



Building a brighter future for football in Kent

Kent Football Strategy 2008 – 2012



Supporting the delivery of the
FA National Game Strategy

Pitches &
Facilities

Respect in
the Game

Leadership &
Governance

Development
& Support

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This Strategy is dedicated to those thousands of players, referees, volunteers and administrators who participate in football in Kent. You are our most valuable resource.

*Keith Masters, Chief Executive
Kent County Football Association*



Foreword by the Chairman & Managing Director



In the last 10 years football has gone through a period of rapid and significant change. During this period it has remained the most popular team sport in England. In Kent alone over 44,000 people participate in grassroots football every week. We have 1,140 clubs

registered with the Kent County Football Association (KCFA) over 1,150 referees and nearly 3,200 teams.

As Chairman of the KCFA I am very proud of the progress that we have made in developing and supporting grassroots football. We have a County Development Team which in 2006 attracted £6 million of investment into local football. This is a very significant achievement given the small size of the team and their other priorities. We have some 110 Women and Girls teams, a County junior disability league and participation by black and minority ethnic communities has grown steadily. Indeed, the KCFA is fully committed to providing football for all. But, there is no room for complacency. We need to increase our efforts to ensure that football in Kent continues to make a positive and lasting contribution to the County. We must take advantage of opportunities offered by the scale of the regeneration taking place in Kent.

Kent has two of the largest regeneration areas in the Country, Thames Gateway and Ashford. The creation of an extra 70,000 houses in the next 10 years presents a challenge to provide and sustain football pitches and facilities which meet the leisure needs of the population.

I do not underestimate the contribution that football can make to building more sustainable communities and reducing inequalities. This is a Government priority and one which we at the KCFA fully support. There is evidence that diverting young people into football reduces crime and anti-social behaviour. I am convinced that the full benefits of participation in football to community cohesion have been underestimated.



I hope that this Strategy can go some way towards setting the direction in which we intend to develop grassroots football in Kent. The future is about partnership working, using existing resources more effectively and seizing opportunities to attract investment into our low grade facilities. It's also about tackling standards of behaviour among players, spectators and parents. We need to provide more and better support to our Clubs, Leagues, Schools, Referees and Players. That is why this Strategy has identified four key priorities that the KCFA will tackle in the next 5 years. These have emerged from our consultation programme with stakeholders and are Pitches & Facilities, Respect in the Game, Leadership & Governance and Development & Support, supported by two underpinning themes Communication and Partnership Working.

Football in Kent faces a challenge to bring together all those who participate in or support the game. This Strategy provides a framework to shape and govern our future priorities and resources.

If we all work together in the true spirit of partnership, I am confident that we will 'Build a brighter future for football in Kent'.



Barry W. Bright
Chairman & Managing Director
Kent County Football Association





Councillor Mike Hill



There is widespread recognition that sport, particularly football, has an important contribution to make in improving health, reducing anti-social behaviour and building stronger and more inclusive communities. In Kent we have achieved much in this area, but there is more to do.

Kent County Council welcomes this strategy which sets out a framework to guide the development of grassroots football for the next 5 years. It is an innovative and exciting strategy with clear priorities and targets. It

emphasises the community leadership role of local government and highlights the need to work together to maximise the opportunities that are available for grassroots football in Kent.

The Kent Football Strategy supports KCC's vision 'Towards 2010' and I am confident that by working in effective partnership with Medway and the District Councils we can deliver sustainable improvements to football pitches and facilities across the county.

Councillor Mike Hill OBE
Cabinet Member for Community Services



Councillor Howard Doe



Medway Council puts people at the heart of its work. Our consultations show that Medway residents want recreational and leisure provision, such as football, but at affordable prices and easily accessible. Football is one sport which can meet this need and be enjoyed by a wide cross section of residents. An important community

leadership role for the Council is to be able to attract investment into our football pitches and facilities in order to widen participation by all sections of the community.

I welcome the Kent Football Strategy and its support for our outdoor leisure aspirations. Through football

we can achieve a better quality of life for local people and help to reduce incidents of anti-social behaviour. By providing football facilities we will also be helping to reduce obesity amongst young people and improve their team based skills.

By working in partnership with the KCFA I am confident that we can influence national and regional decisions on investing and sustaining grassroots football in Medway.

Councillor Howard Doe
Cabinet Member for Community Services



Chief Constable Michael Fuller



Kent Police have a good record of responding to the policing needs of local people. As Chief Constable, I am committed to working in partnership with our partners to create a safe environment for everyone in Kent, where the public feel protected by a visible and accessible police service.

Modern policing is not only about catching criminals, but also engaging with our communities to prevent crime and provide public reassurance.

I believe that diverting young people to participate in football reduces anti-social behaviour and the potential to commit crime. Our partnership work with Charlton Athletic, KCC and the KCFA has produced some impressive

results in terms of reducing low level crime and 'youth nuisance' behaviour. But, we must now build on this success by working with all communities. By providing better quality football facilities and coaching I am confident we can help to build a healthy and crime-free society.

The KCFA Strategy provides a clear framework for the priorities that need to be addressed, including accountability for achieving targets. Most importantly, from a personal point of view the Strategy is practical and achievable.

Michael Fuller QPM
Chief Constable of Kent

The Changing Face of Kent

Kent is a very large and diverse County with a population of 1.6 million (which is almost half the size of Wales). The dichotomy of the County is extremely varied with urban areas that are densely populated to sparsely rural areas. Indeed 70% of

the population of Kent live in urban areas. The County is extremely varied economically and there tends to be an East/West divide with those authority areas in the East of the County being more deprived than those in the West. Three Kent local authority district areas (Thanet, Swale and Shepway) are within the South East's top 20% deprived and three Kent local authority district areas (Tonbridge & Malling, Sevenoaks and Tunbridge

Wells) are in the least deprived 20% nationally.



From the recent Active People survey carried out by Sport England, six local authority district areas in Kent were in the bottom thirteen in the South East in relation to participation in sport/active recreation.

In the impending years there will be a number of issues relating to land use planning which will dramatically influence the development of sport and leisure, including football within Kent. Housing development in Ashford and Thames Gateway will result in 70,000 new houses being built in the next 10 years which will require appropriate sport and leisure, including football facilities. Indeed, the County is rapidly changing and the Channel Tunnel Rail link running through Kent from Europe to Ashford, Ebbsfleet and into London will have a significant impact on the make-up of the population of the County. This coupled with the Olympic and Paralympic Games being staged in London in 2012 presents a real opportunity to increase both, participation in football and the quality and quantity of training, playing and changing facilities.

The FA National Game Strategy

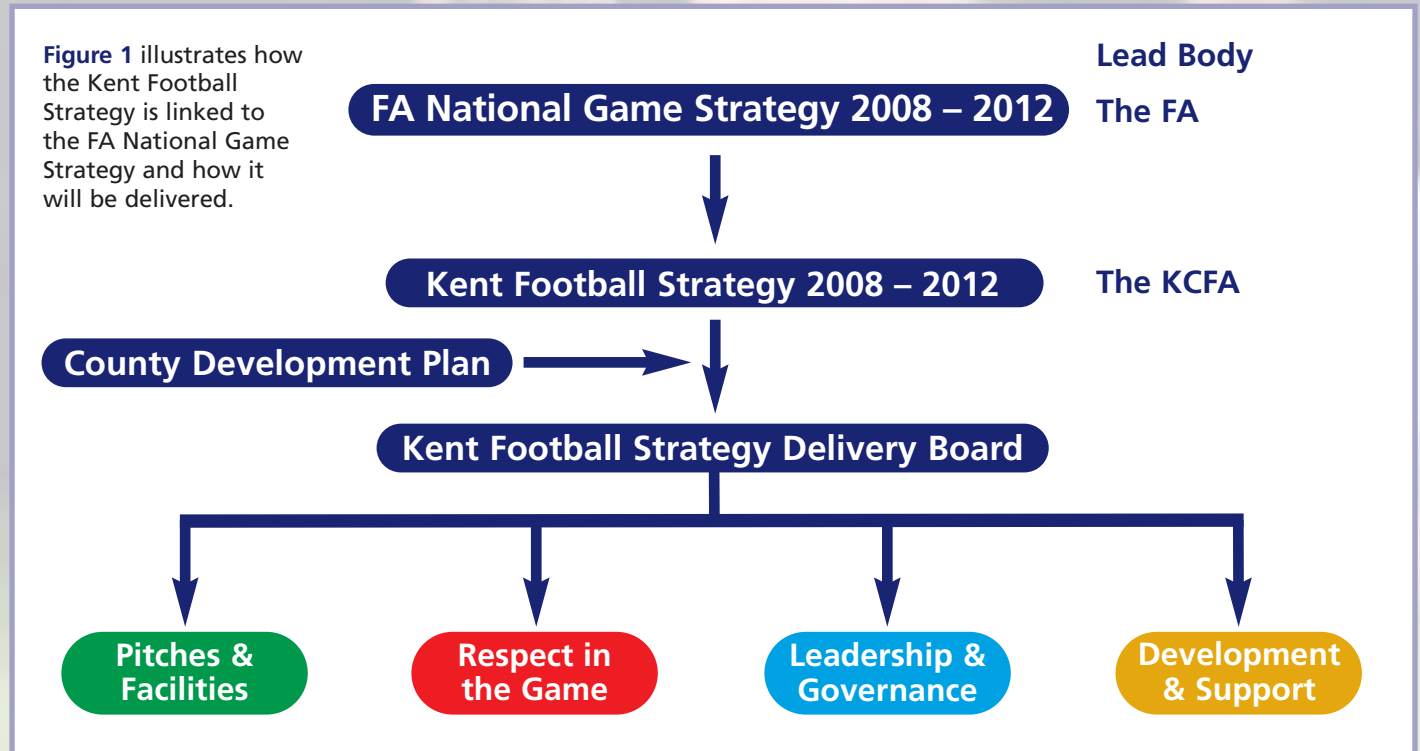
In 2007 The Football Association (FA) produced a new National Game Strategy setting out a strategic framework for the development of the national game including key priorities, expenditure proposals and targets for the national game over the next 6 years. The FA is currently developing a strategic plan to support the national strategy and this will significantly influence and shape the FA's overall priorities and resource allocation.

The FA National Game Strategy will subsequently be utilised by County FA's to produce County Development Plans for the next 5 years until 2012. The County Plans will act as a Development Plan for football in the County, a work programme for individual officers and partners and a mechanism for identifying funding against County FA priorities.



The Kent Football Strategy

The Kent Football Strategy complements the FA National Game Strategy but recognises the uniqueness of Kent. For example, the scale of housing growth and the changing make up of communities requires corresponding growth in modern, fit for purpose, football facilities.



The Role of the KCFA

The KCFA aims to establish safe and structured football opportunities for the benefit of all concerned irrespective of age, colour, gender and disability. The KCFA aim to provide the appropriate structures and systems to enable the association to control, manage, regulate and promote the game within the County.

The KCFA was formed in 1881 and has governed the game of football, under the aegis of The Football Association since that date. The Football Association governs football in this country. The responsibility for administering the game at local level is shared by 43 County Associations together with the Services and Amateur Associations. The Association became a Company Limited by Guarantee on November 1st 2000. Kent is the fifth largest County affiliated to The Football Association and is divided into four geographical divisions for administration purposes. There are 66 KCFA Council Members and 48 of these are elected to serve within the area that they live.



Figure 2 illustrates the KCFA's area of responsibility for football administration. It's responsibilities include the whole of the County of Kent and parts of the London Boroughs of Bromley and Bexley where clubs are affiliated to the KCFA.

Wider Benefits of Football to Kent

Football in Kent is played by people of all ages. Because of its popularity and wide appeal it has the potential to make an effective and lasting contribution to building and sustaining strong, cohesive communities. Specifically, development of grassroots football offers the opportunity to deliver Central Government's vision for increasing and widening participation in outdoor sport and leisure.



In 2002 the Government published 'Game Plan' which called on Sports Governing Bodies and Local Authorities to increase participation in sport, develop and sustain sports, improve coaching and volunteering structures and create conditions for success at the highest levels.

In 2006, Kent County Council published 'Towards 2010' which set out the Council's vision for Kent. The document set out 61 objectives, including 6 which specifically mentioned outdoor sport and leisure. Interestingly, the sports objectives fitted under various themes (Enjoying Life, Environmental Excellence and High Quality Homes, Improved Health, Care and Well-Being).

Football can make a significant contribution to the following 'Quality of Life' issues:

Improving Health

In January 2007 a KCC study 'Tackling Obesity' concluded that 'in Kent and Medway obesity is more prevalent than in the South East as a whole'. The Government has also recognised the impact of obesity on the health of the nation and recently announced national targets for physical exercise in schools. Participation in football provides an opportunity to improve the health of all people but particularly the young. This would also reduce the burden on the National Health Service in treating obesity and ill health.

Reducing Crime and Anti-Social Behaviour

The Kent Social Inclusion programme organised by Charlton Athletic in partnership with Kent County Council and local authorities has produced evidence to suggest that participation in football is effective at

diverting young people away from crime and anti-social behaviour. Increasing activities at grassroots level would provide young people with a constructive outlet for their energies and help reduce criminal activity, anti-social behaviour and vandalism.

Build Stronger, Safer Communities

Football can contribute to the government's 'Sustainable Communities Plan' which sets out four housing growth areas in the Country. Two of these, Thames Gateway and Ashford are within Kent and between them will provide around 70,000 new homes in North West Kent and Ashford. The scale of housing growth in Kent needs to be accompanied by a proportionate increase in outdoor football pitches and facilities. This will provide the means to bring people together and build stronger and sustainable communities. Passive leisure facilities structures such as cinemas or bowling alleys do not provide such opportunities.

Improving Quality of Life

Kent includes many diverse communities, indeed Gravesend has one of the largest Sikh communities in the country. As a County it includes areas of affluence and areas of deprivation. Development of grassroots football has the potential to improve quality of life for deprived communities through widening participation and provision of high quality coaching and training facilities. The KCFA must ensure that football is provided for all within quality environments.

No other sport is geographically or socially so accessible or comprehensive compared to football. Thus the potential of football to build and sustain healthy sustainable communities should not be underestimated. Indeed, this underpins much of this Strategy.



Consultation – Methodology & Outcomes

In order to produce a successful Strategy it was vitally important that partners and stakeholders had ownership of the Strategy and were engaged within the whole process from identifying the priorities and themes to how they can contribute to and support certain elements.

The four priorities and the two underpinning themes produced within the Kent Football Strategy have been identified following extensive consultation with partners and stakeholders. The four priorities will have an identification of the objectives, how these are going to be achieved, when they will be achieved by and who will achieve this.

The consultation involved both a quantitative and qualitative approach. A questionnaire was placed on the KCFA website in order to collect quantitative data. 275 questionnaires were completed and were subsequently analysed for trends. Consultation presentations were also delivered to partners and stakeholders to gain quantitative information. Consultation summary sheets were produced detailing the key information following the delivery of the presentations.

Presentations were delivered to the following key stakeholders:

- The FA
- KCFA Board of Directors
- KCFA Council
- Kent Sports Development Unit
- Kent Local Football Partnership
- Kent Association of Sport Development Officers
- Kent Referees Association
- KCFA Division 1 members
- KCFA Division 2 members
- KCFA Division 3 members
- KCFA Division 4 members
- Local leagues (a full list of leagues consulted with is given in the acknowledgements)
- University of Kent
- Kent Schools FA
- Local adult players
- KCFA Press Officer
- Kent FA Charter Standard Clubs



There were a total of 21 consultation events which were attended by 319 people. Thus, the total number of people consulted with was 594.

Once the consultation process was completed an Information Pack was produced detailing the various reports produced, the consultation summary sheets, questionnaire analysis and the draft version of FA National Game Strategy. An Away Day was organised in order for the Project Group to develop the main priorities and underpinning themes. The Away Day was facilitated by Mark Gilmartin and David Whittle from Kent Police Authority. From this the key priorities and core values were decided and a draft strategy produced.

The final stage of the consultation was the consideration of the Kent Football Strategy by the KCFA Board of Directors and KCFA Council.

Kent Football Strategy

Summary Overview

Components

The Kent Football Strategy consists of four priorities and two underpinning themes as identified in the summary on the opposite page.

Vision:

Building a brighter future for football in Kent

This is the KCFA's agreed vision for football in Kent. It guides our shape and direction in developing and sustaining grassroots football in Kent. It is the main reason for our existence.

Core Values:

These are the values on which the KCFA operates. They are the foundation for everything that happens within the KCFA and guide our staff and volunteers.

Valuing our Workforce

People are our most important asset. We will recruit, develop and support staff and volunteers to ensure they make the best contribution to the organisation.

Raising Standards

Our aim is to improve standards of professional conduct by our workforce, internally and externally.

Widening Participation

We aim to encourage participation in football from all sections of the community as players, volunteers and spectators.

Desire to Learn and Improve

We expect all our workforce to be constantly seeking to learn and improve our working methods and organisational efficiency.

Respect for Diversity

We value and respect diversity and expect all those who work with us, or come into contact with us, to demonstrate a similar commitment. We will work towards achieving a fair and just society in football.

The four key priorities of the Kent Football Strategy are:

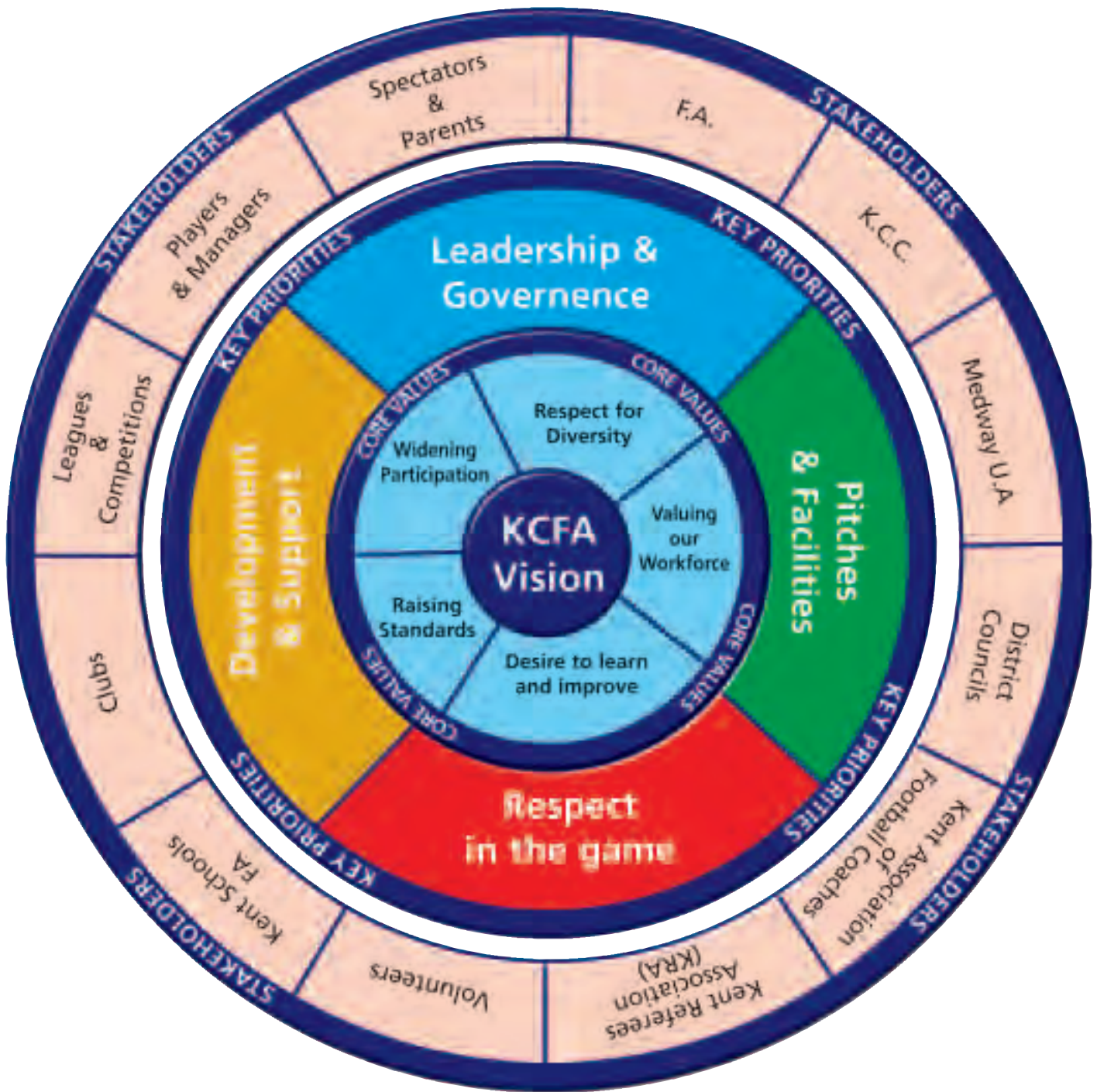
Pitches & Facilities

Respect in the Game

Leadership & Governance

Development & Support

These Core Values and Priorities are supported by two underpinning themes (Communications and Partnership Working) which will strengthen the organisation's work.



Underpinning Themes:

Internal and External Communications

Stronger Partnership Working

Kent Football – Strategic Development Plan

Priority	
<h2>Pitches & Facilities</h2>	Develop a Kent Pitches and Facilities Standard
	Complete an audit of football pitches and facilities in Kent against the Standard
	Prepare, publish and market a Kent Football Pitches and Facilities Standard to District Councils and developers in providing new and refurbished pitches
	Prepare and publish a football pitches and facilities improvement plan for the identified target areas and priorities
	Actively engage with KCC, Medway Unitary Authority and District Councils and the Government to increase planning gain from section 106 of the Town and Country Planning Act 1990
<h2>Respect in the Game</h2>	Youth Leagues to commit to FA Charter Standard Initiative
	All affiliated youth clubs to achieve FA Charter Standard
	All leagues to award at least one Fair Play Award each season
	Produce and publicise quarterly Disciplinary Record
	Implement 'Be a Kent Soccer Parent' campaign
	Visibility at local pitches – reporting good and bad practice
<h2>Leadership & Governance</h2>	Prepare and publish a Communications Strategy
	Review, revise and strengthen County's disciplinary systems
	Establish a Kent Football Strategy Delivery Board to oversee the implementation of the Kent Football Strategy
	Undertake review of KCFA's Committee Structure to ensure it is fit for purpose and functions effectively and efficiently
	Prepare and carry out a skills audit of KCFA Councillors to identify training and support needs
	Develop a Management succession plan for Chairman, Chief Executive and senior staff
<h2>Development & Support</h2>	Develop an FA Skills programme around the County to develop the technical ability of 5 – 11 year olds
	Prepare a County Development Plan for all partners and stakeholders (County Clubs, Schools, Volunteers, Players, Coaches)
	Utilise KCFA Council members and League secretaries to disseminate information to key stakeholders
	Develop a marketing plan in order to promote the Kent Football Strategy and Kent Football Development Plan
	To develop in consultation with KRA and agree a business case for a County Referees Development Officer
	Prepare and publish a clear, concise guide for Club Secretaries on best practice procedures and effective Club Management

Targets

	Lead Body	Target Date	Comments
	Delivery Board	Mar 2008	The standard will allow pitches and facilities to be graded
st the 'Kent Standard'	Board of Directors	Sept 2008	County audit of football pitches and facilities
ies Strategy to assist hing existing facilities	Delivery Board	Dec 2008	Kent Football Pitches and Facilities Strategy to secure improvements through planning gain
ment plan including	Delivery Board	Mar 2009	County improvement plan will direct resources to high priority areas. Progress can be monitored against the plan
uncils to lobby the & Country Planning act	Board of Directors	Ongoing	Seek to attract funding for football pitches and facilities from regeneration in Kent
	Delivery Board	Aug 2008	This initiative will give member clubs 3 years notice to prepare for FA Charter Standard application
	Delivery Board	Aug 2011	
n	Delivery Board	TBI 2008/09	Possible sponsorship opportunity
	Board of Directors	Aug 2008	Publicise through the KM and www.kentfa.com
	Delivery Board	Aug 2008	Implementation plan required – Development Team during 2007
	Delivery Board	Jan 1st 2008	Administration procedure required – allows for monitoring of persistent offenders
	Delivery Board	Sept 2009	A clear concise strategy will set communications standards for the KCFA
	Board of Directors	Sept 2008	To consider centralising the disciplinary system to improve consistency, efficiency and effectiveness
he implementation	Board of Directors	Jan 2008	Delivery Body to drive implementation
delivers its core	Board of Directors	Mar 2009	Ensure KCFA is effective in its output
ntify development	Delivery Board	Mar 2009	This will help to ensure Councillor's skills and abilities are used to optimum effect
Executive, Directors	Board of Directors	Ongoing	Will ensure efficient and effective succession planning
op the technical	KCFA Development Team	Dec 2007	Provide appropriate support to 5 – 11 year old players
keholders (Leagues,	Delivery Board	Dec 2007(Interim) July 08 (4yr plan)	We will provide high quality development and support to all key stakeholders
minate information	Delivery Board	Jan 2008	We will increase capacity and capability by utilising key stakeholders to deliver Kent Football Strategy and Kent Football Development Plan
ball Strategy and	Delivery Board	Apr 2008	Develop a marketing plan in order to promote the Kent Football Strategy and Kent Football Development Plan
he to employ a	Delivery Board	Jan 2008	To develop in consultation with KRA and agree a business case to employ a County Referees Development Officer
s on administrative	Delivery Board	Mar 2009	A summary guide on good practice in setting up and running a football club

Pitches & Facilities



Our Objectives:

- (1) To improve and sustain the quantity and quality of football pitches and facilities throughout Kent
- (2) To increase the number of football pitches and facilities to take account of the regeneration and growth taking place in Kent

We aim to achieve our objectives by:

- Developing and promoting a basic 'Kent Standard' for football pitches and facilities
- Carrying out and publishing an audit of existing football pitches and facilities in the County
- Developing and promoting a Football Pitches and Facilities Strategy to assist Local Authorities and other providers in meeting standards when planning new facilities or modernising existing ones
- Developing targeted local investment plans to address gaps in provision to help meet local demands
- Prioritise investment into high quality clubs in particular those that have obtained the FA Charter Standard Community Club award
- Informing, supporting and communicating with Leagues, Clubs, Schools, Referees, Local Authorities,

Land Owners and Developers on the needs of grassroots football in Kent and helping them unlock investment

- Targeting Multi Pitch sites to develop and improve facilities
- Joining with our partners to lobby the FA and Central Government on reviewing and strengthening Section 106 of the Town & Country Planning Act to give increased planning gain to recognise the importance of football to creating healthy, active and stronger communities

Who is going to do this work?

The KCFA will lead on improving the standard of football pitches and facilities in Kent, but will also actively involve partners in achieving its aims. Our partners will include:

- Kent Local Football Partnership
- Kent County Council and Medway Unitary Authority
- District Councils
- Land Owners and Developers
- Leagues & Clubs
- Kent Playing Fields Association
- Kent Association of Parish Councils
- London Boroughs (as appropriate)

"In 2007 it is unacceptable for players and referees to have to change in their cars and to play on poor quality football pitches"

Jody Cole, Manager, Greenways FC

Our Targets

Priority	Pitches & Facilities		
	Target	Lead Body	Target Date
Develop a Kent Pitches and Facilities Standard	Delivery Board	March 2008	The standard will allow pitches and facilities to be graded
Complete an audit of football pitches and facilities in Kent against the 'Kent Standard'	Board of Directors	September 2008	County audit of football pitches and facilities
Prepare, publish and market a Kent Football Pitches and Facilities Strategy to assist District Councils and developers in providing new and refurbishing existing facilities	Delivery Board	December 2008	Kent Football Pitches and Facilities Strategy to secure improvements through planning gain
Prepare and publish a football pitches and facilities improvement plan including target areas and priorities	Delivery Board	March 2009	County improvement plan will direct resources to high priority areas. Progress can be monitored against the plan
Actively engage with KCC, Medway Unitary Authority and District Councils to lobby the Government to increase planning gain from section 106 of the Town & Country Planning act	Board of Directors	Ongoing	Seek to attract funding for football pitches and facilities from regeneration in Kent

Respect in the Game

Our Objectives:

- (1) To promote Fair Play and the Value of Competition within all leagues in Kent
- (2) To maintain the dignity and authority of Match Officials
- (3) Create a football culture free from discrimination, harassment and abuse

We aim to achieve our objectives by:

- Working with all Leagues in Kent to extend the FA Charter Standard Award
- Working with all Leagues to develop a programme of Fair Play Awards
- Working with leagues and clubs to create safe and positive environments for all players
- Fully endorsing FA Initiatives designed to improve the image of the game
- Focusing on those clubs with poor disciplinary records whilst using best practice clubs as 'Respect Ambassadors'
- Promoting the 'Soccer Parent' initiative across all Mini-Soccer Competitions
- Providing visible monitoring of local football across the county

"I love to referee on Sunday mornings – it gives me a chance to enjoy the fresh air and watch the youngsters having fun. It is such a shame some parents have to ruin it with their shouting and abuse"

Lorna Flockhart, (16)
Newly-qualified referee from Canterbury

Working with Partners

The KCFA will provide leadership in improving the image of the game in Kent, but will also actively involve partners in achieving our aims. Our partners will include:

- The Football Association
- Kent Local Football Partnership
- Kent Police
- The Kent Referees' Association
- Leagues & Clubs
- The Local Press & Media



Our Targets

Priority	Respect in the Game		
Target	Lead Body	Target Date	Comments
Youth Leagues to commit to FA Charter Standard Initiative	Delivery Board	August 2008	This initiative will give member clubs 3 years notice to prepare for FA Charter Standard application
All affiliated youth clubs to achieve FA Charter Standard	Delivery Board (with support of leagues and KCFA Development Team)	August 2011	
All leagues to award at least one Fair Play Award each season	Delivery Board	To be implemented in season 2008/09	Possible sponsorship opportunity
Produce and publicise quarterly Disciplinary Record	Board of Directors	From August 2008	Publicise through the media and www.kentfa.com
Implement 'Be a Kent Soccer Parent' campaign	Delivery Board	Launch August 2008	Implementation plan required – Development Team during 2007
Visibility at local pitches – reporting good and bad practice	Delivery Board and KCFA Councilors	From January 1st 2008	Administration procedure required – allows for monitoring of persistent offenders

Leadership & Governance

Our Objectives:

- (1) To improve and sustain the quality of the Leadership and Governance of KCFA
- (2) To establish good communication network from council members to Leagues and Competitions, Clubs and players via effective delivery mechanisms

We aim to achieve our objectives by:

- Establishing effective Local Football Partnerships ensuring the right partners are involved
- Carrying out a skills audit of Council members
- Developing Roles and Responsibilities for Council members
- Investigating the re-alignment of the Committees to ensure the Committees are accountable
- Committees and Council members informing and communicating with Divisions, Leagues, Competitions and Clubs
- Council members to be educated on the workings of the development team and development team to be educated on the workings of the Council
- Requiring a C.V. from those seeking election to Council
- Motivating our staff to add value through improved performance

Who is going to do this work?

The Kent County Football Association will work closely with:

- KCFA Board of Directors
- KCFA Council Members
- KCFA Development Team
- KCFA Governance Team
- KCFA Divisions
- Leagues and Competitions
- Media



“The Rochester and District football league believe that communications between the KCFA, it’s council members and our clubs are of a good standard”

Terry Lawrence, Rochester and District League Secretary

Our Targets

Priority	Leadership & Governance			
	Target	Lead Body	Target Date	Comments
	Prepare and publish a Communications Strategy	Delivery Board	September 2009	A clear concise strategy will set communications standards for the KCFA
	Review, revise and strengthen County’s disciplinary systems	Board of Directors	September 2008	To consider centralising the disciplinary system to improve consistency, efficiency and effectiveness
	Establish a Kent Football Strategy Delivery Board to oversee the implementation of the Kent Football Strategy	Board of Directors	January 2008	Delivery Body to drive implementation
	Undertake review of KCFA’s Committee Structure to ensure it delivers its core functions effectively and efficiently	Board of Directors	March 2009	Ensure KCFA is effective in its output
	Prepare and carry out a skills audit of KCFA Councillors to identify development and support needs	Delivery Board	March 2009	This will help to ensure Councillors skills and abilities are used to optimum effect
	Develop a Management succession plan for Chairman, Chief Executive, Directors and senior staff	Board of Directors	Ongoing	Will ensure efficient and effective succession planning

Development & Support

Our Objectives:

- (1) Increase and sustain player participation at all levels of the game by improving standards and creating opportunities for everyone to play
- (2) To provide development and support to all stakeholders within grassroots football in Kent
- (3) To improve communication between the KCFA and all stakeholders within grassroots football in Kent

We aim to achieve our objectives by:

- Providing support to Club administrators to effectively carry out their role through education and facilitation
- Providing support and guidance to local leagues
- Provision of FA Coaching Courses to raise standards and accredit coaches and provide ongoing support through the KCFA Coaches Association
- In conjunction with Kent Schools FA (KSFA) and School Sport Partnerships, provide support to Schools with FA initiatives aimed at raising standards
- Developing 5 – 11 year olds through local Skills Centres in conjunction with FA Skills Coaches
- Providing support to all clubs looking to raise standards to encourage growth and retention
- Recruit, retain and reward local volunteers through the Volunteer Placement Scheme and FA Step into Sport programme

- Providing support and develop opportunities for players that have been traditionally excluded from the game
- Promoting and encouraging retention of players between youth and adult football by raising the standards and targeted initiatives for 14 – 16 and 16 – 18 age ranges
- Attracting investment in order to increase and sustain playing opportunities to support grassroots football
- Providing appropriate coordination with the recruitment, retention, mentoring and support of referees

Who is going to do this work?

The KCFA will lead on providing support, advice and guidance to all partners and stakeholders. The KCFA will be utilised as a support resource in order to educate partners and stakeholders in raising standards and attracting investment.

Communication channels will be enhanced to include support to:

- Leagues
- Clubs
- Schools
- Coaches
- Referees
- Players (5 – 11 years)
- Volunteers



“Grassroots football clubs are the bedrock of the national game and are run by unpaid volunteers. The Clubs need nurturing and supporting in order for them to develop and progress to provide quality football for all. As a Club, we have experienced a huge change in the last 3 years thanks to a great extent to the KCFA, who we see as a vital development resource which should always be utilised by grassroots clubs.”

Mike Littleboy, Chairperson, Maidstone Rangers FC

Our Targets

Priority	Development & Support		
Target	Lead Body	Target Date	Comments
Develop an FA Skills programme around the County to develop the technical ability of 5 – 11 year olds	KCFA Development Team	December 2007	Provide appropriate support to 5 – 11 year old players
Prepare a County Development Plan for all partners and stakeholders (Leagues, Clubs, Schools, Volunteers, Players, Coaches)	Delivery Board	Dec 2007(interim)	We will provide high quality development and support to all key stakeholders
		July 08 (4yr plan)	
Utilise KCFA Council members and League secretaries to disseminate information to key stakeholders	Delivery Board	January 2008	We will increase capacity and capability by utilising key stakeholders to deliver Kent Football Strategy and Kent Football Development Plan
Develop a marketing plan in order to promote the Kent Football Strategy and Kent Football Development Plan	Delivery Board	April 2008	Develop a marketing plan in order to promote the Kent Football Strategy and Kent Football Development Plan
To develop in consultation with KRA and agree a business case to employ a County Referees Development Officer	Delivery Board	January 2008	To develop in consultation with KRA and agree a business case to employ a County Referees Development Officer
Prepare and publish a clear, concise guide for Club Secretaries on administrative procedures and effective Club Management	Delivery Board	March 2009	A summary guide on good practice in setting up and running a football club

Two Underpinning Themes

The Kent Football Strategy will only be successful if the KCFA and its partners invest in Communications and Partnership Working. These two underpinning themes must underpin and support the four priorities of the Kent Football Strategy.



Communications:

The KCFA recognise that effective communications are vital to achieving its objectives and more importantly to gain a better understanding of the needs of its stakeholders and partners. An important role for the KCFA is to ensure information provided by us is readily accessible, relevant and timely. It also needs to be written in plain language, avoiding acronyms and jargon. This applies to both internal and external communications.

Progress with Information Technology offers new opportunities for communicating information. However, at the same time many people prefer traditional methods e.g. letters, telephone. We respect and value the need to use a range of methods and techniques to ensure our stakeholders receive communications in their preferred manner.

We will develop a Strategy and plan to encourage open and honest communications internally and externally. This will be supported by a proactive approach to marketing and promoting our work to our partners and the wider community.

Stronger Partnership Working:

In recent years partnership working has become increasingly important to the KCFA in delivering our objectives. The Kent Local Football Partnership (Kent LFP) has delivered real benefits to grassroots football in terms of improving facilities and increasing participation in football. This partnership brings together KCFA members, representatives from the FA, Kent Sports Development Unit and partner agencies to tackle a wide range of issues from improving pitches and facilities to widening participation by disadvantaged groups. The Kent LFP aims to oversee and coordinate the planning, development, implementation, monitoring and evaluation of football development across the county. The main LFP group 'rubber stamps' the work of the LFP sub groups (Disability, Education, Social Inclusion, Pitches & Facilities and Participation).

Our partnership with Charlton Athletic has helped to encourage more youngsters to take part in football schemes which also improve awareness of the dangers of drug abuse, substance abuse and anti-social behaviour.

Partnership working is key to achieving the aims of the KCFA Strategy. Indeed, we acknowledge that many of our priorities can only be delivered through expanding and strengthening our partnerships. Hence, one of our underpinning themes is to strengthen our partnership working arrangements.

Delivering the Strategy

The successful implementation of the Kent Football Strategy is heavily dependent on a strong and well structured Delivery Body to oversee and co-ordinate the various strands and priorities.

An effective Delivery Body for implementing the Kent Football Strategy needs to involve the following:

- Visible and effective leadership
- Clear and transparent accountability through the Board of Directors to the KCFA Council for performance and achievement of targets and milestones
- Flexibility to co-opt members with appropriate knowledge and skills to join the Delivery Board
- Adequate resources to support its work programme
- Regards for existing structures including the role and functions of the Kent Local Football Partnership





Strategy Delivery Board:

This will be comprised of at least six members, including the Chairman of the Kent Local Football Partnership, County Development Manager, FA Regional Development Manager and if appropriate, members from external partners. The Delivery Board will have agreed terms of reference, work programme and will report regularly to the Board of Directors. There will also be an annual report to KCFA Council on progress and priorities.

Working Groups:

There will be one working group for each of the four key priorities. Working Groups will be made up of KCFA Council Members and given clear terms of reference to achieve agreed targets. They will report to

the Delivery Board on progress and challenges. They will have the ability to co-opt members from partners and stakeholders as appropriate.

One strength of this arrangement is that five KCFA Council Members could be involved in each of the working groups. Therefore, up to twenty KCFA Council members could be actively involved in the delivery of the Kent Football Strategy. This would allow the wide and varied knowledge and experience of KCFA Council members to be effectively used in the implementation of the Strategy.

Some consideration should be given to limiting the term of office for members of the working groups to three years in order to allow other members who want to be involved in the delivery of the Strategy an opportunity to participate.

Monitoring, Review and Evaluation

Implementation and success of this strategy will be monitored through a work programme for each of the four Working Groups reporting to the Delivery Board and the Board of Directors. The programmes will include clear targets and accountability for achieving these.

An annual report to the KCFA Council will provide Members with an opportunity to hold the Delivery Board and the Board of Directors to account for delivering the Strategy and re-assessing priorities in light of experience and other changes.

Additionally, the achievement of specific operational objectives in the County Development Plan will provide further evidence of successful implementation of the Strategy.



Appendix A

Project Group Members and Terms of Reference

The Kent Football Strategy Project Group was set up by the Board of Directors with the following membership and Terms of Reference.

Members:

Brian Sangha – *Chair*

Ralph Bradshaw – *Director*

Kellie Discipline

Ray Foord

Geoff Stanborough

Phil Knight

Dylan Evans – *The FA*

Paul Dolan – *Project Manager*

Liz Symons



Terms of Reference:

Objective: To develop a practical and achievable strategy and framework for the positive development of football at all levels in Kent for the next 5 – 10 years.

In developing the strategy the Project Group will adopt the following 'Key Principles':

- Need to identify and quantify the challenges and opportunities facing football in Kent
- Build on the work and success that has already been achieved through the County Development Team and working in partnership with other agencies
- Recognise the growing importance and influence of partnership working, particularly the Kent Local Football Partnership
- Take account of Government policies to promote healthy lifestyles through physical exercise
- Consider the potential to address anti social behaviour and criminal activities through participation in football
- Utilise the potential to promote diversity and achieve social inclusion through greater participation in football at all levels
- Be aware of the need for the KCFA to continue to provide visible and strategic leadership to implement the strategy with effective management succession planning

In addition to these 'Key Principles' the Project Group needs to ensure that the Strategy is developed in a way which includes:

- Consultation with grassroots clubs, schools, partner organisations and the Football Association
- Regular progress reports to the Chief Executive, Board of Directors, and the Kent Local Football Partnership and through them to the KCFA Council
- Use of external help and assistance with the approval of the Sponsoring Director and the Board of Directors
- Involvement of the County Development Team and its work
- Attracting more volunteers into Club/League Management and Refereeing to sustain, and subsequently, increase participation
- The provision of a simple guide for Club Secretaries that encompasses best working practice and procedures for effective Club Management
- Implementation of a monitoring, evaluation and review process to ensure recommendations and targets are met



Appendix B

Acknowledgements

In developing this Strategy the Project Group are grateful for the contributions made by individuals and groups who generously gave up their time to offer views and comments on the needs of grassroots football in Kent. Those consulted included the following:

KCFA Board of Directors

KCFA Council

Kent Football Strategy Project Group

Kent Sports Development Unit

Kent Local Football Partnership

Kent Association of Sport Development Officers

Leagues within KCFA Division 1

- Gravesend Boys and Primary League
- Kent Youth League
- North Kent Sunday League
- British Energy Kent County League
- South London Football Alliance
- Metropolitan Sunday Football League

Leagues within KCFA Division 3

- Ashford & District Football League
- Ashford & District Sunday League
- Alchemy Property Maidstone & District Football League
- Kent Messenger Maidstone & Mid Kent Sunday Football League
- West Kent Sunday League
- Maidstone Invicta Primary League
- Express Cabs Maidstone Boys Primary Football League
- Weald of Kent Friendly League

Kent County FA Charter Standard Clubs

- Maidstone United FC
- Ramsgate Youth FC
- Tankerton FC
- Chipstead FC
- Paddock Wood FC
- Meridian Girls FC
- Aylesford FC
- Corinthian FC
- Faversham Town Youth FC
- Sturry Blues FC

Kent Referees Association Executive Committee

Kent Referees Association Delegates

KCFA Division 1 Members

KCFA Division 2 Members

KCFA Division 3 Members

KCFA Division 4 Members

Leagues within KCFA Division 2

- Medway Messenger Sunday League
- Rochester & District Football League
- Sheppey Sunday Football League
- Medway News Youth League

Leagues within KCFA Division 4

- Belmonte Bowmanor Thanet Sunday Football League
- Dover Mercury Sunday Football League
- Herne Bay & Whitstable Sunday League
- Hythe Folkestone & District Sunday League
- Paul Grant Canterbury & District Football League
- Thanet & District Football League
- Parker Steel East Kent Youth League

The Football Association

The University of Kent

The Kent Schools FA

North Kent Players Forum

Ebbfleet FC

Greenways FC

Fleet Leisure FC

Guru Nanak FC

KCFA Press Officer

Dartford FC – (Spectators)

Kent Police Authority – Mark Gilmartin, David Whittle

Consultation events completed = 21
Total people consulted with = 594

Appendix C

Key Contacts

Chief Executive

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Club & Disability Football Development Officer

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Education & Social Inclusion Football Development Officer

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Women & Girls Football Development Officer

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Child Protection Officer and Volunteer Coordinator

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Football Development/Education and Coaching Administrator

Lee Suter
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For more information please visit the Kent County FA website at:
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