

24-28

BIRMINGHAM COUNTY FOOTBALL ASSOCIATION  
BUSINESS STRATEGY



ENGLAND  
FOOTBALL

**COMING TOGETHER IS A BEGINNING.  
STAYING TOGETHER IS A PROCESS.  
WORKING TOGETHER IS SUCCESS.**

HENRY FORD

# OUR BIG AMBITION

IMPROVING LIVES BY IMPROVING FOOTBALL AND OUR PLANET

# OUR PURPOSE

TO SAFEGUARD CHILDREN AND ADULTS AT RISK WHO PARTICIPATE  
IN THE GAME

# OUR VISION

TO BE A DYNAMIC, PROGRESSIVE, COMMUNITY FOCUSED ORGANISATION  
THAT DELIVERS SAFE, FUN AND INCLUSIVE FOOTBALL FOR ALL WHILST  
CARING FOR OUR PEOPLE AND OUR ENVIRONMENT

# BCFA IN NUMBERS

END OF 23/24



**1,000**

CLUBS



**5,600**

TEAMS



**82,000**

PLAYERS



**48,000**

MATCHES



**1,500**

REFEREES



**25,000**

VOLUNTEERS



**15**

COUNTY CUPS



**55**

SANCTIONED  
COMPETITIONS



**£522m**

SOCIO-ECONOMIC VALUE OF  
GRASSROOTS FOOTBALL

# DEMOGRAPHICS & INSIGHT

3,718,600



49.2%



50.8%

COUNTY FA POPULATION

60.4%

WHITE

8.10%

ASIAN/PAKISTANI  
BRITISH PAKISTANI

7.02%

ASIAN/INDIAN  
BRITISH INDIAN

2.35%

BLACK/BLACK BRITISH  
CARIBBEAN

£18,930

GROSS DOMESTIC  
HOUSEHOLD INCOME

18.1%

DISABILITY/  
POOR HEALTH

4.9%

UNEMPLOYMENT  
LEVEL

27%

POVERTY  
RATE

7.4/10

OVERALL  
HAPPINESS

TOTAL POPULATION: BASED ON THE ONS DATA FOR ALL THE LOCAL AUTHORITIES WITHIN OUR BOUNDARY  
GROSS DOMESTIC HOUSEHOLD INCOME: THE AMOUNT OF MONEY THAT ALL THE INDIVIDUALS IN THE HOUSEHOLD SECTOR HAVE AVAILABLE FOR SPENDING OR SAVING AFTER INCOME DISTRIBUTION MEASURES (FOR EXAMPLE, TAXES, SOCIAL CONTRIBUTIONS AND BENEFITS) HAVE BEEN DEDUCTED  
ABSOLUTE LOW INCOME: THIS REFERS TO PEOPLE LIVING IN HOUSEHOLDS WITH INCOME BELOW 60% OF MEDIAN INCOME IN A BASE YEAR. THIS MEASUREMENT IS ADJUSTED FOR INFLATION  
OVERALL, HAPPINESS SCORE: THE AGGREGATED RATING ON PERSONAL WELLBEING TAKEN FROM THE CENSUS 2021  
DATA TAKEN FROM CENSUS 2022 AND LOCAL AUTHORITY PUBLISHED DATA



# HIGHLIGHTS 21-24

**ACHIEVED  
OR  
SURPASSED**

21-24 KEY PERFORMANCE INDICATORS

**10,000**

REGISTERED FEMALE PLAYERS

**2,700**

WOMENS SENIOR CUP FINAL ATT.

**£23K**

INTEREST ON INVESTMENTS

**85**

WILDCATS CENTRES

**88%**

FRESHDESK CUSTOMER SATISFACTION

**37%**

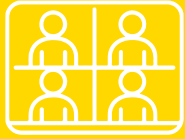
REDUCTION IN CO<sub>2</sub>E EMISSIONS



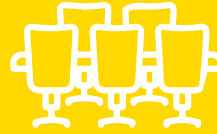
# HIGHLIGHTS 21-24 CONTINUED

LAUNCHED & PUBLISHED D.I.A.P  
NEW DISABILITY LEAGUE FORMED  
SAFEGUARDING 365 - PASS (MARCH 2024)  
3G APPROVED + FF FUNDING - BUILD JUNE-OCT 2024  
APPOINTED NEW CHAIR AND SNR INED (BOTH FEMALE)  
EQUALITY STANDARD - INTERMEDIATE  
CODE OF GOVERNANCE - PEER REVIEW (APRIL 2024)  
LAUNCHED RECITEME & INTERPRETERS LIVE (2022)  
KING'S AWARD FOR ENTERPRISE (MAY 2024)  
FOOTBALL BLACK-LIST - REGIONAL (2023 & 2024)  
COUNTY FA RECOGNITION AWARD WINNER (2023)  
INTRODUCED TWO NEW BESPOKE COURSES (ANALYSIS, CARBON)  
INTRODUCED A NEW COUNTY CUP (WOMEN'S VASE)  
PURCHASED REMAINING GRASS PITCH  
NEW PDR PROCESS LAUNCHED (2022)  
TWO EXTERNAL PARTNERHSIPS SECURED TO SUPPORT WITH GRASS PITCHES





ONLINE CLUB AND LEAGUE MEETING



STAKEHOLDER MEETING (8)



BOARD OVERSIGHT AND SLT INPUT



FA CONSULTATION WITH 'OUR GAME'

# EVOLUTION NOT REVOLUTION STRATEGY DEVELOPMENT

ADOPTING THE FA FRAMEWORK, WITH LOCAL TWEAKS



INDEPENDENT EXTERNAL FACILITATION



BCFA PARTICIPANT SURVEY (900 RESPONSES)



VOXPOPME

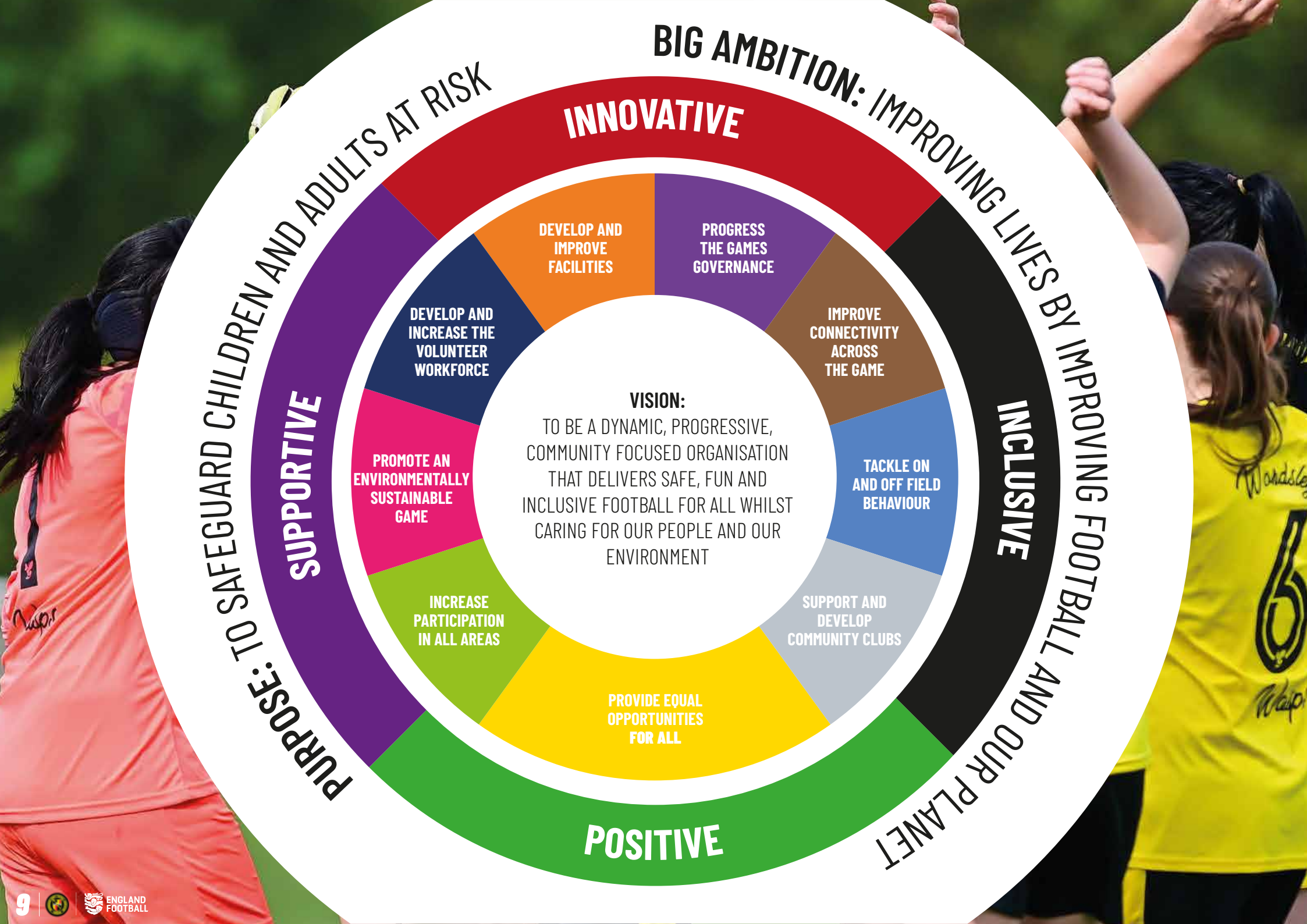


1.2.1 PHONE CONSULTATIONS



EXTERNAL INSIGHT  
SPORT BIRMINGHAM (YOUTH)  
UNIVERSITY OF WARWICK (REFEREES)





**BIG AMBITION: IMPROVING LIVES BY IMPROVING FOOTBALL AND OUR PLANET**

**PURPOSE: TO SAFEGUARD CHILDREN AND ADULTS AT RISK**

**INNOVATIVE**

**INCLUSIVE**

**POSITIVE**

**SUPPORTIVE**

**VISION:**  
TO BE A DYNAMIC, PROGRESSIVE,  
COMMUNITY FOCUSED ORGANISATION  
THAT DELIVERS SAFE, FUN AND  
INCLUSIVE FOOTBALL FOR ALL WHILST  
CARING FOR OUR PEOPLE AND OUR  
ENVIRONMENT

DEVELOP AND  
IMPROVE  
FACILITIES

PROGRESS  
THE GAMES  
GOVERNANCE

IMPROVE  
CONNECTIVITY  
ACROSS  
THE GAME

TACKLE ON  
AND OFF FIELD  
BEHAVIOUR

SUPPORT AND  
DEVELOP  
COMMUNITY CLUBS

PROVIDE EQUAL  
OPPORTUNITIES  
FOR ALL

INCREASE  
PARTICIPATION  
IN ALL AREAS

PROMOTE AN  
ENVIRONMENTALLY  
SUSTAINABLE  
GAME

DEVELOP AND  
INCREASE THE  
VOLUNTEER  
WORKFORCE

# KPI SCORECARD

STRATEGY AREA	KPI	ALIGNED STAFF	DEVELOPMENT MEASURES
INCREASE PARTICIPATION IN ALL AREAS	Number of male players	2	Number of male and mixed sessional playing opportunities Number of male and mixed team playing opportunities
	Number of players in disability football	1	Number of disability sessional playing opportunities Number of disability team playing opportunities
PROVIDE EQUAL OPPORTUNITIES FOR ALL	Number of female players	1	Number of female only sessional playing opportunities Number of female only team playing opportunities
DEVELOP AND IMPROVE FACILITIES	Number of quality grass pitches + outsource to two partners	2	Percentage of pitches on PitchPower Percentage of pitches on Grass Pitch Maintenance Fund
TACKLE ON AND OFF FIELD BEHAVIOUR	Insert behaviour KPI + outsourced to SiM	2.5	Insert behaviour Development Measure
INCREASE AND DEVELOP THE VOLUNTEER NETWORK	Number of registered volunteers	1	Number of off-pitch volunteers completing CPD
	Number of registered coaches	2	Percentage of youth teams with a qualified coach Percentage of coaches in the affiliated game completing local coaching CPD
	Number of registered referees	2	Number of referees recruited, retained, converted and progressed
SUPPORT AND DEVELOP COMMUNITY CLUBS	Number of 3* community clubs	5	Percentage of teams in Accredited clubs
Y2 MEASURE INTRODUCED 25/26			

# FA FUNDING 24-28

**£496K PER YEAR (£1.836M)**  
 REDUCTION OF 15.5K PER YEAR (£62K)



## PROJECTIONS

	23/24	PHASE 1 24/25	PHASE 2 25/26	PHASE 3 26/27	PHASE 4 27/28
	PURCHASE LAND 3G CONTRIBUTION	150TH ANNIVERSARY 3G OPENS SECONDARY SPEND	MODULAR BUILDINGS FLOODLIGHTS	IRRIGATION SYSTEM	MAIN PITCH CONFIGURATION
CASH AT BANK	£1,265,264	£990,000	£1,140,000	£1,125,000	£1,150,000
SURPLUS	£70,000	£150,000	£125,000	£100,000	£80,000
CASH AT BANK	£900,000	£1,140,000	£1,125,000	£1,150,000	£1,200,000



# COMMERCIAL STRATEGY



3G/SITE INCOME  
SPONSORSHIP AND  
SECONDARY SPEND



DEVELOP COMMERCIAL  
PARTNERSHIPS TO  
GENERATE REVENUE



COMMERCIAL  
DIRECTOR  
APPOINTED



GRANT  
FUNDING  
OPPORTUNITIES



STPT  
INVESTMENT  
AND NEWCO



SELL  
COMMISSIONED  
SERVICES



ATTAIN LOW  
AFFILIATION AND  
INSURANCE FEES



MAXIMISE  
CHARITABLE  
OPPORTUNITIES



150TH  
ANNIVERSARY  
(2025)

# WORKFORCE & GOVERNANCE

## BOARD

INDEPENDENT CHAIR (1)

INDEPENDENT NON EXECs (8)

EX-OFFICIO (3)

CONSULTANT SECRETARY (1)

## EXTERNAL

HUMAN RESOURCE

MARCOMS SUPPORT

DISCIPLINE SUPPORT

CLUB CONSULTANTS

## DELIVERY

STAFF (25)

CAPITAL PROJECT OFFICER (1)

VOLUNTEER CO-ORDINATOR (1)

WHEELCHAIR FOOTBALL ASSOCIATION (2)

ED&I AMBASSADORS (4)

DISABILITY AMBASSADORS (4)

## GOVERNANCE

TEAM ENGINE

CODE OF GOVERNANCE (PEER REVIEW 24)

REVISED ARTICLES OF ASSOCIATION (EGM 24)

MALE: 56% FEMALE: 44%

BAME: 12% LGBT: 8% <30:36%



# OUR VALUES

**TRUST**



**COLLABORATE**

**MODERNISE**



**CHALLENGE THE 'NORM'**

**FOR ALL**



**OPEN MINDED**

**HELPFUL**



**ENCOURAGING**



# LOW CARBON FOOTBALL

**SAVE TODAY, PLAY TOMORROW** IS A PIONEERING SUSTAINABILITY PROGRAMME THAT LOOKS TO EDUCATE, EMPOWER AND ENGENDER THE 100,000'S OF PEOPLE THAT REGULARLY ENGAGE IN GRASSROOTS FOOTBALL, SUPPORTING OUR AMBITIOUS GOAL OF A DECARBONISED GAME

AT **SAVE TODAY, PLAY TOMORROW**, WE RECOGNISE OUR RESPONSIBILITY TO TAKE ACTION NOW TO ENSURE THE BEAUTIFUL GAME REDUCES ITS ENVIRONMENTAL IMPACT, WHILST PROVIDING LEADERSHIP TO THOSE INVOLVED AT ALL LEVELS, SO THEY CAN MAKE INFORMED DECISIONS THAT WILL SHAPE HOW FUTURE GENERATIONS CAN ENJOY AND SUSTAIN THE GAME IN THE LONG TERM.



# 150<sup>TH</sup>

1875

## ANNIVERSARY

2025



OFFICIAL  
3G PITCH  
OPENING



ANNIVERSARY  
DINNER AT THE  
BIRMINGHAM  
MUSEUM



FOOTBALL  
EXHIBITION &  
ACTIVATION



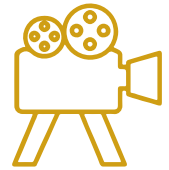
PARTNER &  
SPONSOR  
OPPORTUNITIES



FESTIVAL OF  
FOOTBALL



CHARITY  
CUP (U15'S)



FOOTBALL  
THROUGH THE  
AGES (FILM)

# PRIORITIES 24-28

DEVELOP THE BCFA SITE INCLUDING NEW 3G TO INCREASE FOOTFALL & REVENUE

ACHIEVE ANNUAL EMPLOYEE SATISFACTION OF 90%+

ACHIEVE AVERAGE CUSTOMER SATISFACTION OF 90%+

LEADING A POSITIVE CHANGE TO THE ENVIRONMENT THROUGH GRASSROOTS FOOTBALL

SOURCE COMMERCIAL PARTNERSHIPS AND INCREASE FOOTBALL STAKEHOLDER NETWORK

RE-ENGAGE YOUNG AMBASSADORS AND ACT ON THE VOICE OF YOUTH

LEAD ON ED&I AND ATTAIN THE ADVANCED LEVEL OF EQUALITY STANDARD

DEVELOP OUR OWN FOOTBALL/SPORT COURSES

UTILISE BCFA'S REGISTERED CHARITY WITH GRANTS AND FUND OPERATIONAL TACTICS

MAXIMISE 150TH ANNIVERSARY (2025)

EUROPEAN CHAMPIONSHIPS 2028 (VILLA PARK) - PARTNERSHIPS AND ACTIVATIONS

CONSISTENTLY ACHIEVE THE FA SAFEGUARDING 365 STANDARD

ATTAIN AND MAINTAIN THE FA CODE OF GOVERNANCE



**THE WAY TO GET STARTED  
IS TO QUIT TALKING AND  
BEGIN DOING**

WALT DISNEY





**ENGLAND  
FOOTBALL**