



**CLUB
PROGRAMME**
PART OF ENGLAND FOOTBALL

THE BEATING HEART OF IT

Welcome to the Club Programme, part of England Football.



FOREWORD

Congratulations on being selected to be part of the Club Programme.

The Club Programme, part of England Football, has been on its journey since 2018.

Thank you to all of the clubs who have helped shape the programme into what it is today. The Club Programme is now on offer to you and your club.

At The FA we have the privilege to help support your club to be the best it can be, in different areas to help your club thrive.

There will be areas of your club you will want to raise standards, improve and explore further.

The Club Programme comes with the aim of keeping your club at the beating heart of your football community.

This is an opportunity for The FA to stand alongside your club thanks to a dedicated team of FA Club Consultants with a raft of expertise and applied experiences. Clubs with dedicated volunteers and workforce together we can equip, enable and empower you to be built to last, sustainable and the community hub for football and beyond for years to come.

Personally, I am very grateful for the opportunity to help deliver the FA Club Programme to as many clubs across the club network by continually evolving the support and services you need to continue to thrive.

Please join us on this journey, together we are football in England.

Tom Lee
National Clubs Services Manager

SAY HELLO TO OUR CLUB CONSULTANTS

We have recruited an amazing team of FA Club Consultants with vast knowledge and expertise of the game.

Our FA Club Consultants have years of experience leading and operating football clubs at all different levels.



Your club will be allocated a Club Consultant who is on hand to help you make the most of being a part of this programme.

You'll be able to benefit from their transferable business skills and most importantly their passion for football.

Your Club Consultant is here to:

Equip and empower your club to become a sustainable community asset.

Support your club on its journey through professional support services and expertise.

Ensure your club is structured for success, capitalising on investment and funding opportunities.

Support your club to become integrated in your community and to broaden and diversify what your community offers and generating additional income streams.

Take on board your Club Assessment to put a strategic plan in place with clear objectives and actions.

Explore the eight themes across the Club Programme to help create sustainable community businesses.

So, on the subject of our eight themes, turn over to find out more.

OUR THEMES

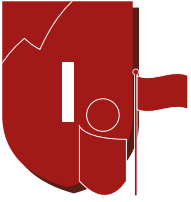
There are eight key themes embedded across everything we do and underpin how we deliver England Football Accredited and the Club Programme.

These themes make up the Club Assessment which you'll be doing soon and inform your strategic planning within the Club Programme Platform you have access to. We have an FA Club Consultant assigned to each theme. We call these Consultants our Theme Leads.

They are appointed carefully based on their professional experience of the theme, both within football and outside of it too. They provide specific advice and guidance, and develop tools and resources which you can access through our Digital Services (more on that later).

Our Theme Leads work with a number of collaborators internally and externally to develop content to educate, equip, empower and enable your club to improve strengths and explore areas of improvement.

So, here are the eight themes, what they mean and offer:



IDENTITY

Lead: Jay Hay

A football club's identity reflects everything for which it stands and showcases - who it is and how it behaves, on- and off-pitch. The club's visual identity - its badge, colours etc. - should convey this identity.

Visit our League and Club YouTube Hub to check out our ['Identity' playlist](#).



GOVERNANCE

Lead: Frank Bell

Governance is all the systems, policies and procedures your Board employs to frame the way your club is run all the time.

Visit our League and Club YouTube Hub to check out our ['Governance' playlist](#).



FOOTBALL DEVELOPMENT

Lead: Jamie Bunch

Football development is the way in which a club grows its on-pitch activities across the club. Football development activities will cover performance and participation, include all formats of the game - as well as the growth and training of a club's workforce.

Visit our League and Club YouTube Hub to check out our ['Football Development' playlist](#).



FINANCE

Lead: Lee Dyson

Income, expenditure, cashflow, turnover and forecasting. These are just five of the aspects of financial management that every club must manage effectively to operate viably now - and fund future growth. Ensuring a club's finances are healthy and progressive is vital if a club is to maintain its current offering and secure its future.

Visit our League and Club YouTube Hub to check out our ['Finance' playlist](#).

Eight themes continued:



FACILITIES

Lead: Simon Wood and Mark Pover

Your club facilities are all the physical, capital elements of your club - e.g. clubhouses, changing rooms, offices, pitches, floodlights - and all aspects of stadia development. Depending on your club's ambitions, you may need to source funding for any capital projects you have in mind.

Visit our League and Club YouTube Hub to check out our ['Facilities' playlist](#).



WORKFORCE AND VOLUNTEERS

Lead: Laura Smith

This covers all the roles and responsibilities of your people - whether you have paid workers, volunteers, a combination of these and/or any other aspects of your workforce. It also focuses on how you support every member of your workforce to achieve your club's objectives and future ambitions.

Visit our League and Club YouTube Hub to check out our ['Workforce and Volunteers' playlist](#).



COMMUNITY

Lead: Rus Smith

Having the needs of the community on your doorstep is central to the health and sustainability of your club. When compiling your strategic plan, it's vital to find out what local people and diverse groups want from you. These 'wants' may not only be about access to football - they could be use of your clubhouse for social activities across all age groups. Becoming a community hub, and playing a genuine role in the range of activities open to local residents, can also open doors to new partnerships and new funding sources.

Visit our League and Club YouTube Hub to check out our ['Community' playlist](#).



MARKETING AND COMMUNICATIONS

Lead: Charlotte Richardson

1. Generating positive awareness of your club and its offering;
2. Proactively encouraging people to either join or take part in activities your club provides.

But to implement both these elements effectively, you must identify your markets and what they want from you. Based on these solid foundations your marketing and communications efforts will be far more fruitful. It's also important to know who your competitors are off the pitch. For example, if you offer use of your clubhouse to local community groups, are your facilities of good enough quality, and are they competitively priced?

Visit our League and Club YouTube Hub to check out our ['Marketing and Communications' playlist](#).

YOUR SUPPORT PACKAGE

For any club, transformational change and achieving strategic business sustainability takes time. The best way we can support clubs on this journey is by differentiating our support packages to ensure you get the right support at the right time.

We have developed a Gold, Silver and Bronze support package to align with your club. Check them out below to see what you have access to.

ALL CLUBS

Every club has access to our Club Programme platform, where you can browse and complete the below:

- Change Planning
- Club Assessment
- Analysis to recognise areas of strength and to prioritise areas of need and opportunity
- Strategic Planning

GOLD

You'll receive the support of an FA Club Consultant and benefit from a variety of opportunities. From sharing best practice tips to tailor-made webinars and workshops.

SILVER

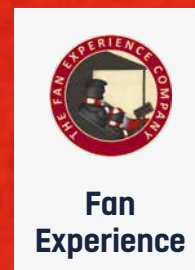
Similar to our Gold package, you'll receive dedicated one-to-one Club Consultant support, most of this will be delivered via virtual meetings. You'll be able to make the most of events hosted by the Club Programme and access themed webinars and workshops too.

BRONZE

Our Bronze package offers virtual support for clubs on their journey. You'll be able to access localised events including forums, workshops and webinars.

Our Professional Services:

As part of the Club Programme, you can access a number of additional services to benefit your club. These include:



There is different support you'll be able to make the most of, depending on which package you have with the Club Programme.

If you'd like to activate a service, please liaise with your FA Club Consultant.

GOLD SUPPORT

Legal - A free assessment and up to 75% on any fees up to the amount £5,000

VAT - A free assessment

Fan Experience - A free assessment if you are a National League club

Gift Aid - A free assessment

SILVER SUPPORT

Legal - A free assessment and up to 75% on any fees up to the amount £5,000* alongside access to a free helpline

VAT* - Free assessment

Fan Experience - A free assessment if you are a National League club

Gift Aid - A free assessment

**If club haven't already accessed whilst on Gold Support*

BRONZE SUPPORT

Legal - Access to a free helpline

VAT* - Free assessment

Fan Experience* - A free assessment if you are a National League club

Gift Aid* - A free assessment

**If club haven't already accessed whilst on Gold or Silver Support*

If you have any questions or queries about your package, please get in touch directly via: ClubsProgramme@thefa.com

DIGITAL SUPPORT

First and foremost, the most important tool at your disposal is The Club Programme Platform.

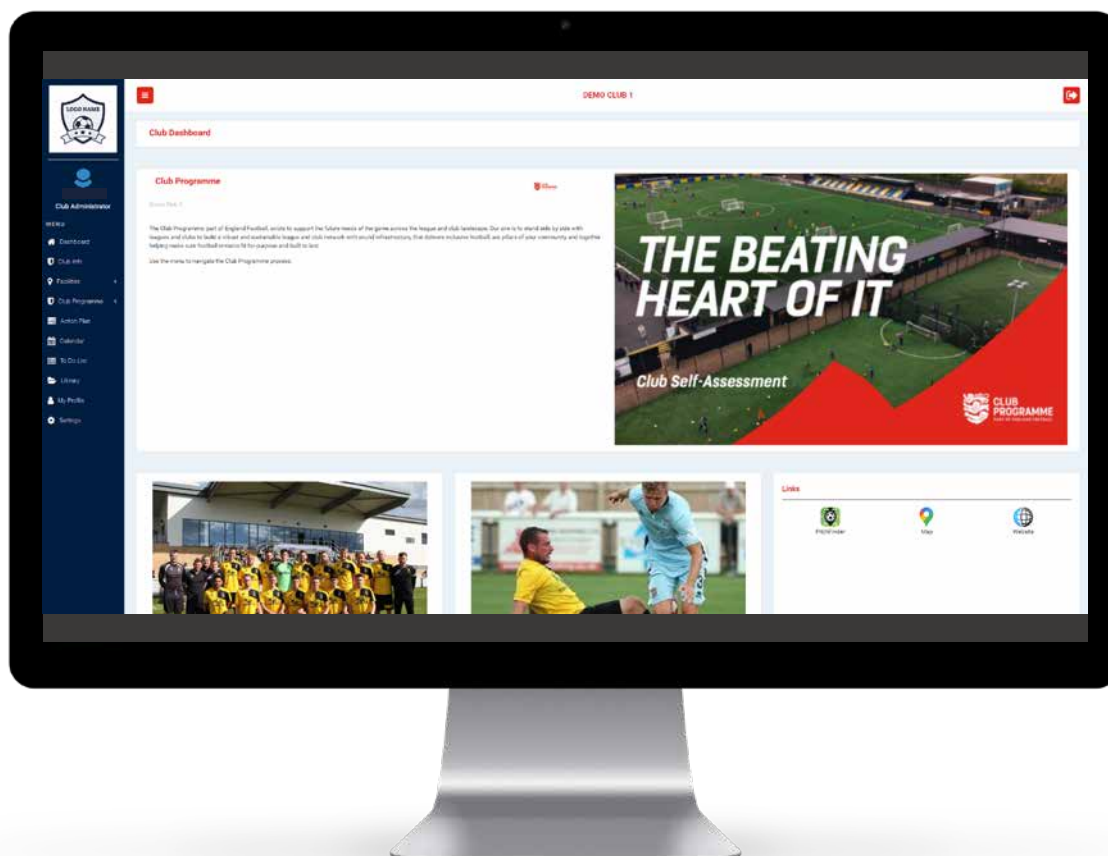
The platform is to equip and empower you to take the first and one of the most important steps on your journey within this programme - completing your Club Assessment.

The Club Assessment is a great opportunity to assess where your club is at and where you can evolve and change. It is the foundation to produce a Strategic Plan with your Club Consultant, including your clear objectives and actions.

You must be registered to access the Platform using your Organisation ID, which you can find on your **Club Portal** dashboard.

For more information please visit www.EnglandFootball.com/ClubProgramme

The Club Programme is not where the digital support stops. We have even more to help equip, empower, educate and enable you to thrive.

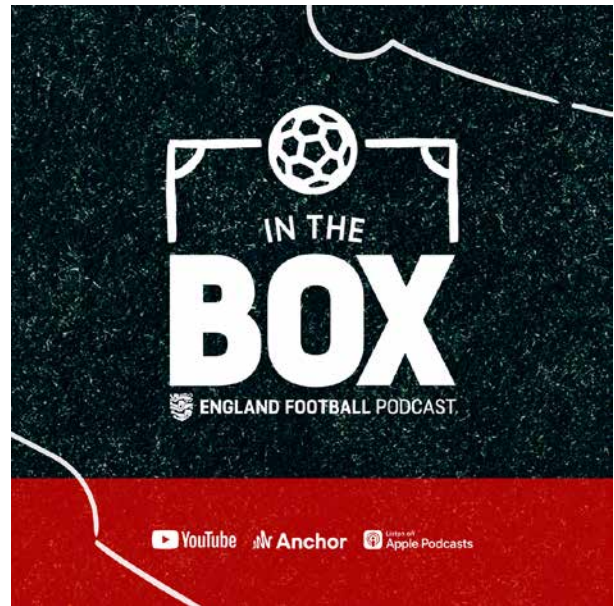




League and Club YouTube Hub

The League and Club Hub is a part of England Football where you'll find everything you need to take your club or league to the next level and beyond.

Priceless expertise. Exclusive insight. Top tips. It's full of video-led content from FA staff, FA Club Consultants and people like you, in football environments. It's here to provide your league or club with the knowledge it needs to succeed. Be the best place to play, the best place to enjoy football: now, and for the future. It all begins in the League and Club Hub.

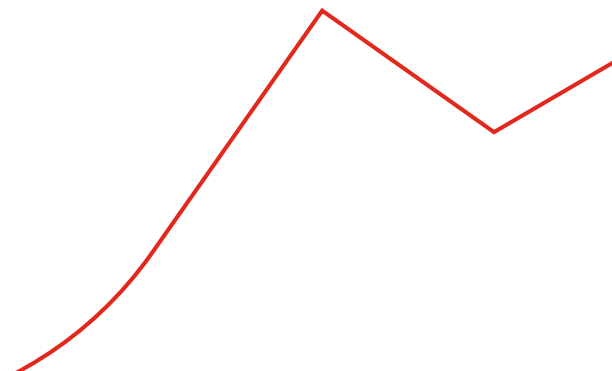


In The Box

The England Football Podcast. It's all In the Box- everything you need to put your league or club to the very top of its game! Every month In The Box brings you the latest news and views from across the game in England.

It's packed with everything you need to know. From how to manage club finances, through to how to ensure your league survives lockdown and is ready for the re-start. Get exclusive expertise, inspirational tips and advice, plus all the important news.

It's for you, your club and your league. There will be a new podcast every month, subscribe to make sure you don't miss out.





Extra: Time Webinars

Sometimes you need that additional time and information to get that much-needed result!

Our Extra: Time webinars offer more in-depth opportunities to delve into the subjects coming up in committee meetings across the country. We hear from volunteers and professional experts for a variety of experiences to help those who join. You can watch the webinars live or on demand on the League and Club Hub.



Clubhouse

Now, this needs a page of its own. Read page 11 to find out more.



PART OF ENGLAND FOOTBALL

WELCOME TO CLUBHOUSE

You are the beating heart of our game and we are here to support you, your league and your club.

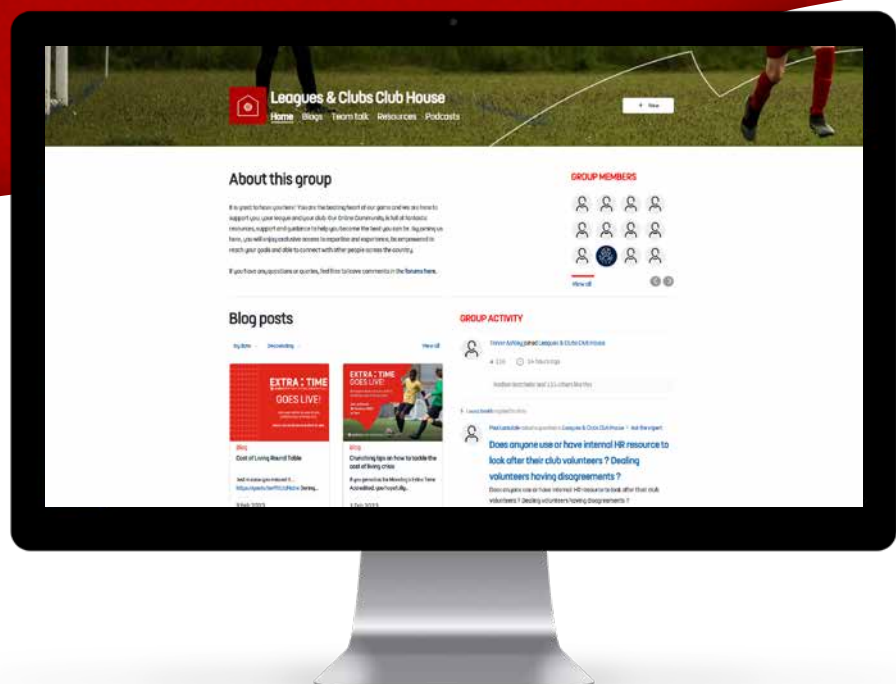
Our Online Community Clubhouse, is full of fantastic resources, support and guidance to help you become the best you can be.

By joining us here you will enjoy exclusive access to expertise and experience, be empowered to reach your goals and able to connect with other people from areas across the country.

You can browse through our series of In The Box and Extra Time episodes, podcasts and webinars with peers, experts and leading industry figures and get set for even more to come in the future.

We'll be sharing all this advice and experience for **FREE**, whilst providing thought provoking pointers around your club's development via Clubhouse. You can chat and engage with other clubs on the programme across the country too.

You can sign up to join us on Clubhouse by [clicking here.](#)



CLUB ASSESSMENT

So, what next?

We have introduced you to the Club Programme Platform. Now, it's time to login and begin your Club Assessment.

Here are some key next steps...

1. Login and take a first look at the Club Assessment.
2. Get together with other leaders and decision makers to help your club go through the club assessment.
3. Change planning sections of the platform accordingly. It's important to be honest. This isn't an external assessment or judgement; it is an opportunity to be kindly critical to evoke positive change.
4. Once you've completed the Club Assessment, you'll then receive feedback from your FA Club Consultant.
5. From this point, you can begin to progress on a journey of transformational change. You will work with your Club Consultant to develop a realistic and bespoke strategic plan with clear actions and outcomes.
6. All the while, you can access and receive all the support services and resources we've outlined in this document.

ENJOY THE JOURNEY

You've been chosen to be a part of this programme because you're ready. You're doing great work and it is time to get even better.

If you've got questions or queries, you can reach out at any time.

Email:

clubaccreditation@thefa.com

clubsprogramme@thefa.com

Website:

www.Englandfootball.com/accredited

www.Englandfootball.com/clubprogramme



SUPPORTING CLUBS TO 'GROW YOUR WAY'



Case Study: Chasetown FC

"To become a sustainable national league Football Club that provides the Chasetown community a modern sporting hub, competitive teams and a community engagement programme that ensures the club is an inclusive and enjoyable place for everyone."

Club onboarded on the Club Programme
December 2020

Club completes Self-Assessment

Club creates a new club vision and plan

Succession plan triggered by owner / chair

New governance structure applied

Lease transferred into new company structure

One club model pursued

Business model becomes investable

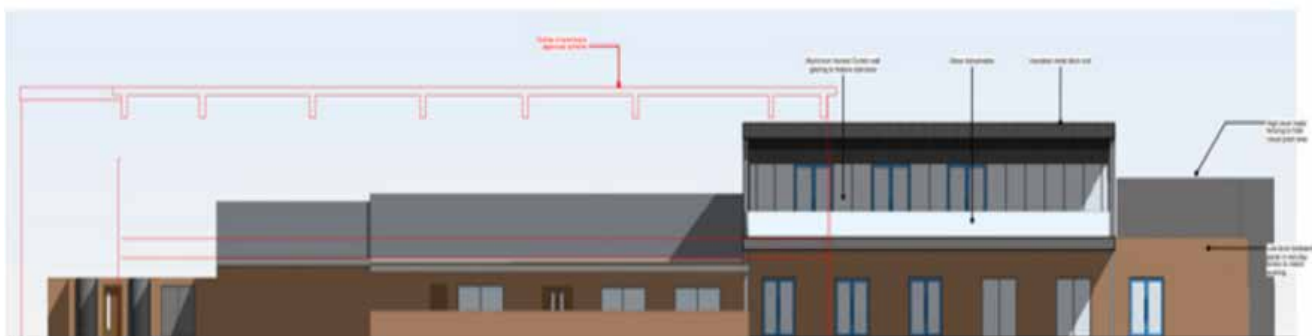
Local football plan 3G identified and
PLSF application approved

Additional new stand opened

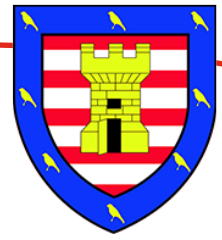
Planning approved for new community building

New 3G pitch and community building May 2023

The catalyst for change was having FA Club Consultant Jamie Bunch. Engaging with the senior leaders at the Club in particular Chair Mick Joiner, helped bring the club together as 'One Club' and start their transformational change journey founded on their history and the vision of achieving sustainability whilst providing more opportunities for their community on and off the pitch.



SUPPORTING CLUBS TO 'GROW YOUR WAY'



Case Study: Morpeth Town FC

"Morpeth Town's goal is to be at the heart of the community"

After 3 seasons there has been significant change in the clubs vision with the key driver to make the club a sustainable community business.

The Why

Ken invests significant personal funds in to the club and he felt the club's survival should not be reliant solely on him. He wants Morpeth Town FC to be part of the community for decades to come and not be reliant on a sole benefactor.

The What

The catalyst for change was meeting Frank Bell, Chairman and owner of Consett FC and FA Club Consultant. At Consett FC, Ken saw how the club was at the heart of it's community and through discussions with Frank realised how this had significantly increased and diversified the clubs income streams. Collectively they created a business plan for club to become the heart of the community.

The How

Creation of a versatile pitchside marquee offering match day entertainment and other community events during the week

Converting their stadia pitch to a 3G so all teams can train and play at the stadia

Erection of an additional marquee to host bands and televised events eg Euro festival

Creation of an academy for 16-19 yr olds including construction and engineering

A full time chef delivers high quality food, an events team organise and deliver high quality events

