



LEWES FC

2022-23 Strategy



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Thank you

Introduction

As part of our commitment to good governance, transparency and accountability, we share here the Lewes FC strategy for the current season.

It follows on from our first ever published strategy released in November 2021 and should be read in conjunction with our report *"Lewes FC Club Strategy | How did we do? Season 2021-22"*. In that report we analysed our goals, highlighted our success and outlined the progress we made towards our indicators for success. Whilst we are proud of the progress we made, such as breaking attendance records held for 70 years and pulling in our biggest ever sponsorship partner, we didn't achieve everything we set out to, and we learned a lot. We also listened to our fans and owners more than ever, with monthly townhalls and a first ever comprehensive fans survey. With this information and feedback and our own internal analysis we have amended and refocused our strategy and release it publicly here along with the baselines set last year.

This strategy outlines three goals within each of the five pillars that form the operating structure of Lewes FC.

Each goal has a number of actions and activities attached to them, as well as a set of indicators of success which we will monitor to ensure we are intentional in our efforts, and to track and chart our success over the year. We are aware that these goals are ambitious but we set aspirational, brave targets that cause us to stretch, rather than targets that are easily achieved and show little drive.

We are always looking to our owners, fans, supporters, partners, suppliers and volunteers to help us hit these goals as a collective unit and could not achieve any of these goals without them. We are extremely appreciative of your ongoing support.

Operating Pillars

Five pillars form the operating structure and strategic vision of Lewes FC. Staff and Directors align themselves and their work within these areas to

1

High Performance Football

We seek to create the best possible environment and ecosystem for our players and staff to fulfill their whole potential.

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.

3

Own House in Order

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

4

Fan and Community Engagement

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.

5

Impact on the World

Lewes FC believes in football done better. We shouldn't be seen as disruptors, but we are.

We promote ethical, well-governed, sustainable and equitable football governance and we also work to capitalise on football's power to influence wider social and cultural norms and create healthy, inclusive communities. We also seek to scale up our impact by supporting others to champion the same principles and ways of working.

Summary of Goals

PILLAR	GOALS
High Performance Football	<p>GOAL 1 Recruit, retain and refine players and staff with the potential to excel</p> <p>GOAL 2 Develop a 360 personal and professional player-care programme</p> <p>GOAL 3 Build the data and technical foundations for long-term on-pitch success and sustainability</p>
Full Financial Sustainability	<p>GOAL 1 Become the most-owned club in England.</p> <p>GOAL 2 Create new bespoke, multi-year partnerships with like-minded brands</p> <p>GOAL 3 Raise new funds from donations</p>
Own House in Order	<p>GOAL 1 Create exemplary facilities for fans, players and staff</p> <p>GOAL 2 Create a positive working environment and culture for all</p> <p>GOAL 3 Ensure good governance in how we operate</p>
Fan and Community Engagement	<p>GOAL 1 Host the best, most enjoyable matchday experiences, for all.</p> <p>GOAL 2 Foster a strong local and global Lewes FC supporters' community</p> <p>GOAL 3 Support and champion our local community and football partners</p>
Impact on the World	<p>GOAL 1 Promote football done better</p> <p>GOAL 2 Use football to bring about social and cultural change.</p> <p>GOAL 3 Scale up our impact through supporting others</p>

High performance football

GOAL 1: Recruit, retain and refine players and staff with the potential to exce

What: We will identify and recruit talented staff and players whose potential we can unlock through our nurturing, professional ecosystem, help to refine their talent and elevate their future prospects.

How: We will undertake more strategic recruitment of players and staff who understand the ups and downs of the professional journey and arrive at Lewes ready to reflect, re-focus, and re-fine their unique talent. We will increase our mentoring opportunities for staff and establish better monitoring and support mechanisms. We will create more robust processes for players exiting the club.

Key actions:

1. Establish Target Recruitment Profiles for staff and players
2. Work with subject specialists to mentor and support staff, establish and elevate our standards
3. Learn from exit interviews for all players and staff
4. Adopt Individual Development Plans for players and staff
5. Enhanced development opportunities for targeted pathway players (our "Future Rooks")

Key indicators of success:

1. Meet our Recruitment and Retainment player targets across the two first teams and the pathway
2. Players and staff exit the club for career progression: superior league or enhanced role or feeling that they have learned and developed during their time at Lewes
3. 4 players in our pathway teams train/play with the first team



GOAL 2: Develop a 360 personal and professional player-care programme

What: Provide the best possible all-round care for players so that they can fulfil their whole potential whilst at the club.

How: Educate, mentor, and support players to realize, pursue, and achieve their full potential on and off the pitch through technical, tactical, medical, psychological, leadership and performance-related support.

Key actions:

- 1.Improve our qualitative and quantitative tracking of wellbeing and growth
- 2.Strengthen our medical and sport science knowledge, strategies, and processes to optimize player development and career longevity
- 3.Establish clear processes, roles, and responsibilities and ways of working across different club departments to optimally manage each unique athlete life cycle

Key indicators of success:

- 1.Creation of medical and sports-science data baselines
- 2.Reduction in injuries and an increase in player availability
- 3.Opportunities for players to learn about leadership, nutrition, psychology, and physiology.



GOAL 3: Build the data and technical foundations for long-term on-pitch success and sustainability

What: Establish better data collection and analysis, improve our technical frameworks, and build cross-club curricula to strengthen the club's long-term football vision. These foundations mean each new season there is already strong structures and data in place, reducing reliance on any single individual, should they move on.

How: Invest in the collection and analysis of performance data, increase our internal knowledge-base of how to use and apply the data and establish technical frameworks, including pathway curricula and match maturation strategies to develop the 1st team players of the future and support current and future 1st team managers.

Key actions:

- 1.Improve our player data collection and increase understanding on use and application of data
- 2.Develop a cross-club pathway curriculum.
- 3.Implement match maturation strategies for key pathway players to increase readiness for first team demands

Key indicators of success:

- 1.Pathway curriculum is in place for use across the whole club
- 2.Increased contact time across first teams and pathway
- 3.Key pathway players see increased training/game-time with 1st team
- 4.Data we collect shows improvement in key technical areas (eg match maturation minutes, transitional moment success, key possession targets).

Full Financial Sustainability

GOAL 1 Become the most-owned club in England.

What: Becoming the most-owned club in England would put us on a path to sustainability via our ownership structure and move us away from reliance on businesses or individuals for funding.

How: To reach this goal, we will have needed to provide value and meaning to thousands of owners, locally, nationally and around the world and be effective at communicating and engaging with those owners.

Actions:

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

Indicators of success

1. 45 establishments providing Owners discounts via Support & Save by end of 2023.
2. 800 new owners by end of season 22-23.
3. 50% of owners are active users of Owners App

Baselines

- 31 establishments providing Owners discounts via Support & Save by end of 2021
- 925 new owners between July 2021 and July 2022
- 15% of owners as active users of Owners App



GOAL 2 Create new bespoke, multi-year partnerships with like-minded brands

What: Partnerships with like-minded brands help to fund the seen and unseen work to keep the club successful on and off the pitch. There are partners who are increasingly keen to invest in and align with ethical, inclusive and equality-minded, community-oriented football clubs on the back of the failed European Super League, the Women's Euros and increased visibility of women's football via the BBC/Sky Broadcast deal that provides a weekly global platform to our women's team.

New partners do more than just invest money. When aligned with our principles and values, they want to support us hit our other goals and targets.

How: To reach this goal, we will need to have provided value and meaning to partners big and small, where they feel part of the bigger story of the club's growth, values and success and know they are contributing to something more than football.

Actions:

1. Invest in a Commercial Manager who can identify like-minded brands and partners.
2. Continue to improve our offers and benefits to smaller partners (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.



Indicators of Success

Increased sponsorship from new partners & retention and scaling up of existing major partners.

Increased sponsorship through smaller partners.

Three partnerships/collaborations realised as a result of participating at or organising events convening leaders, thinkers and investors.

Baselines

- Significant new partners: Curve, Xero, ASL (Zenitel)
- Retention and/or scale of existing partners: Lucozade, Veo.
- Xero three-year partnership becomes largest in club's history



GOAL 3 | Raise new funds from donations

What: Lewes FC has a huge impact on culture and society locally and within the spaces that already know about our story. People often look for ways to support the club and donate into an area they feel strongly about. We want to give them more ownership over where their donations go.

How: We will provide opportunities and information and support people to donate into different funds and share what we have been able to achieve as a result.

Actions:

1. Set up opportunities for people to donate online to different funds dependent on their area of interest (eg the Endowment Fund, Dual Career Fund, 12th Player funds etc)
2. Set up schemes to use the funds once they pass a particular mark and provide feedback to those who donate.

Indicators of Success

1. HNWI/philanthropists are at 50% of our sponsorship funds
2. Set up new ways for donations to help the club.
3. Track donations and create a scheme to put funds to good use.

Baselines

- HNWI's exceeded sponsorship funds for 2021-22 but intending to grow sponsorship and reduce reliance.
- Currently limited opportunity to make donations (donate button exists on tickets website but to little effect).

Own House in Order

Goal 1 | Create exemplary facilities for fans, players and staff

What: Whilst our matchdays are repeatedly championed for the matchday environment, our infrastructure is outdated, as are our day-to-day facilities for fans and staff.

How. We will invest in improvements to matchday infrastructure that can be enjoyed by all, and continue to improve facilities for staff and players, such a high-performance facility that would improve performance support for the first team, pathway players and community teams, as well as allows for revenue-generation to ensure sustainability.

Actions:

- 1.Enhance existing workspaces in and around the club to facilitate collaboration and improve the working environment amongst colleagues.
- 2.Invest in building new toilet blocks for fans
- 3.Invest in a new medical block for players and staff
- 4.Assess opportunities and potential funding for a high-performance facility at the 3G
- 5.Run an annual fans survey to gather data, feedback and identification of new priorities.

Indicators of Success

- 1.Establish a baseline for staff satisfaction with facilities.
- 2.New toilet blocks, with disability access to increase toilets/fan ratio
- 3.Improved facilities scores year on year in a fans' survey.
- 4.Viability assessment/partners identified for a new high-performance facility.

Baseline

- Brand new pitch laid in summer 2022, following a £750,000 grant from the Premier League Stadium Fund to support the professionalisation of teams in elite women's football.
- New path around whole pitch, laid in summer 2022.
- Additional portaloos installed, summer 2022.
- Toilet facilities remain key area requiring improvement according to fans survey.



Goal 2 | Create a positive working environment and culture for all

What: Football clubs are traditionally challenging working environments due to high stress loads, difficult working hours, lots of travel, and communication challenges generated by colleagues rarely working the same days/times and large numbers of volunteers involved in day-to-day operations whilst holding down other jobs. Lewes FC strives to do what it can to create a supportive and inclusive environment, hitting our targets as a signatory to the FA Leadership Diversity Code (FLDC).

How: The club will establish good communication and working methods, and seek to put into practice key safeguarding, mental health and wellbeing protections for all. We will strive to be flexible in our working environment to be as inclusive and welcoming as possible.

Actions:

1. Continue to strengthen safeguarding provisions, protections and communications across the entire club infrastructure, including pathway teams, first teams and staff.
2. Implement the mental health strategy across all staff as well as players.
3. Implement and champion the FA's Leadership Diversity Code (LDC).
4. Establish staff meetings and regular thematic meetings between volunteers, Directors and staff to ensure good communication flows and promote understanding and adherence to professional boundaries, and work-life balance.



Indicators of Success

1. Maintenance of strong safeguarding reporting mechanisms and databases and ensure every player and staff member has direct contact with the safeguarding and welfare officer.
2. High scores for creating a positive working environment and culture via annual staff survey.
3. Hit or exceed our FA LDC targets.

- **Baseline**
- New internal reporting requirements strengthened with every player and staff member receiving direct contact with safeguarding and welfare officer.
- Mental health strategy in place for players but not staff.
- 4 out of 10 FLDC targets surpassed (October 2022)
- Staff survey not adequately implemented this year.



Goal 3: Ensure good governance in how we operate

What: Internal good governance is essential for future-proofing the club against any risks associated with staff or Director turnover and building the foundations for sustainable growth. As the club grows and develops, new ways of working are established, and issues emerge that challenge some of our outdated structures. We will continue to enshrine best practice governance processes across the club to increase transparency, effectiveness and accountability.

How: We will continue to promote transparency in how the club operates, takes decisions and holds itself accountable as well as improve internal day-to-day communication and decision-making.

Actions:

1. We will share data and reports on progress against our strategy and offer avenues for feedback from multiple stakeholders.
2. We will build risk assessments and bring up to date our governance processes where relevant, adopt clear Terms of References where needed, close loopholes and future-proof the club against emerging risks.
3. We will improve internal decision-making processes between teams, staff, senior leadership and Directors.

Indicators of Success

1. Overall trust in the club remains high year on year in the fan survey
2. Staff satisfaction improves year on year in staff survey relating to clarity and efficiency around decision-making and voice.

Baselines

- Last year we published a club strategy for the first time.
- We held a one-year consultation process with owners when it emerged that there was ambiguity around Director term limits and based on feedback from owners and external stakeholders, we moved to bring clarity and resolve the ambiguity.
- In our 2021-2022 Fans Survey, the Net Promoter scores were 79.3% for supporters of the men's team, 81.3% for supporters of the women's team and 84.4% for supporters of both teams.



Fan & Community Engagement

Goal 1 | Host the best, most enjoyable matchday experiences, for all.

What: We want to ensure fans have a seamless, enjoyable, quality matchday experience, whilst ensuring that the Dripping Pan remains unique, fun – and talked about.

How: We're proud of our ground, our inclusive matchday experience and our willingness to test and pilot. We want people to arrive early because they know the food is good, the drinks are great, there are fun matchday activities taking place and the ground itself is safe, interactive and engaging.

Actions:

- 1.Improve data analytics of matchday revenue, attendance and demographics of ticket sales and feedback loops from fans to prioritise areas to improve.
- 2.Improve fan journey, for example when purchasing tickets, selecting food and drink options, watching the game and listening to announcements/checking the score.
- 3.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).

Indicators of Success:

- 1.Season ticket numbers increase to 250 with a rise in Super Season Tickets
- 2.Average attendance of 1000 at men's and 600 at women's games.
- 3.Increase on fans' enjoyment of matchday experience as per annual fans' survey.
- 4.Food/Drinks spend/person increases over the course of the season.

Baselines

- Season ticket numbers for 2021-2022: 225 in total (some carryover from COVID seasons). Men's: 130, Women's: 33, Super Season Tickets: 59
- Average attendance 2021-22: (Men's: 848; Women's: 532)
- Fans' enjoyment of matchday experience as per fans survey 2021-22: Greater than 79% Net Promoter Score for overall satisfaction.
- Food/Drinks spend/person 2021-22 baseline: £5.37





Goal 2 | Foster a strong local and global Lewes FC supporters' community

What: The club is keen to continue improving communication and feedback loops, develop a relationship of trust and create opportunities for our fans, supporters, volunteers and owners to feel part of the club and something meaningful.

How: The club will continue to improve communication channels to, from and between fans, owners, volunteers and supporters. We will continue to develop and enhance our owners' app and its voting capability for owners, run monthly Townhalls and listen and learn to fans and owners through surveys and other forms of communication. We will explore ways to increase opportunities for volunteers, owners and fans to use their skills to volunteer and support the club, through the Supporters Club and other channels. We will enhance our club shop offering to provide ways for fans/owners to visibly show their support for club and club initiatives and feel proud to wear their allegiance.

Actions:

- 1.Improve our data capabilities and better segment and understand our club's fanbase and ownership base. Continue to collect, analyse and consolidate club data and feedback to develop and inform club strategy.
- 2.Explore ways to create more action-oriented fan/owner opportunities for those who want to use their skills to support the club.
- 3.Create opportunities for owners and fans to take part in volunteering, club campaigns and initiatives and events.
- 4.Focus additional efforts on our online and in-house club shop offering.



Indicators of Success:

1. Increase in baseline levels of pride in the club via annual fans survey remain high
2. 50% owners are active users of Owners App.
3. Average of 50 Townhall participants.
4. Owners/Fans taking part in activations or volunteering to support the club
5. 20% increase in club shop sales with distinctive merchandise offerings.

Baselines

- Levels of pride in the club via annual fans survey 2021-22: Baseline Net Promoter Score for overall satisfaction 79%)
- 15% owners are active users of Owners App.
- Between 40 and 50 average Townhall participants
- Owners/Fans taking part in activations or volunteering to support the club [no baseline in survey]
- Shop revenue: £6,005



Goal 3 | Support and champion our local community and football partners

What: We are proud of our affiliated football teams – the Men’s and Women’s Vets, Lewes FC Juniors, our Football Therapy team and Rookie Kickers, as well as of our Sisterships network, Support & Save partners, our local schools, charity partners and our many volunteers. We will look to enhance our relationships within our local community by showcasing and recognising their work, looking for opportunities to support them and build strong networks.

How: We will use our own platform and identify external platforms to visibly showcase our community teams and their impact and successes. We will continue to connect our Sisterships and support their work and continue to fundraise for our charity partners. We will build on our existing work with local schools with player visits and activities, increase engagement with local business and look for ways to reward our volunteers.

Actions

- 1.Ensure our external communication celebrates our teams, players, partners, volunteers and staff and provides a platform to share their stories, successes and causes.
- 2.Offer club support, knowledge, expertise, contacts and facilities to community teams, partners and schools to support their work.
- 3.Support partners’ and charities’ fundraising efforts.

Indicators of Success:

1. Increase the amount of money the club helps fundraise on matchdays for club partners, sisterships and charities year on year.
2. Number of networking, learning and celebratory events that bring together our partners and communities

Baselines

- 2021-22: £3750 raised on matchdays for charity
- Tens of events organised or supported with local community, including the celebratory impact report launch at the Town Hall with the Mayor, Q4 2021 and attending charity partnership events. We have run school events and also gambling awareness workshops with our youth teams.



Impact on the World

Goal 1 | Promote football done better

What: We believe that football can be more ethically run and that society would be better off as a result. We believe that FA Cup Prize money should be more evenly split between the men's and women's competition, and that the distribution should be more favourable to smaller clubs and women's teams to support their growth and survival.

We also believe that the dramatic increase in gambling advertising in football over the last ten years is inappropriate and dangerous. We see that women's football is at a crucial point in its growth, and we will work to promote a better style of governance that is more inclusive and supportive to smaller clubs and promotes sustainable, values-driven growth that is not required to be dependent on men's football.

How: Lewes FC has been campaigning for more than three years on FA Cup prize money, and warmly welcomed the significant increase in funds available to women's teams. We will continue to seek support for further equalisation and for our proposed models of distribution which would see 95% of football clubs better off. We cannot achieve this alone, and so we will seek to build a wider movement of allies who can advocate and campaign both independently and alongside us.

We will continue to support our partners within the Coalition Against Gambling Adverts. We will also contribute to and support others to contribute to the government's Review of the Future of Women's Football, chaired by Karen Carney by detailing our governance recommendations for the women's game.

Actions:

1. Promote the Lewes FC-developed distribution models to the FA, fan groups, allies and influential leaders and identify specific actions that they can take to challenge the status quo.
2. Provide concrete support to the Coalition Against Gambling Ads (CAGA) including in representing coalition views within parliamentary processes.
3. Promote the interests of the wider women's football community on the FA Women's Super League and Championship Board and develop opportunities for wider stakeholder input into decision-making including via the government's Review of the Future of Women's Football.

Indicators of success

1. Minimum of 3 groups/organisations/individuals taking actions we have specifically inspired or encouraged.
2. The FA announcing its intention to equalize FA Cup Prize money and lays out a timeline for doing so.
3. The FA introducing greater distribution of funds towards smaller clubs.
4. Anti-Gambling recommendations within the Fan-Led Review which are directly attributable to CAGA/Lewes FC.
5. Decisions on the governance of women's football, especially on the future ownership model of professional women's football, are made in line with our recommendations.

The baseline

- In 2019–2020 the total prize pot of the Women's FA Cup was £309,355, just 1% of the men's total prize pot of more than £30 million. 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. We seek redistribution to reduce the disparity.
- 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. In 2021, Spain introduced a ban on gambling advertising and sponsorship in Spanish football following restrictions placed in Italy, Belgium, Lithuania and Australia in recent years.



Goal 2 | Use football to bring about social and cultural change.

What: We use our platform and the power of football to push for social change.

How: We understand the power of football over culture and society and so we will seek to use it to accelerate efforts to address social issues, such as gender inequality and gambling harm.

Actions:

- 1.Support men in football to challenge everyday sexism and misogyny by calling it out when they hear it as part of our #CallHimOut campaign.
- 2.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.
- 3.Support a programme of community/school visits for Lewes FC players to talk about social and cultural issues, such as the risks of gambling and/or gender equality in sport.

Indicators of Success

- 1.An increased number of school visits, and an improved capacity to gather feedback on the impact of our school visits.
- 2.Number of workshops run within and outside of the club to support men challenging casual sexism/misogyny and pledging to #CallHimOut.
- 3.Being publicly recognised for our impact, vision and efforts, whether through attribution, awards or mentions.

Baseline

- 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.



Goal 3 | Scale up our impact through supporting others

What: Lewes FC is frequently asked to speak to community groups, charities, other football clubs, organizations and businesses about our experiences, lessons learned and advice we would have for others keen to establish greater equity within their spheres of influence. We will seek to formalise, improve and make sustainable our support, and ensure that when we work to support others, we have the capacity to follow up and find out what impact we have had.

How: We will do more to document our lessons learned and our advice and recommendations, to support others more widely as well as ensure we are always learning from our own actions. Where it is financially viable, we will run or participate in workshops and events for others.

Actions:

1. Develop and launch research identifying Lewes FC's positive cultural and societal impact if we can find funding to do so.
2. Develop and launch our own recommendations/principles/programmes 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.

Indicators

1. Identification of funding for research, and development of research analysing cultural/societal impact of Lewes FC
2. Number of leadership events/workshops/talks we run.
3. Increased revenue from events/workshops to channel back into our Impact on the World work.

Baseline

- We ran 3 leadership workshops for the Sussex and Surrey Police Forces, East Sussex Fire and Rescue Service and the John Lewis Partnership.
- 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 £8150 from our events, workshops and talks last year.



Readers appreciate
accurate information

**We thank all our fans,
supporters, owners,
commercial and charity
partners, volunteers,
community teams and
our wider local and global
community for their
support throughout the
year. We cannot hit these
goals without you.**



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