

“Join the Journey”

2024-28 Strategy





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THANK YOU

THIS IS LANCASHIRE.

A special
place with an
unrivalled rich
football history

David shares his view on how Lancashire FA's strategy will tackle the challenges in the game



David Flory
Chair, Board of Directors

This is Lancashire. A special place with an unrivalled rich football history and a place Lancashire FA is proud to support and serve.

Football is so much more than a game. We see the positive impact it has on people's lives physically, mentally and socially. We see how it unites people and communities in a way few other things can.

We need to collaborate and innovate in a way we've never done before to address the challenges we face, enabling us to sustain, improve and grow the game. We need to shift from 'you' or 'I', to 'us' and 'we'.

We believe that within Lancashire we have the combined skills, talent and passion to do this; to work together as one team: **Team Lancashire.**

This strategy outlines our commitment to this belief, and we need the people of Lancashire to join the journey to help make this a reality.





THE FA'S GRASSROOTS STRATEGIC FRAMEWORK:

STRATEGIC PRIORITIES



Improve playing choice and opportunities



Deliver equal opportunities for women and girls to play



Build more and improve existing facilities



Tackle poor behaviours



Develop a valued network of volunteers, coaches and referees

STRATEGIC DRIVERS



Support thriving community clubs



Connect and serve participants



Progress the game's governance



LANCASHIRE FA'S STRATEGIC FRAMEWORK:

OUR PURPOSE

To lead and support the growth and development of football across Lancashire, ensuring that the game is inclusive, accessible, safe and of the highest quality for everyone, regardless of background or ability.

LANCASHIRE FA - OUR STRATEGIC PRIORITIES



A game for everyone

- Opportunities
- Inclusion and accessibility
- Affordability



Places to play

- Pitches/assets



Growing the football family

- Partnerships
- Retention and recruitment



Raising the bar

- Standards and behaviours



Lancashire FA innovation and growth

MEETING THE FA'S NATIONAL STRATEGIC PRIORITIES + STRATEGIC DRIVERS

- Improve playing choice and opportunities
- Deliver equal opportunities for women and girls to play
- Support thriving community clubs

- Build more and improve existing facilities

- Develop a valued network of volunteers, coaches and referees

- Tackle poor behaviour
- Progress the game's governance

- Connect and serve participants

WORKING FOR FOOTBALL GUIDED BY OUR VALUES and PRINCIPLES



Teamwork

Collaboration and work in partnership



Integrity

Leverage technology and be data and insight led



Caring

Work ambitiously to achieve our goals and set high standards

Support everyone who wants to enjoy football

THE KICK-OFF

Who we are



Scan the QR Code or click the link to hear from Simon Gerrard – CEO

Our vision

A game for everyone

Our purpose

To lead and support the growth and development of football across Lancashire, ensuring that the game is inclusive, accessible, safe and of the highest quality for everyone, regardless of background or ability.

How we aspire to work

Our values

- 01 TEAMWORK 
- 02 INTEGRITY 
- 03 CARING 

Our principles: We...

-  collaborate and work in partnership
-  leverage technology and are data and insight led
-  adopt and promote sustainable practices
-  work ambitiously to achieve our goals and set our standards high
-  support everyone who wants to enjoy football

The scope of this strategy

- This strategy runs from 2024 until 2028
- It delivers on the 5 national FA strategic priorities and 3 strategic drivers
- It capitalises on local opportunities and addresses challenges that are unique to Lancashire
- It focusses on areas Lancashire FA can directly influence
- It outlines ambition and intention, laying the foundations and stating our objectives. It doesn't specify detailed actions, these are in our operational plans

Our strategy approach

We want this strategy to clearly represent what the football community of Lancashire would want to see from their County FA.

That is why we have asked for, and listened to, people's feedback and ideas, analysed data and insight and involved the football community in the development of this strategy.

Collaboration and co-production runs through the heart of this strategy. We want to help ensure it runs through the heart of football in Lancashire.

INSIGHTS AND GOALS

Key insights



Insights that have relevance and meaning to this strategy

Scan the QR code for more info



A Conversation About Our Game - 2023



Local Football Facility Plans...



...and Playing Pitch Strategies



FA 3G Register



Club Welfare Officers Consultation

Our goals for this strategy



To ensure a targeted focus on the opportunities and challenges in Lancashire whilst delivering excellence on national football priorities

To provide a foundation on which to unite football and the wider community

To demonstrate Lancashire FA's commitment to change and improvement for the good of the game

Information relevant to this strategy



Our Stakeholder Engagement Strategy



Our Youth Engagement Framework



Our Diversity and Inclusion Action Plan – we achieved the Preliminary Level for the Equality Standard in February 2024

- Our Consultation Feedback - 2024
- National Football Facilities Strategy
- Our Safeguarding Strategy
- Our Commercial Plan
- The FA's Grassroots Strategy
- We are Safeguarding 365 and FA Code of Governance for CFAs v2.1 compliant
- GMA Workforce Survey

KEY DATA

ADDRESSED IN



DATA FROM LANCASHIRE INFORMING OUR INTENTIONS

IN LANCASHIRE, ASIAN/BRITISH ASIAN MAKE UP 2% PLAYERS¹ AND 2% COACHES² COMPARED TO 10% OF THE POPULATION³ | **20% OF PEOPLE IN LANCASHIRE HAVE A DISABILITY⁴** | **OUR DISABILITY PATHWAY (DECLARED DISABILITIES) IS 2% OF OUR PLAYING POPULATION⁵**

A game for everyone – inclusion and accessibility

57% OF PLAYERS IN LANCASHIRE STATED THEY HAVE LESS TIME TO PLAY DUE TO FINANCIAL PRESSURES⁶ | **£ 65% OF LANCASHIRE PARENTS STATED THEY HAVE DIFFICULTY PAYING CLUB/TEAM FEES⁷**

A game for everyone – affordability

67% OF OUR GRASS PITCHES ARE GRADED AS BASIC OR POOR⁸ | **IT RAINS ABOUT 180 DAYS EACH YEAR IN LANCASHIRE⁹ 50% OF THE TIME!**

Places to play – pitches and assets

33% OF OUR VOLUNTEERS WANT TO REDUCE THEIR TIME¹⁰ | **OVER 67% OF THE LANCASHIRE GROUND WORKFORCE ARE AGED OVER 55 AND ONLY 3% ARE UNDER 25¹¹** | **THE TRAJECTORY FOR LANCASHIRE IS FEWER CLUBS WITH MORE TEAMS**

The football family – recruitment and retention

23% OF PLAYERS CONSIDERED LANCASHIRE FA TO BE NOT RELEVANT TO THEM¹² | **19% OF LEAGUE OR CLUB OFFICIALS/VOLUNTEERS OR TEAM COACHES CONSIDERED LANCASHIRE FA TO BE NOT RELEVANT TO THEM¹³**

Lancashire FA innovation and growth


^{3,4} Census Data 2021; ^{6,7,10,12,13} A Conversation About Our Game; ^{1,2,5,8} FA PowerBi Data; ⁹ weatherandclimate.com; ¹¹ GMA Workforce Survey




A GAME FOR EVERYONE – OPPORTUNITIES TO PLAY



Why this matters



Scan the QR Code or click the link to hear from Peter Mason – Chair, Sir Tom Finney FC / Tom Finney Soccer Centre




Opportunity

This is about every member of our community being able to easily find a footballing offer that suits their lifestyle and gives them the opportunity to play and progress in the game that they love.

Delivering excellence as standard

National priority delivered through this local area of focus: improve playing choice and opportunities. Support thriving community clubs.



Going further for Lancashire

Lancashire has many community members who actively play and benefit from football. We also have a latent demand for football that needs exploring, to support people to find the right opportunity for them to join and enjoy the game.



We will

- Co-produce individual district level plans to sustain and improve football
- Evolve the youth game, collaborating with young people and leagues to shape a competitive infrastructure meeting the needs of local clubs
- Support club and other community-led organisations, to deliver safe and inclusive casual and affiliated football opportunities
- Help clubs to become more sustainable and add value to their local community, encouraging collaborative work across Lancashire to build a network of thriving community clubs for sustainable provision
- Develop and support England Football accredited community clubs
- Improve team-based football for adult male players

Some challenges faced

- Drop off in participation for children and young people aged 14-18
- Limited awareness of programmes and opportunities to play
- Football competing against alternative leisure activities and sports
- Minimal opportunities to return to the game





A GAME FOR EVERYONE – INCLUSION AND ACCESSIBILITY



Why this matters

Scan the QR Code or click the link to hear from Steve Daley MBE – Talent Manager, The FA





Inclusivity

This is about having the opportunities and environments that encourage and enable people from all backgrounds and walks of life to be involved in football.

Delivering excellence as standard

National priority delivered through this local area of focus: deliver equal opportunities for women and girls to play.



Going further for Lancashire

Lancashire is a wonderfully diverse place in terms of its geography and its people.

We want to ensure that our commitment to inclusion and accessibility is reflective of that diversity, providing opportunities for everyone.



A partner's view

Dave Maclean - FA Coach Mentor (Disability)

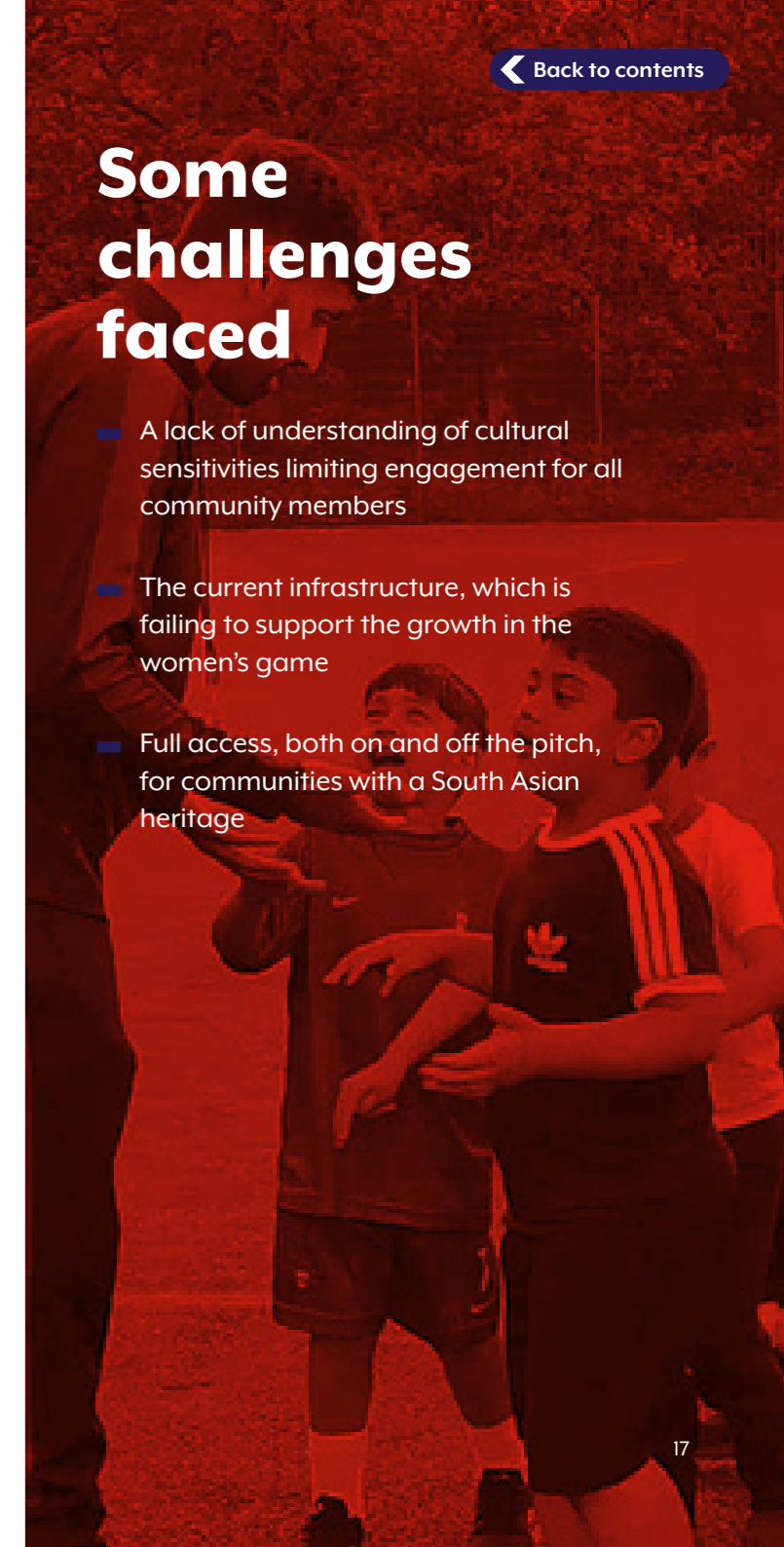
“Clubs would like to develop disability-specific sessions, or become more inclusive throughout their clubs, however, they lack confidence in these areas.”

We will

- Support the disability game to grow and thrive
- Co-produce a new disability strategy to increase disability inclusion in the game and in football governance
- Convene a community of people and partners to continue addressing barriers of access to the game, and ensure football provisions are welcoming to traditionally underrepresented groups
- Create a South Asian community task force to increase on and off pitch South Asian participation
- Deliver safe, inclusive environments for women and girls to thrive
- Support playing opportunities for girls in schools
- Strengthen our partnerships to support sustainable growth in the women and girls game increasing casual and team-based opportunities to play

Some challenges faced

- A lack of understanding of cultural sensitivities limiting engagement for all community members
- The current infrastructure, which is failing to support the growth in the women's game
- Full access, both on and off the pitch, for communities with a South Asian heritage







A GAME FOR EVERYONE – AFFORDABILITY

Why this matters

Scan the QR Code or click the link to hear from Awais Javid – Daneshouse FC



Involvement

This is about involvement in football being for those who want to be involved, not only for those can afford to be; this way the game can continue to develop and grow across Lancashire.

Delivering excellence as standard

National priorities delivered through this local area of focus: progress the game's governance (ensure a financially robust grassroots game).



Going further for Lancashire

In times where the value of things is more important than ever, we want to work with Lancashire people and partners to find ways of making football more affordable and showcase the value of football to individuals, organisations and our partners.



We will

- Bring together innovative ideas to help create a more financially stable future for football
- Identify opportunities for shared resources and efficiency savings across the game
- Work with partners and clubs to explore ways to generate new club income streams
- Facilitate local corporate social responsibility opportunities that maximise investment into the game

A partner's view

Creative Football

"The challenge is the cost to run our projects. Pitch fees and people's lack of income to afford equipment and fees to help cover cost of pitches."

Some challenges faced

- Limited affordable venues to run football sessions
- Increased cost of living
- Underappreciated opportunities to use football as part of corporate social responsibility



PLACES TO PLAY – PITCHES AND ASSETS



Why this matters

Casey Bragg, Secretary for Carnforth Rangers FC, explains why this matters:

“The additional burden on already overplayed and poor existing facilities is clear to see, with the amount of cancelled games over the winter and the extension of the season. We have repeatedly highlighted the playing pitch deficiencies to the town, local and county councils, MPs, and the football authorities for at least the last five years.”



Local facilities

This is about making the most of the amazing assets we already have across Lancashire and ensuring that the game can be played in as many places as possible.

Delivering excellence as standard

National priority delivered through this local area of focus: build more and improve existing facilities.



Going further for Lancashire

We want to work with partners to explore how we make the most of the natural and built assets that Lancashire has and think creatively in terms of new facilities, making it easier for people to play and maximising the impact of football in local communities.



We will

- Ensure our individual district level plans incorporate Playing Pitch Strategies and Local Football Facility Plans
- Support inclusive and accessible facilities, creating a Facilities Task Force by bringing together expertise from inside and outside the game to innovate and tackle infrastructure challenges
- Co-produce resources that encourage environmental social governance and improve sustainable practices in football
- Transform grass pitch quality
- Build more 3G pitches

A partner's view

Tom Little – Facilities Manager, Rugby Football League

“Availability and location of quality grass and artificial facilities, and changing rooms, that meet the growing demand for pitch sports in Lancashire.”

Some challenges faced

- Reducing facilities' budgets causing delayed repairs, poorer playing conditions and less pitch availability
- Climate change
- Minimal collaboration to facilitate sustainability and growth


GROWING THE FOOTBALL FAMILY – PARTNERSHIPS



Why this matters



Scan the QR Code or click the link to hear from Mark Stephenson – Operations Manager, Active Lancashire and Relationship Manager, Together an Active Future



Collaboration

This is about recognising that partners coming together for the good of the game, to collaborate, share ideas and resources, is the key to the continued development, growth and success of football in Lancashire.

Delivering excellence as standard

National priority delivered through this local area of focus: progress the game's governance (create modern local Football Associations focussed on supporting and developing football for all).



Going further for Lancashire

We want to create and facilitate the environment and structures that enable partners, connected to football across Lancashire, to work collectively to address the challenges we face and find ways to sustain and grow the game for the benefit of local communities.



We will

- Increase awareness of how Lancashire FA, and the work that we do, can support non-football partners to deliver their outcomes
- Consistently reinforce, with our teams and partners, our principle of collaboration, so it is inherent in what we do and how we do it
- Develop communities of learning where partners from inside and outside of the game can come together to share and learn


Some challenges faced

- A lack of awareness of how Lancashire FA, and football generally, can support health and wellbeing outcomes
- External pressures leading to more siloed working
- The football community network not reaching far enough outside of football


GROWING THE FOOTBALL FAMILY – RETENTION AND RECRUITMENT



Why this matters



Scan the QR Code or click the link to hear from Richard Brunning – Chair, Clitheroe Wolves FC



Recognition and respect

This is about ensuring that the people who work so hard to make playing and watching football possible, are incentivised to join and stay in the game and are given the recognition and respect that they deserve.

Delivering excellence as standard

National priority delivered through this local area of focus: develop a valued network of volunteers, coaches and referees.



Going further for Lancashire

We want to attract and retain a diverse, growing number of people into football, who can make the game in Lancashire thrive, whilst developing themselves and others in a fun and inclusive environment.



We will

- Support the current and future generation of club leaders
- Grow the number, and diversity, of people running the game, co-producing recruitment and retention programmes for volunteers, referees and coaches
- Do more to recognise, celebrate and reward volunteers, referees and coaches
- Spend time with volunteers, referees and coaches to understand their support needs and how Lancashire FA can help them learn and develop

A partner's view

Alan Stuttard – Secretary and Treasurer – Mid Lancashire Football League

“We need to be developing sustainable growth in volunteers from the youngest junior football to veterans.”

Some challenges faced

- Improving accessibility to recruit a representative workforce
- Lack of understanding of referee game coverage and the capacity needed
- The voluntary nature of roles and lack of financial incentives

RAISING THE BAR – STANDARDS AND BEHAVIOUR



Why this matters



Scan the QR Code
or click the link to hear
from Evie Backshall
– Change Our Game
Influencer, Youth Voice



Raising standards

This is about raising standards across the game, at every level, so that whether someone is a spectator, player or volunteer working to support the game, everyone knows the behaviour expected and the outcome when the standard is and isn't reached.

Delivering excellence as standard

National priority delivered through this local area of focus: tackle poor behaviour. Progress the game's governance.



Going further for Lancashire

We want to work with the football community to understand what we can collectively do to ensure the standards of behaviour in football in Lancashire improve year on year, recognising that each one of us has a key part to play.



We will

- Support the game to be safe and well run, cascading a county safeguarding strategy into the community
- Promote the highest levels of governance, co-producing a governance and standards tool that shares best practice and drives collective responsibility and consistency across the game
- Promote positive behaviour using data to develop constructive and forward-thinking localised interventions
- Maximise sanctions for discrimination and poor practice

Some challenges faced

- Abuse, discrimination and violence are still too prevalent in the game
- Children leave or stop enjoying the game because of excessive adult pressure
- Not enough clubs proactively embrace adult education





LANCASHIRE FA – INNOVATION AND GROWTH



Why this matters



Scan the QR Code or click the link to hear from Simon Gerrard, CEO of Lancashire FA



Sustainability

This is about sustaining the future of Lancashire FA through innovation and growth so that we continue to serve the football community in Lancashire.

Delivering excellence as standard

National priorities delivered through this local area of focus: connect and serve participants.



Going further for Lancashire

We want to explore opportunities to generate new business areas and investment into football through maximising the assets that we have and through innovation and diversification into new areas, so that we can better serve our football community.



We will

- Work with partners with expertise in data and insights to create business intelligence tools that support effective decision-making
- Leverage technology to service the game
- Increase the football community's awareness and utilisation of FA technology systems
- Develop an innovation and growth strategy that incorporates an advantageous membership scheme
- Simplify access to information and opportunities to play, volunteer and learn
- Enhance the customer experience

Some challenges faced

- Current operating model and alignment of capacity constrains opportunities for innovation and growth
- Ways to maximise income by bringing funds into football from sources unrelated to participation
- Digital approaches are not being sufficiently explored and utilised to benefit the game



LANCASHIRE FA – MEASURING OUR SUCCESS

Lancashire FA - Strategic Priorities

A Game for Everyone - Opportunities - Inclusion and Accessibility - Affordability	Places to Play - Pitches and Assets	Growing the Football Family - Partnerships - Retention and Recruitment	Raising the Bar - Standards and Behaviours	Lancashire FA Innovation and Growth
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Meeting The FA's National Strategic Priorities + Strategic Drivers

Improve playing choice and opportunities Deliver equal opportunities for women and girls to play Support thriving community clubs	Build more and improve existing facilities	Develop a valued network of volunteers, coaches and referees	Tackle poor behaviour Progress the game's governance	Connect and serve participants
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Success Measures

<ul style="list-style-type: none"> - Launched disability strategy - Operational South Asian community task force - Published district football plans - CSR vehicle for football investment - # Male players (73,147 +7.2%) - # Players in disability football (1,745 +22%) - # Female players (16,827 +48%) - # Thriving 3* community clubs (47) 	<ul style="list-style-type: none"> - Operational facilities task force - # Quality grass pitches (565 +81%) 	<ul style="list-style-type: none"> - Launched communities of learning - Launched recruitment and retention programmes - # Registered volunteers (7,884) +13.5% - #Registered coaches (10,057 +13%) - # Registered referees (1,422 +17%) 	<ul style="list-style-type: none"> - Launched and embedded county safeguarding strategy - Launched governance and standards tool - FA poor behaviour KPI 	<ul style="list-style-type: none"> - Launched business intelligence tool - Launched Membership Programme
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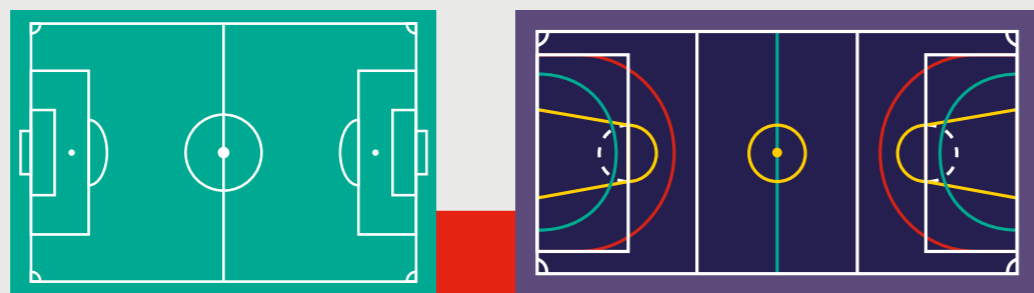
DRIVING FORWARD THIS STRATEGY

To ensure this strategy delivers on its ambitions and commitments there will be:

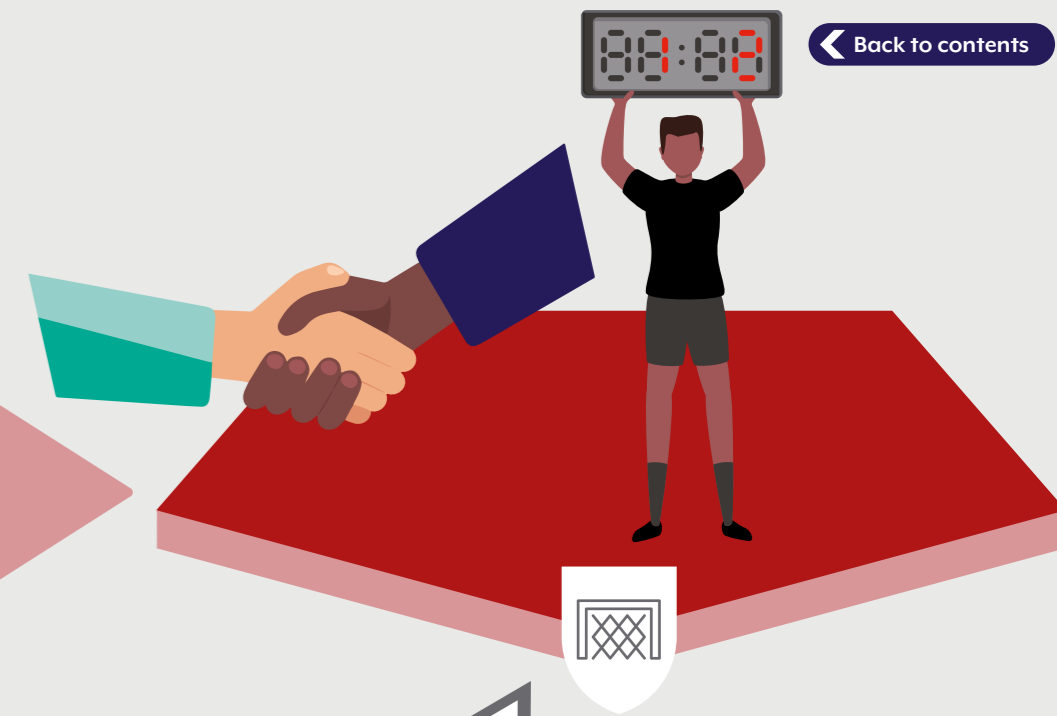
- **Identified leads with the responsibility for each area of focus**
- **Working groups brought together and made up of partners from different backgrounds and sectors, who are willing to collaborate and innovate for the good of the game**
- **Dedicated time at executive level meetings for updates, key decisions, support and challenge**
- **A raising of awareness across Lancashire of our ambitions and commitment to change through collaboration**
- **A detailed operational plan that translates our ambition and intentions into action**

THE FOOTBALL ECOSYSTEM PUTS PLAYERS AT THE HEART OF THE GAME IN LANCASHIRE

- A GAME FOR EVERYONE
- PLACES TO PLAY
- GROWING THE FOOTBALL FAMILY
- RAISING THE BAR
- INNOVATION AND GROWTH



LANCASHIRE



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Thank you to all who have helped us on this journey so far



Lancashire FA teams and partners helped shape this strategy. Their experience and understanding of both football and Lancashire directed what we should do and who could help us do it.

Thank you to each and every person who offered their time to this process.

We believe that improving, sustaining and growing the beautiful game across Lancashire will improve the health and wellbeing of our population and unite people, partners and communities.

That's a goal worthy of any team.





**IMPROVING,
SUSTAINING
AND GROWING
THE BEAUTIFUL
GAME ACROSS
LANCASHIRE**



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[Lancashire Football Association](https://www.youtube.com/LancashireFootballAssociation)