



GUERNSEY FOOTBALL // **STRONGER TOGETHER**

**A UNIFIED, WELCOMING AND ACCESSIBLE GAME FOR ALL
THE 2021-22 SEASON REVIEW FOR GRASSROOTS FOOTBALL IN GUERNSEY**



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VISION

Guernsey Football –
Stronger Together ...

A unified, welcoming and
accessible game for ALL.

MISSION

Lead, safeguard, promote
and grow the game through
partnerships that enhance
the football experience for
all and encourage lifelong
journeys in the game.

FOREWORD FROM THE CHAIRMAN // CHRIS SCHOFIELD

As Chair of the Guernsey Football Association, I am pleased to be able to look back on the first year of our 2021-24 strategy, Guernsey Football - Stronger Together, which is structured around the key aspects of football delivery that will enable us to ensure a unified, welcoming and accessible game for all.

Whilst we had all hoped that the 21/22 season would see the island return to normal life, after two pandemic impacted seasons, we began the past season with some challenges and restrictions still in place, particularly for our young participants. Being able to overcome these challenges has again shown the value of interpersonal connections and, as the leading participation sport, football has again been able to demonstrate the positive impact it has on society by doing its upmost to provide the whole community with as much access to the health and other benefits associated with our national game. COVID may have continued to try and impact on the local football community throughout the season but, due to the commitment and desire of all involved in the game, we have been able to complete what has largely been a successful season, which has included the return of inter-insular football for the first time since 2020.

I say 'largely successful' because whilst there is much to be proud of and progress has been made in many areas of the strategy, there have been

some frustrations, not least the protracted project to develop a new 'home for Guernsey football' at Victoria Avenue. Whilst the project has continued to progress, it has not been at a pace we would like. This is not for a lack of commitment and drive from the Guernsey FA officers and Board, but more due to the many external factors impacting on life, and this project specifically, over the past 12 months. The Association remains committed to delivering this project and it will remain a priority throughout the journey of this strategy.

When we developed this strategy, the Association focussed on a commitment to serving those that participate and are involved in the game, and to provide the leadership needed to ensure future generations benefit from it as much as those that have gone before. We are cognisant of the fact that football can be life affecting, and it is therefore our responsibility as the custodian of association football locally to ensure not only that the game thrives, but even more importantly to ensure as far as we can that our whole community benefits by encouraging new and continued participation.

This strategy was therefore focussed on improving the football facilities across the island, enhancing the opportunities for girls to access football, strengthening our club network, supporting the football workforce and, ensuring the game is played in a safe, welcoming and inclusive

environment. It is pleasing that progress has been made across many areas of the game, which has had tangible benefits, but there remain many more opportunities to improve the game locally and we remain committed to that work

Many of these aims go beyond the time period covered by this strategy but we will continue to strive to ensure that by the end of this strategy we have a set of tangible outcomes to focus on and are able to demonstrate our progress. This will inevitably involve working with all our funding, commercial and delivery partners, and I would like to thank all that support our work, along with acknowledging the invaluable work of our volunteer workforce. Without the commitment of the workforce – league officials, club officials and coaches, referees – the game would not be in such a healthy position.

This commitment typifies the strategy slogan of 'Stronger Together' and we look forward to making the local game even Stronger by working Together as we move into the 2022/23 season.

Chris Schofield // Chairman

FOOTBALL IN GUERNSEY SEASON REVIEW // 2021-2022



98% REFEREE
MATCH COVERAGE

430 HOURS OF PRIMARY
& SECONDARY SCHOOL
FOOTBALL DELIVERED



AFFILIATED & SUPPORTED
1 LEAGUE & 13 CLUBS

1 13



7 WILDCAT CENTRES

2709

MALE PLAYERS



374

FEMALE PLAYERS



60K

£60K OF SPONSORSHIP
AGREEMENTS RENEWED

85

SAFEGUARDING
CHILDREN COURSES
COMPLETED

161

INTRODUCTION TO
FIRST AID COURSES
COMPLETED



17

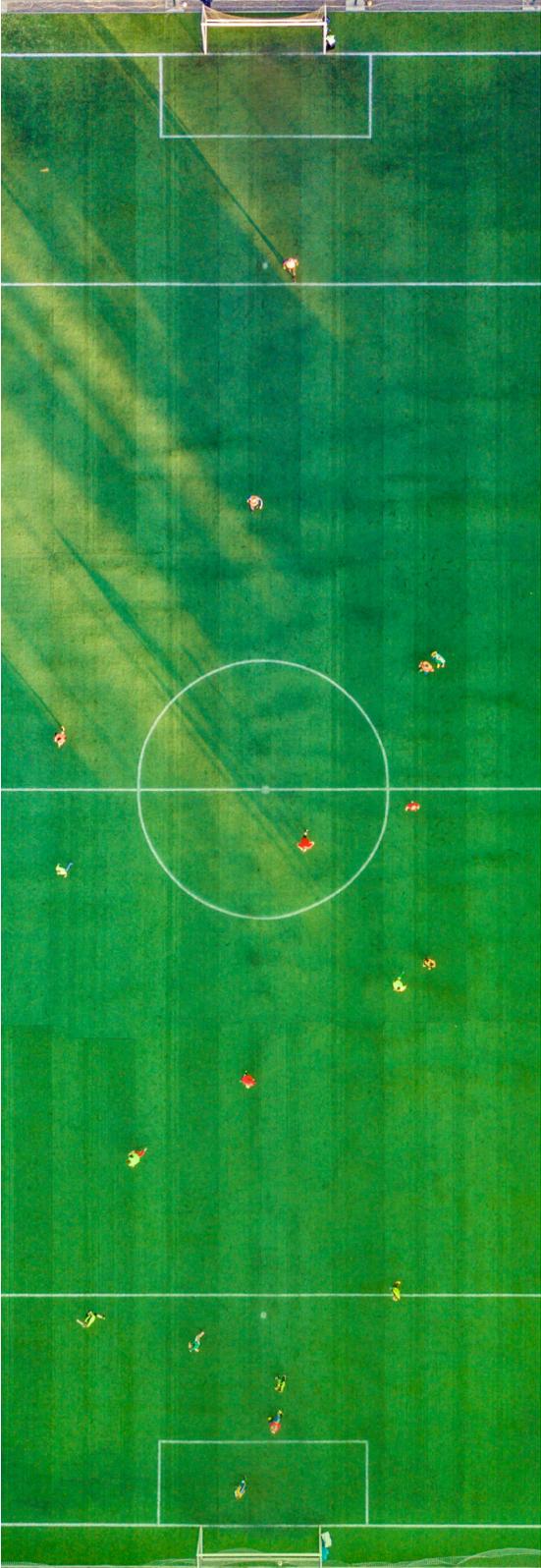
SAFEGUARDING
VALIDATION VISITS
COMPLETED

7

ENGLAND
ACCREDITED
CLUBS

£100K OF FUNDING
FOR FLOODLIGHTS

100K



FOCUS ONE // FACILITIES FIT FOR FOOTBALL

Guernsey FA understands and recognises the importance of enhancing both the quality and quantity of football facilities, including grass pitches, to best support the grassroots game. Indeed, investment and improvements to the football facilities in Guernsey have been placed at the centre of the current strategy, and the Guernsey FA is committed to driving the need for positive change through working in partnership with key stakeholders to deliver focussed projects that will provide both value for money, and tangible benefits.

The work to enhance facility provision has looked at two key areas, with the first being the development of a GFA HQ/3G Stadia community facility. Work continues in relation to this project and, after planning permission was secured, all pre-commencement conditions have been met and funding identified. This project, once completed, will provide Guernsey football with a much-needed all-weather facility, and a hub that will become a focal point for the football community. Secondly, there has been significant focus on supporting local club grounds through development of two bespoke funding applications to the Football Foundation. The majority of affiliated football is played at seven club grounds, and the Guernsey FA recognised

the need to support these clubs and ensure that these facilities can continue to match capacity with demand.

The first funding application has secured £100k investment to upgrade existing floodlights at four club grounds, without which Guernsey football was at risk of reducing participation opportunities through the loss of midweek matches and training. The second application, which is to secure funding support to establish an Equipment Bank to support grass pitch maintenance across club grounds, has also been submitted to the Football Foundation. This application has been designed to complement the previous funding that clubs were able to secure through the Grass Pitch Maintenance Fund and establish a long-term approach to improving the quality and sustainability of these pitches, which are so important for local clubs and the thousands of players across the island.

GUERNSEY FA GOAL // ENHANCE FACILITIES WITHIN THE ISLAND TO SUPPORT INCREASED PARTICIPATION AND NEW FORMATS OF PLAY

Strategic objectives //

1 // Improve the condition of club based grass pitches by utilising available FF funding and introducing a £75k Equipment Bank

2 // Secure Football Foundation, Football Association and external partner funding support to successfully deliver the Victoria Avenue facility project

3 // Deliver the strategic facility priorities identified within the LLP to provide a pitch mix that meets the demands of the local game with two 3G pitches and 10 'good' grass pitches by 2024

£100k of funding secured for upgrades to club floodlights

2021 BASELINE	2021 / 22 TARGET	2021 / 22 PERFORMANCE	2022 / 23 TARGET
6	8	TBC	9

QUALITY PITCHES //



FOCUS TWO // FEMALE PARTICIPATION

The 2021/22 season saw a continuation, and expansion, of the work of the Guernsey FA Development Team to support the work to provide more girls with the opportunity to participate through a sustainable, inspiring, and coordinated pathway that meets the stated goal to provide girls with equal participation opportunities.

Through collaborative work with our key partners, along with securing funding support from the FA Innovation Fund, Guernsey FA has been able to extend the opportunities previously available in primary schools into the secondary school sector with sessions offered in five secondary schools. These recreational football sessions, which were positively received and well attended, have contributed towards a growth in overall female participation.

Supporting an increase in secondary school provision has been a key strategic objective of the Guernsey FA, with the ambition of ensuring every girl in primary and secondary schools in Guernsey is afforded an equal opportunity to play football in a structured and safe environment. Another strategic priority within the strategy has been a continuation of the work to provide opportunities for 5-11 year-old girls, which is an area that has

seen unprecedented growth in recent years. This trend has been a direct result of the introduction of Wildcat Centres in the island, and Guernsey FA has continued to deliver 7 Wildcat Centres at school and community-based sites.

The work in recent years to establish a coordinated pathway, linking 5-11 year old activity into the Girls Academy and then Guernsey Ladies FC, led to the re-introduction of the Guernsey FA Senior Women's team this past season. This was notable achievement, and many players can now look realistically forward to representing Guernsey at the 2023 Island Games.

GUERNSEY FA GOAL //
SUPPORT & DELIVER SUSTAINABLE
EQUAL PARTICIPATION OPPORTUNITIES
FOR GIRLS TO PLAY AND ENJOY THE
GAME ACROSS SCHOOL & CLUB
ENVIRONMENTS

Strategic objectives //

1 // Continue to provide opportunities for 5-11-year old girls through delivery of school and community-based Wildcat Centres

2 // Support Secondary School football provision through PE lessons, after-school programmes and competitions

3 // Continue to develop and enhance a coordinated female player pathway that supports growth in the adult game

2021 BASELINE	2021 / 22 TARGET	2021 / 22 PERFORMANCE	2022 / 23 TARGET
227	245	374	270

FEMALE PLAYERS //

2021 BASELINE	2021 / 22 TARGET	2021 / 22 PERFORMANCE	2022 / 23 TARGET
7	7	7	7

WILDCAT CENTRES //

FOCUS TWO // MALE PARTICIPATION

Through a strong and vibrant club network, male participation from school Reception age through to Veterans, remains the cornerstone of the affiliated game and provides regular football for over 2000 male participants. The 2021/22 season has seen overall male participation grow, which is a testament to how football remains the largest and most popular participation sport in Guernsey, along with this being a positive endorsement of the work of the hundreds of volunteers across the game to provide these opportunities.

Whilst the male player pathway remains a strength of football in the island, the Guernsey FA identified potential risks and challenges that could undermine this pathway when developing this strategy. This led to some specific strategic objectives being established and these have been focal points for the Guernsey FA over the course of the past 12 months. Arguably the biggest challenge to the male game in Guernsey, is the drop out observed in some youth age groups, which threatens to undermine the player pathway into open age football. To address this challenge, Guernsey FA secured funding support from the FA Innovation Fund that led to the introduction of additional Development staff resource to facilitate more opportunities for children aged 12-16 to participate. Through delivery in three secondary

schools, along with support for the retention of existing school and club opportunities for children aged 5-11, the male pathway remains in a healthy position, whilst a return to single year age bands in youth league competitions has supported the work to address potential dropout in those age groups identified as presenting a risk.

Looking ahead to the 2022/23 season, the Guernsey FA will continue working with key stakeholders to create new and positive football opportunities for youth age groups that are attractive to players, but also support the objective of retaining those at risk of dropping out of the game. In addition, work will continue to engage with partners and focus on establishing different formats of the game for those aged over 35 that align with modern lifestyles, fit within the affiliated game, and add to the community football infrastructure.

GUERNSEY FA GOAL // SUPPORT GROWTH & RETENTION PLANS TO GROW STRUCTURED FOOTBALL IN TRADITIONAL & NEW FORMATS

Strategic objectives //

- 1 // Invest resource to develop and deliver an affiliated recreational football offer to improve the player experience for men over 35
- 2 // Support retention of existing school and club pathways to ensure a consistent introduction for 5-11 age groups
- 3 // Support delivery of diverse participation opportunities for youth age groups to reduce dropout and meet the needs of new players

311 Male players ahead of target

2021 BASELINE	2021 / 22 TARGET	2021 / 22 PERFORMANCE	2022 / 23 TARGET
2398	2398	2709	2398

MALE PLAYERS //

INNOVATION FUND PROJECT // RECREATIONAL FOOTBALL ACTION PLAN

Ahead of the 2021/22 season, the Guernsey FA secured additional funding from the FA Innovation Fund towards the cost of adding to the workforce to deliver a specific multi-faceted project that was focussed on meeting strategic inclusion objectives around player pathways. The project was directed towards providing new recreational opportunities, along with ensuring equal opportunity to participate irrespective of socio-economic status for hundreds of children and young people.

Working in partnership with the Guernsey Sports Commission and Education partners, the Guernsey FA developed a practical and viable delivery schedule across the male, female and disability pathways in the 12-16 year-old age groups, along with delivery of football based PE sessions in primary schools and an extension of the partnership with Little Champs to deliver introductory early years football sessions.

Throughout the course of the academic year, the Guernsey FA was able to provide:

- PE based sessions in 13 Primary schools to over 700 children in Year 5 & 6

- Football sessions in 8 age groups across 3 Secondary schools to over 100 male players

- Football sessions in 7 age groups across 5 Secondary schools to over 70 female players

- 90 'Early Years' sessions in partnership with Little Champs

- Football sessions in 3 age groups in Special schools

As part of the project, the Guernsey FA worked to ensure appropriate exit routes were available for children participating in education-based sessions. This included working with local England Accredited clubs, and Wildcat Centres, as part of the process to ensure opportunities are available and accessible to all children.

With the project including a commitment to expanding the Guernsey FA workforce delivery capacity, there will be a continuation of the various sessions across the pathways throughout the duration of this strategy, which ensures that hundreds of children will continue to be afforded new opportunities through until 2024.





FOCUS THREE // THE FOOTBALL WORKFORCE

The Guernsey FA fully recognises and appreciates the amount of time and energy that the grassroots workforce provides to football in Guernsey – without this commitment football would not be in such a strong position.

Guernsey's grassroots workforce, comprised of coaches, referees, administrators, welfare officers, committee members and grounds staff, is greatly valued and recognised as being the backbone of the local structured game. The commitment to the game has consistently been displayed by that workforce over the past 12 months as the COVID pandemic continued to impact on island life. Through the combined efforts of the many volunteers involved across the game the football season was fully completed despite the ongoing

challenges faced, with referee match coverage being 98% across the season.

It is not only in the commitment to matches being played that the football workforce displays its value, but also in the way it coaches and safeguards the game through attendance on FA Education training courses. As an example, during the first three quarters of the season, 161 people completed the Introduction to First Aid course, along with 85 people completing the Safeguarding Children course via the FA's new online learning systems, which provide training and qualifications in a flexible manner that makes volunteering in the game more accessible, personalised and connected.

GUERNSEY FA GOAL //
PROVISION & PROMOTION OF
QUALITY LEARNING & DEVELOPMENT
EXPERIENCES FOR VOLUNTEERS
ACROSS THE GAME

Strategic objectives //

- 1 // Retention of the existing volunteer workforce through support services and access to digital tools
- 2 // Recruit a new generation of volunteers to support the game
- 3 // Promote new online and flexible learning and facilitate delivery of high quality CPD for the workforce

**85 Safeguarding Children
courses completed**

REFEREE EDUCATION & DEVELOPMENT SCORE //

2021 BASELINE	2021 / 22 RECRUITMENT TARGET	2021 / 22 CONVERSION TARGET	2021 / 22 RETENTION TARGET	2021 / 22 PROGRESSION TARGET
27	7	4	22	2
2021 / 22 OVERALL SCORE	2021 / 22 RECRUITMENT PERFORMANCE	2021 / 22 CONVERSION PERFORMANCE	2021 / 22 RETENTION PERFORMANCE	2021 / 22 PROGRESSION PERFORMANCE
85/100	1	0	25	2

FOCUS THREE CONTINUED //
THE FOOTBALL WORKFORCE

COACH EDUCATION & DEVELOPMENT SCORE //

2021 YOUTH TEAMS BASELINE	2021 YTWAQC BASELINE	2021 / 22 YTWAQC TARGET	2021 / 22 CPD TARGET	2021 / 22 CPD PERFORMANCE	2021 / 22 OVERALL SCORE	2022 / 23 YTWAQC TARGET	2022 / 23 CPD TARGET
170	93.5%	89%	34	30	97/100	89.5%	86



The commitment shown in various ways serves to illustrate how the grassroots workforce across Guernsey clearly remains a strength that is essential to the continued and long-term success of the game, and ensures local football is Stronger Together. Guernsey FA is equally committed to actions that support the retention of existing volunteers, whilst simultaneously developing strategies to recruit the future grassroots workforce, which will support the game for generations to come. During the past season, the Guernsey FA has delivered CPD sessions at two local clubs, with this rollout to be extended to all clubs during the upcoming 2022/23 season as part of the strategy to support and upskill volunteers through CPD, as well as the formal training available through FA Education.

In addition to supporting existing volunteers, including completion of the UEFA B course, the 2022/23 season will see a renewed focus on actions to recruit the next generation of the workforce, working with the FA and local partners to guide coaches and referees so that they feel valued and supported whilst they develop new skills and experience. This will include delivery of the Referee

training course along with plans to provide new practical learning to complement the theory-based FA Playmaker course for young volunteers aged 14-16 years.

One consistent element within The FA's educational programmes is delivery of safeguarding training and awareness to ensure that the grassroots workforce recognises the individual and collective responsibility to maintaining the appropriate standards across the game. The Guernsey FA will continue to signpost the grassroots workforce to the latest safeguarding information and formal training courses, along with delivering local in-service opportunities for the Club Welfare Officers that share best practice to foster the best possible football environment for ALL.

**161 Introduction to First Aid
courses completed**



FOCUS FOUR // ENVIRONMENT FOR FOOTBALL

The Guernsey FA is constantly working to ensure that football in the island is a game for ALL – this means that it is enjoyable for every player, coach, referee, administrator, spectator, and volunteer.

Through the work of the Guernsey FA safeguarding team, we have ensured appropriate and effective safeguards are embedded within the game through continual monitoring of existing club safeguards, undertaking validation visits of all local clubs, and by providing in-service training for Club Welfare Officers, who are the first point of contact for safeguarding matters within each club. The role of the Club Welfare Officer is particularly important and one of the key strategic objectives within the current strategy was to support an increase in the number of qualified welfare officers in local clubs and therefore, increase and enhance safeguarding awareness and knowledge across the island football community. The support of the seven local clubs who have reached a position of having multiple Club Welfare Officers is a testament to how the football community has worked together to ensure the importance of safeguarding is recognised, accepted and actioned.

During the course of the year, the Guernsey FA has completed 17 safeguarding validation visits, promoted safeguarding across our various communication channels, and supported clubs with safeguarding training – along with providing

appropriate guidance as required to meet any challenges that have been faced. This level of support to the local game will continue throughout the course of this strategy because safeguarding is rightly regarded as being of the highest importance.

In addition to the work towards ensuring the game is appropriately safeguarded, the Guernsey FA recognises that the game must also be enjoyable for the many participants. For children and young people, having a voice to talk about football can be difficult and the Guernsey FA has subsequently sought to engage with these age groups to gain insight into why they play football. For most of them it is very simple – to have fun and play with friends. The simplicity of that message is one that should never be underestimated because the game should be about having fun.

[Watch this video](#) to listen for yourself...

GUERNSEY FA GOAL //
FOSTER A FOOTBALL ENVIRONMENT THAT IS INCLUSIVE, RESPECTFUL, ENJOYABLE FOR PARTICIPANTS AND SAFE FOR ALL IN THE COMMUNITY

Strategic objectives //

- 1 // Retain the Safeguarding Operating Standard to ensure consistent safeguarding and child-centred practice in the island football community
- 2 // Increase and enhance safeguarding awareness and knowledge across the island football community
- 3 // Promote inclusion and respectful behaviours across the game to promote positive participation experiences

17 Safeguarding Validation Visits Completed

2021 BASELINE	2021/22 TARGET	2022/23 PERFORMANCE	2022/23 TARGET
9	10	15	12

QUALIFIED WELFARE OFFICERS //



FOCUS FIVE // **BUSINESS EXCELLENCE**

The Guernsey FA consistently works to support grassroots football and its stakeholders – including the clubs, league, and volunteers – through provision of high-quality service. Underpinning the required service and support to the local game are effective governance structures across the business operations of the organisation, whilst a supportive culture exists to ensure employee well-being is rightfully prioritised and role-specific learning and development opportunities are provided for all staff. It is only through an investment into each individual employee that the Guernsey FA will be best placed to support the grassroots game.

To evidence a commitment to good governance, the Guernsey FA Board has begun the process of guiding the work to achieve the County FA Code of Governance for Sport, along with commencing work towards achieving the Preliminary Level of the Equality Standard for Sport, and achieving the

Guernsey Sports Commission's 'Sports Mark', which is awarded to sports with the required governance and safeguarding standards in place. Throughout the 2021/22 season, Guernsey FA has supported the club network with the continued rollout of The FA's digital ecosystem, which has seen all clubs begin using the Matchday app as one of the innovative ways for stakeholders to connect, and for administrators to run the game efficiently. The provision of local training and support for stakeholders in becoming experienced and knowledgeable users of the digital platforms will continue into the 2022/23 season. The upcoming season will also see club specific support offered to all existing England Accredited clubs as they work through the revalidation process, which will be an important example of the commitment within the club network to maintaining positive playing environments for all players across the game.

GUERNSEY FA GOAL //

A CULTURE OF GOOD GOVERNANCE & EMPLOYEE WELLBEING EMBEDDED TO SUPPORT BUSINESS EXCELLENCE AND HIGH QUALITY SERVICE TO THE GAME

Strategic objectives //

- 1 //** Retain appropriate governance structures that supports work to achieve the Code of Governance
- 2 //** Retain a workforce plan that includes well-being provision, learning and development opportunities and use of technology to enhance service standards
- 3 //** Further diversify revenue streams through innovative and effective partnerships whilst retaining efficient and robust financial processes
- 4 //** Promote and support use of The FA's digital ecosystem to serve the administrative needs of the football stakeholders
- 5 //** Support the club network to maintain positive playing environments for all players and meets the needs of the island community
- 6 //** Raise the profile of the Guernsey FA and football as the 'sport of choice' through effective marketing strategies

FOCUS FIVE CONTINUED //
BUSINESS EXCELLENCE

TEAMS IN ACCREDITED CLUBS //

2021 YOUTH TEAMS BASELINE	2021 ADULT TEAMS BASELINE	2021 / 22 YOUTH TEAMS TARGET	2021 / 22 ADULT TEAMS TARGET	2021 / 22 YOUTH TEAMS PERFORMANCE	2021 / 22 ADULT TEAMS PERFORMANCE	2022 / 23 YOUTH TEAMS TARGET	2022/2 ADULT TEAMS TARGET
100%	76%	100%	80%	100%	85%	100%	85%

GOVERNANCE //

CODE OF GOVERNANCE	EQUALITY STANDARD PRELIMINARY LEVEL	SAFEGUARDING OPERATING STANDARDS
TARGET - DEC 2022 STATUS - IN PROGRESS	TARGET - JULY 2023 STATUS - IN PROGRESS	TBC

£60k of sponsorship agreements renewed

100% of Youth Team in England Accredited Clubs

CEO REFLECTION

When developing this strategy, the Guernsey FA recognised it was an opportune time to focus on identifying and responding to the new challenges and opportunities within the game and to ensure the future is bright for generations to come, whilst serving and uniting the community through shared values and positive experiences.

The strategy – Guernsey Football, Stronger Together - was therefore, focussed on five key areas of the game, with these areas recognised as providing either the biggest challenges to the continued success of the game or the biggest

opportunities to grow the game for current participants and those generations to come. The focus area which was rightfully placed at the heart of this particular strategy is that of the Football Facilities across the island, with the work to ensure these are fit for purpose remaining a priority because of the acknowledgment and understanding that without quality playing surfaces and supporting facilities, the game simply cannot grow and progress. One of our key goals and priorities is the project to develop a new HQ/3G Stadia community facility that will provide a 'home for Guernsey football' at Victoria Avenue. This project continues to progress, with full planning permission secured and a significant amount of work continuing behind the scenes to bring the project to life. This work will continue to be a priority for the Association moving through the period of this strategy, whilst other facility projects, which will look to secure significant investment and funding for local football are also underway. This will include the plan to upgrade existing floodlight provision at four club grounds, following confirmation of £100k of funding from the Football Foundation.

Supporting and growing participation is a constant objective of our workforce and it is pleasing to see growth in both male and female registered players over the course of the last season, whilst funding from the Performance and Innovation Fund has enabled us to offer new and extended primary and secondary school sessions. Whilst participation targets are always an indication of how well our sport is doing, most participation opportunities are only possible through the dedication and time

given by the volunteer grassroots workforce. As the game has transitioned to online learning, it has been positive to see so many new and existing volunteers undertaking training courses.

We have also continued to work with all stakeholders and partners across the game to ensure that the football environment in Guernsey is one that is positive, fun and safe for all participants, with safeguarding practices and procedures embedded across the local game. Partnerships and collaboration are also integral to our work as we move towards a more sustainable and modernised local football infrastructure for current and future generations. This includes the adoption of enhanced digital services across the local game, along with ensuring the Association has the highest standard of governance and drives equality for those that want to participate. Work has commenced in relation to both the Code of Governance and Preliminary Level of the Equality Standard, and our aim is to achieve both during the 22/23 season.

It has been a pleasure to work with our Board, staff and the many partners and stakeholders across the game over the past 12 months and I look forward to what will be an exciting 2022/23 season, which culminates with hosting the Island Games next Summer. This past season has seen successes and challenges along the way, but it is clear football remains, without question, an integral part of the fabric of community life in Guernsey and our work will continue as we seek to ensure that the sport truly represents the unified, welcoming and accessible game for ALL.

