



#NorfolkFootball

FOR ALL

2018-2021

Strategy

Executive Summary

Norfolk County FA has developed its new three year strategy, titled:

'#NorfolkFootballForALL'

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The Norfolk County FA DNA continues to run through the heart of the new strategy that we feel will contribute towards the delivery of our strategic objectives.

We have also embedded safeguarding and inclusion across the strategy to ensure that we continue to be a 'fit for purpose' and 'forward thinking' County FA that aims to set standards for others.



County FA Overview

This is Norfolk....

- Estimated population of 891,300 (Norfolk Insight Nov 2016)
- Ethnicity Breakdown of the County is 92.4% White British (Census 2011)
- Fifth largest 'geographical' County in England (2,074 sqm)
- 40% of the population live in the four major built up areas of Norwich, Great Yarmouth, King's Lynn & Thetford

Who & What We Are....

- Founded in 1881 and then become a limited company in 1999
- Not for profit limited company with annual turnover of around £1.3M
- Employ 32 members of staff
- Operate 4 facilities (County HQ and 3 Football Development Centres)
- Less than 25% of annual revenue comes from The FA

Our Football Stats....

- 290 Clubs / 1,486 Teams
- 14 Sanctioned Leagues
- 240 County 5IVES Teams across 8 venues
- Over 25,000 registered players via our Central Player Registration System
- 468 Referees / 3,000 Coaches / 10,000 Volunteers



County FA Mission

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County FA Vision

When This Strategy....

'Inspires a lifelong journey in football for all'

We Will....

*'Increase **#NorfolkFootball** participation by 25%'*



County FA DNA



DNA

Develop & Grow | Nurture & Innovate | Accessible & Transparent



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The Team

Corporate Governance Leadership Model

Board of Directors (9)

Chair & Safeguarding Champion
CEO
Deputy Chair
Immediate Past Chair (removed 2019)
Grassroots Director (Council)
Grassroots Director (Council)
Grassroots Director (Council/Vacant)
Business Director (Independent)
Business Director (Independent/Vacant)
Finance Officer (Observer)

Council (31)

Officers x 4, Directors, League Reps,
Organisational Reps Inc. YC & Life Members

Youth Council (12)

Chair, Vice-Chair, Specific Officers x 5 & Support
Officers x 5

Committee Structure

County Cups
Discipline
League Sanctions & Rules Revision
Referees
Representative Football

Executive Workforce Structure

Executive Department
PA to CEO (PT)
Finance Officer
Finance Assistant (PT)

Chief Executive &
Senior Safeguarding Lead

SMT

The FDC's & C5's
theFDC Manager
theFDC@Flegg Manager
theFDC@Open Manager

Football Development
Facilities, Investment &
Development Manager
(Deputy DSO)

Football Services
Football Services Manager
(Deputy SSL)

**Marketing &
Communication**
Marketing & Communications
Manager

Workforce

theFDC & County 5IVES
Senior Coordinator
FDC Coordinators x 3
Maintenance Officer
Maintenance Apprentice
PT Reception
PT Bar Person

Football Development
Senior FDO
FDO (Women's & Girls')
FDO (Inclusion) FDO (Workforce)

Football Services
DSO
FSO (Competitions)
FSO (Discipline)
FSO (Leagues & Registrations)
PT FSO (Registrations)
RDO & PT RAO
RAO

Marketing & Communication
Digital Marketing Apprentice
Communications Intern (To be
recruited)

theFDC@Flegg
FT Apprentice
PT Coordinator

theFDC@Open
FT Apprentice
PT Coordinator

Strategic Objectives

- Increase total number of players by 5,673
- Continue to embed Safeguarding across all of our 'youth' and 'vulnerable adults' activities and ensure we achieve The FA Safeguarding Operation Standards each season
- Undertake a review of our existing 'Articles of Association' ensuring we have a fit for purpose Council and Board structure which is representative of the local football demographic
- Continue to regulate the game efficiently and embrace all formats of football when doing so, such as; Walking Football, Recreational Offers & Disability
- Ensure we have a comprehensive data system where we can gain insight into what additional activities can increase participation
- Continue to support and develop our club & league network



Strategic Objectives

- Establish an effective IAG that will contribute toward embedding inclusion across all of the CFA's operations and culture with the aim of achieving the next level of the equality standard by 2021
- Continue to invest, support and performance manage the County FA workforce to ensure the deliverability of the new strategy and maximise performance
- Increase, reward & retain our volunteer workforce
- Continue to develop our Quality Assurance processes (Safeguarding, Charter Standard & Wildcats)
- Work towards establishing a 4th FDC@ facility and consider the viability of a County HQ relocation & the re-modelling of the FDC
- Deliver facility projects in areas of 'need' across the County, with a target of 6 new AGPs and £5,000,000 worth projects delivered



Strategic Objectives – FA KPI's

KPI	2021		Difference
	Baseline	Target	
Male Players	24387	28945	4558
Female Players	1889	2374	485
Disability Players	310	400	90
Futsal Players	960	1500	540
Youth Charter Standard	89%	100%	11%
Adult Charter Standard	52%	52%	-
Safeguarding Operating Standards	100%	100%	-
Player Registration Coverage	82%	82%	-
Youth Teams with a FA Qualified Coach	93%	100%	7%
Female Coaches Lv 1	NA	23	23
Female Coaches Lv 2	NA	7	7
Female Coaches Lv 3	NA	2	2
BAME Coaches Lv 1	NA	7	7
BAME Coaches Lv 2	NA	2	2
BAME Coaches Lv 3	NA	1	1
Referees	383	421	38
Female Referees	21	43	22
BAME Referees	NA	10	10
Grass Pitches Improved	64	121	57
No of Wildcats Centres	17	47	30
Just Play Centres	0	34	34



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