



ENGLAND
FOOTBALL

Westmorland County FA GRASSROOTS FOOTBALL STRATEGY 2024-2028





CONTENTS

03
04
05
06
07
08
09
10
11
12

Executive Summary

Meet the Team

Code of Governance

Our Purpose & Our Values

2021-2024 Performance

Westmorland County FA & The FA

Strategic Priority 1

Strategic Priority 2

Strategic Priority 3

Strategic Priority 4

13
14
15
16
17
18

Strategic Priority 5

Strategic Priority 6

Equality, Diversity & Inclusion

Safeguarding

Financial Position

Our Partners





EXECUTIVE SUMMARY

I am delighted to introduce you to our new four year Business Strategy that outlines our vision for football across Westmorland up until 2028. Over this strategy period we are committed to developing our governance structure by achieving the Sport England Code of Governance and furthering our work in both Safeguarding and Equality, Diversity & Inclusion. Our number one priority however will always be you, the grassroots community. Our clubs, leagues, players and countless volunteers who keep football alive in Westmorland. We are a unique County FA, which we are immensely proud of, and we hope that this strategy provides the foundations to enhance your football experience.



James Pattison
Chief Executive Officer



Peter Ducksbury
Chair

I am particularly proud of the work we achieve in the county, football is a remarkably powerful game, enjoyed by thousands across Westmorland. At Westmorland County FA, we're committed to creating a quality football experience – for the many, not the few. To do that, we need to invest time, energy and resources to drive the grassroots game forwards and we are committed to building stronger, more compelling partnerships across the game. Together we want everyone involved in the game to experience the power of football through a positive, safe, welcoming, inclusive, well-run and enjoyable environment, a game played on better pitches and having better facilities. We must also improve the quality of pitches, alongside strengthening every aspect of our club network and supporting the efforts of the football workforce. If we can succeed in this, we'll be able to improve people's lives in so many ways. This new four-year strategy outlines our ambitious plans for the local grassroots game. It is focused on the needs of those who participate and administer the game, committing to serve everyone involved in the game.





Meet OUR BOARD OF DIRECTORS & EXECUTIVE STAFF



Peter Ducksbury
Chair



Peter McDonnell
Vice-Chair



Peter Rushton
Finance Director



Dave O'Callaghan
Referees



Helen Russell
Safeguarding Champion



Tris Heaward
EDI Champion



Keith Singleton
Football Development



James Pattison
Chief Executive Officer



Sophie Hughes
*Football Development
Officer*



Peter Leonard
*Safeguarding, Referee
Development & EDI
Officer*



Jim Bone
*Football Operations
Officer*



CODE FOR SPORTS GOVERNANCE
UPDATE



CODE OF SPORTS GOVERNANCE

CURRENT PICTURE

As of May 2024 we have met 84 of the 99 standards giving us total compliance of 85%. We have made great strides through the 2023/2024 season to ensure we are working towards achieving the code of governance. There has been a buy in from the Board of Directors and CEO and this remains a key priority for the County FA. The key highlights from the code of governance work include the development of the DIAP & Board Recruitment.

IMMEDIATE PRIORTIES

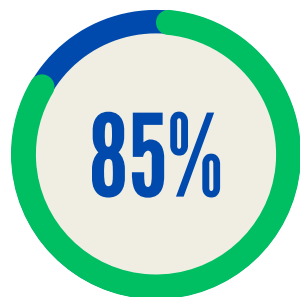
As we work towards completion, there are 24 outstanding standards to meet. The majority of these centre around getting Articles of Association changed at this summers AGM. The other key piece of work is the completion of the Westmorland County FA People Plan which is in a draft state at the moment. There is also work to do around the PDR reviews of the Board of Directors.

PLANNED SUBMISSION

The planned submission date is currently set as the 31st October 2024. At the start of the season it was set at June 2025, however due to the progress made over this season it has been brought forward. The deadline remains challenging and is a time constraint on the delivery of the County FA, but enables us to remain focused on achieving and being compliant as soon as possible.

EMBEDDING ACROSS THE ORGANISATION

Whilst progress against completing the standard is good, there will be continued work to do across the Board and Staff to embed fully. Over the past two years a lot of new policies and procedures have been introduced to the County FA and it is essential that these are embedded in the work that we do to ensure high levels of progressive governance here at Westmorland County FA.



Overall Compliance

Section 1 85%

Section 3 71%

Section 5 94%

Section 2 95%

Section 4 62%



Our Purpose

“SERVING ALL ASPECTS OF THE GRASSROOTS GAME, BY PROVIDING SAFE AND INCLUSIVE OPPORTUNITIES, THROUGH THE POWER OF FOOTBALL”



Our Values

**INCLUSIVE
ENGAGING
SUPPORTIVE
PASSIONATE
INTEGRITY**





2021-2024 PERFORMANCE

Over the past three seasons we are proud of our performance against our Key Performance Indicators, seeing growth in the game in terms of participation figures and improving the infrastructure around the game. Below we pick out of four key areas where we have performed well against our KPI's.

2565



MALE PATHWAY

We are 19% above our male player KPI target for the 2021-2024 period. The number of teams from the Westmorland area in the Westmorland League for open age male teams has grown over the past three years. There has also been an additional 32 Westmorland teams in the Kent Valley Junior Football League over the past three years.

445



FEMALE PATHWAY

We are over 20% above our female player KPI target for the 2021-2024 period. The 23-24 season was the first season for our Westmorland County FA Emerging Talent Centre which offers local opportunities for female players from U10-U16. There has been growth in the Adult Female game and for the first time ever we are now offering opportunities for over 35's to play in the female game.

72



REFEREES

We have once again increased our number of referees and developed a stronger infrastructure to support match officials. We are now sitting on a strong number of match officials that cover games regularly across all our leagues. We have also completed and delivered our first EDI referee course to support referees from historically underrepresented groups. Another great achievement has seen three of our referees join the FA CORE programme recently.

11



QUALITY GRASS PITCHES

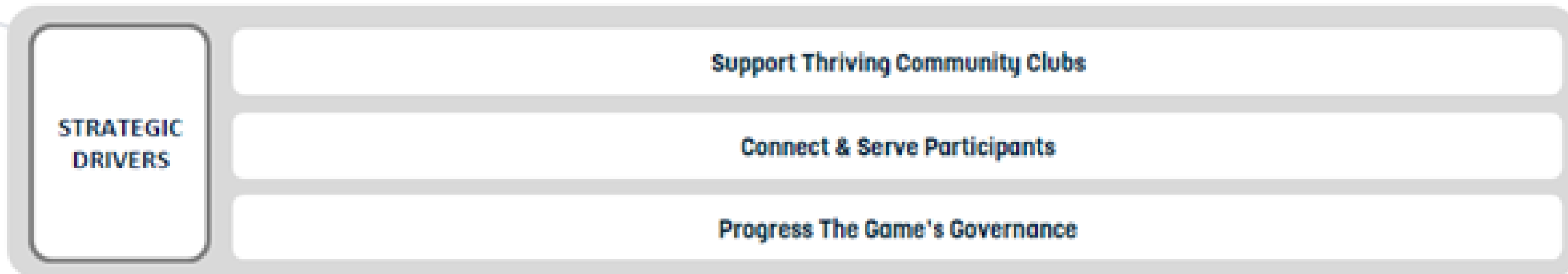
Our KPI performance was 8 for quality grass pitches and we currently have 11 Good or Advanced sites. We currently have 80 grass pitches with 9 pitches on the Grass Pitch Maintenance Fund. We aim to have all our club grass pitches regularly inspected on Pitch Power to offer guidance to clubs on pitch maintenance and renovations.





WESTMORLAND COUNTY FA & THE FA

When developing our 6 Strategic Priorities for Westmorland County FA we wanted to ensure these were closely aligned to the National FA's Strategic Priorities and Strategic Drivers to enable consistency in delivery whilst delivering goals that are specific to the needs of our members here in Westmorland. On each of our 6 Strategic Priority pages you will see how they link to the national FA's strategy by the logo's on each page. For each of our Strategic Objectives we have set 1 aspirational target. All of our Strategic Priorities and Objectives were developed as a result of our club, league & volunteer consultation in early 2023. Below are the national FA's Strategic Priorities & Strategic Drivers.



Strategic Priority 1

ENHANCE THE STRUCTURE FOR ALL TO ENJOY THE GAME IN A SAFE ENVIRONMENT



Tackle Poor
Behaviour



Develop A Valued
Network Of Volunteers,
Coaches & Referees

Support Thriving Community Clubs

Connect & Serve Participants

Aspirational Target

100% POSITIVE FOOTBALL ENVIRONMENT

● Objective 1

CELEBRATE & PROMOTE
POSITIVE FOOTBALL ENVIRONMENTS

● Objective 2

INCREASE ENGAGEMENT WITH LOCAL
LEAGUES

● Objective 3

EDUCATE CLUBS TO MINIMISE & MANAGE
POOR PRACTICE



ENGLAND
FOOTBALL

Strategic Priority 2

RECRUIT, DEVELOP, INSPIRE & SUPPORT THE GRASSROOTS COMMUNITY



Support Thriving Community Clubs

Connect & Serve Participants

Aspirational Target

MAKE WESTMORLAND COUNTY FA RELEVANT TO EVERY COACH, REFEREE & VOLUNTEER

- **Objective 1**

CELEBRATE & RECOGNISE OUTSTANDING CONTRIBUTIONS TO THE LOCAL GAME

- **Objective 2**

TO RECRUIT REFEREES SPECIFIC FOR THE OPEN AGE GAME

- **Objective 3**

PROVIDE REGULAR FACE TO FACE SUPPORT FOR LOCAL COACHES



ENGLAND FOOTBALL



Strategic Priority 3

**DELIVER ACCESSIBLE,
SUSTAINABLE & QUALITY
FACILITIES THROUGHOUT THE
COUNTY**



Support Thriving Community Clubs

Aspirational Target

**DELIVERY OF A NEW 3G FACILITY
IN WESTMORLAND**

- **Objective 1**

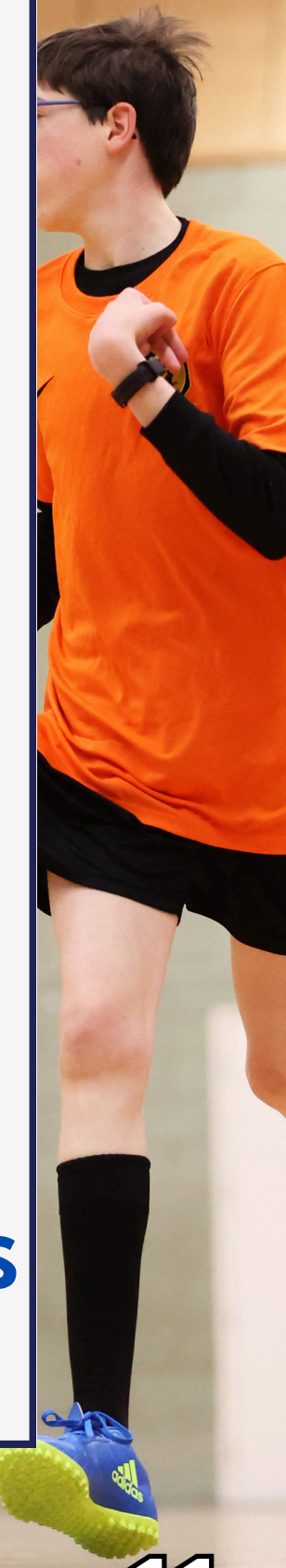
**100% CLUBS SITES UTILISING PITCH
POWER TO IMPROVE THE STANDARD OF
EXISTING GRASS PITCHES**

- **Objective 2**

**IDENTIFYING & CONVERTING ADDITIONAL
GRASS PITCH SITES ACROSS THE COUNTY**

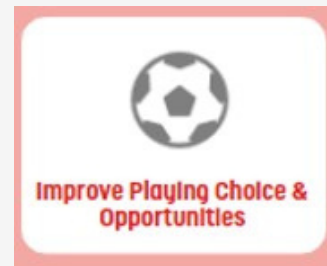
- **Objective 3**

**IMPROVE & DEVELOP CLUBHOUSE FACILITIES
TO ENHANCE COMMUNITY PROVISION**



Strategic Priority 4

PROVIDE INCLUSIVE OPPORTUNITIES TO ENABLE ALL TO BENEFIT FROM THE TRANSFORMATIVE POWER OF FOOTBALL



Aspirational Target

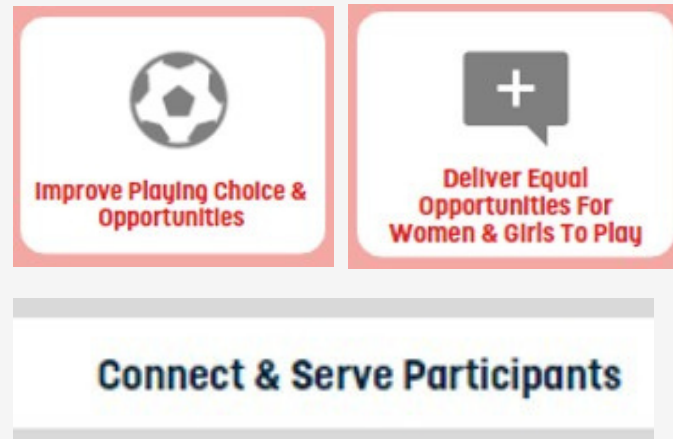
75% OF YOUTH CLUBS TO HAVE FEMALE PROVISION (A FEMALE TEAM)

- **Objective 1**
DEVELOP THE OPPORTUNITIES IN THE WESTMORLAND COUNTY FA GIRLS EMERGING TALENT CENTRE
- **Objective 2**
DRIVE MORE PLAYING OPPORTUNITIES AT CLUBS & WITHIN COMMUNITIES FOR THE DISABILITY GAME
- **Objective 3**
SUPPORT YOUNG PEOPLE WITH SEN / LIVING IN CARE WITH OPPORTUNITIES ACROSS THE GAME
- **Objective 4**
ENSURE EVERY CLUB HAS A MENTAL HEALTH FIRST AIDER



Strategic Priority 5

INCREASE OPPORTUNITY & QUALITY OF PLAYING EXPERIENCE



Aspirational Target

ESTABLISHED COMPETITIVE VETERANS FOOTBALL OFFER

- **Objective 1**

SUPPORT LEAGUES & CLUBS WITH THE EVOLUTION OF THE YOUTH GAME

- **Objective 2**

DELIVER HIGH QUALITY & INNOVATIVE COUNTY CUP COMPETITIONS

- **Objective 3**

GROW & ADD VALUE TO RECREATIONAL PROGRAMMES



ENGLAND FOOTBALL

Strategic Priority 6

ACHIEVING HIGH LEVELS OF EFFECTIVE & PROGRESSIVE GOVERNANCE

Progress The Game's Governance

Aspirational Target

TO BE THE LEADING COUNTY FA IN DELIVERING AGAINST THE NSPCC S365 STANDARD

● Objective 1

ACHIEVE THE FA CODE OF SPORTS GOVERNANCE

● Objective 2

ACHIEVE THE MOVING TO INCLUSION FRAMEWORK FOR SPORT

● Objective 3

DELIVER A ROBUST & RELEVANT TRAINING PROGRAMME FOR BOARD & STAFF

● Objective 4

A DIVERSE & INCLUSIVE BOARD OF DIRECTORS WHICH IS REFLECTIVE OF THE LOCAL AREA





EQUALITY, DIVERSITY & INCLUSION

DIVERSITY & INCLUSION ACTION PLAN

During the 2023/2024 season we developed our first ever Diversity & Inclusion Action Plan. Within the plan we have set targets to diversity the gender split on our Board of Directors as well as identifying three target areas for delivery in the community that is specific to Westmorland; Womens & Girls, Mental Health & Wellbeing and Young People in Care / ACES. This is a fluid document that will be monitored and adapted throughout the next business strategy.

INCLUSION ADVISORY BOARDS

We have developed two advisory boards to look at different aspects of the game that are highlighted in our Diversity & Inclusion Action Plan. These advisory boards focus on women's and girls & Mental Health. Over the next strategy period we will work closely with these groups to enhance our knowledge of these groups and grow our network and connections to maximise our support to participants and volunteers. We will also develop the relationship between these groups and our Board of Directors.

IMPROVE PARTNERSHIPS WITH SCHOOLS & LOCAL CARE PROVIDERS

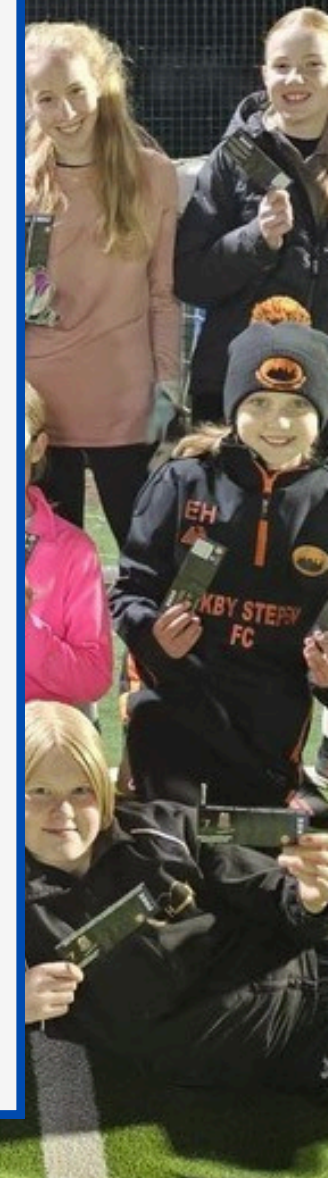
As a progressive County FA we want to develop partnerships and links with local schools and care providers to offer unique development opportunities for young people in all aspects of the game. This will include the continuation of our successful ACES Referee course and also create business and enterprise opportunities for young people. We will also seek to improve our existing partnerships with local support groups such as Every Life Matters & The BroRoom.

EQUALITY STANDARD FOR SPORT

By the start of the 2024/2025 season we will have achieved the Equality Standard for Sport Preliminary Level and over the next four years we are committed to attaining the Equality Standard for Sport Intermediate Level. We want to continuously progress our EDI work and make sure football is accessible to everyone in our communities across Westmorland.

TRAINING & DEVELOPMENT

We will commit to upskilling Board and Staff on key areas of work relating to ED&I to embed a culture of ED&I in the workplace and an understanding of the target areas we are delivering against. We will also upskill the grassroots community to raise awareness around Mental Health & Wellbeing. We will develop 7 minute briefings, external training and internal support to the local football network.





SAFEGUARDING

S365 COMPLIANCE

We will continue to ensure that S365 compliance is at the forefront of all football delivery in Westmorland. Safeguarding of our grassroots community will always be the number one priority. Working closely with FA's Shared Services to monitor compliance will enable us to continue delivering innovative Youth Engagement work.

YOUTH ENGAGEMENT

We pride ourselves as a County FA with our youth engagement by creating unique opportunities to improve the culture of the game locally. Over the strategy period we will add value to our successful Play Safe campaign. We will keep using a child centred approach to maximise positive outcomes.

TRAINING DEVELOPMENT

Westmorland County FA Board and Staff are committed to delivering monthly training to and development around all aspects of safeguarding. This will be done through internal and external training. Across the strategy period we will identify key training needs of our member clubs and volunteers and provide bespoke training support.

OPEN AGE PLAYER WELFARE

A priority over the next two seasons will be to ensure that all Under 18s in Open-Age football feel safe and supported in their environments. We will support clubs around Mental Health of young players, responsibility of adults who hold a position of trust and support clubs in creating a safe culture which allows participants to thrive.





Financial POSITION

The left hand side shows our current cash status and below shows our projected Income and Expenditure over the next four years and our cash status at the end of the four year period. As we have not received confirmation of our Rule 8(E) funding from the FA, two projections have been made allowing for the continuation of the funding, and a loss of it. The projections indicate we will reduce our cash reserves if, as expected, we lose our current level of funding through Rule 8 (E). £220,000 of the County FA's Cash Reserves has also been ringfenced for a facility development project in the County.



CURRENT CASH STATUS

RESERVES :	£160,000
CAPITAL PROJECTS:	£220,000
TOTAL:	£380,000

NO RULE 8(E) PROJECTED CASH STATUS (1)

RESERVES:	£89,000
CAPITAL PROJECTS:	£220,000
TOTAL:	£309,000

NO RULE 8(E) PROJECTED INCOME / EXPENDITURE 4 YEARS)

INCOME

FA GRANT:	£473,000
OTHER INCOME:	£253,000
TURNOVER:	£726,000

EXPENDTIURE

SALARY COSTS:	£570,000
OTHER COSTS:	£227,000
TOTAL:	£797,000

TOTAL: - £71,000

CURRENT RULE 8(E) PROJECTED CASH STATUS (2)

RESERVES:	£169,000
CAPITAL PROJECTS:	£220,00
TOTAL:	£389,000

CURRENT RULE 8 (E) PROJECTED INCOME / EXPENDITURE 4 YEARS)

INCOME

FA GRANT:	£473,000
OTHER INCOME:	£333,000
TURNOVER:	£806,000

EXPENDTIURE

SALARY COSTS:	£570,000
OTHER COSTS:	£227,000
TOTAL:	£797,000

TOTAL: £9,000

Our PARTNERS

At Westmorland County FA we pride ourselves on being right at the heart of the local community. We love teaming up with local businesses and organisations to help add value to what we deliver. Over the next four years we want to expand and develop our relationships with local partners. If you are a local business or organisation and wish to team up with us at Westmorland County FA, please contact info@WestmorlandFA.com

