



**ENGLAND
FOOTBALL**

CHANGING LIVES THROUGH FOOTBALL

STRATEGIC FRAMEWORK JULY 2021 - JUNE 2024

This document presents the strategy for the development of football people, places & pathways within
Sheffield & Hallamshire County Football Association





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1. EXECUTIVE SUMMARY



Sheffield & Hallamshire County FA's strategy 2021-24 is aligned to The FA vision *"to harness the power of football to unite communities and improve the health of the nation"*.

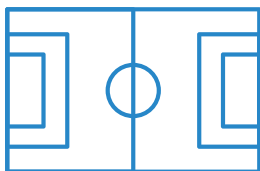
We share The FA's desire to see improved community and health outcomes delivered through the power of football. In order to support The FA we will focus our strategy around three key themes – People, Places & Pathways and develop our operational plans to produce positive outputs which contribute towards The FA's outcomes.

We understand that delivery partners and volunteers from within the game will be vital to our success. We will work to improve our support for key stakeholders across these three clearly defined strategic themes and focus our efforts to ensure that:

STRATEGIC THEMES



01
OUR PEOPLE
valued and supported



02
OUR PLACES
protected and improved



03
OUR PATHWAYS
the best clubs, leagues & programmes

Ultimately Sheffield & Hallamshire County Football Association's main mission and metric will be to encourage more people to become more active through football as we look towards **50,000 registered players by 2024**.

Our growth targets are ambitious, particularly the female player target. However, we are looking forward to the UEFA Women's Euro 2022 and we believe that we have a unique opportunity to harness local enthusiasm and build upon the tournament to deliver a lasting legacy.

We must also ensure that we have a diverse, financially sustainable and modernised business beyond this next strategy period. We will take action now to ensure that substantial progress is made across key business functions.

The global pandemic has been a challenge for everyone. However, it has brought us closer together with our key stakeholders and shown the true value of committed and competent people both within the game and our workforce. We look forward to continuing our work together to deliver future success as one united Sheffield & Hallamshire County FA team.

2. WELCOME TO OUR STRATEGY

CHANGING LIVES THROUGH FOOTBALL



2020 was an unprecedented year. The ongoing health crisis combined with the economic and social impacts of lockdowns and restrictions on grassroots sport had a major impact on us all. Many people from across the football family have been affected by the pandemic and our thoughts go out to you all, along with our thanks to the NHS and key workers for your tireless work.

The last year has been challenging, but it has shown us the importance of strong relationships and the true value of dedicated volunteers from across the game. This new strategy recognises that we must place volunteers and delivery partners at the heart of everything that we do. This one team approach will be key to future success and achievement of the challenging aspirations set out within this strategy.



CHANGING LIVES THROUGH FOOTBALL



3. SHEFFIELD & HALLAMSHIRE COUNTY FA



THE HOME OF FOOTBALL

Sheffield & Hallamshire County Football Association is responsible for the development, administration and governance of all affiliated football within the region, including grassroots league football, Snickers Just Play, Weetabix Wildcats, disability football and other formats such as walking football. We also take a leading role in the development of people including referees and coaches and work with our partners within the Football Foundation and Local Authorities to help deliver significant facility investment and grant support.

Our region has historically made a huge contribution to the development of football. The County FA is the oldest County FA, the area includes the oldest ground in the world and the oldest football club. This unique heritage is important, but we must also acknowledge our region's role in developing the game and delivering success during more recent times – The first Parklife Hub City, the largest junior league in Europe and of course several elite performers from Barnsley, Doncaster and Sheffield have represented England at Men's and Women's international level during recent tournaments .

In 2022 the Sheffield & Hallamshire County FA region will look forward to being the only County FA region to welcome the UEFA Women's Euro 2022 to two host venues - Rotherham's New York Stadium and Bramall Lane, the oldest stadium in the world still hosting professional football matches.



"I GET EVERYTHING FROM FOOTBALL... AND I HAVE TO THANK SHEFFIELD."

- EDSON ARANTES DO NASCIMENTO, PELE



4A. OUR VISION



We are passionate about and committed to working with our stakeholders in order to use the power of football to help deliver positive personal outcomes, stronger communities and improved environments. Together we are

“ CHANGING LIVES THROUGH FOOTBALL ”

4B. OUR MISSION



Framing the Mission statement

Our mission statement 2021-24 has been framed around three key questions:

What

generally are we trying to achieve?

To build our football infrastructure.

How

and where should we focus our operational efforts?

by developing people, places and pathways.

Why

have we chosen to do this - the main success measure?

in order to increase participation to 50,000 players by March 2024.

TO BUILD OUR FOOTBALL INFRASTRUCTURE BY DEVELOPING PEOPLE, PLACES AND PATHWAYS IN ORDER TO INCREASE PARTICIPATION TO 50,000 PLAYERS BY MARCH 2024.

4C. MISSION SUCCESS



At the 2021 FA data cut our region included over 42,000 registered players. To achieve mission success - 50,000 registered players by 2024 we will work collaboratively with our key strategic partners to retain existing players within the male game and to significantly grow the number of registered female and disabled players.

MISSION SUCCESS – 50,000 REGISTERED PLAYERS BY 2024

Players	March 2021 Data Cut	March 2024 Data Cut	Focus
Male players	37,602	38,000	Retain
Female players	4,519	10,000	Grow
Disabled players	462	2,000	Grow
TOTAL	42,585	50,000	

The key success metric - 50,000 registered players by 2024 is deliberately challenging. We are particularly ambitious with the female player target but believe that we have a unique opportunity through the UEFA Women's Euro 2022, and we plan to harness local enthusiasm and build upon the tournament to deliver a lasting legacy beyond the summer of 2022.



5. OUR VALUES





6. STRATEGIC THEMES - A. OUR PEOPLE



OUR PEOPLE ARE VALUED & SUPPORTED

What

To deliver a customer centric approach

How

by improving our key processes, encouraging personal development, promoting FA education and supporting competent and inclusive committees.

Why

IN ORDER TO RETAIN EXISTING AND TO RECRUIT OVER 1000 NEW VOLUNTEERS AND MATCH OFFICIALS BY 2024.

180

NEWLY QUALIFIED FEMALE COACHES

50

YOUNG FEMALE COMMUNITY LEADERS

70

FEMALE RECREATIONAL FOOTBALL FACILITATORS

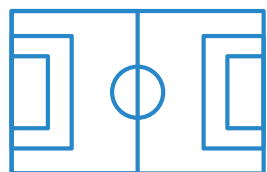
750

NEWLY QUALIFIED REFEREES

ATTAIN

FA CUSTOMER SERVICE EXCELLENCE

6. STRATEGIC THEMES - B. OUR PLACES



OUR PLACES – PROTECTED & IMPROVED

What

To build for future growth

How

by delivering targeted investment
(Local Football Facility Plans)

Why

**IN ORDER TO ENSURE THAT 7000 MORE
TRAINING AND MATCH SLOTS ARE PROVIDED
PER ANNUM BY 2024.**

£10 MILLION

FOOTBALL FACILITY
INVESTMENT

142

GRASS PITCHES
IMPROVED TO "GOOD"
OR ABOVE (PQS)

2000

ADDITIONAL GRASS
MATCH PLAY SLOTS
PER SEASON

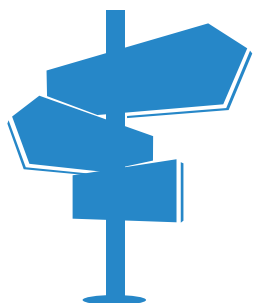
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NEW 3G PITCHES,
WITH 50% FEMALE
ALLOCATION (POU)

35

NEW FEMALE
RECREATIONAL SPACES

6. STRATEGIC THEMES - C. OUR PATHWAYS



OUR PATHWAYS – THE BEST CLUBS, LEAGUES & PROGRAMMES

What

To encourage a player centric approach

How

by supporting our delivery partners to promote and implement a fun, safe, inclusive and progressive player experience.

Why

**IN ORDER TO RETAIN EXISTING PLAYERS
AND TO RECRUIT 7500 MORE FA REGISTERED
PLAYERS BY 2024.**

100

NEW AFFILIATED
FEMALE TEAMS

30

NEW WEETABIX
WILDCATS PROVIDERS

35

NEW WOMEN'S
FOOTBALL RECREATION
CENTRES

25

NEW DISABILITY TEAMS

90% YOUTH CLUBS

ENGLAND FOOTBALL ACCREDITED





7. THE COUNTY FA WORKFORCE



Sheffield & Hallamshire County FA remained open for business throughout the pandemic and you told us that we gave great service during this difficult period. This new strategy and operational focus aims to further develop our support to ensure that we continue to work with you as one team.

We are proud of our workforce; they are committed and competent. We look forward to the 2021-22 season when hopefully we can do more to focus our efforts around our main aim which is simply to support our people, places and pathways in order to encourage more people to become active through football.

***OUR TEAM -
COMMITTED AND
COMPETENT***



7. THE COUNTY FA WORKFORCE - HOW WE WILL WORK



Staff are widely regarded as the biggest asset in any business. The past year has shown this to be the case at Sheffield & Hallamshire County Football Association as stakeholders consistently told us that they appreciated the support provided by our team during a difficult period.

As we hopefully look towards a return to normality it is imperative that we revisit our staffing practices and refresh roles and responsibilities in order to be clear about what everyone does (or doesn't do) within a significantly reduced workforce. Going forward our approach will be guided by three key principles

7. THE COUNTY FA WORKFORCE



AUTONOMY

Ownership and trust through clear Operational Planning and key performance metrics.

MASTERY

Ensuring that our people have the right tools and training.

PURPOSE

Our work will be Mission focused and will make a difference



REVISED STAFFING STRUCTURE

To reflect 2021-24 priorities and respond to post Covid 19 reductions in funding and revenues.



STAFF DEVELOPMENT

Invest in staff training and development in order to develop skills and experiences and deliver exceptional service.



STAFF WELLBEING

Develop a holistic staff wellness strategy



JOB DESCRIPTIONS

Review job descriptions and terms of employment to ensure that these accurately reflect revised strategic priorities and operational practices.



FLEXIBILITY

Support a hybrid working model which provides flexibility and benefits for both the staff team and business.

7. THE COUNTY FA WORKFORCE - MENTAL HEALTH & WELLBEING

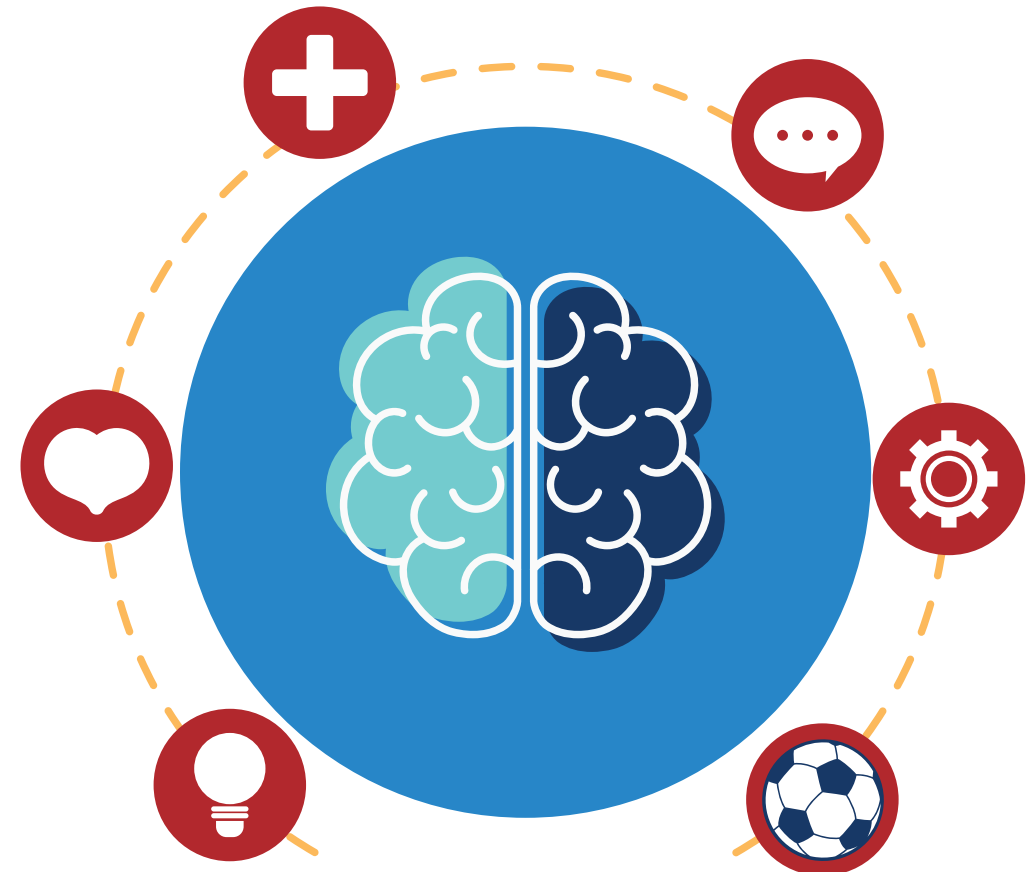


"In order to maintain our excellent customer focus, forge new relationships and provide the service that we feel passionately about, we need to pay attention to our colleagues as individuals and as a team and be vigilant about our mental health and wellbeing.

The best asset that a company ever has is its staff, retaining a good team is critical to the organisational journey of continuous improvement and consistent delivery.

It is vital that the organisation has a structured approach to managing work related stress and wellbeing. I was delighted when I was invited to lead on this important area of work and I look forward to delivering a holistic wellbeing plan as part of our renewed business strategy."

**CLAIRE MACRORY –
STAFF WELLBEING REPRESENTATIVE**



**OUR HR PARTNERS AT HOWARTHS
WILL UNDOUBTEDLY CONTINUE TO
PROVIDE OUTSTANDING SUPPORT
IN THIS AREA OF WORK**



8. OUR SAFEGUARDING COMMITMENT

SAFEGUARDING IS EVERYONE'S RESPONSIBILITY.

WE ARE TOTALLY COMMITTED TO MAKING FOOTBALL SAFE FOR ALL PARTICIPANTS AND WE WORK CLOSELY WITH ALL OF OUR COUNTY FA PARTNERS TO EMBED CLEAR SAFEGUARDING STANDARDS ACROSS ALL AREAS OF THE GAME.

MARTIN GILMOUR - Board Safeguarding Champion

SIMON FROST - Senior Safeguarding Lead

SARAH WOOD - Deputy Senior Safeguarding Lead

CLAIRE MACRORY - Designated Safeguarding Officer

TOM MEASHAM - Deputy Designated Safeguarding Officer





9. FINANCE

In March 2021 The FA released updated Financial Management guidance, which offered an opportunity to assess County FA financial management against 11 financial functions.

The March 2021 assessment shows that progress is required in some areas. However, the County FA is committed to fully meet the FA Financial Management Standard by June 2022.

Effective Budgeting	<input checked="" type="checkbox"/>
Standard Chart of Accounts	<input checked="" type="checkbox"/>
Management Accounts	<input checked="" type="checkbox"/>
Cashflow Projections	<input checked="" type="checkbox"/>
Cash Reserves	<input checked="" type="checkbox"/>
Accounting Ratios	<input checked="" type="checkbox"/>
Investment Planning	<input checked="" type="checkbox"/>
Fixed Asset Management	<input checked="" type="checkbox"/>
Internal Controls	<input checked="" type="checkbox"/>
Year End Date	<input checked="" type="checkbox"/>
Statutory Accounts & Year End Audit	<input checked="" type="checkbox"/>



FORECASTED FINANCIAL POSITION JULY 2021 TO JUNE 2022

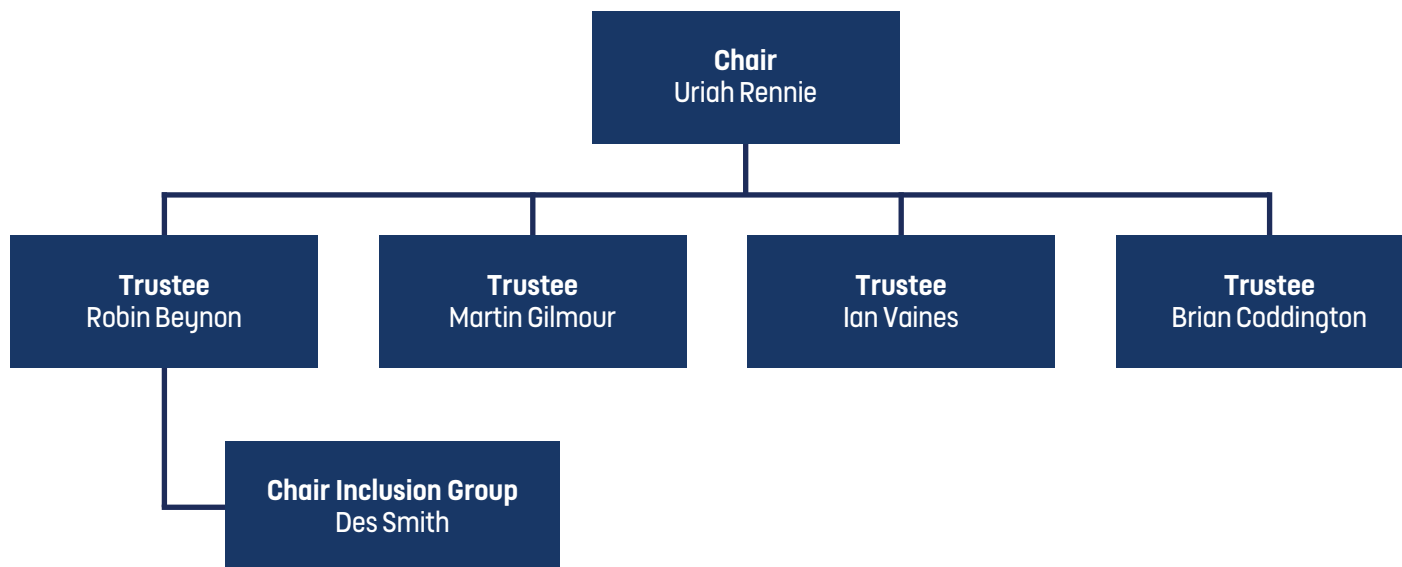
Despite a challenging period during 2020-21, we were able to protect our cash reserves. The forecast for a recovery year 2021-22 shows a neutral position.

CASH RESERVES

Moving forward we will explore the business case for a new headquarters, which would ideally be attached to a football facility and provide an opportunity to grow future revenues and the charity's ability to invest in to strategically important football projects.



10. GOVERNANCE STRUCTURE - THE FA CODE OF GOVERNANCE



"As formats of the game change at a previously unheard-of rate, it's more important than ever that we have diverse talent shaping thinking across our organisations; on our Boards, our Councils and our Executive teams. Diverse teams are more likely to bring broader thinking into how we do things and can relate better to our participants and our communities and ultimately improve our performance."

THE FA – NATIONAL GAME BOARD



**IT'S MORE IMPORTANT THAN EVER THAT WE HAVE DIVERSE
TALENT SHAPING THINKING ACROSS OUR ORGANISATION**



10. GOVERNANCE STRUCTURE - CONTINUED



Based around the FA Code of Governance the following four key items have been identified as priority actions. Adopting/undertaking these will contribute not only towards several sections of the The FA Code of Governance but also our desire to continue to evolve and improve:

Item	Actions
Articles of Association	We will create a working group to review our Articles of Association. We will engage Board and County FA Council in the working group and establish an EGM date in late 2021 for change approval. We will work with Council to ensure that the Council roles are clarified and representation on the Board and Committees is clear. We will also work towards ensuring that Council is truly representative of all sections of our game.
Board Skills Audit	We will review and implement the recommendations from the 2020 Board skills audit to increase the clarity of role, capacity, range of expertise and diversity on the board.
Adopt or edit Policies and Procedures for Trustees	We will adopt Code of Governance polices including the Code of Conduct, risk register, induction of board members, delegated powers and County FA Board handbook.
Inclusion Advisory Group & Youth Council	We will clarify the role of all Committees including the Inclusion Advisory Group (IAG). We will establish refreshed Terms of Reference and the role of Committees in enhancing County FA strategies. We will consider the role of a Youth Council or an alternative mechanism to provide the best possible connection with young players and to ensure that we are listening to the voice of young people.

10. GOVERNANCE STRUCTURE - *CONTINUED*



Sheffield & Hallamshire County FA is committed to achieving progress against the five key principles of the FA Code of Governance within the following timescales.

Principle	November 2021	January 2022	April 2022	August 2022	November 2022
Structure					
People					
Communication					
Standards & Conduct					
Policies & process					

EQUALITY STANDARD FOR SPORT

The Equality Standard is a Framework for Sport to help address inequalities within the sports sector. Sheffield & Hallamshire County FA will move towards achieving equality across our game through attaining and retaining the Equality Standard for Sport Foundation and Preliminary level by 30th June 2024.

11. UNDERPINNING THIS STRATEGY

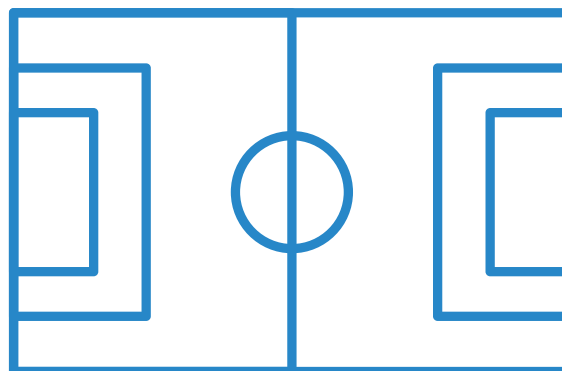


Our main aim within this strategy is to deliver player growth to 50,000 registered players by 2024 and we will focus our efforts around three defined strategic themes – People, Places & Pathways

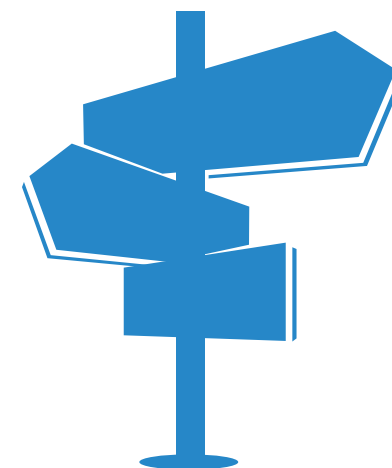
In order to plan for success and to offer the best possible chance of achieving our ambitious targets and deliver against FA commissioned Key Performance Indicators we know that we must make positive changes to our business. The following will underpin this strategy and help to establish solid foundations for Sheffield & Hallamshire County FA.



OUR PEOPLE



OUR PLACES



OUR PATHWAYS

11. UNDERPINNING THIS STRATEGY



THE FA CODE OF GOVERNANCE



*THE FA FINANCIAL
MANAGEMENT OPERATING
GUIDANCE*



*THE FA CUSTOMER SERVICE
EXCELLENCE*



*EQUALITY STANDARDS
FOR SPORT*



*DIVERSITY AT ALL LEVELS OF
THE ASSOCIATION*



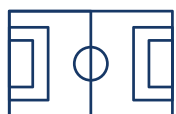
*A FINANCIALLY SUSTAINABLE
BUSINESS MODEL*



*IMPROVED WORKFORCE
POLICIES & PRACTICES*



*A WORKFORCE WELLBEING
STRATEGY*



*A COUNTY FA HEADQUARTERS -
FACILITY PLAN*



*IMPROVED MARKETING &
COMMUNICATION*



**ENGLAND
FOOTBALL**

THANK YOU!

***WE HOPE THAT OUR NEW STRATEGY WILL INFORM AND INSPIRE YOU.
WE LOOK FORWARD TO WORKING TOGETHER OVER THE NEXT STRATEGY PERIOD.***

FOR MORE INFORMATION PLEASE VISIT:

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