



# Royal Navy FA

Reset Business Strategy 2021-24

Global Navy Global Game

Global Navy



Global Game



# Contents

|                            |       |
|----------------------------|-------|
| Foreword from the CEO      | 5     |
| Demographics               | 6     |
| Trustee Board 2021         | 7     |
| Executive Committee 2021   | 8     |
| Executive Workforce 2021   | 9     |
| Vision & Mission           | 11    |
| Royal Navy FA Values       | 12    |
| Strategic Objectives       | 13    |
| Operational Plan           | 14-16 |
| Finance                    | 17-18 |
| Marketing & Communications | 19-20 |



**ROYAL  
NAVY  
FA**

[www.royalnavyfa.com](http://www.royalnavyfa.com)



**ST  
GEORGE'S  
PARK**

**FOOTBALL CENTRE**





## FOREWORD

CEO  
Steve Johnson

The Royal Navy Football Association's strategic plan for 2021 – 2024 sets out the Association's plans and priorities for the next three years. Our ambition is to ensure we maintain a clear focus on continuous improvement to the benefit of all key strands of the game.

The Royal Navy (RN) Football Association has accomplished a great deal over the last four years and we are very proud of our achievements, but remain hungry and ambitious to achieve even more. It is now time for us to build on these successes and continue shaping the future of football in the Royal Navy.

Football is the most participated sport within the RN, and we want everyone to have a positive experience when engaged with the beautiful game. The ambitions set out in the plan will require a continuously evolving organisation, that will require a commitment from our volunteers, along with the cooperation and support from the RN, Sponsors, and our partner County FA's.

We want to be inclusive, and embrace diversity in everything we do and in doing so remove any barriers for those wanting to join our football family. Encouraging and promoting differences in our backgrounds and experience will make us healthier and stronger.

While the previous four years have seen the Association make solid progress, the next three will present new challenges but I am confident that with the support and goodwill of all stakeholders in the game, the future, can be a very bright one.

Our objectives will include increasing male and female participation through flexible formats of the game that have to fit in with a changing service lifestyle and a transformational Navy. We want to make the game more accessible to females within the Royal Navy to improve the female player pathway, as well as increasing the number of coaches and referees.

We will prioritise our work in the following areas:

- Players, Referees and Volunteers
- Grassroots Programmes
- Leagues and Competitions
- Representative Teams
- Women's Game
- Diversifying Governance

Whilst the day –to-day management is delegated to the Executive and the paid workforce, the Trustee Board retains oversight of matters of strategic importance including finance and delivery of the plan

Successful delivery of our plan will help to improve the mental wellbeing, develop the power of teamwork, whilst enhancing the resilience and resourcefulness of Royal Navy personnel and their commitment to each other and the Service.



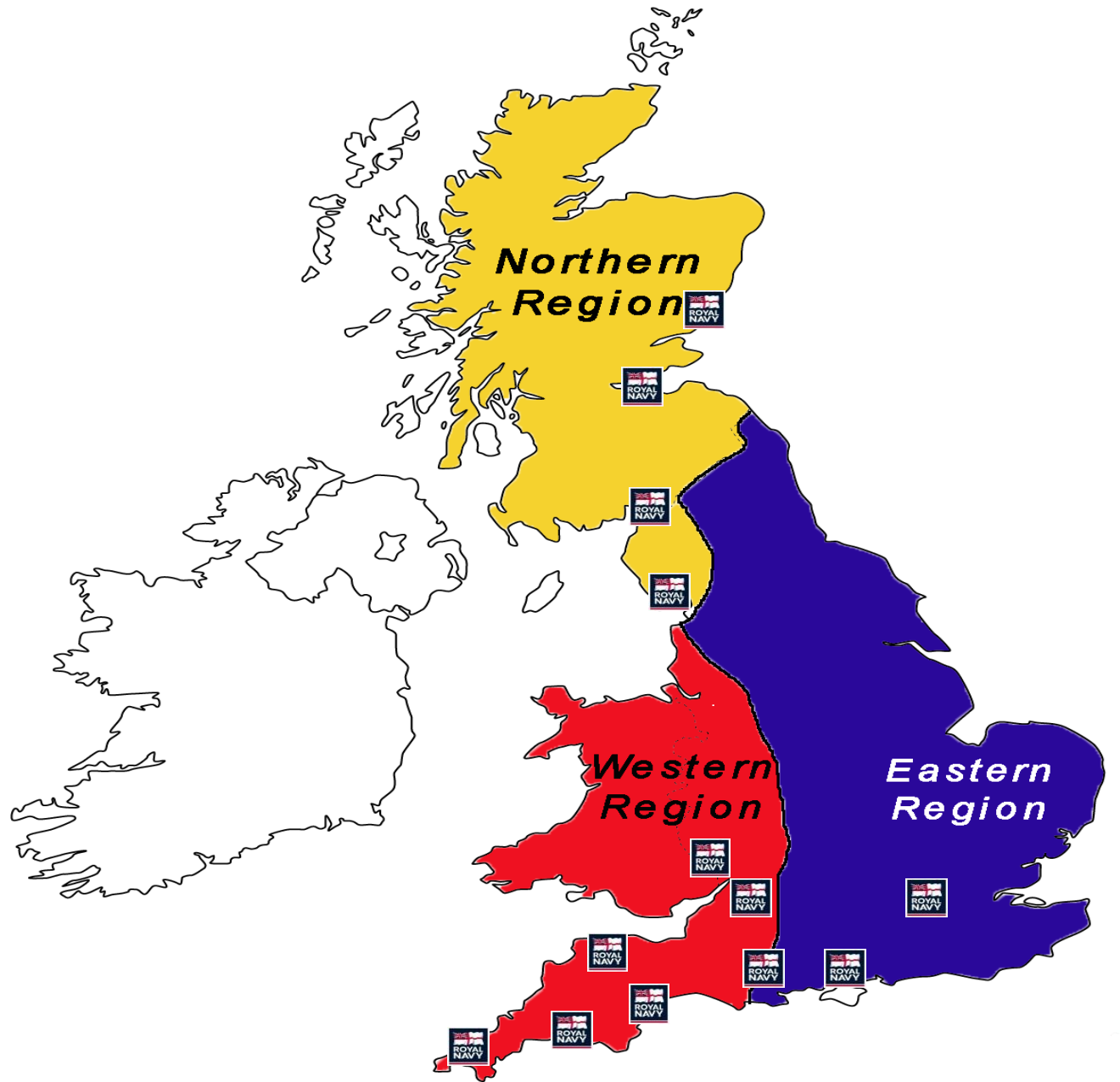
# Demographics

- People 33,380
- Female (3350) 10 %
- BME (1570) 4.8

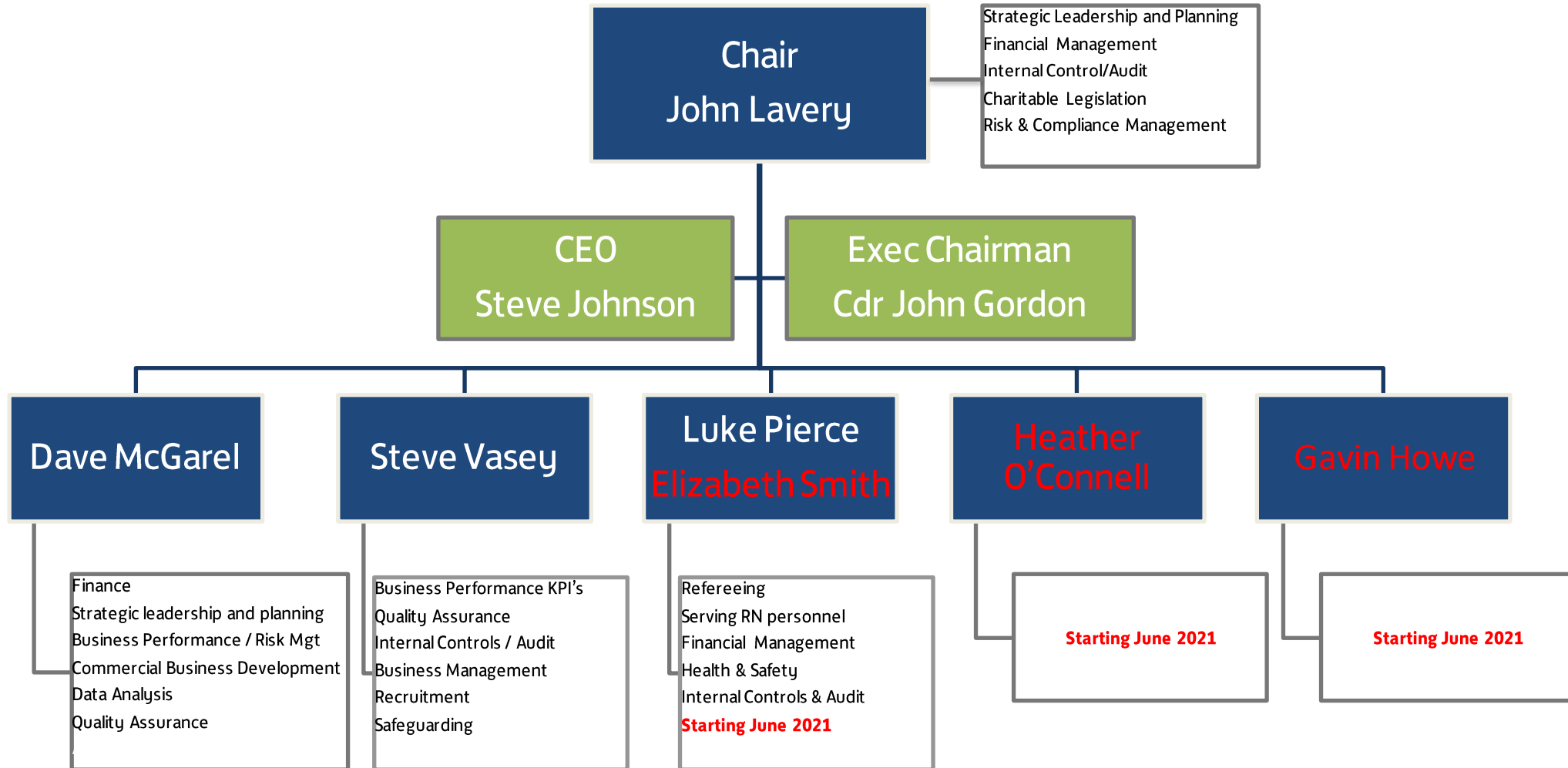
Source: [UK Armed Forces Biannual Diversity Statistics October 2020](#)



- 3 Regions



# RNFA Trustee Board 2021



# RNFA Executive Committee 2021



**CEO**  
**Mr Steve Johnson**

**Chairman**  
Cdr John Gordon RN

**Vice Chairman**  
Lt Cdr Andrew Plenty RN

Development  
Team

Head of  
Female  
Football

Head of  
Representative  
Football

PRO & Board  
Champion

Head of  
Business

Head of  
Sponsorship

Clubs, Teams &  
Competitions

Head of  
Referees

Football  
Development  
Manager

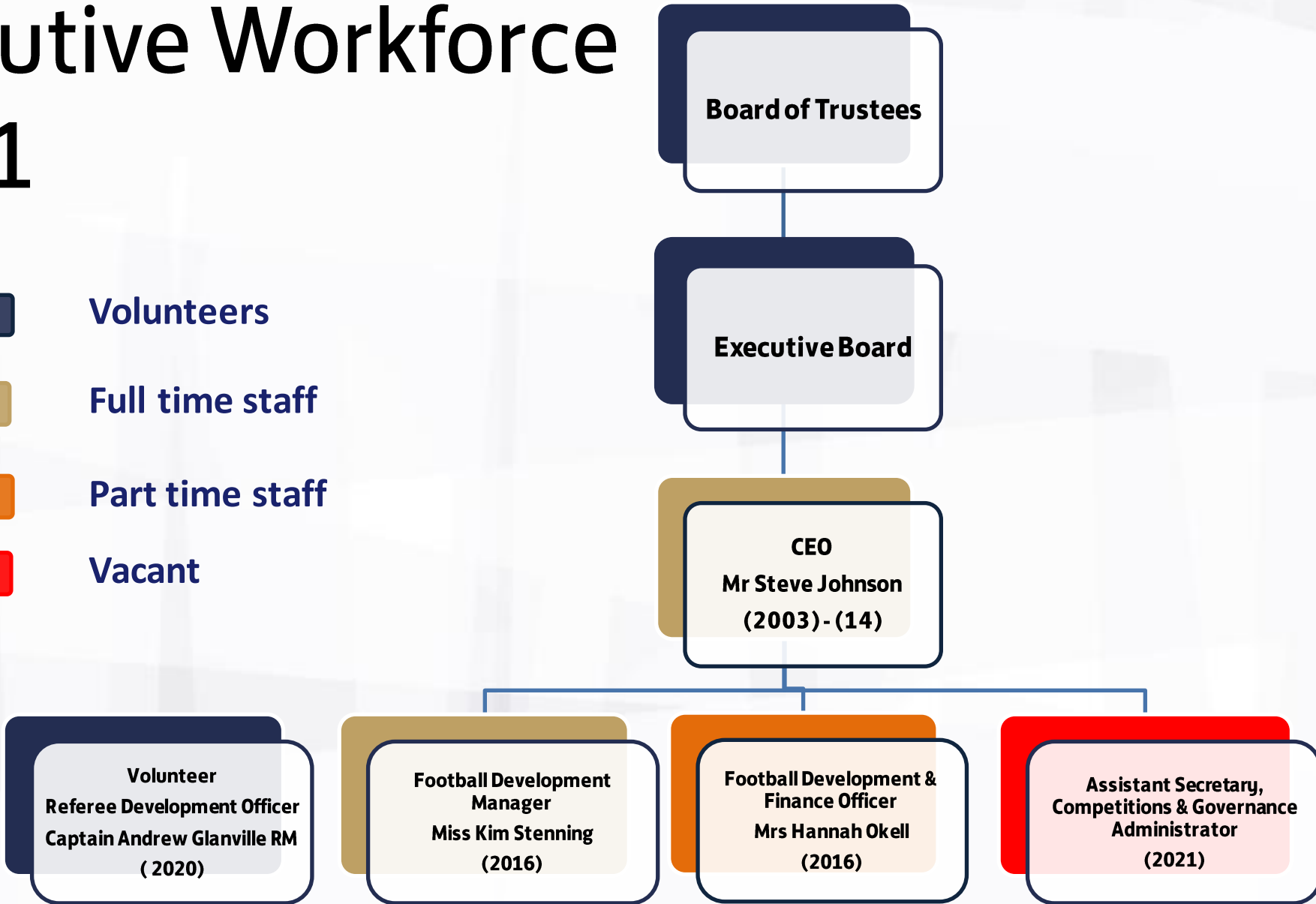
Supporters  
Club



# Executive Workforce 2021



-  **Volunteers**
-  **Full time staff**
-  **Part time staff**
-  **Vacant**





 Premier League  
Truce Tournament  
13th November 2016  
 ROYAL NAVY  
 ARMY  
 ROYAL AIR FORCE  
REGULAR & RESERVE



# VISION

A Modern Game For a Modern Navy, with inspired and inspiring people working as one team.

# MISSION

To provide leadership in the pursuit of excellence, in co-operation with our football community and stakeholders.



# VALUES

We **LEAD** with unwavering **INTEGRITY**.

**HONESTY** and **COURAGE** guides our actions.

We thrive with **EXCELLENCE**.

Our **PASSION** and our **COMMITMENT** fuels our performance on and off the pitch.

We are **ACCOUNTABLE** & **LOYAL** to our stakeholders.

**TRANSPARENCY** directs our communication.

We **RESPECT** and **INCLUDE** all.

# STRATEGY OBJECTIVES



**Retain 3,066 male players through flexible formats of competition**



**Ensure equal opportunities for females and grow participation by 39 players**



**Recruit 11, convert 7, retain 35 and progress 2 referees**



**Support a diverse, high performing workforce and inclusive culture**



**Establish trusted, progressive regulation, administration & governance**



**Provide representative opportunities for high performing service personnel**



**Cultivate a safe and inclusive football pathway & environment**



**Promote a game free of discrimination**



**Strong reputation and clear brand identity**



**Through Football activities support the delivery of the health and wellbeing plan for the Royal Navy**



# OPERATIONAL PLAN



## Retain 3,066 male players through flexible formats of competition

- Grow the Monday Night Football League – x2 teams
- Beach soccer Tournament - x8 teams for the event
- Over 30's competition at St Georges Park – x6 teams
- Create just play centres – x2 additional
- Football Festivals to engage and create a pathway for the play centres – x 3 venues x3 teams

## Ensure equal opportunities for females and grow participation by 39 players

- Beach Soccer tournament – x4 teams
- Just Play centre – x1 (15 players)
- East v West Regional Competition (x2 Teams)
- Grassroots festivals linking with Hockey, Netball and Rugby x3 venues – x2 teams
- Open day to signpost players to pathways, just play, civilian teams, Royal Navy Representative Team

## Recruit 11, convert 7, retain 35 and progress 2 referees

- Newly appointed VRDO
- Three newly qualified FA Referee Tutors
- RNFA Referee Strategic Plan 2021-24
- Delivery of 2 courses in 2021-22
- RNFA Referee attendance at all RN Grassroots festivals
- FDM to identify potential referees .
- Advertise through new RN platforms. (My Navy App)
- Female Referee Ambassador



# OPERATIONAL PLAN



## Support a diverse, high performing workforce and inclusive culture

- Get 5% of registered players in sanctioned leagues to complete the state of play survey
- Advertise on all social media channels
- Prize incentive for a full team to complete the state of play survey (10 free balls)

## Establish trusted, progressive regulation, administration & governance

- Work towards achieving The FA code of governance
- Appoint an EDI on the Executive Board
- Work with the head of D & I in RN to maintain an up to date Equality policy

## Provide representative opportunities for high performing service personnel

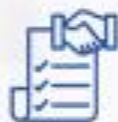
- Fulfil a minimum of 5 fixtures per representative team
- 1 training camp in the UK to plan for the inter service competition
- Inter-Regional competitions to support growth within the player pathway
- Compete with the Army and RAF in the inter services competition (Men, Women, Development and Masters)

## Cultivate a safe and inclusive football pathway & environment

- Ensure compliance with the safeguarding operational standard
- Gather feedback after every event for further improvements to events
- All staff to attend yearly CPD safeguarding, delivered by DSO



# OPERATIONAL PLAN



## Promote a game free of discrimination

- Achieve the equality standard
- Year 1 – Foundation Level
- Complete the self assessment plan with all staff, executive and trustees
- Complete Equality Policy with support of SO1 Diversity & Inclusion

## Strong reputation and clear brand identity

- Maintain levels of existing sponsorship and grant funding

## Through Football activities support the delivery of the health and wellbeing plan for the Royal Navy

- Support RN grassroots delivery team, minimum x4 events
- Navy Fit festivals x3 events
- Female grassroots festival – x3 events





- Financial Position
- Risks
- Reserves / Investments
- Financial Management

# Finance



# Finance

**Financial Position:** The impact of Covid-19 on the FA has had a significant impact on its revenue streams including a 14% reduction in grants to County FA's. Our Sponsorship income agreements, in discussion with our partners, were frozen, for the 2020-21 season and will re-commence from the summer 2021. The Board also made the decision that although funding grants from the FA had been reduced there would be no restructure to the contracted workforce during this period.

**Risks:** It has been agreed by the Trustee Board that the full financial impact of reduction in FA funding will be mitigated against over the 3 year period using reserve funds. This will be offset over the period by streamlining budgets, reducing overheads, administrative costs and reallocation of any additional sponsorship funding. A number of partnership agreements are due to be renewed during this plan and may impact on income streams from 2022 onwards. This is included within the updated Risk Register, that now also includes associated control measures and more frequent review dates.

**Reserves & Investments:** Reserve funds are managed by the Royal Navy Royal Marines Charity, and sit within their investment portfolio with Sarasin. Reserve funds are there to provide 1 year of Operational and Delivery costs should a significant loss of funding occur. Dividend income received quarterly from this investment contributes to approx. £3k of income each year.

**Financial Management:** Measures and processes have been reviewed and updated to ensure sustainability and enable the Trustee Board to make informed decisions based upon sound financial information. It is our aim to be fully compliant with the Football Associations eleven recommended finance delivery tactics by July 2022.



# **Marketing, Communications & Sponsorship**

- Website
- Social Media
- Communications
- Sponsorship



# Marketing, Communications & Sponsorship

**Website:** To be the central information point for all stakeholders

- Regularly review and update website content – Safeguarding and Corporate Governance.
- Monitor and report number of unique visitors each month.
- Use the website to promote priority football news items on a monthly basis.

**Social Media:** To be the key mobile engagement and promotional vehicle.

- Utilise Facebook, Twitter and Instagram as the core channels to engage, inform and educate the Royal Navy Football family quickly and efficiently.
- Use Facebook, Twitter and Instagram to grow grassroots football network
- Increase Facebook and Twitter followers on a yearly basis.

**Communications:** To deliver efficient and effective communication to all football stakeholders in the Royal Navy.

- Produce an annual Trustees report, updating football stakeholders on all key activities and the financial position of the Royal Navy FA.
- Produce quarterly reports from all governance meetings

**Sponsorship:** Promote partnership opportunities to support the Royal Navy FA.

- Grow partnership working with companies who wish to increase their visibility and contribute positively to the Royal Navy FA.



# ROYAL NAVY FA

## STRATEGY 2021-24



**1904**



**2024**

**Global Game**

**Global Navy**