

Lewes FC

Club Strategy

How did we do?
Season 2021-22



Lewes FC Club Strategy

1 year check-in

Last season, we published a whole club strategy in full for the first ever time. Some goals we hit, others we missed, others we are still working on. In an effort to continue to be transparent and accountable with our owners and fans, we share here how we did across the 5 pillars that form the operating structure of Lewes FC.

We have always seen the strategy as iterative. That means it is a living document; we return to it frequently, we check our progress and we modify or change it based on what we have achieved and on the lessons we have learned along the way.

Therefore, aside from tracking our progress, we will also share the changes we will make to the strategy going forward, which will be launched in due course.

Timeline

This strategy contains the goals, actions and indicators we have been tracking since July 2021, the start of Q3 2021 and continue through the summer of 2022 until we start season 2022-2023. Several of the goals are ongoing.

The 5 Operating Pillars are as follows:

1. Quality Winning Football

2. Full Financial Sustainability

3. Own House in Order

4. Impact on Fans and the Community

5. Impact on the World

Summary of Goals

Pillar 1 Quality Winning Football

- Goal 1: Both First Teams win promotion
- Goal 2: Develop home-grown first team players who lead on and off the pitch
- Goal 3: Establish a viable five-year football strategy
- Modification to the strategy going forward

Pillar 2 Full Financial Sustainability

- Goal 1: Become the most-owned club in England
- Goal 2: Land the biggest sponsorship partnership in the club’s history
- Goal 3: Raise significant funds from philanthropists and high-net-worth-individuals
- Modification to the strategy going forward

Pillar 3 Own House in Order

- Goal 1: Create exemplary facilities for Fans
- Goal 2: Establish exemplary infrastructure for players
- Goal 3: Create a positive working environment and culture for all
- Modification to the strategy going forward

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Pillar 1

Quality Winning Football



Goal 1

Both First Teams win promotion

Our planned actions

1. Create a high-performance environment, with clear goals and improved wrap-around support (physical, nutrition, medical, psychology, analysis).
2. Invest in and develop quality players and coaching/performance staff who are committed to co-creating a collaborative, high-performance culture.
3. Invest in high-performance physical infrastructure and equipment.

Key Successes

- Successfully won a grant from the Premier League Stadium Fund for a brand new carpet hybrid football pitch.
- The Women's First team shifted to day time training with additional performance support.
- Player sales and loans with bigger clubs proving we are becoming known as a club where players can develop and fulfil their potential.

Summary

- Bringing in a Head of Performance has allowed us to bring a more strategic outlook to our football structure, with better communication across the teams, better goal-setting and collaboration between the teams' staff as well.
- We've now established better workshops and information sharing across all pathway teams, on off-pitch performance support such as psychology and nutrition as well as safeguarding.
- We brought in Veo cameras into the pathway to support the opportunity to increase our capacity to do analysis.
- We missed our Points Per Game targets. Our target would not, in hindsight and with how the Isthmian League played out, have been enough for the men's team to hit the play-offs. On the women's side, we had a season with some upheaval, with an Interim Manager replacing our former manager in October and an increasingly challenging league as more clubs invest in full-time set-ups.
- A key success was the establishment of a brand new carpet-hybrid pitch over the summer of 2022 after many months of planning and pitching. The pitch was identified as a key weakness by players and coaching staff for many seasons and will hopefully help with the quality of play and recruitment going forward.

Indicators of success:

1. Points Per Game targets (men: 1.75, women 2.5)	Men: 1.7 Women: 1.3	
2. Establish tracking/analysis of medical data that monitors prevention and rehabilitation.	Ongoing piece of work	
3. Increased investment into performance support and coaching roles	Increased budget in nutrition, psych and strength & conditioning.	
4. Hire a Head of Performance/Sporting Director,	Kelly Lindsey hired in September 2021	
5. Invest in the playing surface for season 21-22 [Cross-Cutting Goal with OHIO]	New carpet hybrid pitch installed ready for Season 2022-23	
6. Build a high-performance facility by August 2022 [Cross-Cutting goal with OHIO]	Architecture drawings created, but work on funding/partners required.	

KEY

Achieved
Progress Made



Ongoing
Missed



Goal 2

Develop home-grown First Team players who lead on and off the pitch

Our planned activities

Invest strategically in the youth set-up, especially in performance support and ensure opportunities for players to learn, grown and develop their full potential and leadership skills off the pitch.

- 1. Assess the opportunities and viability of a youth academy and leadership programme for season 2022-23.
- 2. Introduce Individual Development Plans for each youth player.
- 3. Increase performance support to all youth teams (access to physio, analysis etc).




Key Successes

- Individual Development Plans rolled out across 4 teams (approx. 80 players)
- Enhanced off-pitch workshop offerings, via 8 meetings and workshops with player and parents involvement over the course of the year.
- Six women’s Development Squad players winning debuts, playing and training up into the first team.

Summary

- We have spent a long time analysis and assessing our youth structures this last season as part of our work to develop our longer-term football strategy. It is clear that we lack the financial and infrastructural resources (training pitches and changing facilities) to build a complete pathway from entry age to first team.
- As a result of this analysis and in seeking to focus our resources into the most impactful areas we took a decision at the end of the season to find a new home for our boys’ Under 14 team, despite their success in competitions.
- The youth teams continued to have success within their local competitions. The U14 boys won their league, county cup and league cup. The U14 and U16s girls both won their county cup.

Indicators of success:

Four players in the girls’ pathway train/play up an age group each season, including to First Team level.	Six pathway players trained/played for the 1 st team during the season. 10 pathway players consistently trained up an age group over the season.	
Four U18 Boys train up/play with the Men’s First Team	1 U18 player played with first team.	
As per the annual pathway player survey, player satisfaction with learning and support, increases year on year	8% increase in girls’ and boys’ satisfaction that they are making progress.	

KEY

Achieved

Progress Made





Ongoing

Missed





Goal 3

Establish a viable five-year football strategy

Our planned activities

Develop, through consultation inside and outside of the club, a tangible, focused five-year football strategy that channels our resources and efforts into specific actions that can help us succeed.

- 1. Through consultation, develop a 3-5 year Football Strategy that understands Lewes FC's niche strengths and opportunities with clear deliverables and milestones.
- 2. Identify key principles and concepts of a Lewes FC playing philosophy that could be embedded into the club's youth structures.



Key Successes

- On the back of the internal and external research and consultation we have a much more holistic understanding of how to create a high performance environment.
- We recognise our financial limitations, and so we are more efficiently using our expertise and resources across the club.
- We are much better informed of the areas in which we need to invest should finance become available.
- We are now better respected across the football landscape for our ability to identify and develop talented players which has led to increase recruitment opportunities.

Summary

- After internal and external research and consultation, we have developed a phased strategic approach, incorporating 8 key principles, rather than a year to year approach. This allows us flexibility to make improvements as and when we have the finance, and depending on FA licensing and other requirements. We are focused on building the ecosystem and development framework for players and staff.
- The eight key principles are the following: Professionalising staff, elite recruitment, refining players, 360 support, medical robustness, contact time, personal development and match maturation.
- We seek to be realistically ambitious, understanding what we control and what we cannot control.

Indicators of success:

1.Consultation process across internal and external stakeholders	Consultation in December 2021-February 2022 including external clubs/FA	
2.New strategy adopted	New phased approach is starting to be implemented across men's, women's and pathway teams.	

Modifications to our strategy going forward

Here we outline where and how we are changing our Pillar strategy to take into account targets that have been achieved, other progress to date, lessons we have learned and feedback we are acting on.

1. We will change our Pillar name to High Performance Football to capture the holistic, yet ambitious nature of the environment we are seeking to create at Lewes FC.
2. We will modify our goals towards ones that describe the environment and ecosystem we are creating, away from things we cannot control, such as promotion. Whilst we still seek promotion for both teams, our goal is to create the best possible environment to allow players, coaching staff and performance staff to succeed.
3. We will seek to improve our ability to recruit, refine and retain players and staff that have the right mindset and potential that can be fully realised within a supportive Lewes FC environment.
4. We will strive to establish better data collection and analysis, improve our technical frameworks, and build cross-club curricula to strengthen the club's long-term football vision.

Pillar 2

Full Financial Sustainability

We seek to create a club that is fully sustainable, with a vision that one day we will not rely on external sponsors or investors for survival but thrive through our own ownership base.



Goal 1

Become the most-owned club in England

Our planned actions

We will provide value and meaning to thousands of owners, locally, nationally and around the world and be effective at communicating and engaging with those owners.

1. Give value to owners in and around Lewes via a revamped Support & Save.
2. Reach new owners via advertising, talks, events, and online communication.
3. Interact with and engage existing and future owners through new forms of technology, e.g. new Owners App, new website, enhanced social media strategy.




Key Successes

- Almost 1000 new owners between July 2021 and July 2022
- Design and adoption of new app that had significant downloads in first 10 days and monthly townhalls to allow owners to contact the club in a facilitated way.

Summary:

- Lots of progress has been made towards ambitious ownership targets with large numbers of owners joining after the Ownership Campaign (Q4 2021), after corporate talks and talks with community groups and on the back of the independent documentary that was made about Lewes FC ("Lewes FC: A Different Ball Game).
- The Support & Save package has been revamped with post-pandemic relationships being significantly enhanced. 31 local establishments now provide owners with discounts or special offers with others in the pipeline.
- The Owners App was launched in Q4 2021 and had large initial downloads. It worked perfectly for some users but was glitchy for others. Since launching it, we have learned a lot about the technology and will be able to use those learnings to enhance the user experience for this season.

Indicators of success:

1. 35 establishments providing Owners' discounts via Support & Save by end of 2021.	31	
2. 3500 new owners by end of season 21-22.	925	
3. 50% of owners are active users of Owners App	15%	

KEY

Achieved
Progress Made



Ongoing
Missed



Goal 2

Land the biggest sponsorship Partnership in the Club's History

Planned actions

Provide value and meaning to partners big and small, where they feel part of the bigger story of the club's growth, values and success.

1. Professionalise our major partnership identification, approach, offer and communications, with a clear focus on shared value and meaning.
2. Professionalisation of our smaller sponsorships to create value for partners and individuals (matchday sponsors, local partners, player sponsorships).
3. Increase our visibility and reach through running our own events, attending high-potential external events and communicating our potential impact directly to sponsors, philanthropists and investors.




Key Successes

- Xero became the club's biggest ever partner with a three year deal of more than six figures each year.
- Secured brand new partners from up and coming challenger brands, Curve and Veo.
- Partnerships continued or started which lowered our costs through in-kind support, such as ASL (now Zenitel) and Lucozade.

Summary

- Providing a player with a dual career development opportunity to work part-time as Commercial Officer allowed us to improve our communication with local sponsors and increase our capacity to pitch to new potential partners.
- For season 2022-23 we have secured workforce investment funding from the FA which allows us to employ a full-time Commercial Manager to manage relationships, identify potential partners and enhance our offer.

Indicators of success:

1.£250,000 sponsorship from new partners & retention and scaling up of existing major partners.	Largest ever partnership launched, over 3 years.	
1.Increased sponsorship through smaller partners.	Growth on player sponsorships, matchday sponsorships and small-scale partnerships.	
1.Three partnerships/ collaborations realised as a result of participating at or organising events convening leaders, thinkers and investors.	Speaking opportunities led to increased engagement with multiple partners.	

KEY

Achieved

Progress Made



Ongoing

Missed



Goal 3

Raise significant funds from philanthropists and high-net-worth-individuals

Planned actions

Lewes FC shifts into spaces occupied by philanthropists and HNWI's by attending and running our own events, better sharing our story and potential impact, and ensuring our evidence base is strong.

1. Develop and launch research identifying Lewes FC's positive cultural and societal impact.
2. Establish a greater presence in the US which is more attune to discussions around soccer, equality and cultural impact and where we have existing very strong relationships and potential to collaborate and partner



Key Successes

- The club remains debt-free thanks to the generosity of individuals who provided financial support over the course of the year.

Summary

1. One major expected donation did not materialise however other individuals provided substantial donations that leaves the club debt-free.
2. We met with 3 different potential research partners and developed a concept note for work that could help make the case to potential partners to invest or collaborate. However, we withheld
3. We have started to hold conversations with partners in the US.

Indicators of success:

10x increase in donations/ investments from HNWI's/ philanthropists.	Significant donations were made, but not tenfold.	
Five major organisations/ influencers/bodies comment on or share high-quality research analysing cultural/ societal impact of Lewes FC now and with scale.	Research was not commissioned, due to cost control, however more than 5 major organisations published pieces or articles about our work or campaigns.	

KEY

Achieved
Progress Made



Ongoing
Missed



Modifications to our strategy going forward

Here we outline where and how we are changing our Pillar strategy to take into account targets that have been achieved, other progress to date, lessons we have learned and feedback we are acting on.

1. We are setting ourselves more realistic ownership targets for next season, but with the aim still to work towards becoming the most owned club in England
2. We aim to reduce our reliance on HNWI's but identify opportunities for more people from within our communities to donate to specific projects close to their hearts and provide feedback on what was achieved with those funds.

Pillar 3

Own House in Order

To live up to our own principles and values, we must be an exemplary football club behind the scenes.



Goal 1

Create Exemplary Facilities for Fans

Planned Actions

We planned to invest in improvements to matchday infrastructure that can be enjoyed by all.

1. Invest in building new toilet blocks.
2. Invest in a new PA system.
3. Improve disability access and facilities on matchdays.
4. Run an annual fans survey to gather data, feedback and identification of new priorities.





Key Successes

- Significant improvements to access and seating for people with disabilities and visual impairments.
- Introduction of new breastfeeding area on matchdays.
- New toilet in Rook Inn available for people with mobility challenges.
- Access all around the ground to relieve congestion.
- Brand new fans survey launched to give us baselines for satisfaction and identify other areas to improve

Summary:

- Significant investment was put into improving our aging facilities, especially to improve access for all.
- We undertook several disability audits at the start of the season and then worked to create a better environment including access to drinks outlets, seating, wider access points.
- For season 2022-23 we have now got full access around the whole pitch, reducing matchday congestion, alongside a third bar when required.
- We have made progress on the plans for a new toilet block and funding applications, but need some matched funding and planning permission to be able to progress.
- The Supporters Club introduced audio commentary for those with visual impairments. Through East Sussex Vision Support we were informed “how much freedom and enjoyment” this has provided to their clients.

Indicators of success:

New toilet blocks, with disability access to increase toilets/fan ratio, Q3 2022.	Significant progress made.	
New PA system, Q3 2021.	Zenitel provided new PA system (some work on speakers required if funds are made available)	
Adherence to external disability audit recommendations regarding access, movement around the ground and seats.	Significant progress made	
Improved scores year on year in a fans' survey, Q1 2022.	Baseline created: Greater than 79% Net Promoter Score for overall satisfaction.	

KEY

Achieved

Progress Made



Ongoing

Missed



Goal 2

Establish Exemplary Infrastructure for Players

Our planned actions

Improve training facilities with significant investment and/or partnerships with others to realise our need for high-performance infrastructure.

1. Invest in the playing surface for season 21-22, reduce the number of games and seek funding/ partnerships for a brand-new carpet hybrid pitch.
2. Build a new multi-purpose, high- performance facility at the 3G that increases our physical and medical performance support package as well as allows for revenue-generation to ensure sustainability.




Key Successes

- Brand new carpet hybrid pitch with sprinklers had drastically improved the quality of our pitch for players.

Summary

- The club was awarded a £750,000 grant via the Premier League Stadium Fund for a new carpet-hybrid pitch at The Dripping Pan. The new playing surface is designed to support the growth and professionalism of teams in the FA Women's Super League and FA Women's Championship but will have significant impact on the club as a whole. It allows youth matches to be played at the Dripping Pan again as well as the potential for us to generate additional revenue from external use.
- We have early plans for a new high performance centre, but need significant investment before we can make progress. We have created a strong partnership with the East Sussex College who are supporting us with facilities for players, including a player lounge, gym and office space.

Indicators of success:

Pitch quality remains higher than previous seasons, until end of season 21-22.	Pitch quality for season 21-22 was better than in previous seasons due to reducing the usage via the youth teams.	
Partners identified to invest in new carpet-hybrid pitch	Achieved	
Construct new high-performance facility, Q3 2022.	Plans in place but further progress pending significant investment	

KEY

Achieved

Progress Made



Ongoing

Missed



Goal 3

Create a Positive Working Environment and Culture for All

Our planned actions

The club will invest in staffing roles that reduce the pressure on volunteers, establish good communication and working methods, and seek to put into practice key safeguarding, mental health and wellbeing protections.

1. Hire staff into roles covered by single staff members or volunteers, including Directors.
2. Enhance safeguarding provisions, protections and communications across the entire club infrastructure, including pathway teams, first teams and staff.
3. Roll out the mental health strategy to staff as well as players.
4. Implement and champion the FA's Leadership Diversity Code.
5. Establish staff meetings and regular thematic meetings between volunteers, Directors and staff to ensure good communication flows.






Key Successes

- New staff such as the Fan Engagement Officer have reduced significant pressure off other staff and volunteers and dramatically improved organisation and coordination for matchdays and community organising.
- Part-time Safeguarding and Welfare Officer has dramatically improved our ability to protect players and staff across all parts of the club and introduce better mental health protections.

Summary

- In season 21-22 we identified key pressure points across the club and hired specific individuals into them to reduce the pressure on volunteers (including Directors)
- We held regular all staff team meetings and tried to promote good communication across the club (despite the difficult environment posed by a football club whereby not everyone is in all at the same time) through monthly emails.
- Our safeguarding and welfare officer has improved our internal reporting systems and we have a much better overview of the mental health and wellbeing of our players (first team and pathway) and staff. The mental health strategy was rolled out across 1st team players but not yet staff.
- As an inaugural signatory to the new FA Football Leadership Diversity Code, the only Isthmian Premier League Club to have been asked to take part, we have started to monitor our applications, interviews and hires along race and gender demographic criteria. We surpassed the targets set for us in 4 out of 10 categories (one of which was not applicable to us).

Indicators of success

New roles identified and filled by excellent new members of staff who immediately bring value to the roles	Some excellent new hires	
Establish new internal safeguarding reporting mechanisms and databases and ensure every player and staff member has direct contact with the safeguarding and welfare officer.	In place	
Mental health strategy roll-out to all staff and adopt an annual staff survey where results improve year on year	In place for players but not yet for staff	
Hit or exceed our FA LDC targets, Q3 2021.	4 out of 10 targets surpassed.	
Staff satisfaction in the annual survey rises year on year, Q1 2022.	Not properly assessed	

KEY

Achieved

Progress Made



Ongoing

Missed



Modifications to our strategy going forward

Here we outline where and how we are changing our Pillar strategy to take into account targets that have been achieved, other progress to date, lessons we have learned and feedback we are acting on.

1. We have successfully hit a number of our goals related to infrastructure for fans and players. We have a **number of projects outstanding** that we are hoping to gain funding for which will remain in the strategy going forward but they will be combined into one infrastructure goal.
2. We will continue to make efforts to **create a positive working environment and culture** for all
3. We will add a **goal on governance** and ensuring the club and its wider ecosystem has the best possible processes in place, as the club develops and we identify weaknesses or gaps that have emerged over time. This simply reflects a huge amount of work done over the last 12 months (eg on the governance consultation, or on developing and monitoring strategy) that was not captured within the strategy last year.
4. We will also seek to identify where and how we can improve our **club's environmental sustainability** and reduce our carbon footprint and look for partners to implement improvements.

Pillar 4

Impact on Fans and the Community

We believe that a football club is a sacred community asset, providing value to its communities on matchdays and beyond. We seek to prove that football can be a powerful

force for good for our matchday fans, our community teams and partners, and to our broader communities of interest in Lewes and around the world.



Goal 1

Listen to, Support and Give a Voice to our Communities

Our planned activities

1. Segment and understand our club's fanbase and ownership base, collect, analyse and consolidate club data and use to develop and inform club strategy.
2. Increase communication and feedback loops by launching a new Owners App, running monthly Townhalls and running fan surveys
3. Create opportunities for owners and fans to take part in club campaigns (e.g. on equal prize money or any-gambling) so they can be part of something meaningful.
4. Serve our local community through player/staff/Director appearances at events and support partners' fundraising efforts.
5. Track the club's fundraising efforts for partners and monitor over time.
6. Support a programme of community/ school visits for Lewes FC players to talk about our social impact work (such as the risks of gambling and/or to promote gender equality in sport.







Key successes

- Significant work has been undertaken to clean up and consolidate the club databases on owners and fans.
- We have significantly increased the ways through which owners can communicate with the club.
- We continued to help charity partners and others raise thousands of pounds for charities and the Ukraine appeal throughout the year on matchdays.

Summary:

1. Over time we have established multiple, databases have been patchy and incomplete. We have focused time this year on consolidating databases, cleaning data and identifying gaps. There remains a lot of work to do.
2. We have established multiple feedback loops via the Owners App, townhalls and fan surveys.
3. Our FA Cup Prize Money campaign created ways for owners, fans and fans of other clubs to download data, investigate the FA's prize money distribution and vote on one of two fairer distribution models, both of which we calculated would benefit 95% of clubs across the country.
4. On more social levels, we increased the number of fun competitions running across our social media where fans could win prizes.
5. Players, Directors and staff have made numerous appearances at events and in the media. Players have also run workshops and assemblies with local schools and with local football clubs on equality and anti-gambling issues.

Indicators of success:

1.Consolidation of data points and stakeholder databases that improves the way we communicate to fans, owners, community partners, members and sponsors	Ongoing	
1.50% owners are active users of Owners App, Q4 2021.	15%	
3.Average of 50 Townhall participants	Average approx. 40, hitting 50+ sporadically	
4.Owners/Fans take part in club campaigns.	FA Cup prize money campaign	
4.The club increases the amount of cash they help charities fundraise on matchday year on year (baseline TBD)	Baseline: £3750 (not including fundraising from others within the club environment (eg the Vets/ Supporters Club)	
4.Increased numbers of community partners come to matchdays and support the club, Q2 2022.	Ongoing	

KEY

Achieved

Progress Made



Ongoing

Missed



Goal 2

Host the best, most enjoyable matchday experiences, for all

Our planned actions

1. Hire a fan and community engagement officer to accelerate efforts.
2. Ensure matchdays are inclusive and accessible for all fans, including those with disabilities with improved basic facilities. (Cross-cutting goal with Own House in Order)
3. Improve data analytics of matchday revenue, attendance & demographics of ticket sales.
4. Improve the fan first impressions on arrival at the ground (eg through external facades/fixtures boards, paid turnstile operators to ensure smooth access) and fan journey, for example when purchasing food/ drink (eg by launching 2nd bar in old club shop), watching the game and listening to announcements/looking at scoreboards etc.
5. Invite well-known individuals to attend the Dripping Pan and encourage to share their experiences online.




Key Successes

- First sell-out in 70 years, matched 2 months later with the women's first ever sell-out, both of which were well managed and received very positive feedback.
- Matchday access has been improved for those with disabilities and for others (eg breastfeeding spaces created).
- Data analytics dramatically improved via post match surveys to ticket buyers, improved tracking data on hospitality spend.
- Season 2021-22 we added a second bar to improve access to drinks which worked well, so much so that we have already added a third for season 2022-23.

Summary

1. We've prioritised matchday experience for fans over Season 2021-22 with a new Fan Engagement Officer who dramatically improved access and ticketing from the start of the season, and increased fan engagement with players, eg with autograph sheets etc.
2. We coped very well during the two sell-outs at the ground despite the last one happening 70 years ago.
3. We did not hit our matchday attendance targets which were set very ambitiously, though we surpassed the 1000 mark five times on the men's side. In line with attendances across the country, the women's attendance was lower than anticipated with the pandemic making a more prolonged impact on women's games than men's games.
4. The fans survey further solidified the areas we need to try to improve or have already started to improve on in season 22-23: sales of merchandise at the games, reduced congestion waiting for food/drinks, better loudspeakers for the new PA system and a new scoreboard.

Indicators of success

1.Average attendance of 1000 at men's and women's games, Q2 2022.	Men's: 848; Women's: 532	
1.Food/Drinks spend/person increases (baseline TBD) over the course of the season,	Baseline now identified over season 21-22 and progress made already in start of season 22-23	
3.Social media engagement increases (baselines TBD) and feedback/external validation via mentions/prizes.	Limited baselines to date but working on them for season 22-23	

KEY

Achieved

Progress Made



Ongoing

Missed



Goal 3

Be aspirational so that people want to be aligned and associated with us

Our planned actions

- 1. Ensure our external communication provides our players and staff with a platform to share their voice, in an inspirational and aspirational manner.
- 2. Work with our partners to ensure our players, staff, volunteers, and Directors are proud to represent the club (e.g. through clothing, rewards and acknowledgement).
- 3. Offer ways for fans/owners to visibly show their support for club and club initiatives through one-off seasonal merchandise drops and club/ campaign merch.
- 4. Seek interesting, innovative ways to make the Dripping Pan memorable, visually appealing, entertaining and interactive (e.g. use of the ground for permanent/ temporary exhibitions, QR codes around the ground linking to programmes / games / quizzes/audio guides, fans creating banners etc).




Actions:

- 1. Our external communication improved in some ways from seasons prior but there is certainly a lot of improvements that we have sought to implement in season 22-23.
- 2. We had hoped to be able to introduce season merchandise and one off drops last season but for a number of factors with external partners we weren't able to realise this. This is now being prepared for season 22-23.
- 3. We have tried to ensure that the Dripping Pan opens up to the wider community beyond matchday. Over the last year we have established the Community Garden which has more than 20 volunteers helping out, as well as welcomed the new pirates statue, bringing history and culture into the football space. We have an audio guide panel outside the ground, linking into the town's Audioways project.

Key successes

- An independent film team created a documentary about the club: "Lewes FC: A Different Ball Game" to celebrate the unique nature of the club. This had a screening in Lewes and is available online and has more than 4000 views.
- The Community Garden has been set up and brings in a new local volunteer group into the ground.
- The new home shirt for Season 22-23 was voted on by fans via the owners app.
- An event hosted by the town's Mayor brought together a number of our community groups and partners for a small celebration of the club's impact over the preceding 12 months.

Indicators of success:

1.Player/ Staff/ Directors media and events appearances and media hits that turn into new ownerships.	Significant new ownerships from events (for example, 50+ at one single corporate workshop event)	
2.Annual fans survey gives us baseline levels of pride and satisfaction, Q1 2022.	Baselines set: 21-22 Fans survey: Greater than 79% Net Promoter Score for overall satisfaction.	
Increased sales of specific merchandise, and wide visibility beyond Lewes, Target TBD	Merchandise sales limited for season 21-22 but with new emphasis for Season 22-23 New baseline set for 22-23.	

KEY

Achieved

Progress Made





Ongoing

Missed





Modifications to our strategy going forward

Here we outline where and how we are changing our Pillar strategy to take into account targets that have been achieved, other progress to date, lessons we have learned and feedback we are acting on.

1. To emphasise that we recognise our relationship with fans and the community is two way we will rename this strategic pillar “Fan and Community Engagement” instead of “Impact on Fans and the Community”
2. We will maintain our focus on matchdays. But we will modify our other two goals to speak more directly to our aspirations around fostering a sense of community and providing direct support/recognition to our local partners.
3. We will seek to ensure that we provide additional opportunities to recognise, celebrate and support our partners, especially our community football partners (the Vets, Football Therapy team and Lewes FC Juniors).

Pillar 5

Impact on the World

Lewes FC champions ethical, well-governed, sustainable and equitable football as a way to generate positive social and cultural change and create healthy, inclusive communities. We shouldn't be seen as disruptors, but we are. We will use our voice and platform to promote football for good, as well as support others with their leadership and equality goals.

We have made history by becoming the first football club in the world to split playing budgets and resources equally between women and men. We will continue to campaign for equal FA Cup Prize Money and challenge the gamblification of football, amongst other things, always bearing in mind that football has the power to influence wider social norms.



Goal 1

Realise parity in FA Cup prize money

Our planned actions

1. Identify and speak to groups, allies and influential leaders who would be willing to challenge the status quo alongside us.
2. Identify specific actions that allies can take, such as writing letters, signing petitions, or wearing something that indicates their support. (Cross-cutting goal with Impact on Fans and the Community).
3. Collaborate with partners on campaign actions, t-shirts and messaging to help those seeking to add their support with proceeds being split. (Cross-cutting goal with Impact on Fans and the Community)





Key Successes

- Contributing towards the adoption of a seven-fold increase to the women's FA Cup prize pot through our campaigning over several years.
- We researched and analysed the numbers, built an online tool, shared it with networks and encouraged others to understand and use the tool to put pressure on to change the status quo.

Summary

- Last season, the prize allocated to the winners of the Women's FA Cup was £25,000 compared to £1.8 million for the men's FA Cup. In part due to our campaigning over several years, the FA announced an increase of the women's FA Cup Prize pot to around £3 million, an approximate 7-fold increase, amounting to approximately 19% of the total men's pot.
- Aside from addressing the gender imbalance, we also believe distribution of the total prize pot remains skewed towards Premier League clubs. In 2021-22 60% of total FA Cup Prize money went to Premier League Clubs.
- In season 2021-22 we built an online tool with 2 proposed alternative models that offered redistribution to reduce the disparity between men's and women's clubs and between big clubs and small clubs. This allowed people to learn about the disparities and also challenge the status quo. We received a lot of positive recognition when the FA announced its increase to the women's FA Cup prize money.

Indicators of success:

1.The FA announces its intention to equalize FA Cup Prize money and lays out a timeline for doing so.	We helped to realise a 7-fold increase, but we remain far from parity.	
1.Minimum of three events, talks, opportunities to engage with groups of others.	Achieved	
3.Minimum of three groups/ organisations taking specific actions we have encouraged.	Achieved	
3.Campaign merchandise purchased and amount of proceeds being channelled into women's football and equality projects. Baseline TBD.	Not completed.	

KEY

Achieved



Ongoing



Progress Made



Missed



Goal 2

Lead by word and action in making tangible impact on the way football is run

Our planned actions

1. Provide concrete support to the Coalition Against Gambling Ads (CAGA) including in representing coalition views within parliamentary processes.
2. Support a programme of community/ school visits for Lewes FC players to talk about the risks of gambling and/ or on gender equality in sport.
3. Promote the interests of the wider women's football community on the FA Women's Super League and Championship Board.
4. Support men in football to challenge everyday sexism and misogyny by calling it out when they hear it. Provide support, education, networks and resources to our male members of staff and players to work within their own team, across the club and then outside of the club to challenge the status quo and be good role models for others.





Key Successes

- Multiple groups have taken the #CallHimOut pledge following suit of the men's first team and staff/Directors.
- Players remain actively involved in local community and school groups, running workshops and assemblies.
- Lewes FC won the Times Team of the Year.

Actions:

- The government's Gambling Review, which was commissioned in January 2020 and due to be published in July 2022, was postponed whilst the Conservative party elected a new Prime Minister. This is the fourth time it has been postponed.
- Our men's team launched the #CallHimOut campaign each taking a pledge to commit to call out sexism if they heard it in a changing room, bar, on pitch or otherwise in their life. Many also attended Bystander Training sessions working on their own personal awareness of the issue. Within one year, the Lewes Town Council and Lewes Labour Party each also took the #CallHimOut pledge, and plans are currently afoot to collaborate with Lewes Cricket Club to help them activate similarly following our lead.
- In the 2021-22 Season, we undertook 3 school visits in the Lewes area, once the COVID restrictions were removed, where 1st team players met with children to inspire and educate.
- Men's first team player Lewis Carey ran a workshop with one of our pathway teams on the dangers of gambling, visited local club Newhaven FC, conducted several talks with EMC Academy and visited Charlton Athletic's Academy to talk about his experience.
- Lewes FC won the Culture Pioneers Award for Inclusion with judges impressed that the club 'tackled inclusion head on, making it a real game-changer, not just for the players but for the whole industry, by role modelling what is possible when willing to challenge the established order and mindsets'.
- Lewes FC was also shortlisted for the International Olympic Committee Women and Sport Award 2021.

Indicators of success

1. Anti-Gambling recommendations within the Fan-Led Review as directly attributable to CAGA/Lewes FC	The government's Gambling Review has been postponed for a fourth time.	
1. Feedback from schools/ students on the positive impact of our school visits,	Positive feedback received.	
1. Decisions on the governance of women's football, especially on the future ownership model of professional women's football are not made solely in favour of large clubs, Q2 2022.	Lewes FC represented in the future ownership discussions.	
4. Reported instances of men within our networks who report having challenged casual sexism/misogyny and a growing movement of people who pledge to #CallHimOut, Q2 2022.	Staff, directors, players and community football team reps took part in online bystander training	

KEY

Achieved
Progress Made



Ongoing
Missed



Goal 3

Support others to reach their leadership, diversity and equality goals

Our planned actions

1. Develop and launch research identifying Lewes FC's positive cultural and societal impact. (Cross-cutting goal with Full Financial Sustainability)
2. Develop and launch our own recommendations/principles for embedding equality into other football clubs or organisations and monitor subsequent impact.
3. Run leadership programmes and take part in speaking events and track our impact.





Key Successes

- We ran 3 leadership workshops for the Sussex and Surrey Police Forces, East Sussex Fire and Rescue Service and the John Lewis Partnership with extremely positive reviews.
- We've been asked to appear in countless media features, radio interviews and podcasts including NBC,

Summary

- We have spoken at a large number of events to inspire and educate, based on our own experiences. These include speaking at corporate events run by Xero, Cederberg, Irwin Mitchell, Natwest, Acumen Law, and Worthing Chamber of Commerce; educational events, such as the British Universities and Colleges Sport Annual Conference 2022, the University of Bedfordshire's LGBTQ+ Society, and the CASS Business School Symposium, as well as non-profit events, such as Equal Playing Field's Equality Summit on which we co-partnered.
- We've also shared our stories and expertise regarding gender equality in male bastions at local events delivering a key note for Brighton Housing Trust, speaking for the Women's Institute, and headlining Platform 9's celebrated Kick Ass Women event.
- Collectively, we've guested on countless podcasts (such as Game Changers, Leaders in Conversation, Leadership Guest Practices, The Happiness Index, and Watch This Space), to name a few. We've contributed to BBC World Service, BBC Women's Hour and BBC Radio Sussex, as well as featuring on ITV Meridian and BBC South East to inspire and educate through the sharing of our stories of innovation and impact
- We generated more than £8000 from our events, workshops and talks last year.

Indicators of success:

1.Launch of high-quality research analysing cultural/societal impact of Lewes FC helps causes others to change the way they work, (Cross-cutting goal with FFS pillar)	We didn't have the resources to invest into this research but will continue to look for partners	
2.Downloads of our recommendations/principles and feedback received,	As above	
3.Number of people attending leadership events/workshops/ talks we give	Thousands	
3.Generating revenue from events/workshops to channel back into our Impact on the World work, Q2 2022.	£8000+	

KEY

Achieved
Progress Made



Ongoing
Missed



Modifications to our strategy going forward

Here we outline where and how we are changing our Pillar strategy to take into account targets that have been achieved, other progress to date, lessons we have learned and feedback we are acting on.

1. In the revised strategy, a lot our work will remain the same, but we will clarify exactly how we see our ability to impact on the world:
 1. By promoting football done better
 2. By using football to bring about social and cultural change
 3. By scaling up our impact by supporting others

Thank you!

Once again, we would like to thank our partners, sponsors and our huge team of volunteers for their invaluable help and support to the club – we couldn't have come so far already without you all, and we will need you if we are to have a chance of fulfilling all our ambitions and goals in this strategy.

Thank you - and Come On You Rooks!

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