAL MANAGEMENT

After undertaking a self-assessment against the 11 areas of Financial Management, we will particularly look to strengthen our approach to monitoring of Cash Reserves and Investment Planning

	Effective Budgeting	Standard Chart of Accounts	Management Accounts	Cashflow Projections	Cash Reserves	Accounting Ratios	Investment Planning	Fixed Asset Management	Internal Controls	Year End Date	Statutory Accounts & Year End Audit
Current Position											
By 2024											

WORKFORCE STRATEGY



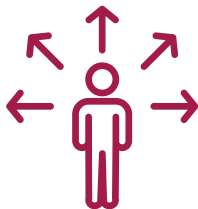
REVISED STAFFING STRUCTURE

To reflect the 2021-24 priorities, KPIs and financial forecasts



REVISED JOB DESCRIPTIONS AND TERMS OF EMPLOYMENT

To reflect the revised staffing structure and 2021-24 priorities, KPIs and financial forecasts



ANNUAL PDR PROCESS INCLUDING PERSONAL DEVELOPMENT PLAN

Reward high performance and investing in staff to grow and develop new skills and areas of expertise.



TRAINING AND DEVELOPMENT

Linked to the PDR and Personal Development Plan, accessed through the Training Ground, The FA, Suffolk Chamber of Commerce Membership, and other identified opportunities



STAFF WELLBEING

Strengthen the remit and role of the internal wellbeing group whilst continuing access to Employee Assistance Programme and internal Mental Wellbeing Champion.



FLEXIBLE WORKING

Provide the environment and capability for staff to work flexibly.



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WORKFORCE STRUCTURE

CHIEF EXECUTIVE OFFICER

Senior Leader

**FOOTBALL
DEVELOPMENT
MANAGER**

**FINANCE
OFFICER**

Officer

**FOOTBALL
DEVELOPMENT
OFFICER
(GROWTH)**

**FOOTBALL
DEVELOPMENT
OFFICER
(RETENTION)**

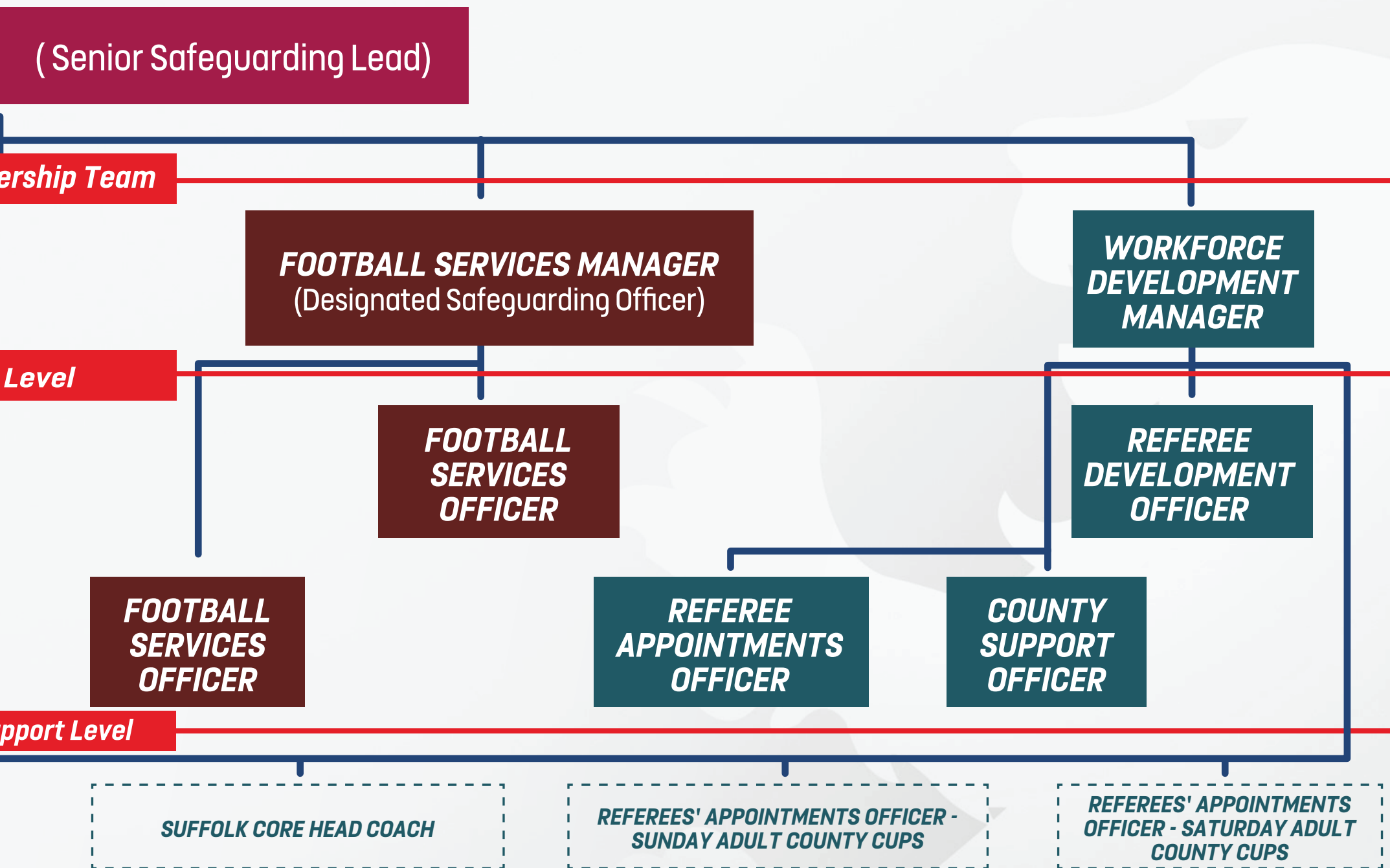
**MARKETING &
COMMUNICATIONS
OFFICER**

External Support

**COUNTY CUP
COMPETITIONS MANAGER**

OBSERVATION QUALITY ASSURANCE

REFEREES' ACADEMY HEAD COACH





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