



**ENGLAND  
FOOTBALL**

# ***BUSINESS STRATEGY***

**2024 - 28**

# OUR VISION, MISSION, PURPOSE

## PURPOSE

To enhance people's lives with joy and fulfilment through football.



## VISION

More people enjoying grassroots football.

## MISSION

To create a range of inclusive opportunities for people to become involved in football by developing and governing the game.

# OUR VALUES

**ACHIEVE  
TOGETHER**



**AIM HIGH**



**EMBRACE  
DIFFERENCE**



# CONTEXT

East Riding FA is made up of the rural East Riding of Yorkshire, the urban city of Kingston-Upon-Hull and a small area of North Yorkshire.

The company is led by eleven directors with three recently recruited.

## STAFFING INCLUDES:

- X7 FT
- X2 PT

## STAKEHOLDER ENGAGEMENT:

- Conversation with the Game held at Hull City.
- Consultation with clubs and leagues through development work.





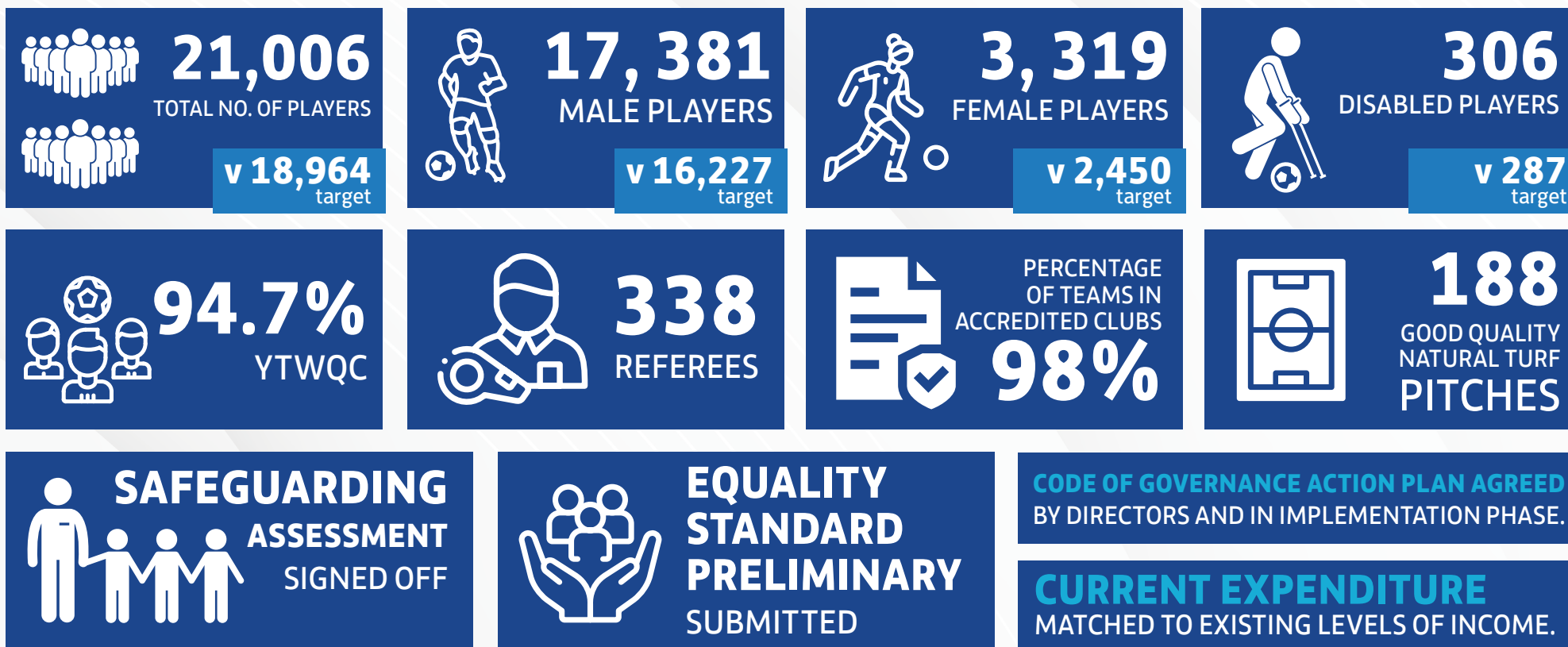


**ENGLAND  
FOOTBALL**

EA LINGERING

# CURRENT POSITION FROM 2021-24 BUSINESS PLAN

Delivered on previous Business plan objectives in line with previous KPI targets:





# SINGLE DELIVERY FRAMEWORK

## STRATEGIC PRIORITIES

BUILD MORE AND IMPROVE  
EXISTING FACILITIES.

IMPROVE PLAYING CHOICE  
AND OPPORTUNITIES.

TACKLE POOR BEHAVIOUR.

DELIVER EQUAL  
OPPORTUNITIES FOR WOMEN  
AND GIRLS TO PLAY.

DEVELOP A VALUED NETWORK  
OF VOLUNTEERS, COACHES  
AND REFEREES.



## STRATEGIC DRIVERS

SUPPORT THRIVING COMMUNITY  
CLUBS.

PROGRESS THE GAMES  
GOVERNANCE.

CONNECT AND SERVE PARTICIPANTS.







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# STRATEGIC PRIORITIES



# IMPROVING PLAYING CHOICE & OPPORTUNITIES

STRATEGIC OBJECTIVES	INTERVENTIONS
<p><b>Evolve the Youth Game</b></p>	<ul style="list-style-type: none"> <li>● Work with leagues and affiliated clubs to implement any new pathway formats and promote the behind the changes to all stakeholders.</li> <li>● Support the rollout of Play Phase with existing clubs and leagues to ensure thriving U5 and U6 sections. This will improve the playing experience for the next generation of players.</li> <li>● Consult with member clubs and leagues to make sure the formats for teenage players suits their needs and take action as appropriate.</li> </ul>
<p><b>Improve team-based football for adult male players</b></p>	<ul style="list-style-type: none"> <li>● Ensure the CFA has a comprehensive playing offer to incorporate small sided, walking and flexible football.</li> <li>● Work with small sided providers as appropriate to enhance the game.</li> <li>● Prioritise working with existing clubs and leagues to grow and sustain the 11 a-side game by retaining players, attracting new players and supporting transition of players from youth to adult.</li> </ul>
<p><b>Create more opportunities to play safe, inclusive casual football</b></p>	<ul style="list-style-type: none"> <li>● Utilise the FA Just Play programme to increase participation in a variety of recreational formats.</li> <li>● Engage with private providers to deliver casual football in a range of communities.</li> <li>● Operate appropriate systems to record participation.</li> </ul>
<p><b>Support the disability game to grow and thrive.</b></p>	<ul style="list-style-type: none"> <li>● Through East Riding School Sport Partnership Inclusion Meeting support the school competition framework for players with a disability.</li> <li>● Facilitate the delivery of the FA Comets and Just Play programmes to scale up the number of casual opportunities.</li> <li>● Utilise the FA Journey to Inclusion funding to develop Adult &amp; Junior League provision, targeting gaps within 2* and 3* accredited clubs.</li> <li>● Ensure the CFA Marcomms Calendar is updated and includes specific campaigns linked to major events in disability football to inspire new participation.</li> </ul>





# DELIVER OPPORTUNITIES FOR WOMEN & GIRLS TO PLAY

STRATEGIC OBJECTIVES	INTERVENTIONS
<p><b>Sustain and grow more playing opportunities in schools.</b></p>	<ul style="list-style-type: none"> <li>● Contribute to the Girls Football Schools Partnership Network through regular collaboration and engagement.</li> <li>● Provide knowledge of exit routes into grassroots football and recreational football e.g. Wildcats.</li> <li>● Support the FA Coach Developer in upskilling teachers to deliver high quality session to female football sessions.</li> </ul>
<p><b>Create more teams-based playing opportunities.</b></p>	<ul style="list-style-type: none"> <li>● Monitor gaps in provision through Gap Analysis to utilise the Equal Games Ambassador.</li> <li>● Deploy EGA to support 2* and 3* accredited clubs to provide full female pathway.</li> <li>● Collaborate with the East Riding girls league and Women's League to enhance the offer and variety and formats of the game.</li> <li>● Support the partnership with the Girls League and Women's Leagues to ensure U18 transition into an appropriate setting.</li> <li>● Investigate opportunities in veteran's football (35+)</li> </ul>
<p><b>Extend and enhance casual opportunities to play.</b></p>	<ul style="list-style-type: none"> <li>● Lead the FA Wildcats programme across the county to retain and scale up the offer for 5-11 years.</li> <li>● Promote the opportunities of the FA Squad Girls programme to the existing Wildcats providers, to ensure a full recreation pathway.</li> <li>● Consult with the existing JustPlay sessions and identify potential new sessions, to roll out a suitable recreational offer.</li> </ul>
<p><b>Deliver safe and inclusive environments for women and girls to thrive.</b></p>	<ul style="list-style-type: none"> <li>● Utilise the Female Football Network which represents all areas of the game to create a positive environment for women in football.</li> <li>● Support females' health and wellbeing through their life stages with access to the Mental Health Alliance Partnership and the Fab Little Bag initiative.</li> <li>● Keep well-informed and share national policy changes throughout the local network.</li> </ul>



# BUILD MORE & IMPROVE EXISTING FACILITIES

STRATEGIC OBJECTIVES	INTERVENTIONS
<b>Transform grass pitch quality.</b>	<ul style="list-style-type: none"><li>● Collaboration with the Grounds Management Association for them to provide expert advice and recommendations to enhance every grass pitches.</li><li>● Support the network to access Football Foundation and other grants for pitch maintenance and equipment upgrades.</li><li>● Plan, coordinate and organise groundskeepers workshops to upskill volunteers.</li></ul>
<b>Build more 3G pitches.</b>	<ul style="list-style-type: none"><li>● Deliver on the Local Authority Facility Football Plans to fund the construction of more 3G pitches, clubhouses and PlayZones.</li></ul>
<b>Create inclusive and accessible facilities.</b>	<ul style="list-style-type: none"><li>● Set standards for new build facilities and support with improvements to existing facilities to provide better access for women and girls.</li><li>● Prioritise more funding towards inclusive and accessible clubhouses.</li><li>● Prioritise funding to help tackle inequalities and support communities with the greatest need.</li></ul>
<b>Improve environmental sustainability.</b>	<ul style="list-style-type: none"><li>● Share guidance from the FA to help improve environmental sustainability.</li><li>● Promote information from the FA and the Football Foundation to equip facility providers with innovative tools and support to reduce and manage energy consumption.</li></ul>

# TACKLE POOR BEHAVIOUR

STRATEGIC OBJECTIVES	INTERVENTIONS
<b>Apply Tougher Sanctions.</b>	<ul style="list-style-type: none"><li>● Apply sanctions, points deductions and heavier weighting towards offence history</li><li>● Address parents' poor behaviour through available education</li><li>● Apply a tiered approach to address repeat offenders and clubs through education and sanction</li><li>● Publicise sanctions more openly to act as a deterrent</li></ul>
<b>Promote positive behaviour.</b>	<ul style="list-style-type: none"><li>● Work in partnership with leagues to implement tangible ideas to reward positive behaviour</li><li>● Celebrate positive behaviour through local awards</li><li>● Support the FA to utilise the comms and campaign approach to best practice</li></ul>
<b>Drive collective responsibility across the game to raise standards.</b>	<ul style="list-style-type: none"><li>● Empower and support parents and coaches to set standards</li><li>● Support the leagues to tackle poor behaviour and increase accountability</li><li>● Support clubs to deal with difficult situations and individuals</li><li>● Support Referees to manage behaviours</li></ul>





# DEVELOP A VALUED NETWORK OF VOLUNTEERS, COACHES & REFEREES

STRATEGIC OBJECTIVES	INTERVENTIONS
<p><b>Grow the number of people running the game.</b></p>	<ul style="list-style-type: none"> <li>● <b>Volunteers:</b> Support the FA to promote and raise awareness of the benefits of volunteering in football.</li> <li>● <b>Coaches:</b> Support clubs to identify prospective new coaches and signpost to relevant FA qualifications and local CPD opportunities.</li> <li>● <b>Referees:</b> Recruit, retain and convert referees through local training, mentoring and specific support networks, to sustain the game</li> </ul>
<p><b>Improve the diversity of those running the game.</b></p>	<ul style="list-style-type: none"> <li>● <b>Volunteers/ Coaches/ Referees:</b> Deliver and review the objectives within the Diversity Inclusion Action Plan to ensure the game represents local communities.</li> </ul>
<p><b>Support those running the game to learn and develop.</b></p>	<ul style="list-style-type: none"> <li>● Plan and deliver through the Volunteer Support Programme:</li> <li>● <b>Volunteers:</b> Raise awareness of new FA courses through club and league forums.</li> <li>● <b>Coaches:</b> Create and deliver a local Coach Development offer.</li> <li>● <b>Referees:</b> Mentoring and coaching opportunities to enable referees to progress up the levels.</li> </ul>
<p><b>Celebrate and reward those running the game.</b></p>	<ul style="list-style-type: none"> <li>● <b>Volunteers/ Coaches/ Referees:</b> To share 'Club of the Month' awards, 'Unsung Hero' awards and 'Annual' and 'Role Specific' awards in line with Marketing Plan strategic objectives, to showcase the work delivered across the network.</li> </ul>



# STRATEGIC DRIVERS





# SUPPORT THRIVING COMMUNITY CLUBS

STRATEGIC OBJECTIVES	INTERVENTIONS
Ensure clubs grow opportunities and provide a quality experience through England Football Accreditation.	<ul style="list-style-type: none"><li>● Focus on accreditation to improve and enhance the football experience.</li><li>● Increase the number of 1*, 2* and 3* clubs to grow female and disability provision.</li></ul>
Help clubs become more sustainable.	<ul style="list-style-type: none"><li>● Facilitate local partners to look at best model for ownership of grass pitches, 3G pitches and clubhouses.</li><li>● Use national resources to enhance knowledge for key roles in running a club.</li><li>● Facilitate club development forums to engage with volunteer leaders to share best practice that will help clubs become more sustainable.</li></ul>
Support the current and future generation of club leaders.	<ul style="list-style-type: none"><li>● Promote the FA club leadership programme.</li><li>● Provide access to the FA's EDI training, to support inclusive environments in clubs.</li></ul>
Equip clubs to add value to their local communities.	<ul style="list-style-type: none"><li>● Work in partnership with professional mental health and wellbeing organisations, to support clubs in signposting their members and communities.</li><li>● Engage with local stakeholders to support clubs to create wider community opportunities.</li></ul>



# CONNECT & SERVE PARTICIPANTS

STRATEGIC OBJECTIVES	INTERVENTIONS
<p><b>Make it easier to find information and opportunities to play, volunteer and learn.</b></p>	<ul style="list-style-type: none"> <li>● Promote FA campaigns such as 'Find Football' and maintain eastridingfa.com, along with associated social media platforms as the best place opportunities to play, learn and volunteer.</li> <li>● Clearly define the East Riding FA's brand, work areas and narrative through key stakeholder engagement and market segmentation.</li> </ul>
<p><b>Improve our customer service and communications.</b></p>	<ul style="list-style-type: none"> <li>● Implement a comprehensive Marketing Plan that delivers brand consistency across all areas with a clearly define 'Tone of Voice'.</li> <li>● Deliver high standards of relationship-based customer service through an experienced and knowledgeable workforce.</li> <li>● Deliver clear, timely and correct communications to, and with, the grassroots football network.</li> </ul>
<p><b>Develop our digital tools to make running the game easier.</b></p>	<ul style="list-style-type: none"> <li>● Utilise FA apps and systems to deliver a positive experience for those who are administering, participating and engaging in the game.</li> </ul>
<p><b>Explore digital opportunities to enhance the football experience.</b></p>	<ul style="list-style-type: none"> <li>● Create and deliver a robust Marketing Plan that incorporate FA/ England Football national campaigns and local priorities.</li> </ul>



# PROGRESS THE GAME'S GOVERNANCE

STRATEGIC OBJECTIVES	INTERVENTIONS
Promote the highest levels of Governance across the grassroots network.	<ul style="list-style-type: none"><li>● Achieve and maintain Code of Governance.</li><li>● Achieve benchmark levels for Equality.</li><li>● Promote good governance throughout the club and league network.</li></ul>
Evolve local football associations focussed on supporting and developing football for all.	<ul style="list-style-type: none"><li>● Continuously review the effectiveness of existing structures to make business efficiencies where appropriate.</li><li>● Monitor and review the 4-year Business Plan and Annual Operational Plan through the internal governance structure.</li></ul>
Support the grassroots game to be financially robust.	<ul style="list-style-type: none"><li>● Commitment to providing affordable football across the county inline with the 4-year budgets of the Business Plan.</li><li>● Promote good financial management throughout clubs and leagues.</li></ul>
Support the game to be safe and well run.	<ul style="list-style-type: none"><li>● Drive consistent standard through S365 internally and externally.</li><li>● Manage comprehensive disciplinary and safeguarding systems to incorporate low level concerns, conflict management and the reporting of anti-discrimination.</li></ul>

# KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATOR	BASELINE 2023/24	YEAR 4 TARGET 2027/28
No. of Male Players	17,381	18,763
No. of Players in Disability Football	306	377
No. of Female Players	3,319	4,680
No. of Quality Grass Pitches	188	231
Tackle Poor Behaviour	TBC April 2025	TBC April 2025
No. of Registered Volunteers	1,906	2,163
No. of Registered Coaches	1,913	2,162
No. of Registered Referees	309	362
No. of Thriving 3* Community Clubs	0	13



# GOVERNANCE STRUCTURE









# BOARD MEMBERS FROM JULY 2024



**Health & Wellbeing**  
Sue Altass



**SINED – Ian Blanchard**



**Marketing**  
Roger Cutsforth



**EDI – Martin Batstone**



**Company Secretary**  
Kerry Johnson



**Chair – John Suddards**



**Board Safeguarding  
Champion - David Blain**



**Finance**  
Malcolm Marsden



**Participation**  
Keith Pinder



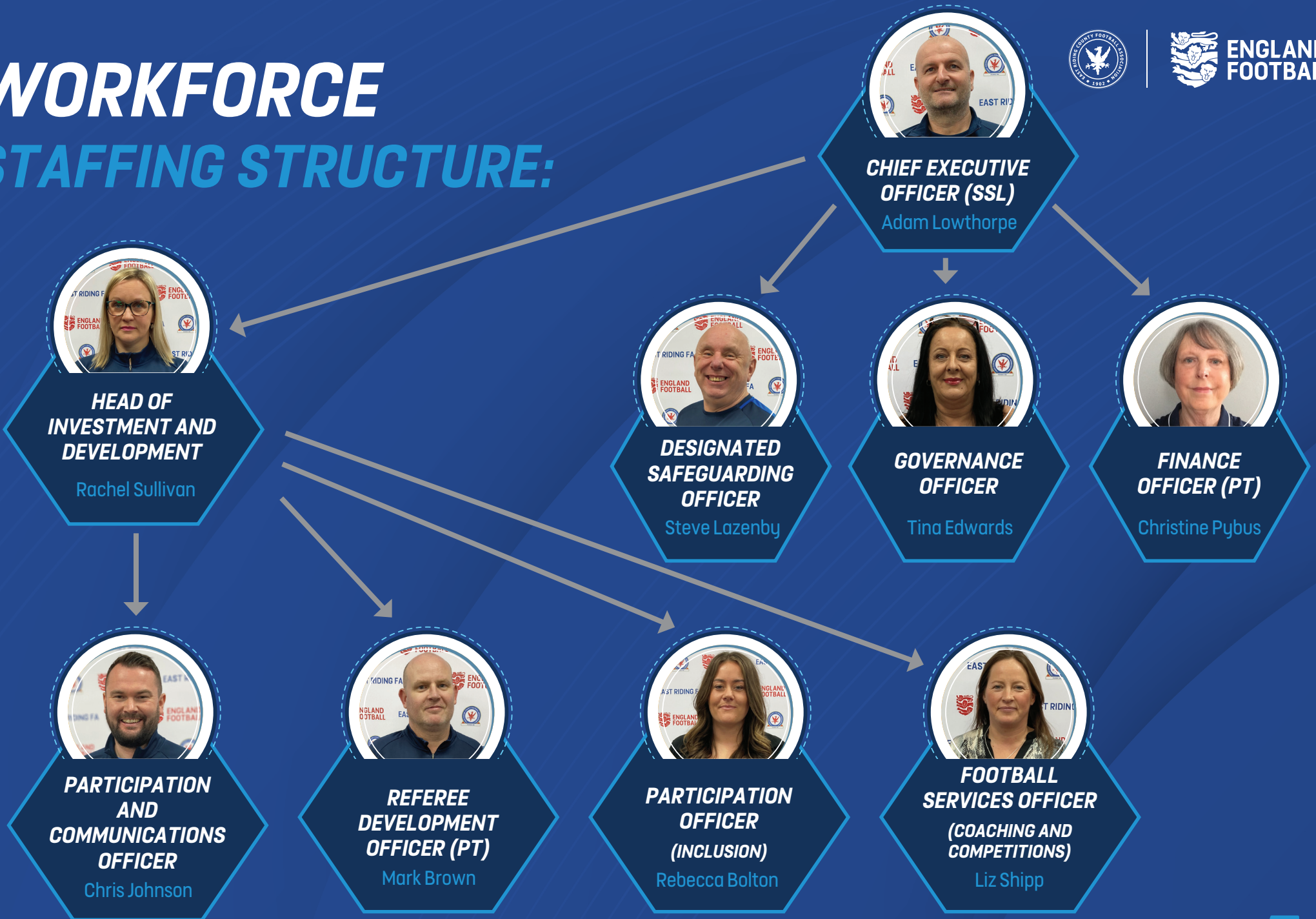
**Volunteering – Linda Laird**



**CEO – Adam Lowthorpe**

# WORKFORCE

## STAFFING STRUCTURE:







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# FA KPI SUCCESS MEASURES

STRATEGIC OBJECTIVE	STRATEGIC GROUP	DIRECTOR CHAIR	STAFF
<ul style="list-style-type: none"> <li>● Male, Disabled and Female Players</li> <li>● Thriving 3* Community Clubs</li> </ul>	Participation Strategy Group	Keith Pinder	Rachel Sullivan Chris Johnson Rebecca Bolton
Quality Grass Pitches	Facility Improvement & Investment Group	John Suddards	Rachel Sullivan
Behaviour KPI tbc	Positive Football Environment tbd	Kerry Johnson	Adam Lowthorpe Steve Lazenby Tina Edwards
Volunteers, Coaches and Referees	<ul style="list-style-type: none"> <li>● Volunteering Group</li> <li>● Referee Development Group</li> </ul>	<ul style="list-style-type: none"> <li>● Linda Laird</li> <li>● Ian Blanchard</li> </ul>	Rachel Sullivan Steve Lazenby Liz Shipp Mark Brown



# BUSINESS MEASURES

STRATEGIC PRIORITY ALIGNMENT	STRATEGIC GROUP	DIRECTOR CHAIR	STAFF
Staff Wellbeing	People and Wellbeing Group	Sue Altass	Adam Lowthorpe Rachel Sullivan
Marketing and Communications	Marketing Group	Roger Cutsforth	Rachel Sullivan Chris Johnson
County Cup Competitions	Competitions Working Group	Doug Waterson	Liz Shipp
Voice of children and young people in football	Youth Council	Ian Blanchard	Rachel Sullivan Rebecca Bolton
Equality Standard	Inclusion Advisory Group	Martin Batstone	Adam Lowthorpe Rachel Sullivan Rebecca Bolton
S365	Safeguarding Group	David Blain	Adam Lowthorpe Steve Lazenby
Code of Governance	Governance Working Group	Ian Blanchard John Suddards	Adam Lowthorpe Rachel Sullivan









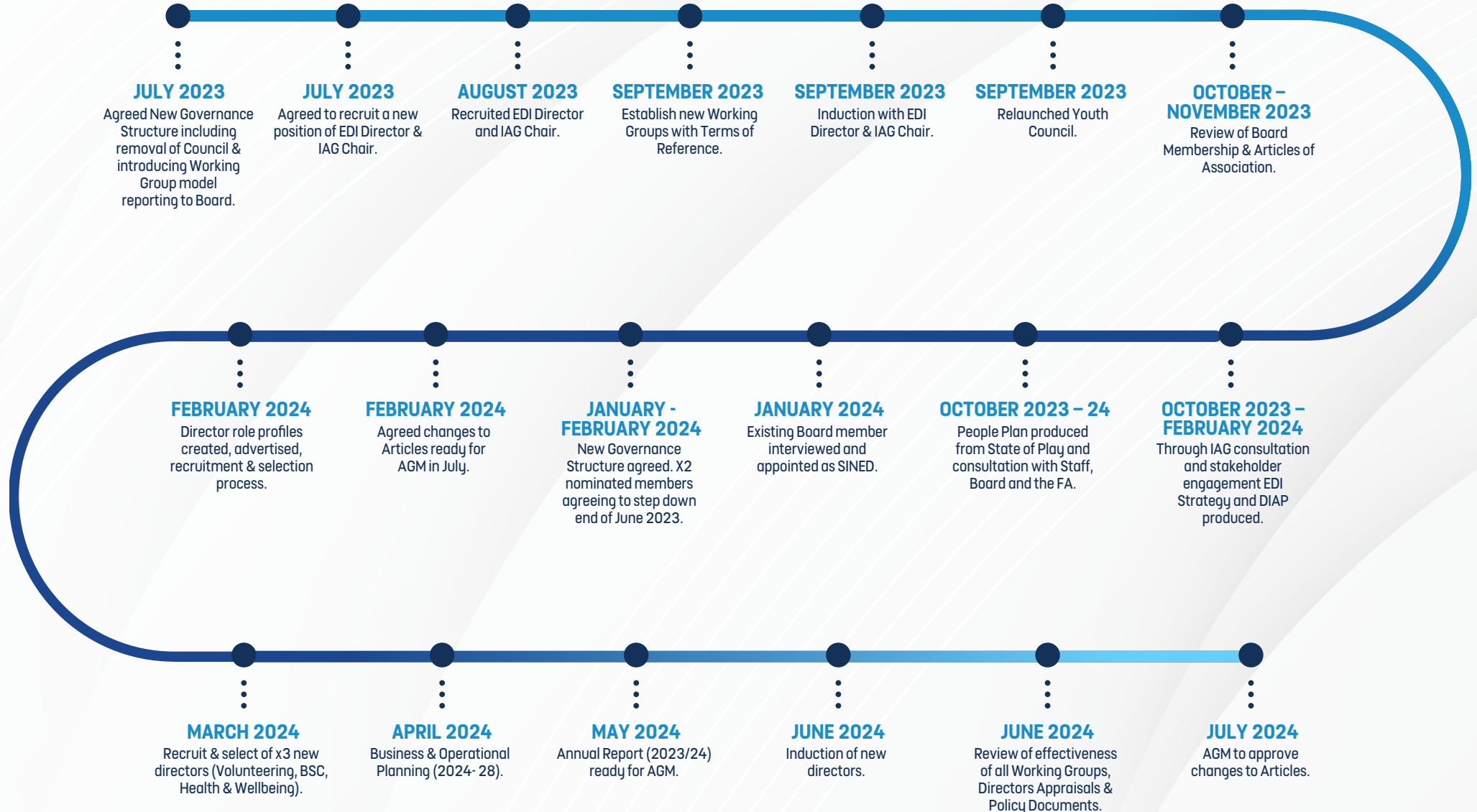
THANK YOU!



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# OUR GOVERNANCE



# CURRENT AUDIT POSITIONS & IMPORTANT NEXT STEPS



## OUR COMMUNITY

- Preliminary Equality Standard submitted.
- New EDI Director and IAG Chair recruited.
- Inclusion Advisory Group effective with planned expansion.
- 4-year EDI Strategy and 1-year DIAP signed off to commence delivery.

## OUR PEOPLE

- New Health & Wellbeing Director to lead the People Plan.
- New Director for Volunteering.
- High performing team with positive culture, reflected in State of Play scores.
- Experienced and knowledgeable staff team.

## SAFEGUARDING

- S365 compliant May 2023.
- New Board Safeguarding Champion recruited.
- Extended commitment to Shared Service.
- Full time DSO and safeguarding embedded across the workforce.
- Compliant with all measures on Power Bi.





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**OFFICE ADDRESS:**

THE ROY WEST CENTRE, 220 INGLEMIRE LANE, HULL HU6 7TS

**OFFICE OPENING HOURS:**

9:30AM - 4:30PM, MONDAY TO FRIDAY

**TELEPHONE NUMBER:**

01482 221158

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