

Football Foundation Strategy FY17 to FY19

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Introduction

1. This strategy document outlines how the Football Foundation (Foundation) carries out its Mission:

To support the long-term growth of football participation by enhancing the quality of the experience at the grassroots level, across all regions of the country and all sectors of society.

2. It explains how the Foundation uses funding provided by its funding partners (FP) – the Premier League (PL), The Football Association (FA) and the Government Department for Digital, Culture, Media and Sport (DCMS) – to achieve this Mission as effectively and efficiently as possible, and how it measures its performance and evidences success. It is designed to be a comprehensive document, providing context for every element of the Foundation’s work, while explaining the new capabilities being developed to assist the Foundation to deliver the new National Football Facilities Strategy (NFFS) on behalf of its FPs.

Strategic overview

3. Established by its FPs – the PL, The FA and the UK Government – in 2000, the Foundation is one of the largest sports charities in the world. It is the only example whereby a national Government has partnered with a nation’s leading sport to create a public/private partnership to support local communities through sport. Between them, the funding partners, contribute more than £70 million per year towards the development of football facilities across the country and other football development programmes. The Foundation uses this funding to draw in matched funding from local authorities (LA), schools and other organisations, which means that c. £120 million is being invested each year into grassroots football facility/football development projects.
4. Over the past 18 years, the Foundation has delivered projects worth more than £1.4 billion, which has developed more than 700 third-generation (3G) artificial grass pitches (AGP) with floodlights, more than 1,000 modern changing pavilions, and helped to renovate and properly maintain thousands of natural turf football pitches up and down the country. These high quality, sustainable facilities are helping to improve the experience of those who play football for the love of doing so, to stay fit and healthy, and to help better players be as good as they can be by developing their potential.
5. However, there is still much more work to be done. Over many years and decades, the overall quality and condition of grassroots football facilities has deteriorated to the point where much of the nation’s stock is in a state of disrepair. A lack of quality facilities has been identified as a significant barrier to sustaining and increasing

participation levels in grassroots football, and a limiting factor when it comes to improving the general skill level among young footballers.

6. The prime objective of the Foundation is to invest in local grassroots football facilities, with a view to improving the quality and experience of playing at the grassroots level, thereby sustaining and increasing participation and improving general skill levels. Alongside this objective – and to underpin its charitable aims and objectives – the Foundation sets a target of investing at least 40% of its investment into the 20% most deprived communities in the country. It is known that deprived communities have less access to sports facilities than more affluent areas, and health inequalities are more prevalent in deprived communities, so this continues to be a significant driving force for the Foundation. In assessing this, the Foundation uses the Indices of Multiple Deprivation 2015 (IMD).⁽¹⁾
7. The Foundation also seeks to bridge the gap between the grassroots game and the professional game, by forging strong professional club links to each project through project user plans.

The National Football Facilities Strategy

8. When contributing to the Foundation, the FPs prescribe, collectively, what outcomes they want the Foundation to achieve with the funds they provide. The Foundation Board must ensure that these required outcomes match the Foundation's own strategic charitable objectives, as outlined in the Foundation's Memorandum and Articles of Association.
9. In 2016, the FPs significantly increased their contributions to the Foundation and prescribed the outcomes they wanted the Foundation to achieve in a new NFFS. The FF Board has approved the NFFS as being within the scope of the Foundation's charitable objectives.

¹ The Indices of Multiple Deprivation 2010 combines a number of indicators, chosen to cover a range of economic, social and housing issues, into a single deprivation score for each small area in England. This allows each area to be ranked relative to one another according to their level of deprivation. These have been produced at Lower Super Output Area level, of which there are 32,482 in the country.

NFFS Funding Streams

10. The Foundation currently delivers the NFFS via three primary funding streams:
 - a. **Single Site Investments.** Traditionally, the Foundation has always invested in ‘standalone’ facilities that support LAs, schools and local grassroots football clubs, through the provision of 3G AGPs with floodlights, changing pavilions and projects that improve natural grass pitches. This will continue.
 - b. **Parklife ‘City Hub’ Programme.** The Parklife Programme is designed to alleviate the problem in urban environments, whereby LAs have not been able to maintain their football facility stock. The idea is to work with LAs to fund the development of a number of ‘hub’ sites across a city, each comprising up to three (or more) 3G pitches. Unlike single-site facilities, which must generate financial surpluses, to ensure that they are sustainable throughout their usable life, Parklife adopts a portfolio approach to sustainability. All the hub sites across a city, as a portfolio of AGP sites, must together generate sufficient profits, not only to sustain themselves over their lifetime, but also to maintain other local (natural grass) facilities across the city. Local Football Trusts (LFT) are being established to manage these surpluses and LAs will transfer football sites to the LFT to manage and maintain. A hub would typically consist of multiple 3G AGPs, natural grass pitches and a changing pavilion building – sometimes including revenue-generating facilities such as gyms.
 - c. **Premier League Club Hubs.** The Premier League Club Hubs funding stream supports Professional Football Club Community Organisations – the charitable arms of professional football clubs – to support the delivery of their community programmes. These may be wider than just the delivery of sports programmes; therefore, other facility types are considered, such as indoor facilities and classrooms.

Local Football Facilities Plans

11. The NFFS is an ambitious ten-year-plus programme that sets out the broad outcomes required from the FPs’ investment. However, under-investment by local authorities stretches back decades, so that demand for investment considerably exceeds even the significantly increased investment that has been promised by the FPs. Therefore, an Investment Plan needs to be developed that sets immediate and medium-term investment priorities.
12. The source of this Investment Plan will be Local Football Facilities Plans (LFFP). The FA – as the National Governing Body for football – is responsible for developing LFFPs for each of the 326 LAs across the country. Each LFFP will be the product of discussions across a wide range of local stakeholders, including County FAs, grassroots and professional football clubs, football leagues, schools and leisure

providers. The LFFP will be the agreed Statement of Requirement for the facilities needed to support football in each LA area; this will be a combination of both current facilities and additional facilities that need to be funded. Once all 326 LFFPs have been developed, CFAs will be responsible for ensuring that they are maintained and kept up to date. LFFPs will not just be 'pdf' documents loaded to a website; instead a LFFP Digital Platform will be developed for ease of development and editing and to allow for the seamless, real-time updating of a prioritised National Facilities Investment Plan (NFIP). The NFIP will enable Foundation Engagement Managers to prioritise and develop projects for investment.

NFFS Digital Solution

13. Given the increased funding that has been provided to support the NFFS, it is important that the FPs should be able to understand where this funding is being invested and how it is performing with regard to achieving the objectives set out in the Strategy.
14. Accordingly, a NFFS Digital Solution Project (DSP) is underway that will provide the capability to do this. A Performance Measurement Framework has been approved by the FPs and is shown at Annex A. A key focus of the DSP is to design a performance dashboard that will be able to draw in key seminal data to present ongoing performance, of both the Fund in delivering the required outcomes of the NFFS, and the Foundation's delivery of it. The DSP will be based on the Foundation's current systems: Upshot, Grantshot, Pitchfinder and the new LFFP Digital Platform. These will be upgraded as required and linked to FP systems to provide a single, real-time picture of performance, accessible by all.
15. When developing this new capability, it is important that this work should not duplicate any technological capability developments that FP and/or other organisations may already be investing in. Therefore, it is critical the DSP understands what these developments are. The aim should be to use whatever data is already available to support the DS and only invest in developments where essential capability/data is not currently available. Accordingly, a Digital Solutions Working Group has been formed that includes representatives of all the FPs to guide this project.

Small Grants Schemes

16. The Foundation also operates a 'Small Grants' scheme, which provides modest grants up to £10k to support grassroots clubs with projects such as the replacement of unsafe goalposts, portable floodlights, grounds maintenance machinery and/or minor refurbishment of changing rooms.

Small 'Revenue' Grants Schemes

17. The Foundation also manages a number of smaller, 'revenue' schemes on behalf of the FPs, which are seasonal, or run for a limited period each year.
 - a. **The FA Respect Scheme:** The FA Respect Scheme aims to ensure that football – both on and off the pitch – continues to be enjoyable, inclusive and a positive experience For All. This scheme offers clubs, leagues and schools the opportunity to purchase Respect equipment which, if used effectively, will help to achieve this.
 - b. **The FA Grow the Game and Retain the Game Schemes:** These schemes provide low-level revenue funding for projects that use football to increase participation of both players and volunteers.
 - c. **The FA Futsal Scheme:** Funding to help develop the sport of Futsal in England. This scheme aims to provide the tools for applicants to develop and maintain Futsal leagues, competitions and fixtures.
 - d. **Premier League Primary Stars Scheme:** Premier League Primary Stars uses the appeal of the Premier League and professional football clubs to inspire children to learn, be active and develop important life skills. There are a number of elements to this scheme; the Foundation's role is to manage a Kit and Equipment Fund that supports primary schools with their sporting needs.

PlayFC

18. The FPs have developed and jointly approved a comprehensive programme 'brand' for all activities delivered via the NFFS, called PlayFC. Working with representatives from each FP, the Foundation will oversee:
 - a. The ongoing development and delivery of the PlayFC brand;
 - b. A national media event to launch the PlayFC brand and the ten-year-plus PlayFC investment strategy;
 - c. The development of a PlayFC website and the brand's online presence;
 - d. The ongoing installation of PlayFC-branded signage at each newly-developed facility; and,
 - e. The ongoing communication and publicity of the PlayFC brand, the FPs' investment through that brand, and the impact resulting from PlayFC facilities investment.

Efficiency and continuous improvement ethos

19. The Foundation delivers these programmes as efficiently as possible through adopting a scalable structure that balances efficiency and effectiveness to ensure

that funding contributed by each FP achieves required objectives, while minimising the overhead cost to each of them.

20. The Foundation has a focus on continuous improvement, both internally through constantly monitoring and improving its own performance, and externally by continually challenging all funded organisations. This ensures that, collectively, the Foundation achieves maximum impact and value for money for itself and its FP.

The Football Foundation Group

21. This Strategy is focused on the Football Foundation charity. However, the Football Foundation Group comprises two other key elements: The Football Stadia Improvement Fund (FSIF) and the Football Foundation Trading Limited (FFTL).
 - a. **The Football Stadia Improvement Fund.** In addition to funding the Foundation, the PL provides £6.5m per year to the non-charitable FSIF, which itself is divided into two funds: the Stadia Improvement Fund (SIF) and the Premier League Fans Fund (PL FansF).
 - i. **Stadia Improvement Fund.** The PL provides £5m per year to the SIF, which is aimed at supporting professional and semi-professional football clubs from the English Football League (EFL) down to Step 7 of the FA National League system. These clubs can apply for grant funding to improve their stadium facilities for players, officials and spectators and to assist them with projects to satisfy FA Ground Grading Criteria.
 - ii. **Premier League Fans Fund.** The PL provides £1.5m per year to fund projects and organisations that improve the relationship between fans and their clubs, the way football supporters engage with each other and fans' experience of the game. This fund provides core funding to Kick it Out, the Football Supporters Federation, Supporters Direct and Level Playing Field.
 - b. **The Football Foundation Trading Limited and Commercial Upshot.** The FFTL allows the Football Foundation to carry out non-charitable trading activities. Its principle role, currently, is to enable the Foundation to sell licences to other organisations to use the Upshot monitoring and evaluation system that it has developed and owns. Upshot Commercial is based on a social enterprise model. Upshot is currently licensed to 750 organisations worldwide. During FY18, it will turn over of £0.5m, which will realise a profit of £158k. Profits are passed up to the Foundation to offset the cost of developing and maintaining the Upshot system for use by the Foundation and its FPs.

The Football Foundation

2016 to 2019 Funding Agreement

22. The PL, The FA and DCMS have each confirmed that they will fund the Foundation during the three years: 1 June 2016 to 31 May 2019. Collectively, they will provide £180m to the Foundation, which is c.105% increase on the prior three-year funding arrangement. The PL will provide a further £6.5m per year to the FSIF

Mission

23. The overall mission of the Football Foundation is:

To support the long-term growth of football participation by enhancing the quality of the experience at the grassroots level, across all regions of the country and all sectors of society.

24. The Foundation's approach to delivering its Mission is depicted in the chart in Annex B. This demonstrates how individual activities are linked directly to the delivery of strategic outcomes and, therefore, the Mission.

Individual objectives

25. Each year, line managers set objectives for each individual in their team, which flow from the objectives set out in Team Plans.
26. An Annual Performance Review (APR) is conducted each year on each Foundation employee, which assesses their performance as an employee with regard to how they have met their objectives (which are linked to Team Plans and the Foundation's Strategic and Operational Objectives), their input and support of the team objectives, and their conduct and performance more broadly. A review is conducted half way through the year (Mid-Year Performance Review (MPR)), which provides the line manager and the employee the opportunity to discuss ongoing performance, so that there are no surprises at the end of the year.
27. Aligning and cascading goals throughout the Foundation in this way drives transparency, manages progress on a continuous basis, and helps demonstrate the link between the mission and strategic objectives and individual performance.

Team Plans

28. Team plans are developed each year, guided by the organisational priorities and Foundation values set by the CEO (Annex C). The plans demonstrate how each team will contribute to the successful delivery of the strategic objectives over the 12-month period, and are also used for performance management and continuous improvement purposes.
29. The Team Plans include both core and development objectives for each team, together with any risks that have been identified. The objectives and risks are directly linked to at least one organisational priority area.
30. Heads of Department and 'Scheme Owners' are responsible for escalating risks to the Management Team throughout the year as appropriate, and in turn, the Management Team escalates risks to the Board as appropriate via the Foundation Strategic Risk Register, which is reviewed at each Board meeting. The Foundation Risk Management Strategy is approved annually by the Board.
31. Heads of Department are responsible and accountable for managing the team plans and ensuring timely progress is made against each of the objectives. This transparency and ownership ensures that all teams are contributing and adding value to the mission and strategic objectives of the Foundation.
32. An example of team objectives recorded in the 'Team Planning Overview Report' is detailed at Annex D.

Team Plans – reporting

33. A three-monthly automated summary report is provided for review by the CEO with his Departmental Heads to monitor progress against the planned activity detailed in each Team Plan. Once again, this report identifies where progress is 'off track' and explains why. These review meetings consider the progress made in the preceding quarter; any changes to risk in terms of the 'impact' and 'likelihood' rating; and any risks that have been escalated to the Foundation Management Team and/or Board.

Organisational Priorities

34. To guide the Team Planning process and to ensure that activity at all levels and areas of the Foundation are properly aligned to the Foundation's Mission, the CEO sets priorities each year for the organisation. The priorities for FY19 are set out at Annex E.

Strategic outcomes

35. The following strategic delivery outcomes were approved by the Foundation Board for FY17 - FY19:
- a. Increase **participation** levels in football through the delivery of sustainable, high quality facilities which encourage diverse participation.
 - b. Create strong **links** between funded facilities and **professional football clubs**.
 - c. Focus on **deprived communities**. At least 40% of 2016-19 investment to be directed into the 20% most deprived areas of the country.

Progress against the strategic outcomes

36. At the end of the second year of the current (FY2016-19) funding agreement, the Foundation has achieved the following:
- a. **Participation.** Of the 110 large facilities grants offered since the beginning of the 2016-19 funding agreement, an additional 173,000 users are expected to play sport at these funded sites. This demonstrates the impact that Foundation funding is having on increasing the number of people playing football and other sports.
 - b. **Professional club links.** Analysis of the assessment scores for the 3G pitches that have been funded to date in the current (FY16-19) funding agreement shows that 62% of projects are expected to have a link with a professional club links when they become operational (against a target of 50%). Of those located in the 20% most deprived IMD areas, this increases to 86% (target of 80%).
 - c. **Supporting deprived communities.** As of April 2018, 17% of the funds committed have been allocated to the 20% most deprived communities (IMD), which is well short of the target of 40%. However, this is a three-year target. Based on Grantshot System forecasts, The Foundation is expected to achieve 39% by 31 May 2019. The Grant Management Team is working hard to close this gap further and, hopefully, exceed the target. There remains a risk, though, that the 40:20% IMD target could be missed if some projects fail during development. This risk is identified in the Foundation's Strategic Risk Register and has been flagged to the Trustees.

NFFS Performance Management Framework

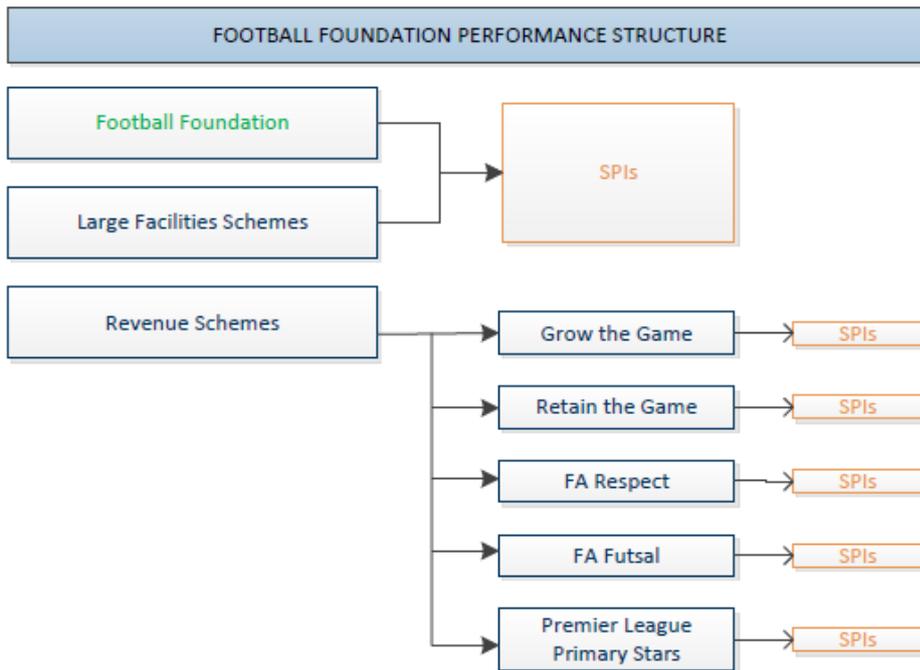
37. A new NFFS Performance Measurement Framework has been designed and approved by the Foundation Board. This is shown at Annex A. This will be

supported by a NFFS Performance Dashboard, which will be developed as part of the Digital Solution.

- 38. Meanwhile, for FY19, the Foundation performance will continue to be monitored via the Strategic Performance Indicators (SPI) and Operational Performance Indicators (OPI) that have been approved by the Board.

Strategic Performance Indicators

- 39. To measure the Foundation’s success against the strategic outcomes, two evaluation frameworks are used. The first is a set of Strategic Performance Indicators (SPIs). SPIs assess how effectively and efficiently the Foundation delivers its outcomes across a) large Facilities SPIs and b) scheme-specific SPIs. The measures are outward-facing and focus on areas such as participation numbers, demographics of the site users, monitoring of the quality of the facilities and many other social outcomes.
- 40. Targets are set by the Board for each SPI and performance is reported every six months, depending on whether they are financial (May) or calendar (December). The following diagram shows the SPI structure:



End-to-End (E2E) Operational Performance Indicators

- 41. Identifying projects, developing applications, assessment, approval, construction and delivery is viewed as an End-to-End (E2E) process that is actively monitored and contributes to the Foundation’s ongoing continuous improvement ethos.

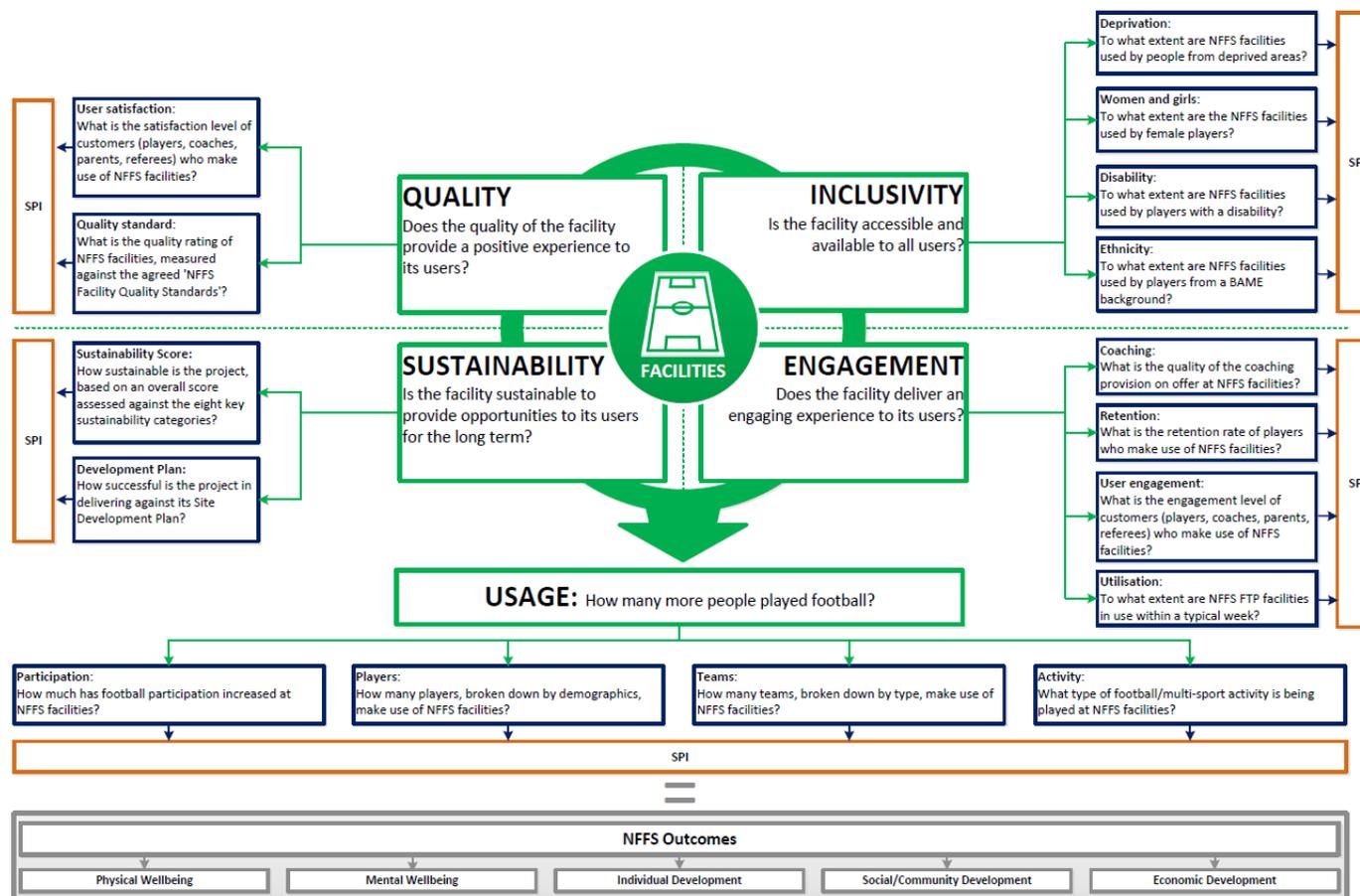
42. Applications for Foundation funding are actively monitored through the E2E Process and measured against targets established for each Section. Applications that fail to move through any of the E2E Sections on time are identified and reported by the Foundation's Knowledge and Insight Team. These reports are reviewed by the CEO with the Grant Management Team at a monthly Performance Meeting to understand why applications/projects have failed to achieve the target and if there are any systemic issues that need to be addressed. By focussing on the 'exceptions', the Foundation can identify and tackle issues almost as soon as they appear and ensure that most applications/projects proceed through the E2E process as expeditiously as possible.
43. An example of an overview outlining agreed OPIs for a scheme is detailed in Annex F.

**Football Foundation
May 2018**

Annexes:

- A. National Football Facilities Measurement Framework.
- B. Delivering the Mission.
- C. CEO Values.
- D. Team Planning Overview Report (example).
- E. Team Planning Priorities – FY19.
- F. Operational Performance Indicators (example).

National Football Facilities Strategy: Measurement Framework



Delivering the Mission

The Foundation's approach to delivering its Mission is depicted in the chart below. This demonstrates how individual activities are linked directly to the delivery of strategic outcomes and, therefore, the Mission.



CEO Values

- **Targeted.** Being proactive to ensure investment is effectively targeted to achieve the greatest impact on participation levels and wider community benefit where it is most needed and while deriving maximum value for money.
- **Outcome-based.** Focussing on delivering maximum participation outcomes, whilst also seeking to understand and evidence the wider impact that participation is having.
- **Challenging.** Always striving to develop the best possible projects to ensure maximum returns in terms of outcomes and value for money.
- **Additionality.** Maximising return on investment through providing additional benefit for local communities, in terms of multi-sport and satisfying general local community need, without detriment to football.
- **Empowering.** Ensuring that funded groups are equipped with the requisite skills and experience to deliver an effective and sustainable project that delivers the required outcomes.
- **Continuous improvement.** Constantly reviewing performance and challenging ourselves to improve, in everything we do.
- **Efficiency.** Being as efficient as possible whilst maintaining an optimum level of delivery.
- **Integrity and governance.** Ensuring robustness, transparency, fairness and impartiality in everything we do.
- **Service provider focus.** Focussing on providing as good a service as possible, both for our funding partners and our applicants. Being a good organisation to work with.
- **Simplicity and process.** Making everything we do as simple as possible, balanced with the requirement for robust governance, and ensuring that processes are continuously challenged or considered as appropriate.

Team planning overview report (example)

Add Objectives form - click here Edit objectives form - click here Refresh report - click here			Not started 50 In Progress 69 Complete 106 Total 227 Overdue 12															
Obj ID	Update Link	Description	Objective details						Start date		Deadline date				Days to due date	Overdue	Progress	status
			Department	Area of work	Core	Person responsible	Key theme	Team interaction	Original start da	Latest start da	Original due da	Original qtr	Latest due date	Latest qtr				
1061	Here	Review and implement validation process for M&E surveys to ensure that K&I staff time is used most effectively	Information Systems	M&E Surveys		Steven Green	1,8	K_I	01/06/2017	01/06/2017	30/06/2017	Quarter 1	30/06/2017	Quarter 1	-252	N/A	100	Complete
927	Here	Review and update punctuation & grammar FF house style guide and have section ready to be incorporated into new version of FF corporate guidelines.	Comms	Corporate Guidelines		Rory	1,4	Comms	01/06/2017	01/06/2017	30/06/2017	Quarter 1	30/06/2017	Quarter 1	-252	N/A	100	Complete
928	Here	Produce press release template for successful PL Kit Scheme applicants	Comms	PL Kit Scheme		Niall	1,4	Comms	01/06/2017	01/06/2017	30/06/2017	Quarter 1	30/06/2017	Quarter 1	-252	N/A	100	Complete
1064	Here	We will launch a monthly update for each department within TeamTalk to improve staff awareness of the work that each team is carrying out	Information Systems	Intranet		Jacqueline Alvarado	1,2,7	Comms, Exec, Finance, GMs, GOs, HR, K&I, OI, Man, PL, GC, TP, Me, Upshot	01/06/2017	01/06/2017	30/06/2017	Quarter 1	30/06/2017	Quarter 1	-252	Yes		Not started
936	Here	Produce six monthly Media Coverage Report (Jan-Jun.)	Comms	PR		Adam	4	Comms	30/06/2017	30/06/2017	19/07/2017	Quarter 1	19/07/2017	Quarter 1	-233	N/A	100	Complete
1030	Here	We will develop new application forms to enable new NFFS Schemes to be delivered	Information Systems	NFFS		Dan Britton	1,2,8	Engagement Managers, GMs, GOs, K&I, TPMs	01/06/2017	01/06/2017	31/07/2017	Quarter 1	31/07/2017	Quarter 1	-221	N/A	100	Complete
1023	Here	Identifying areas for personal and team development. Set 3-4 individual goals that are SMART.	Finance	Individual goal setting		Finance Team	6,8	Finance	01/06/2017	01/06/2017	31/07/2017	Quarter 1	31/07/2017	Quarter 1	-221	N/A	100	Complete
1039	Here	We will produce a plan for migrating online forms to the new forms package to ensure this work can be undertaken before the end of the year	Information Systems	Forms		Dan Britton	1,2	LS	01/06/2017	01/06/2017	31/07/2017	Quarter 1	31/07/2017	Quarter 1	-221	N/A	100	Complete
1043	Here	We will implement the new Tableau dashboard product to provide improved visibility of performance	Information Systems	Reporting		Abigail Taylor	1,3,8,9	LS, K_I	01/06/2017	01/06/2017	31/07/2017	Quarter 1	31/07/2017	Quarter 1	-221	N/A	100	Complete
1036	Here	Working with GMT, we will develop new supporting toolkits to enable new NFFS schemes to be delivered	Information Systems	NFFS		Nick Dunnelt	1,2,9	Engagement Managers, GMs, LS, K_I, TPMs	01/06/2017	01/06/2017	31/07/2017	Quarter 1	31/07/2017	Quarter 1	-221	N/A	100	Complete

FOOTBALL FOUNDATION TEAM PLANNING PRIORITIES – FY19

Ref	Priority area	Questions and challenges
1	Enhance our delivery of Funding partner objectives	<ul style="list-style-type: none"> • <i>What do the Funding Partners want (both in terms of what we do and how we do it)?</i> • <i>How does my team, or how could it, help deliver it?</i>
2	Enhance our customer service to Grant Applicants/Recipients	<ul style="list-style-type: none"> • <i>What processes do you have in place to find out what the ‘customers’ think of the service we provide, to help us measure our performance and identify areas for improvement?</i> • <i>What do we ask them to do, and do we <u>really</u> need to ask them to do it?</i> • <i>Analyse each action we ask them to do, and could it be made easier, not do it at all, do a bit less of it, without adversely impacting our robust governance?</i> • <i>Is the amount of work we ask people to do in line with the value of the grant?</i>
3	Embed performance measurement and management into what we do	<ul style="list-style-type: none"> • <i>What is our team’s purpose in the overall picture?</i> • <i>How can we measure how good we are at it?</i> • <i>What don’t you know?! In other words, what information do you need to work out what you could enhance?</i>
4	Celebrate the merits of our end-to-end process to external stakeholders	<ul style="list-style-type: none"> • <i>Understand each section of the E2E process and why we do it, what purpose it serves, and why it’s a good investment of our time</i> • <i>How and when can I explain to other stakeholders why this is a good thing?</i>
5	Spend our Exchequer budget in record time	<ul style="list-style-type: none"> • <i>How can I help the Grant Management Team to spend Exchequer investment quicker to ensure we achieve the timelines set out by the Government through Sport England?</i>
6	Improve our knowledge management to save people time	<ul style="list-style-type: none"> • <i>How does your team record the knowledge you have, including business processes, in a way that can be used in the future and by other people?</i> • <i>How can you embed the use of performance data in your team and across the organisation to help determine the most important thing to focus on?</i> • <i>Is there information we have that you could use to help make your life easier? E.g. PitchFinder site information; previous grant data?</i>

7	Improve our internal communications, top down, bottom up, side to side	<ul style="list-style-type: none"> • <i>What do people need to know about what I do, when, and how?</i> • <i>What steps can we take to ‘reconnect’ staff with what our projects do – i.e. recognise that we make people’s lives better?</i>
8	Make the most out of our resources	<ul style="list-style-type: none"> • <i>What do I actually spend my time doing?</i> • <i>Why do I do what I do? How does it deliver the Foundation’s overall goals? Do I do them because I like doing them, or because it’s important?</i>
9	Establish the Foundation as thought leaders in our field	<ul style="list-style-type: none"> • <i>What are we particularly good at; genuinely better than the rest?</i> • <i>How can we look to – subtly – be regarded as thought leaders in the sports and charitable sectors?</i>
10	Enhance our risk management	<ul style="list-style-type: none"> • <i>What risks do I or the team manage?</i> • <i>How can we prove we’re managing them, without increasing our work too much?</i> • <i>Should most of the work we do – papers, etc. – link back to a risk that we’re managing?</i>

