

Royal Navy FA

Business Plan 2015-19



Executive Summary

- The Royal Navy Football Association (RNFA) serves a unique community, with a very specific demographic profile that is dispersed globally and with centres of concentration throughout the United Kingdom.
- The RNFA is managed by a small dedicated workforce comprising a mix of civilian and service personnel, full time, part time and volunteer. Of the 3 full time posts only 2 are currently filled, the third which is a RN liability has been vacant since October 2014 due to higher service manning priorities. The other part time posts and volunteer positions on the executive committee are all currently filled. The current Chairman assumed his position in June 2014; the Secretary took up post in January 2014 and the FDO in September 2014.
- The association is striving for charitable status and anticipates having achieved this by August 2015, having appointed a board of trustees.
- The RNFA has developed a set of strategic priorities that map well with the National Game Strategic priorities, with the exception of facilities, and also reflect the strategic goals of the Royal Navy.
- Budgets are agreed at the beginning of each financial year and are primarily dependent on sponsorship, the Royal Navy Sports Charity annual grant, and the FA annual grant are the association's main sources of income. Sponsorship and the RN annual grant income are not guaranteed. The financial status is reviewed by the Executive Committee as a standing agenda item.
- A reserve fund has been developed to protect staff salaries, provide staff pensions and support any small extra ordinary overspends authorised by the Executive Board.
- An independent financial review of the accounts is carried annually and reviewed by the executive board and presented at the AGM. This level of oversight meets the requirements of charitable status. The RNFA is striving to improve its governance with emphasis on allocating responsibilities to Executive Committee members, setting up area focal points and better utilisation of performance monitoring through Key Performance Indicators (KPI) and understanding and mitigating risks and opportunities, utilising appropriate tool sets to set business priorities.
- The Association has been invigorated by the employment of the new FDO who comes with no previous service background but a wealth of experience in developing football. This injection of new ideas and ways of doing business has been warmly embraced and plays a key part in our vision for how we will deliver football to the RN community over the next 5 years.
- Finally effective communication is seen as key in achieving our goals, improving accessibility, increasing participation and above all in assisting us in our goal of having the RNFA held up as an example of best practise both within the RN community and also the FA.

Current Position

Current Position: Traditionally the Royal Navy FA has concentrated its efforts towards cup competitions, leagues, and representative football. Moving forward the RNFA will have a significant shift in focus, in sustaining and increasing participation through flexible formats, small sided football and recreational sessions to ultimately create a football family. The employment of the new Football Development Officer (FDO) in September 2014 along with the work towards the new NGS Business Plan has given us the opportunity to review our existing Key Performance Indicators (KPI) and to set realistic targets for the next 4 years. In setting these targets we need to be mindful of the unique characteristics, both political and demographic of the RNFA. 5 yearly Strategic Defence reviews can impact significantly on the number and availability of our people and the finance available from service funds. These factors remain out of our control; but make it even more important that we have realistic targets and robust measures for tracking progress and controlling our available resources.



Sustain and Increase Participation

We intend to sustain or increase both male and female 11v11 teams. Data cleansing will be completed prior to the commencement of the plan which will provide more accurate figures and allow us to set more realistic targets. There is only likely to be a small shift in present figures. We also intend to significantly increase the number of small sided teams going forward.

Football Workforce

We currently hold 3 FA Basic Referee Courses a year and intend to maintain this going forward with the aim of recruiting more females. Futsal referee courses will also be introduced.

Player Development

We plan to maintain the number of courses during the plan as well as introducing new courses depending on customer insight. We intend to significantly increase the number of FA Licenced coaches over the next 4 years. To do this we have introduced automatic enrolment of candidates on our Level 1 courses. We currently have 123 members within our Coaches Association. We will continue to engage with these members monthly to gain customer insight around their current coaching situation and CPD requirements.

Staffing

The current salaried workforce structure has not changed since 2008. In 2014 the FA agreed to fund the CEO position, with support from the Naval Service (On Costs). The Financial Administrator is fully funded by the Royal Navy Football Association.

The Assistant Secretary role has been vacant since October 2014.

Vision

The Royal Navy FA want our people to **Aspire, Believe, Commit and Develop** in all areas of the game.

In order to achieve this we will strive to provide innovative solutions in:

- Grow and maintain our volunteer workforce for all areas of the game.
- Provide playing opportunities for all players, whatever their level.
- Communicate to our customers and respond to their needs and wishes.
- Improve the quality of our coaches.

The Royal Navy Physical Development (PDev) Strategy recognises that for men and women to be fully effective, they must be physically and mentally fit and possess the qualities of self-discipline, stamina, courage and a competitive spirit. These qualities are embedded during basic training and enhanced through operational experience and a vibrant programme of Sport, Fitness and Adventure. As the most popular sport played in the Royal Navy and Royal Marines, the Royal Navy FA has a key role to play in this strategy of ensuring our people are fit to fight and fit for life.

Strategic Priorities

Efficient and Sustainable Business

- Effective and fully inclusive Board of Trustees and Exec Committee
- Business Plan with Key Performance Indicators and regular reviews

Sustain and Increase Participation

- Introduce recreational and flexible formats of football
- Reduce the decline of Female and Male adult male 11v11
- Support our Clubs and Leagues with their development
- Create a 'family' of players in the RN – whatever their level

Better playing and training facilities

- Highlight facility developments to RFDM and appropriate Geographic County FA's
- Support appropriate grassroots Clubs to access facilities



Player Development

- Comprehensive coach education programme
- Support player pathways
- Introduce a coach mentoring scheme

**Business Plan
2015-19 Vision**
"The Royal Navy FA
wants our people to
**Aspire, Believe, Commit
and Develop** in all areas
of the game".

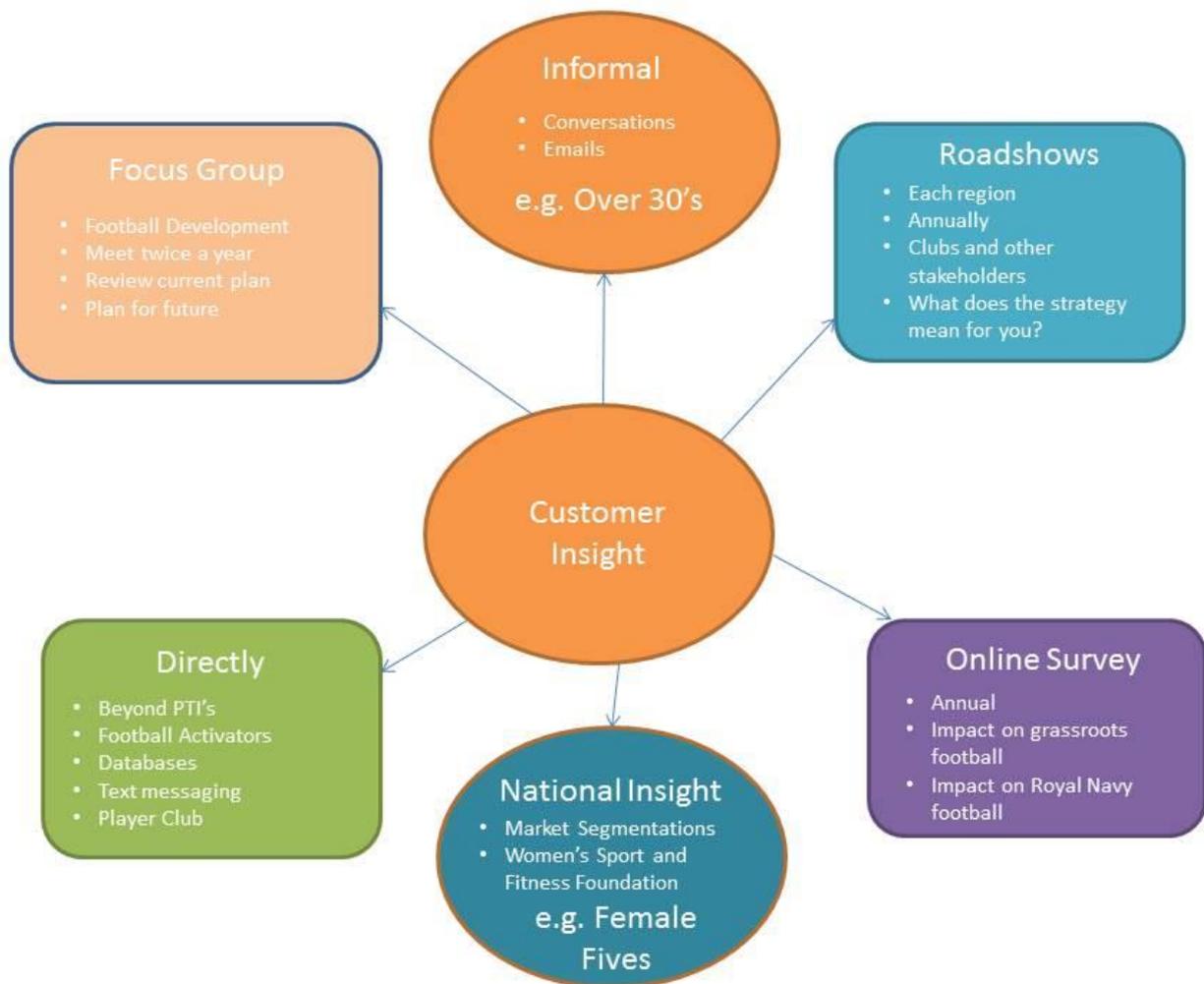
Football Workforce

- Introduce Football Activators in each Region
- Reward our volunteers
- Communicate more effectively with our customers
- Introduce a referee mentoring programme

Customer Insight

The RNFA believes in a future where customer service is the key building block of long term relationships. We understand that positive experiences influence and drive consumer behaviour.

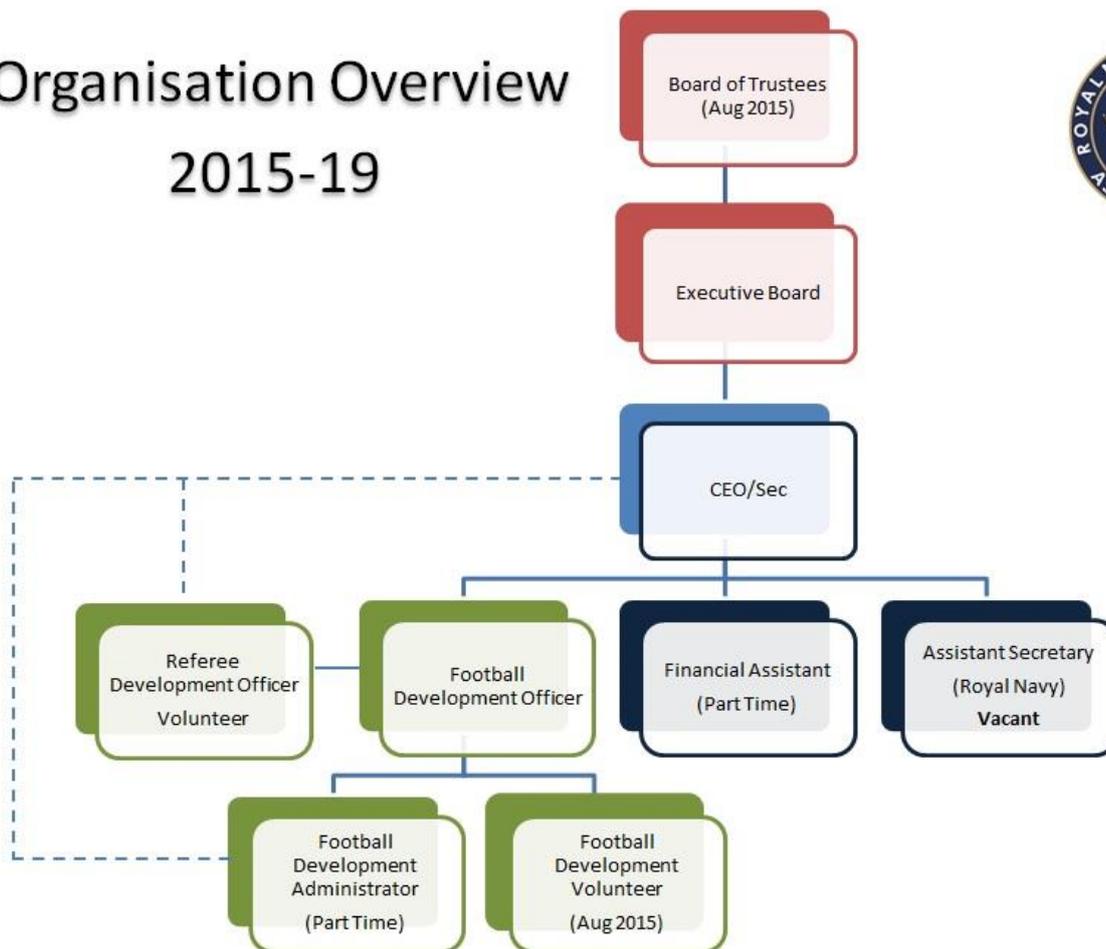
Through the process of planning we have realised that the majority of contact we have had previously has been on an informal basis. We need to change our approach to customer insight, and must be more pro-active and innovative with our collection, and interpretation of information, which will allow us to fully understand our customer's needs. This will enable us to design and plan programs that better meet our customer expectations.



Workforce Structure

The Royal Navy Football Association is in the final stages of attaining charitable status and aim to have a board of Trustees in place, by August 2015. The assistant secretary position is at present vacant due to personnel shortages within the Royal Navy. Discussions and meetings to resolve the situation have been to date unsuccessful. It is presently the priority for the Executive Board to find a solution to this workforce shortfall. CEO on costs are being met by the Naval Service and have been guaranteed for the next 4 years. The part time finance position is fully funded by the RNFA and Incorporated into the 4 year plan.

Organisation Overview 2015-19



This is the current staffing overview with no proposed changes, including accountabilities.

***NB - Risk register item 2**

Accountability

Role	1	2	3	4	5	6	7
CEO/Secretary	Manage the delivery of the Association's Business Plan and implement Company policies and procedures.	All human resources management to support the delivery of the County Business Plan/Strategy. This includes the implementation of staff policies and procedures to ensure compliance with UK and EU employment legislation, recruitment, performance management, training and development	Produce and present progress reports on the delivery of the County Business Plan and Strategy to the Executive Committee and General Council for regular monitoring and evaluation	Implementation and regular monitoring of health and safety and risk management audits, policies and procedures, for all areas of the business	Leading the roll out of new FA IT systems to include online affiliations and online discipline reporting. Ensure that an information technology structure is implemented and appropriately maintained to satisfy the requirements of The FA and the County FA	Oversee the Association's website and social media programs ensuring that they remain a central resource for the dissemination of information to all stakeholders.	Coordinate the publication of the Association's printed material (such as County Handbook and the E'zine) . Whilst developing football in accordance with the Royal Navy Physical Development Strategy.
Assistant Secretary	To act as Assistant Secretary to RNFA, and to assist the CEO in promoting, organising and administering the sport within the RN. Deputise where appropriate, including signing correspondence on non-policy matters	Administer disciplinary matters to ensure CFA and FA memorandum of procedures and regulations including Inclusion & Anti-Discrimination are complied with.	The day-to-day organisation and administration of the RNFA Office, including governance and operations.	Responsible for the management, maintenance, provision and safe custody of the RNFA sports equipment and trophies	The administration of FA, International and Domestic ticketing requirements.	Administer County Rep Matches and all County Cup Competitions in conjunction with the County Cups Committee and Board of Directors according to the rules and regulations of the CFA and The FA.	The processing and recording of all Notices of Approach, results of representative matches. Responsibility for amendments, collation and production of the RNFA Handbook(s).
Football Development Officer	Plan and deliver innovative programmes to deliver the targets to retain and grow participation as per the Operational plan	Ensure the workforce is adequate to develop the game and is supported and developed, including coaches, referees and volunteers.	Develop programmes to grow Recreational participation; Small sided male and female football and Flexible formats of 11v11.	To take specific responsibility for work with Charter Standard, Respect and other programmes that support Clubs and Leagues.	Support the production of strategies, operational and project plans and monitor and evaluate all programmes and report progress to CEO, Board, The FA and other partners.	Identify, develop and maintain key partnerships both internal and external to ensure delivery of CFA Business Plan and KPIs.	Update the Association website and Social media programmes with Development information as appropriate
Football Development Administrator (Part Time)	Organise and administer Coaching, Medical, Safeguarding Children, Referee, Equality, CPD and other courses; including the strategic planning and booking of courses, allocation of course staff, promotion of courses, processing customer bookings/fees, ordering of resources, maintaining databases and course budgets. Undertake certification process for candidates	Support County FA Staff to draft correspondence, type letters and reports, produce and edit PowerPoint presentations, support budget holders to monitor and manage budgets.	Deal with telephone and email enquiries; providing a very high level of customer service to internal and external customers. As CFA assistant web administrator undertake necessary housekeeping to maintain updated and relevant website changes.	Update the Association website and Social media with Development information as appropriate	Use modern and effective marketing and communication methods to raise awareness and improve perception of the County FA. Use modern and effective marketing communication to raise awareness and promote the FA LCC.	Administration of the RNFA Coaches Association including the updating of the database; management of the issue of membership cards and member benefits; establish direct communication with members to promote news and development opportunities.	NGS – provide administration/secretarial support to delivery of the Operational Plan
Finance Administrator (Part Time)	To manage the Association accounts and produce reports and budgets for the CEO/Secretary as directed	To carry out the governance and the administration of the Royal Navy Football Association Supporters Club (RNFASC).	To manage the payment process for FA match tickets both international and domestic	To manage the payment process for RNFA Disciplinary procedures.			
Volunteer Referee Development Officer	To develop and implement effective recruitment strategies for referees whilst developing effective retention strategies to decrease the number of referees leaving the game	To increase the activity of the current referees and ensure Referees coverage in Leagues is maximised.	To provide a range of development opportunities for the referee workforce including; training and development, mentoring, seminars and on-line learning opportunities	Provide reports to the Executive committee via the Chairman of referees as required.			
Development Volunteer	Support the FDO with female and male participation initiatives and events as necessary, including the promotion of such events. This will include the delivery of at least 1 Mars Just Play football festival.	Support the FDA with the Royal Navy Coaches Association and the organisation of referee and coaching courses.	Support Clubs to obtain Charter Standard as necessary.	Update customer databases as necessary.	Use social media, RNFA website and internal communications as necessary.		

Marketing & Communications

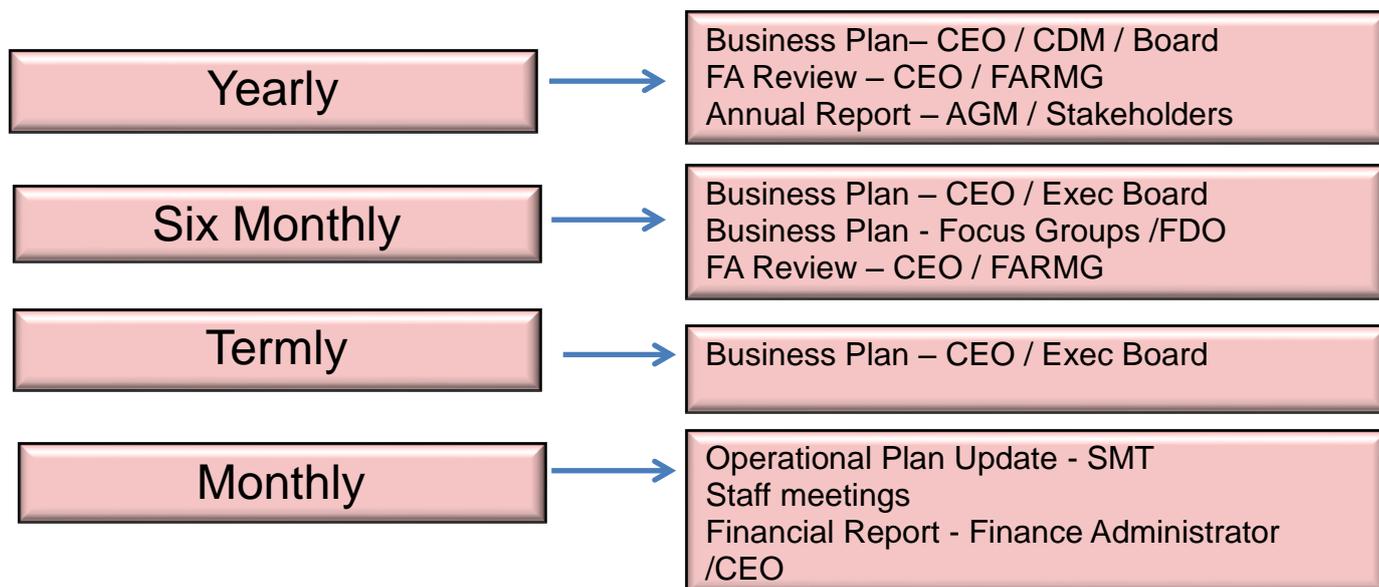
Responsibility for marketing and communications is currently shared by all RNFA staff. In future, as we enter a new consultation phase and process this responsibility will now be held by a member of the Executive Committee and newly appointed voluntary Public Relations Officer (PRO). The PRO will regularly meet with RNFA staff to support them in marketing and promoting their programmes.

With the shift of focus and importance being placed on customer insight the way the RNFA communicates is also being reviewed. The RNFA has traditionally communicated to our RN customers through the Physical Training Instructors. However, this has recently been identified as being less than effective and a major barrier to sustaining and increasing participation and player development. This is predominantly due to reduced manpower within the Physical Training Instructor branch and increased workloads. Therefore, if we are to be successful we need to change the way we communicate with our customers. This will be done as follows:

- Redesign of the website and alignment with the new priorities.
- Continued use and growth of social media.
- Use of the newly developed focus group to communicate to their peers.
- Developing a new text messaging system to communicate with our customers directly.
- Increasing our visibility across the RN by a dedicated PR campaign using newly designed posters, flyers and e-newsletters.
- Use of the new Football Activators to promote our projects and programmes in their regions.
- Increasing our number of sponsors and focus sponsorship around participation and volunteers

Monitoring & Evaluation

The adoption of improved governance has made us review our committee structure and we have taken the opportunity to review our Executive Committee membership (ECM) and each member's individual responsibilities. In future, individuals will be delegated specific areas of responsibility and will report progress and achievement quarterly, back to the EC.



Staff Performance Management System

- Business Plan (Priorities) linked to Operational Plan (Monthly)
- Staff PDR's with 6 monthly review and annual appraisal
- Internal weekly staff review meetings against operational objectives

Sustain & Increase Participation		
Measure	Baseline	Target
No of mini soccer teams	0	0
No of male teams	327	327
No of female teams	19	20
No of disability teams	0	0
Measure	Baseline	Target
No of FA Youth Award Module 3 Coaches	0	7
Measure	Baseline	Target
No of improved grass pitches		
No of new 3G pitches	2	4
Measure	Baseline	Target
% of youth and adult matches officiated by a qualified referee	90	90
Demonstrate an improved level of service to CFA volunteers		

The demographics information below gives us a base line to work from, which will assist with our delivery of the plan, especially in growing female participation.

Goal	Measure	Baseline
County Demographics	Total Population	29,960
	% BAME	3.5%
	% Female	11%
	% Disability	Not Known

Income/Expenditure Forecast

County FA

Royal Navy FA

The forecast spreadsheet has been alphabetically designed and simply will allow you to plan strategically over the next 4 years. These figures should be re-visited and amended taking into account social, economic, political and operational changes and developments within the County directly and indirectly relating to football.

	2015/16		2016/17		2017/18		2018/2019	
	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure
FA Funding (Inc Salaries)	£76,098		£76,098		£76,098		£76,098	
Royal Navy Grant (Inc Affiliations)	£15,000							
Royal Navy Travel Grant	£4,000	£3,500	£4,000	£3,500	£4,500	£4,500	£4,500	£4,500
Staff Salaries		£76,000		£76,500		£77,000		£77,500
Subscriptions and Affiliations		£2,500						
Coach education course fees	£23,000	£14,000						
Competition fees	£845	£1,500	£900	£1,500	£900	£1,500	£900	£1,500
Meetings	£0	£0	£0	£0	£0	£0	£0	
Discipline income	£500	£250						
Equipment (RN Grant)	£2,000	£2,000	£2,000	£2,000	£2,200	£2,200	£2,300	£2,300
Sponsorship	£10,750							
Hospitality (MFM, Presidents Dinner)		£2,000						
Insurance		£1,750						
IT Hardware / software		£1,500		£1,500				
Handbook	£0	£800		£800		£820		£820
Mobile phones		£200		£200				
Pensions	£0	£2,500		£2,500		£2,500		£2,600
Postage		£500		£200		£250		£250
Payroll/Auditor		£1,200		£1,200		£1,300		£1,300
Referees training, meetings equipment	£1,000	£3,000						
Referee Registrations	£800		£800		£800		£800	
Referee Fees Rep Matches		£1,250						
Representative Teams		£5,000		£5,000				
Inter Service Events		£6,000		£7,000				
FA Development including WSP Funding	£2,000	£6,000						
Staff Expenses		£500		£500		£500		£500
Stationery	£0	£650		£650		£700		£700
RNFA Supporters Club	£5,000	£3,500	£5,000	£3,500				
Association Car		£500						
Tax / NI CEO ERNIC	£3,300	£3,300	£3,400	£3,400	£3,400	£3,400	£3,500	£3,500
Staff Training and development		£2,000		£1,000				
Totals	£144,293	£141,900	£92,198	£110,950	£87,898	£94,670	£88,098	£95,470

The 12 month cash flow forecast is reviewed on a monthly basis by the Financial Administrator and the CEO, with budgets being agreed at the beginning of each financial year. Sponsorship, the Royal Navy Sports Charity annual grant, and the FA annual grant, are the association's main sources of income. Sponsorship and the RN annual grant income are not guaranteed. Discipline and Coach Education income combined fund the employment of the part time financial administrator. A reserve fund has been built, to protect staff salaries, provide staff pensions and support any small overspends agreed by the Executive board. A financial statement is provided each time the Executive committee meet (Every 4 months) and is reviewed as a standing agenda item. An independent financial company carry out a review of the accounts and produce an end of year report for both the Executive board and the Annual general meeting. This independent review of the accounts is sufficient to meet the requirements of charitable status.

Risk Register				
Nature of risk/threat	Likelihood (1-5)	Impact (1-5)	Rating (L x I)	What are we doing to mitigate or manage?
Finance:- Reduction in FA funding	3	5	15	<ol style="list-style-type: none"> 1. Explore other funding routes and marketing opportunities 2. Transfer to charitable status and access to Trustee expertise. 3. Review current Business practices and investigate efficiency measures.
Personnel: - Availability of RN supporting Staff.	5	3	15	<ol style="list-style-type: none"> 1. Engagement with CO HMS TEMERAIRE and prioritising filling of SOC. 2. Short term action to fill by using waterfront surplus manning options. 3. FTRS options. 4. Sharing of resource with other RN sporting associations.
Personnel:- Long term unavailability of RNFA staff	3	4	12	<ol style="list-style-type: none"> 1. Develop individual post succession plans. 2. Allocate Executive Committee members with areas of responsibility.
Finance:- Reduction in non FA funding streams	3	3	9	<ol style="list-style-type: none"> 1. Develop marketing streams and develop sponsorship opportunities. 2. Review current Business efficiency and implement improvements.
Personnel:- Lack of SQEP in RNFA staff	2	3	6	<ol style="list-style-type: none"> 1. Training plans to be developed and CPD monitored. 2. Continuity plans to be developed and succession planning undertaken.
Political:- Reduction in size of the Royal Navy	2	2	4	<ol style="list-style-type: none"> 1. SDSR may reduce the overall size of the RN, but Pdev will remain a key tennet to retention, making engagement across the service more important.
Facilities:- Unavailability of RNFA HQ facilities	1	4	4	<ol style="list-style-type: none"> 1. Engagement with CO HMS TEMERAIRE and wider RN long-term plans.
Facilities: - Reduction in access to Playing facilities.	2	2	4	<ol style="list-style-type: none"> 1. Regional reps to investigate options for access to local facilities.

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