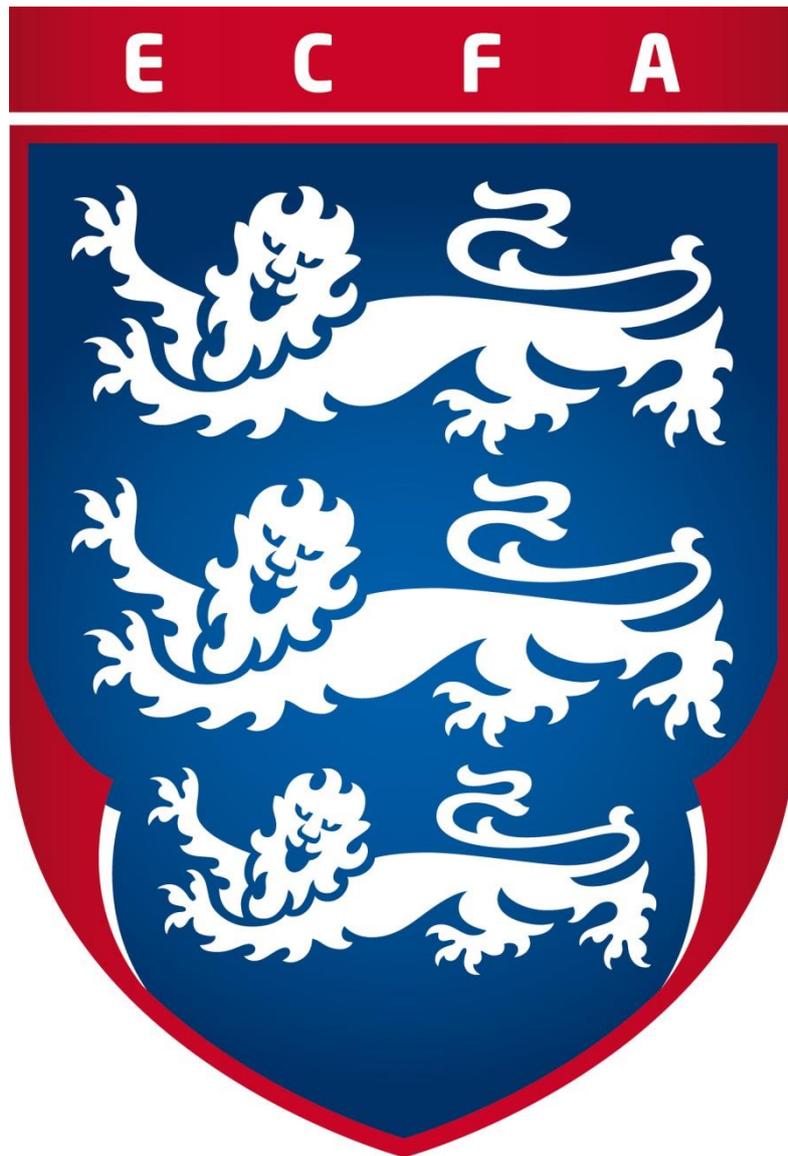


English Colleges Football Association



ECFA Strategy 2017-21

Foreword

As we embark on a new four year strategy it is fair to say that FE Football is in its strongest position yet. In the face of adversity and severe funding cuts the sector has innovated and united to continue to provide students with accessible, high quality and a wider variety of football activities than ever before.

Our competitions are bigger than ever before with 1482 ECFA league and cup entries and over 20,000 students competing regularly in ECFA leagues representing a 5% 11v11 team growth in the last year. Participation through colleges has increased by 71% in the last 12 months and together we have driven a cultural shift towards accessible and inclusive intramural football leagues.

It is with this strong position that we have the unique opportunity to take college football to the next level.

As the Further Education and Sporting landscapes are significantly evolving, there is a need for ECFA to take this opportunity review our current position and define our ambitions for the next four years.

We recognise there are a number of challenges facing FE sport, but with every challenge comes opportunity. It is important that we facilitate both the growth of football in FE, but equally utilise football as a tool to enhance the student experience and support student attainment, employability, retention and recruitment.

Several key milestones have been achieved over the life of the ECFA Strategy 2013-17; including the creation of AoC Sport providing once united voice for college sport and the continued growth of FE football across men's, women's and disability football. This strategy will assess where we are now, define where we will be in 2021 and road map the headlines of how we will intend to get there working with our members, stakeholders and partners.

On behalf of AoC Sport I would like to take this opportunity to thank everyone who has supported the development of FE football in partnership with ECFA.

We look forward to working with you all as well as new members, stakeholders and partners over the course of this new strategy to build on the success to date and make FE football bigger and better for all involved.

Lauren O'Sullivan
National Football Development Manager
AoC Sport

Who we are

English Colleges Football Association (ECFA) represents the football delivery arm of AoC Sport, the lead organisation for college sport and physical activity. We exist to promote, support and deliver an outstanding football experience through the Further Education sector. AoC Sport is a subsidiary of The Association of Colleges who exists to represent and promote the interests of colleges and provide members with professional support services.

The purpose of ECFA is to provide outstanding football and educational services to students, FE institutions, their communities and our partners.

We believe the game can be used to enhance the student experience, education, employment and health outcomes for young people and enhance the profile of colleges in their local communities to aid recruitment, partnerships and improve work readiness through deployment.

AoC Sport's vision is for every student to participate regularly in sport or physical activity. Football has a huge role to play in keeping active students regularly active, with a particular focus on 16 year olds, and also in inspiring those contemplating and inactive students to change their behaviour and become more active.

We are The FA's Further Education partner; supporting the delivery of the National Game Strategy with particular focus on: doubling women's football participation and fan base, providing opportunities for everyone to play the game through flexible playing formats and developing a skilled and diverse workforce.

We are governed by the ECFA Committee and AoC Sport board. Our work is shaped around four core football pillars: Participation, Competitions, Workforce and Community.

This strategy shares our vision, ambitions and desired outcomes to 2021. We are confident our plan will support the delivery of key partners' strategic objectives; particularly those of The Football Association and Sport England.

Planning Context: The Current Position

Where we are now

AoC Sport currently supports the development of football across 256 member colleges, 111 non college entrants and a number of key stakeholders. We have a strong relationship with The FA as their Further Education partner, leading the development of football for 16-19s in education under the appellation of ECFA.

We employ 5 full time football staff across the Football Development and Competitions teams within AoC Sport to lead this work; and rely on a dedicated FE workforce to drive the development of football on the ground for students and the local community. We have established a national and international reputation in the development of football through our ECFA work.

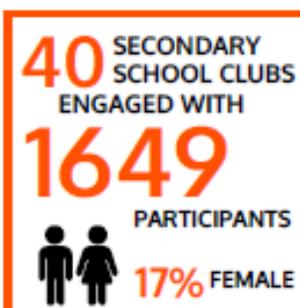
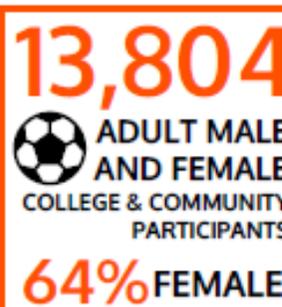
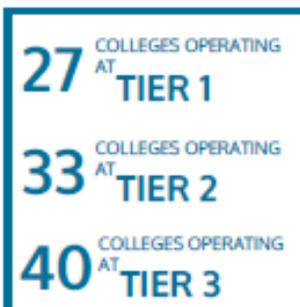
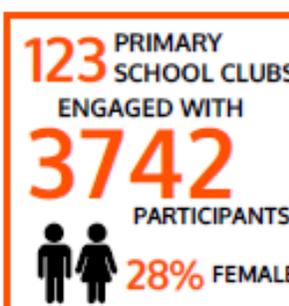
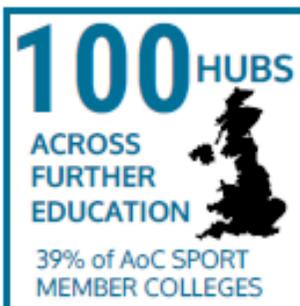
We support over 20,000 students to play in weekly ECFA competitions across 740 male and 128 female 11v11 teams; representing a 5% growth this academic year. The England Colleges National Men's and Women's Teams has growing visibility and credibility amongst members due to the work of our staff volunteers and partnership with Future Elite Sports.

Using Whole Sport Plan investment and working through member colleges, we have together engaged over 89,650 young people in recreational football since 2013. Over the course of the last ECFA strategy (2013-17) we delivered a step change in participation through a new culture of intra-mural football; and most recently through the introduction of funded ECFA Football Activators and a new College Football Hub model. Since October 2015 over 350 students (50% female) have been recruited and trained as ECFA Student Football Activators who in turn have engaged over 27,500 recreational participants.

This academic year (2016-17) we launched a new way of working through FE Community Football Hubs. This model focuses on investing into people to deliver both college and community football provision. In the 3 months alone, 100 colleges have engaged over 21,000 participants in regular activity through the FE Community Football Hub model. We have seen a step change in the way colleges have increased participation both internally (6% student population engaged which represents 4% growth from Team Nineteen) and also externally in the local community.

100 College Football Hubs have recruited over 200 Football Activators (50% female) to drive student lead football activity for college pupils and the local community. Following regional and National Activator Training delivered by ECFA, Activators have engaged over 8,000 participants in the last 3 months. 12 student leaders and three supporting staff have been recruited onto The National Student Leadership Committee to provide a voice for students in FE football. The student Chair has been invited to attend ECFA Committee meetings as a young person representative. A remote Training Programme of monthly webinars launches in December 2016 partnership with BUCS. 12 Women's Football apprentices have been recruited across 12 member colleges to develop a dedicated workforce to drive women and girls' football participation.

100 colleges are receiving grants of up to £3000 to develop the student workforce and grow college and grassroots community football. The Football Quality Framework (national standards linked to the Ofsted CIF) has been distributed to all College Football Hubs to support continuous self-improvement and drive innovation and quality. 6 College Football Hubs are piloting Upshot to plan, monitor and evaluate the effectiveness of the Football Hub as part of an FA funded pilot.



The internal, sport and education landscapes

Internal environment

Following the creation of AoC Sport in August 2014, which was formed following the merger of British Colleges Sport, the sport policy team at the Association of Colleges (AoC) and The English Colleges Football Association (2012 Limited); FE football has continued to grow and flourish within AoC Sport. ECFA represents the football delivery arm of AoC Sport.

AoC Sport has launched the sector wide strategy: Fit For College, Fit For Work, Fit For Life; which defines our vision to get every student active in sport or physical activity. This strategy defines the role FE Football will play in supporting this vision. Our ECFA strategy therefore remains focused but agile, in order to make the most of future opportunities over the coming four years.

Headline Challenges:

- Managing ambitions to grow services vs. resources to broaden our scope / member services
- Operating with a small team whilst managing scope and being highly responsive to member needs
- Managing demand and quality of experience across a diverse competitions network and competitive stakeholder landscape

Headline Opportunities:

- Working through the AoC group to improve member services
- Developing a holistic model of developing football through FE to achieve both competition and participation agendas
- Securing commercial investment across ECFA programmes and assets
- Maximising on the opportunity to deliver efficiencies of scale
- Retain and widen our membership base through quality football services
- Better use of digital technology to monitor impact, communicate effectively and improve ECFA services

External environment

The Further Education sector presents a number of unique opportunities to grow and retain participation in football. Over 40% of 16-19 year olds choose to study at a Further Education College, providing the largest captive audience at this age group. There are

Headline Challenges:

- Responding to reduced investment into the FE sport development workforce
- Reduced FE funding and changes to 16-19 year old demographics
- Adapting to changes across FE landscape inc. college mergers
- Managing the impact of school sport on the post 16 participation drop off

Headline Opportunities:

- Working in collaboration to shape and deliver this strategic plan
- Addressing the post 16 participation drop off through FE Community Hubs
- Creating a more diverse student player base and volunteer workforce
- Growing ECFA Competitions to service the evolving FE population
- Developing an inclusive player pathway across male, female and disability football
- Apprenticeships

See Appendix A for further information on the education and sporting landscapes

FE Football Insight: Informing our future direction

What we know

[Insight to be included]

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The role of English Colleges FA

ECFA Purpose

To provide outstanding football and educational services to students, colleges and FE institutions, their communities and ECFA partners

Our Vision

Young people inspired to be regularly active and reach their potential through football

Our Mission

To support colleges to develop football and employ football to develop colleges

Our Role

To promote, support and deliver Further Education football

Promote: we champion the education, employment and health benefits of participation in football

Support: we are the trusted voice for FE Football, drive improvement, attract funding for the sector and shape the further education football landscape

Deliver: we design and deliver football competitions, activities, training and advice that meets the needs of students, member colleges and external agencies.

Our Values, Character and Culture

We provide essential services for our stakeholders and will act with integrity, inspiration and inclusiveness and excellence in all we do

Integrity: demonstrating fairness, honesty and transparency

Inclusive: developing opportunities for everyone

Inspiration: being passionate about our work and maintaining a desire for continuous improvement

Excellence: consistently providing excellent customer service

Our Strategic Priorities

Ambitions to 2021

1. To be visionary and innovative in providing high quality football competitions by anticipating and meeting demand
2. To inspire more people to play football more often through inclusive, flexible and appropriate playing opportunities
3. To provide the student workforce with pioneering educational and training opportunities that empowers high quality learning, adds value to study programmes, enhances student employability and develops a diverse workforce
4. To be recognised as providing outstanding football and educational services to students, further education institutions and partners
5. To ensure we have the necessary financial and staff resources to support and deliver our plan

What English Colleges FA will become by 2021

[Define and include who we will become by 2021]

Our guiding principles to deliver this strategy are:

1. **Delivering quality**
2. **Invest into people not simply programmes**
3. **Student centred decision making**
4. **Member focused**
5. **Insight led approach**
6. **Inclusivity**
7. **Holistic student development**
8. **Seek opportunities for collaboration**
9. **Excellent customer service and transparent processes**
10. **Commissioning experts and trusted partners**
11. **Embracing modern technology and digital communication**

GOAL ONE: ECFA COMPETITIONS PILLAR

To be visionary and innovative in providing high quality football competitions by anticipating and meeting demand

Outcomes

We Will:

- ✓ Remain lead provider for FE competition
- ✓ Deliver a nationally recognised quality competitions pathway for Further Education
- ✓ Provide quality competitions which are representative of the FE population
- ✓ Drive growth of 11v11 leagues to provide high quality competition which meet stakeholders' needs
- ✓ Expand the breadth of competition services to meet demand
- ✓ Increase competition income (through growth) to invest in competition services & staff resource
- ✓ Deliver an inclusive competitions player pathway for U19 men's and U21 women's
- ✓ Deliver two outstanding Men's (U18s) and Women's (U19s) National Teams to support talented players' progression
- ✓ Provide our core market with a high quality football experience that motivates them to keep playing and reduce the post-16 participation drop off
- ✓ Improve mental and physical health and well-being through regular football competitions

Tactics to Deliver:

- Continue to delivering quality national and regional football league services and cup competitions through effective administration and entry processes
- Delivering a pioneering National Championships across men's, women's and disability football categories
- Grow a competitions pathway with a focus on continuous improvement through the Football Quality Framework and League Quality Operating Standards
- Set, uphold and monitor performance against quality operating standards
- Regularly review entry criteria, rules and regulations, policies and procedures
- Recognise and reward good practice
- Market ECFA Category 1 - 3 leagues, cups and competitions to FE organisations effectively
- Facilitate the development of localised (sub regional) recreational competition (Category 4)
- Seize opportunities to expand our services through effective dialogue with our stakeholders
- Invest in the development of AoC Sport Football Competitions Administrators
- Use aspirational and high quality facilities for competition events
- Delivering an authentic and memorable men's and women's National Team programmes
- Invest in communications and data technology systems to improve efficiencies and customer experience
- Invest in the development of National Team volunteers
- Develop a steering group of experts to drive this area of performance football
- Lead competitions network for member colleges
- Build partnerships with national and local organisations to strengthen competitions services
- Secure and maintain sponsorship for ECFA Competitions and National Teams
- Work in close partnership with The FA and County FA's to govern & grow FE football effectively
- Gather insight into the benefits of students competing in ECFA competitions

GOAL TWO: ECFA PARTICIPATION PILLAR

To inspire more people to play football more often through inclusive, flexible and appropriate playing opportunities

Outcomes

We Will:

- ✓ Retain more students in the game at the age of 16
- ✓ Inspire more young people to play football more often, for longer (behaviour change)
- ✓ Make football more inclusive and accessible; including low social economic groups
- ✓ Grow the number of FE female students and FE students with a disability playing football
- ✓ Engage more male and female students from ethnic minorities in regular football activity
- ✓ Improve student's attainment, retention, employability through participation programmes
- ✓ Use football as a vehicle to improve students mental health and well being
- ✓ Reduce inactivity in member colleges through football
- ✓ Support institutions to evidence against PDBW for Ofsted inspections through football
- ✓ Support institutions to deliver maths and English through football
- ✓ Grow the number of 5-16 year old girls playing football through FE institutions
- ✓ Aid college recruitment through football
- ✓ Positively impact on students' mental health and well-being through football
- ✓ Provide evidence to demonstrate the impact of football on students, football's contribution to FE institutions and the impact FE institutions have on the national game

Tactics to deliver:

- Create a participation pathway for recreational players by promoting, supporting and delivering a participation pathway at category 5 and 4 of the ECFA competitions pathway
- Develop a player pathway for students with a disability
- Develop resources to aid the delivery of recreational football
- Take an insight led approach to developing participation programmes
- Work with national partners to deliver awareness and participation campaigns
- Commission research into the health benefits and value added from participation in football
- Deliver appropriate training to delivery staff across our FE network, stakeholders and partners
- Share insight on how to engage different target audiences
- Support the transition of players from school at 16 years old into FE to retain more participants
- Utilise relevant technology to monitor the impact of FE colleges participation programmes
- Work with expert partners to share learning and engage underrepresented groups more effectively
- Make FE football inclusive by providing tools and training for members, stakeholder and partners to deliver relevant opportunities for every student to access the game as a player, volunteer and/or fan
- Recognise, reward and share good practice
- Recruit a steering group of experts to drive this area of development
- Develop a marketing and communications plan to land our tactics effectively with our target audience and build a rapport with our student audience
- Invest into a digital project management, data monitoring and evaluation system to track progress and impact effectively

GOAL THREE: ECFA WORKFORCE PILLAR

To provide the student workforce with pioneering educational and training opportunities that empowers high quality learning, adds value to study programmes, enhances student employability and develops a diverse workforce

Outcomes

We Will:

- ✓ Deliver a pioneering national youth leadership programme
- ✓ Equip students with the skills to deliver football to their peers
- ✓ Support students to become more employable
- ✓ Aid student progression through football
- ✓ Use football as a vehicle for social action
- ✓ Add value to students' study programmes cross college through football
- ✓ Provide students with a voice in how football is promoted, supported and delivered
- ✓ Support students to be better citizens
- ✓ Improve board diversity in the next 10 years through youth leadership now
- ✓ Learn from partner organisations worldwide

Tactics to deliver our outcomes:

- Lead an FE Football Activators programme with member colleges
- Recruit, train and deploy a network of ECFA Football Activators
- Invest in apprentices as the future workforce
- Work with experts to provide quality and relevant education and training
- Employ a voluntary student committee to provide a student voice in how we develop the game
- Develop meaningful resources to support student volunteers and promote the deployment of students in community settings
- Add value to students' study programmes cross college through meaningful football volunteering and authentic work experience opportunities
- Promote coach and referee education pathways to students and staff
- Development of an international leadership and volunteering programme
- Promote career pathways and the progression of students beyond FE
- Maintain an innovative, skilled and fit for purpose ECFA Committee to lead FE football
- Support students beyond FE and track their success through an alumni network
- Deliver training to staff through annual conference and events
- Recognise, reward and share good practice and learning
- Develop a steering group of experts to drive this area of development

GOAL FOUR: ECFA COMMUNITY PILLAR

To be recognised as providing outstanding football and educational services to students, further education institutions, their communities and ECFA partners

Outcomes:

We Will:

- ✓ Use football as a vehicle to positively change the lives of young people
- ✓ Retain more students in the game at the age of 16
- ✓ Increase the number of girls who have played football by the age of 10
- ✓ Improve membership satisfaction through football services
- ✓ Raise the profile of colleges in their local community through football
- ✓ Enhance student experience through football
- ✓ Improve mental and physical health and well being
- ✓ Aid college recruitment through football in the community
- ✓ Improve ECFA brand recognition and affiliation amongst further education students
- ✓ Directly engage with every student player, student volunteer, staff lead
- ✓ Develop strong relationships with national partners and policy makers
- ✓ Enhance ECFA profile with key stakeholders

Tactics to deliver our outcomes:

- Source funding to drive the development of grassroots football through colleges
- Advocate the role of FE colleges in developing grassroots football
- Invest into FE Community Football Hubs
- Share FA Safeguarding Policies and procedures to create a safe environment to deploy students and staff and develop community football
- Develop meaningful resources for FE institutions to grow football in the community
- Utilise college facilities to grow community grassroots football
- Support colleges to deliver FA community initiatives e.g. Recreational League, Futsal, Just Play, Walking Football and Girls' Mini Soccer Centres
- Promote the deployment of students into schools, charter standard clubs and appropriate partners to grow deliver football activities for the local community
- Promote the deployment of students cross college, with unique skills and expertise, into Charter Standard clubs to aid marketing, website design, pitch maintenance
- Support the development of local football partnerships
- Develop a digital communications plan to engage with student players and volunteers as well as FE staff
- Measure and promote the impact of delivering community football on FE corporate objectives
- Gather insight to understand the impact of delivering community football on partners' strategic objectives
- Develop national partnerships which add value to local delivery and collaboration
- Support colleges to establish differentiated links with football clubs to support player transition
- Recognise, reward and share good practice and learning
- Develop the ECFA football quality framework to drive standards across all football delivery
- Develop a steering group of experts to drive this area of development
- Advocate the benefits of facilities development on FE sites

RESOURCES TO DELIVER: GOAL FIVE

To ensure we have the necessary financial and staff resources to support and deliver our plan

Outcomes:

We will

- ✓ Increase income into AoC Sport to grow football services
- ✓ Recruit a skilled and diverse paid and volunteer workforce
- ✓ Deliver high quality and valued services to our members and stakeholders
- ✓ Work with National Partners with shared strategic goals and common values
- ✓ Generate a surplus of 5% per annum
- ✓ Enhance our use of technology for communications, engagement and data capture
- ✓ Develop a strong ECFA brand recognition amongst students and staff

Tactics to deliver our outcomes:

- Diversify income through a broader range of quality services which are in line with our USP and help deliver the strategy
- Increase sponsorship across ECFA assets through advertisements, invitation and tender processes
- Recruit a skill paid and volunteer workforce through robust and transparent processes
- Recruit a skilled and diverse ECFA committee membership
- Identify and develop strategic partnerships with organisations who can help deliver the strategy
- Invest into digital communications to engage with
- Develop national partnerships with organisations with shared strategic objectives and common values

Defining Success

What success looks like in 2021

We will know we have been successful when we have:

- ✓ Retained men's football competition across Category 1-3 and grown recreational participation by 15% by 2021
- ✓ Doubled women's participation across the ECFA player pathway by 2021
- ✓ Tripled disability football across the ECFA player pathway by 2021
- ✓ Enhanced stakeholder experience
- ✓ Reduced inactivity and influenced behaviour change towards a more active nation

[Targets and KPIs to 2021 to be defined and included]

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Call to Action

To make this strategy happen we need the support of all our member colleges, ECFA league entrants, The Football Association, ECFA partners, FE staff, student volunteers and all our stakeholders.

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With Thanks

On behalf of ECFA, we thank all those who have supported the development of FE football and those who have supported the design of this ECFA Strategy to 2021.

We look forward to working with you all over the coming 4 years to take FE football to the next level; together.

#BetterNeverStops

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APPENDIX A: ECFA ENVIRONMENTAL ANALYSIS (PESTLE)

	Environmental Factors	Impact on Strategy	Impact on Business
Political	<ul style="list-style-type: none"> • Government policies changes: new Sports Strategy • Sport England strategy: changes to investment into The FA and education partners • Launch of FA National Game Strategy 2015-2019 • Women’s Football as a priority: new FA Women’s Football Strategy to launch in March 2017 • Government take a vote of no confidence in FA governance reform • Increasing approach for commissioning by funded partners • New Sports Governance Code: • Apprenticeship reform: levy implications for football partners and colleges • Changing educational landscape: English and Maths, PDBW, mental health agenda, curriculum reform • Sport not identified in the Sainsbury Review creating uncertainty re. new skills plan • Significantly reduced public investment budget cuts for FE 16-19 and 19+ budgets. 50% cuts in public funding since 2010. • Education is compulsory to the age of 18. • AoC Sport moving to more commercial sponsorship models. • Ambitions to professionalise the sport, fitness and physical activity industry via CIMSPA • New government investment into school sport • Premier League commitment to increase work and investment into Primary School sport • Increased competition for recruitment in FE • Fragmentation of competitions – local providers meeting local need • FA switch to a strategic role from hands on delivery and 	<ul style="list-style-type: none"> • Changes to Sport England / FA investment will impact upon our delivery. • Loss of public funding resulting in fewer resource to deliver football in FE • Reduction in FE workforce and ability of institutions to priorities sport. • Fewer resources to deliver creates a need to find smarter ways to work. • Need for better diversity in football at every level of the game • Need to demonstrate a better return on investment • Sport may not be top priority for some colleges in the current landscape. • Some colleges may lack facilities to cope with increase in demand • Pressing need to work in collaboration • Widen understanding of educational changes • Influence policy making at policy level • Supporting strategies to double women’s football and grow disability football • Exploit opportunity to engage captive audience in FE • Exploit opportunity to develop community football though FE colleges • Strategies to aid transition from school to college • Need to capture impact on behaviour change and through a new way of working 	<ul style="list-style-type: none"> • Need for an agile strategy to respond to increase or decrease in funding from Sport England / The FA • Short, medium, long-term planning • Potential risk to head count from any reduction in Sport England / FA investment will impact upon delivery of FE outcomes and post 16 drop off • Need to deliver with efficiencies of scale to maximise resource • Identify workforce opportunities through student activators and apprentices: youth leadership strategy • Need to diversify income to grow and sustain ECFA services • Strategies for developing women’s and disability football and engaging BAME • Pressure on pricing structure • Greater insight into our market and competition • Need to make a case for sport in education and demonstrate greater impact upon other FE sector priorities such as employability, student satisfaction. • Define quality stakeholder services and outstanding member benefits • Greater synergy within AoC group • Better collaboration with partners: a joined up approach to developing opportunities • Working with national and local school partners to affect transition and retain

	<p>commissioning approach</p> <ul style="list-style-type: none"> • Rights conflict between The FA, BUCS and AoC Sport (Commercial, IP, Data etc) • Not true collaboration in local partnerships yet. 65% of Football Hubs don't understand County FA objectives. • College Mergers being forced through as part of Government area reviews • Inheriting the performance of school sport 		<p>participation</p>
<p>Economical</p>	<ul style="list-style-type: none"> • Educational institutions seeking cost savings • Cost of resourcing football staff and programmes • Cost of travel • Redirection of enrichment money within colleges • Public funding cuts into colleges 50% cuts since 2010 • Scale and coordination of FA / Sport England funding • Major facility investment strategy form The FA into 'Park Life' football • Local Authority cuts to facilities and sport delivery • Cuts to FE football development workforces • Funding for health through LEPs • Average incomes lower, less disposable income to spend on sport 	<ul style="list-style-type: none"> • Flexibility in services through • Services and products in tune with economic pressures • Targeted investment and development • Cost-effective solutions for colleges in competitions • A need to develop sustainable delivery models in preparation for partner funding changes • Alignment of current priority areas to The FA 'Park Life' • A need to work more closely with other key sport deliverers and change language to engage with health sector • A need to attract additional income through partnership investment, match funding and/or sponsorship 	<ul style="list-style-type: none"> • Reluctance of members to spend on acquiring services • Maintain Competitions Pathway providing a differentiated offer to meet everyone's needs • Pressure on pricing • Need to introduce value adding processes • Continue to develop cross college sports strategies. • Greater demand to make a case for football/sport and how it impacts on FE recruitment, retention, student enrichment and student satisfaction. • Need to work closer with internal AoC Sport / AoC departments to share delivery. • Need to engage FE and align FE Community Football Hubs with FA Park Life • Need to develop strategies to engage students from low social economic backgrounds (area of drop off)

Social	<ul style="list-style-type: none"> • College population changes: demographics, 23% of FE students are from ethnic minority, 15% with a learning difficulty and/or disability • Areas of high youth unemployment • Opportunities to develop football coaching businesses to support student progression (Social Enterprise) • PDBW – important area of the Ofsted CIF, opportunity to demonstrate value and impact of sport / physical activity on behaviour • Changing expectations of students, social football • Member activism increasing (social networking) • Outsourcing of college provision i.e. Football Clubs • Growing community provision • Living costs are increasing and wages are not matching this therefore the amount of disposable income is decreasing. • Need to communicate with our customers using digital communications • Lifestyle attitudes pressures of work, other sport opportunities • Lack of understanding of our audience, what do we know and what are we doing about it. 	<ul style="list-style-type: none"> • Better insight and intelligence gathering on membership • Facilitate development of flexible football formats, social football for everyone • Continual investment in new & existing relationships • Tap into new FE staff networks • Refine communications • Football models needs to be inclusive and cost effective to attract all corners of society. • New formats of the game, more flexible solutions to meet the needs of our customers. Shorter games, midweek fixtures, less commitment, summer football, rolling subs etc. • Opportunity to connect with target audiences through events e.g. Women’s European Cup • Football needs to demonstrate the impact/value to good citizenship and employability. Youth leadership and volunteering is vitally important for making this case. 	<ul style="list-style-type: none"> • Understand demographics • Overall market likely to grow • Focus on quality customer services • Greater administration demands • Adapt and facilitate the use of modern technology • We need to be experts in the sectors: need to connect with other research department’s • Complete robust partnership mapping to identify the right partners for required expertise and • Communications plan including the use of our website, Whole Game System and an appropriate monitoring and evaluation tool (e.g. Upshot) • Develop national partnerships to support local relationships with FE and professional premier league, football league and national league football clubs
Technological	<ul style="list-style-type: none"> • Movement from paper based to e-materials • Software and technology needing modernising • Time to manage IT systems • Evolution of digital media/social media 16-25 year olds • Need to communicate with our customers Whole Game System, Website, Upshot 	<ul style="list-style-type: none"> • New digital opportunities • Publications in a range of formats • Marketing & Communicating through different channels • Need to create clear communication strategies to engage our young people. Need for a digital platform to engage young people. • Need for direct engagement with students players and volunteers 	<ul style="list-style-type: none"> • Marketing and communications strategy for a digital age • More responsive service capabilities required • More focus on technology availability • Wider use of video conferencing
Legal	<ul style="list-style-type: none"> • Administration burdens of new legislation • Increased litigation of appeals processes 	<ul style="list-style-type: none"> • Need to focus on proactive education not just governance 	<ul style="list-style-type: none"> • Separating development from governance within business – conflicting responsibilities

	<ul style="list-style-type: none"> • Changes to college risk assessment processes • College affiliation issues 	<ul style="list-style-type: none"> • Better insight and intelligence gathering on membership • Ensuring the process and benefits are clearly articulated to ensure customer satisfaction. 	<ul style="list-style-type: none"> • Tighter regulation
Environmental	<ul style="list-style-type: none"> • Travel efficiency • Waste disposal • Production of hard copy materials and wastage • The FA's England DNA and the FA Coaching Department • The Fa's Park Life model in priority cities • CYP Football Partnership approach • Commissioned models of delivery 	<ul style="list-style-type: none"> • Prioritise / reduced face to face contact • Focus on quality of events • Publications using e-formats • Get closer to England DNA and FA Coaching Department and support embedding of DNA into FE sector • Align FE delivery to compliment and benefit from 'Park Life' investment and future FA priority areas. • Smarter working by pooling resources including workforce and revenue to deliver CYP outcomes. Links to priority cities and the commissioned model approach. • Need to map new and existing partners and RAG based on influence potential. 	<ul style="list-style-type: none"> • Increasing expense and impact of travel –efficiencies, car sharing • Environmental legislation