



# 2021-2024 Business Strategy



**ENGLAND  
FOOTBALL**

Westmorland County FA LTD

"Inspiring the community, uniting the game"

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# Vision

"Inspiring the community, uniting the game"

# Mission

"To provide, support, govern and develop all areas of the local game"

# Values

Dynamic

Committed

Passionate

Inclusive

# Strategic Objectives

Retain and grow participation

Enhance local infrastructure

Be a high performing County FA

Membership engagement

# About Us

Founded in 1897, the Westmorland County FA is one of the smallest County Associations in England. The old county of Westmorland is situated in south Cumbria reaching across the local authorities of South Lakeland District Council and Eden District Council. Our headquarters are situated in Kendal and we serve a football community in a mixture of rural and urban populations. Our uniqueness of size & location allows for a personal service to our members, leagues and volunteers.

The Company Limited by Guarantee has a Board of 5 Directors, football is currently managed by a Council of 7 members, who are designated as leads on various aspects of the game including competitions, discipline, safeguarding, refereeing, representative football, facilities and football development. We have 4 full-time members of staff.

## Executive Summary

We are excited to launch our new strategy following the success and growth from the 2018-21 strategy despite a challenging penultimate year. The whole of the footballing community suffered disruption from the outbreak of COVID-19 in March 2020 leading to cessation of football in season 2019/20. The Westmorland County FA was impacted by FA funding cuts in the final season of the strategy for 2020/21.

Despite this the Westmorland County FA experienced a period of growth in participation from 2018-21 due to demand for a return to football and local communities wanting more opportunities.

Funding implications, including FA grant cuts, redundancies and loss of income due to the pandemic remain a challenge heading into the next strategy, but our focus remains on the local football community. Our values display the Westmorland County FA's commitment to the local game.

The Westmorland County FA has and will continually review resource aligned to strategic outcomes to ensure the most efficient delivery of programmes. As a small County FA we dovetail national FA strategy, delivering to our local community and rebuilding post pandemic. Our objectives for the next 3 years are to do exactly that.

# Where we are now

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**88 MALE  
TEAMS**

**5  
LEAGUES**

**39 MINI  
SOCCER  
TEAMS**

**21  
FEMALE  
TEAMS**

**40  
REGISTERED  
REFEREES**

**2  
DISABILITY  
TEAMS**

# Workforce

The Westmorland County FA has 4 full time members of staff. We are committed to the health and wellbeing of our staff. With limited resources but big ambitions we align our skilled staff to the strategic aims and core priorities, ensuring coverage across the business.

## How we work

The Westmorland County FA is committed to the following:

### Embedding the Safeguard Operating Standards

We are committed to ensuring that young people and adults at risk have a safe and fun environment within football.

We will continue to meet the FA Safeguarding Operating Standards and ensure that young people are at the heart of everything we do.

### Embedding Equality, Diversity and Inclusion

We are committed to ensuring that football is for everyone within the County and in turn widen participation not only on the pitch but throughout the whole football workforce.

We will retain the Equality Standard for Sport, Foundation Level by 2022 and the Preliminary Level by 2024.

### Work towards the FA Code of Governance before 2024

We will work towards achieving the Code of Governance demonstrating our practice against the highest level of corporate governance.

### Competent, caring and resilient workforce

We will invest in our staff team to ensure highly skilled staff are trained, supported and developed throughout their careers.

# Objectives



To meet our aims we have a series of strategic objectives to be supported by outputs, KPI's and outcomes.

## Retain & Grow Participation

- Retain participation in the male game
- Retain & increase participation in the female game
- Increase participation in disability football

## Enhance the Local Infrastructure

- Coaches – More and better skilled coaches, with a focus on female recruitment  
Aspirational - Every team to have a qualified coach
- Officials – More and better skilled officials, with a focus on female recruitment  
Aspirational - Every match to have a qualified match official
- Playing Environments – Accessible playing environments and facilities to meet demand  
Aspirational – To secure a new community pitch & home for the Westmorland County FA

## High Performing County FA

- Outstanding governance
- Manage the game effectively
- Safeguarding Operating Standards
- Equality Standard
- Financially sound
- Positive reputation

## Membership Engagement

- Club and league support
- Workforce recognition
- Digital support
- Marketing & Communication
- County products and services

# Outputs & Measures

## 2024 Targets

**# Registered Male Players 2169**

**# Registered Female Players 395**

**# Registered Disability Players 55**

**8 Quality Grass Pitches**

**Safeguarding Operating Standard PASS**

**75% of Youth Teams with Female Teams**

**70% of Adult Clubs Charter Standard**

**90% Youth Clubs Charter Standard**



# Contact Us



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# Our Partners



**Russell Armer**  
Homes



*Hansen's*  
Creative Catering Ltd



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