



ROYAL NAVY FOOTBALL

ROYAL NAVY FA **BUSINESS** STRATEGY

└→ 2024 – 2028



www.royalnavyfa.com



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ROYAL NAVY FOOTBALL

Firstly, It would be remiss of me not to look back over our last strategy period 2021-24 and pick out some significant highlights. In 2021 returning the game back to some form of normality post Covid 19, set its own challenges but with the dedication, professionalism, and passion by all members of staff, RNFA Executive, and our volunteers, normal operations were accomplished in a very timely manner. In July 2021 we appointed three new Independent Board Trustees, Gavin Howe, Elizabeth Smith, and Heather O'Connell. All three are not connected to any stakeholder in the game, so their voices are truly independent and bring a diverse way of thinking to our Trustee Board.

We have accomplished a great deal over the last three years, and we are enormously proud of our achievements, but remain motivated 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 game. The ambitions set out in the plan will require a continuously evolving and progressive organisation. 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.

Our new plan aims to take the RNFA forward with a strong diverse leadership that will build on the progress of the past three years. Underpinning the strategy, is the long-standing partnership between The FA and the RNFA, which will be crucial to its success. The partnership is committed to serving those that participate and are involved in the game. Impacting people, realising the benefits that come with a healthier and more engaged service community – football can deliver huge positive change across the Royal Navy.

Finally, I want to record my appreciation to all volunteers, match officials and administrators around the RNFA family who are the beating heart of the game. Without them, football in the service simply would not happen.

Steve Johnson, CEO



ABOUT US

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.



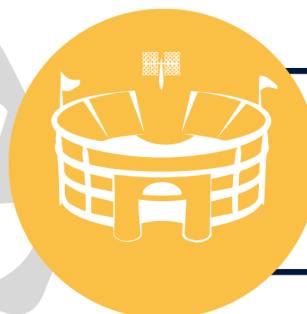
PRIORITIES



**Improve Playing
Choice &
Opportunities**



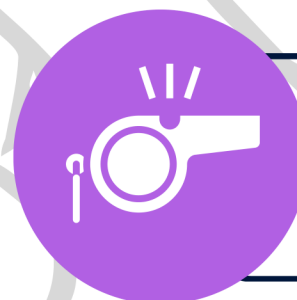
**Deliver Equal
Opportunities for
Women To Play**



Facilities



**TACKLE Poor
Behavior**



**Develop A Valued
Network of Volunteers,
Coaches & Referees**

STRATEGIC DRIVERS

**Support
thriving
community
Clubs**

**Connect &
serve
Participants**

**Progress
The Game's
governance**

PRIORITIES



Improve Playing Choice & Opportunities

Just Play Centres - Provide each Region 6 session opportunities

Regional Events - Small sided tournaments & 11v11 opportunities

Over 30's - Competition to support Regional Pathway

USFL League - Support the growth of the league

Navy Cup Competition - Increase entries with incentives

STRATEGIC DRIVERS

Support thriving community Clubs

Connect & serve Participants

Progress The Game's governance

PRIORITIES



Deliver Equal Opportunities for Women To Play

Just Play Centres - Provide each Region 6 session opportunities

Small Sided Tournaments - Regional Competitions

Increase Opportunities During Major Events - Female Football Festivals (Combined Sports)

Support Development Team - To provide a pathway to Senior Team

Linking With Other County FAs - Support females based around the country

STRATEGIC DRIVERS

Support thriving community Clubs

Connect & serve Participants

Progress The Game's governance

PRIORITIES



Facilities

Audit Royal Navy Football Facilities - Data collection

Risk Register - At risk facilities within the Royal Navy

Action Planning - Support and influence the facility providers

Grants - Where community access exists - Provide guidance

STRATEGIC DRIVERS

Support thriving community Clubs

Connect & serve Participants

Progress The Game's governance

PRIORITIES



TACKLE Poor behaviour

League & Club Awards - Supporting positive behaviour

Social Media- Positive campaigns

Referees - Referee support

Clear Reporting Process

Provide Support and Advise to Leagues and Clubs (Accreditation)

STRATEGIC DRIVERS

Support thriving community Clubs

Connect & serve Participants

Progress The Game's governance

PRIORITIES



Develop A Valued Network of Volunteers, Coaches & Referees

Increase and diversify of the Referee, Volunteer and Coach workforce

Provide a regional offer of courses

Recruitment of mentors - Internal

Provide CPD opportunities for existing coaches

Reward scheme to recognise outstanding contribution

STRATEGIC DRIVERS

Support thriving community Clubs

Connect & serve Participants

Progress The Game's governance

PRIORITIES

STRATEGIC DRIVERS

Support
thriving
community
Clubs

Connect &
serve
Participants

Progress
The Game's
governance

Supporting 1* Accredited Clubs
Growing the number of Accredited clubs
Encourage those to retain 1* status
Power BI -To support incomplete submissions

Player Registration & Affiliation
RNFA to engage with all teams in competitions to increase player registrations
Club affiliation support to increase usage of FA digital platforms
Regular Teams Channel access to support RNFA staff with further development

Code of Governance
Achieve & maintain Code of Governance Compliance

Community Engagement
Portsmouth University
Premier League
Professional Clubs



RNFA TRUSTEE BOARD 2024



CHAIR JOHN LAVERY

Strategic Leadership & Planning
Financial Management
Internal Control/Audit
Charitable Legislation
Risk & Compliance Management

CEO
STEVE JOHNSON

EXEC CHAIR
Captain
JOHN GORDON RN

DAVE MCGAREL

Finance
Strategic Leadership & Planning
Business performance/ Risk Mgt.
Commercial Business Dev
Data Analysis
Quality Assurance

STEVE VASEY

Business Performance KPIs
Quality Assurance
Internal Controls/Audit
Business Management
Recruitment
Safeguarding

ELIZABETH SMITH

Chartered Accountant
Strategy and Governance
Chair – Audit & Risk Committee
Risk Management
Cyber Security
Diversity and Inclusion.
Trustee Experience

HEATHER O'CONNELL

Media & Comms
Sponsorship
Leadership & Management
Human Resource

GAVIN HOWE

Barrister
Legal and Legislation
FA Safeguarding Review Panels
Contracts and Tendering
Risk Management
FA GR Coach

RNFA SENIOR MANAGMENT TEAM 2024



CEO

STEVE JOHNSON

CHAIR

Captain JOHN GORDON RN

VICE CHAIR

Commander ANDREW PLENTY RN

HEAD of SPONSORSHIP

Captain
Phil Milburn OBE RN

HEAD of REPRESENTATIVE FOOTBALL

Lieutenant Commander
Fraser Quirke RN

HEAD of BUSINESS

Captain
Tim Davey RN

EXECUTIVE WORKFORCE 2024



-  **VOLUNTEERS**
-  **FULL TIME STAFF**
-  **PART TIME STAFF**

BOARD OF TRUSTEES

**SENIOR MANAGEMENT
TEAM**

**CEO
MR STEVE JOHNSON**

VOLUNTEERS
REFEREE DEVELOPMENT
MAJOR
ANDREW GLANVILLE RM

**FOOTBALL
DEVELOPMENT
MANAGER**
MRS KIM STENNING

**FOOTBALL
DEVELOPMENT &
FINANCE OFFICER**
MRS HANNAH OKELL

**FOOTBALL SERVICES &
DEVELOPMENT
OFFICER**
MR PETER GAMBLE

FINANCE

Financial management at the RNFA focuses on enabling the Trustee Board to make well-informed and strategic decisions by applying effective management principles and utilizing accurate, reliable, and pertinent financial data.



We Will.....

- Monitor, protect and report on the Charities financial resources.
- Ensure all the above elements form part of the financial management plan
- Regularly assess financial risk
- Effectively manage cash reserves
- Remain PCI-DSS compliant

GOVERNANCE

With strong governance and leadership, we will be in the best position to ensure we thrive in the future. We aim to create a positive inclusive environment that enhances the football experience for everyone involved.

Delivering football for all is our priority and we will achieve this by being:

- Responsible
- Transparent
- Accountable
- Diverse in our thinking
- Reactive

Good governance is at the centre of effective organisations and our work to date towards achieving the FA'S Code of Governance has certainly enabled us to review our current practices, implement new processes and provide transparency and accountability to our people

We Will.....

- Be FA Code of Governance Compliant by June 2025
- Adopt the principles within the Peoples Plan
- Be guided by the work of the Inclusion Advisory Group
- Provide leadership and strategic direction
- Make informed, transparent decisions and manage risk
- Comply with Charity Commission regulations

SAFEGUARDING

Safeguarding remains a top priority, and we are committed to integrating it into all our operations. It is the duty of all individuals engaged in football services, regardless of their specific role.

The Royal Navy FA recognises its responsibility to safeguard the welfare of all young people and adults at risk by seeking to protect them from all forms of abuse and poor practice. We are therefore committed to working to provide and promote a safe environment for all young people to participate in Football across the service.

SAFEGAURDING TEAM






Shantelle Woodward – Designated Safeguarding Officer

Gavin Howe – Board Champion

Steve Johnson – Senior Safeguarding Lead

Kim Stenning – Deputy Safeguarding Lead

We Will.....

-  Complete an annual self assessment
-  Continue to deliver against the requirements of the FA's 365 standard
-  Ensure Leagues clubs and competitions are compliant with the new standard
-  Listen to the voice of young people
-  Report any incidents in accordance with the 365 standard



INCLUSION

As the governing body of football in the Royal Navy, we strive to establish standards and values that are upheld across all levels of our sport. Our dedication lies in offering football opportunities to all members of the Royal Navy within a secure and welcoming environment, devoid of discrimination or harassment. Every individual engaged in football within the Royal Navy deserves equitable and respectful treatment, enabling them to engage in activities and access our services without encountering any form of bias. The RNFA condemns discriminatory actions and is resolute in addressing and eradicating all types of discrimination in the sport.

Inclusion Advisory Group

Ann McCaffrey – Independent Chair

Heather O'Connell – Trustee





Andrew Plenty – Senior Management Team

Kim Stenning – Football Development Manager

Coel Davies – Head of Navy Sport

Emily Loftus – Grassroots Team

We Will.....

-  Achieve The FA's Equality, Diversity and Inclusion Standard
-  Establish a culture where everyone feels valued and included
-  Be more reflective and agile with our action plan
-  Unite football and address any form of discrimination



ROYAL NAVY FOOTBALL ASSOCIATION

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Royal Navy Football Association



RoyalNavyFA



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