

FOR WILTSHIRE

**WILTSHIRE FA
STRATEGY
FOR GRASSROOTS
FOOTBALL
2021 - 2024**



FOR ALL

wiltshirefa.com

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ABOUT WILTSHIRE FA

Wiltshire FA is the not-for-profit, governing body of football in Wiltshire. We have 1,000 teams and in excess of 19,000 players of all ages and abilities playing in the County, Wiltshire FA is proud to support football For All.

EDUCATE.

We offer professional training to enhance the skills of the football workforce and develop the next generation of coaches, referees, medics and administrators.

DEVELOP.

We deliver programmes and support facilities to inspire people to play the game, making sure there are opportunities For All.

SUPPORT.

We offer administration and support to players, clubs and leagues to ensure our game is positive and inclusive. We believe our game should be played with RESPECT.

GREEN LANE PLAYING FIELDS.

Green Lane Playing Fields is located in the centre of the Wiltshire and has improved quality and access to football facilities for the entire community.

The £1.7 million, state of the art, football hub includes a full size 3G pitch, three grass pitches and a clubhouse with a modern function room and fully equipped meeting spaces.

“Sustainable football facilities are fundamental to the support and development of the nation’s game. Our facility, Green Lane Playing Fields, is centrally located in the County and will offer more opportunities for players all year round. It is obviously great for existing participants, but we really hope the new facility will inspire more people to get involved in the game - perhaps those who have recently lost interest and some that have never engaged with the game before.”

Mark Young, Football Development Manager



CHIEF EXECUTIVE'S INTRODUCTION

Football plays an important role in today's society. We know the game brings people from all backgrounds and sections of the community together, however it also provides much needed distraction from the day to day stresses of life and supports people's physical fitness and mental well-being. This has never been more important than in the present, as we emerge from the pandemic and begin to return to normality.

With the above in mind, the timing of this plan is perfect, and I hope we can use it as an opportunity to support the recovery processes. This is why I am proud to introduce the new strategy for football in Wiltshire, which aims to increase participation, raise standards and improve support, across all areas of the game, benefiting individuals and communities alike.

The success of this strategy depends upon the ability to unite communities behind a common vision and a set of goals. To support this ambition we have listened to the views of our members and identified a clear, simple vision which I hope everyone can connect with, together with seven mission critical objectives that Wiltshire FA believe will provide solid foundations and a platform to develop the game over the next 4 years. It's about bringing like minded people who share a common interest together, to make the game in Wiltshire the best experience possible, and I believe that by working in collaboration we can not only improve the game but also enrich the lives of those to play, coach, referee and administer football on a weekly basis.

I would like to thank everyone involved in creating this strategic plan, including the Wiltshire FA Board, Council members, IAG members and most importantly the staff. I would also like to pay a special mention to the leagues and clubs across the County for sticking with us and continuing to strive for excellence.

Together we are stronger, together we can make a difference.

Best wishes



Oliver Selfe
CEO

CHAIRMAN'S NOTE

We presented our previous Strategy to The FA at Wembley in 2018, and at the time Wiltshire FA looked very different to how it does now. For one, we had a different leadership, the workforce structure was much different to the present, but more importantly the association resided on a business park in an industrial area of Swindon, in a two storey office building, which bore no resemblance to football at all. This being said, Wiltshire FA did have a clear vision and an ambition to move out of our HQ and construct a new state of the art football facility, which was a major goal for the 2018-21 company strategy. Provisional grant offers had been agreed, working with the Football Foundation, Devizes Town Council, The FA and Wiltshire FA, which really started the ball rolling, for what transpired to be an ambitious and game changing project for the association and wider football community.

In late 2018 we welcomed Ollie Selfe as the new CEO at Wiltshire FA and shortly after we were granted planning permission for the new football facility. We welcomed new faces to the association, and we expanded our volunteer network, through the introduction of new Independent Board and Council members, building on the ongoing transformation of our corporate governance structure. We also began to build relationships with local businesses, who shared our excitement for the new facility and brought with them new sponsorship, that has proved immensely helpful in supporting the association to work towards our second aim, which was to become more financially sustainable and less reliant on central FA grants.

All appeared to be going smoothly when suddenly, just before the handover of the facility, the pandemic hit. The team spent the first months of lock down moving premises and the public opening was delayed until August 2020. Since then we have been in and out of Government restrictions and as you can imagine a lot of emergency Board meetings. This is why, if we fast forward 9 months, it is even more remarkable that we find ourselves settled into our new HQ in Devizes and witnessing hundreds of men, women, boys, and girls visiting the facility on a weekly basis and enjoying their football experience.

This success could not have been achieved without the fantastic coordination of the executive and volunteer workforce and the guidance of Ollie Selfe leading a truly resilient and dedicated team. I would also like to thank the Board for their hard work over the last 12 months. This collective contribution from the Board, staff and Council, demonstrates the power of collaboration, which is a running theme throughout this strategy and is cemented in our company vision and objectives.

I look forward seeing what the next three years brings and believe that we now have the foundations for a very successful period for grassroots football across the County.

Best wishes



Clive Archer
Chairman

OUR VISION

Uniting the community to provide football For All

OUR MISSION

Wiltshire FA will be regarded as leaders of grassroots football, listening, educating, administering and developing the game for everyone.

OUR OBJECTIVES

- Sustain & grow participation via flexible, inclusive, safe and accessible opportunities.
- Maintain & develop relationships with the football family based upon trust and shared vision.
- Provide exceptional standards of safeguarding to ensure football is an enjoyable experience.
- Increase and utilise investment effectively to support grassroots football to be more sustainable.
- Improve the quality & access to football facilities.
- Provide outstanding training, education and support programmes for the football workforce.
- Increase the profile of grassroots football and engage the community through effective marketing and communication.

OUR VALUES

Integrity | Approachability | Transparency | Inclusivity | Excellence

ABOUT WILTSHIRE

CONTEXT OF THE COUNTY

Total population of Wiltshire is 680,074, within two local authorities.

SWINDON (Borough)

The population of Swindon is 209,156, set to rise to 250,000 by 2030.

50% of the Swindon population are female.

A large ethnic population with 15.4% BAME with Asian the 3rd highest ethnic group at 6.4%.

8 of 285 Lower Layer Super Output Areas in Swindon are in top 10% deprived areas in England.

Penhill & Park top in Index of Multiple Deprivation with 45% of children living in poverty.

WILTSHIRE (Unitary)

The population of Wiltshire Unitary is 470,918.

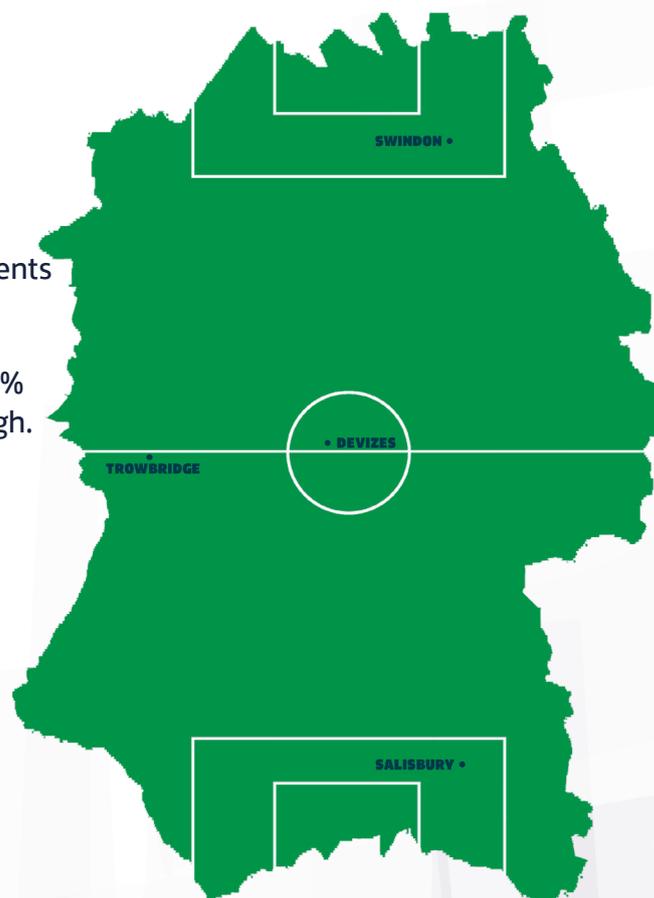
50% of Wiltshire Unitary is rural with transport providing a major barrier.

49% of the Wiltshire population are female.

The demographic is 93.4% white, which is higher than national average of 80.5%.

Asian is the 2nd highest ethnic group but still only represents 0.55%.

2 Lower Layer Super Output Areas in Wiltshire LA are in 5% most deprived in England, showing rural deprivation is high.





MALE PATHWAY

sustains 17,294 participants.



FEMALE PATHWAY

has grown from 1,291 (2018) to 1,813 (2021).



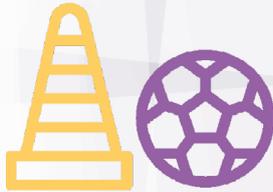
DISABILITY TEAMS

24 teams with 182 participants.



82.5% of all Youth Teams have achieved FA Charter Standard.

95% of Youth Teams have a qualified coach.



COACHES

711 qualified L1 coaches and L2 coaches



REFEREES

351 newly qualified referees.



WHOLE GAME SYSTEM

96% of all players in Whole Game.

WILTSHIRE FOOTBALL

SUCCESSSES FROM 2018-2021 STRATEGY



82 grass pitches improved.



£3.1m worth of Football Foundation funds invested.

GREEN LANE PLAYING FIELDS

WILTSHIREFA.COM

£1.7m HQ opens.



WALKING FOOTBALL

New, 15 Team, County Walking Football League.



PROJECT OF THE YEAR

Wiltshire FA wins Development Project of the Year 2019.



IAG

New Inclusion Action Group and Inclusion Action Plan in place.



SAFEGUARDING

FA Safeguarding Operating Standard Achieved.



EQUALITY

Equality Standard Prelim Level Achieved & Wiltshire FA Board diversity increases by 22%.

WILTSHIRE FOOTBALL SURVEY RESULTS

Wiltshire FA conducted a member's survey between 22nd April and 13th May 2021. The survey sought the views from people involved in the local game, in order to support the creation of the Wiltshire FA Football Strategy 2021-2024.

A total of 122 people completed the survey and a breakdown of the respondent roles in football has been provided in the table below.



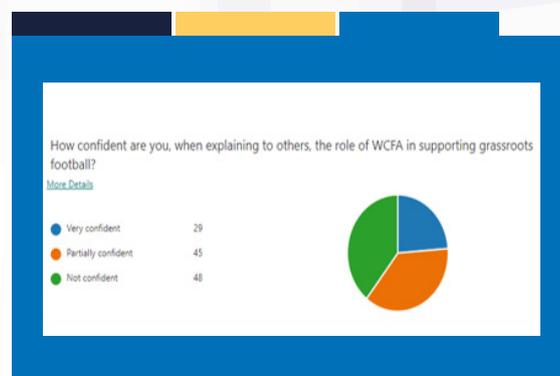
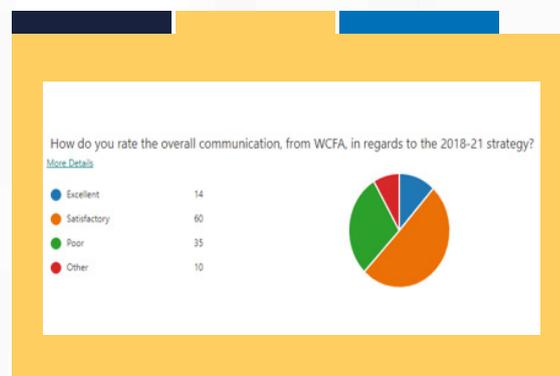
Respondents were asked to think specifically about football in Wiltshire and the questions looked to ascertain their views on the following;

- **Understanding of the existing strategy for football in Wiltshire.**
- **The view of how well Wiltshire FA promotes football across the County.**
- **What Wiltshire FA does well in supporting grassroots football.**
- **What Wiltshire FA can do better in supporting grassroots football.**
- **Where Wiltshire FA should be prioritising our focus as part of the new strategy 2021-24.**

As a starting point, respondents were asked to explain their current understanding of the Wiltshire FA Strategy 2018-2021. The aim here was to identify if members knew the role of Wiltshire FA in supporting grassroots football, also how Wiltshire FA had prioritised support for the game over the last three years of the strategy. The feedback is summarised in the graphs adjoining this slide and the following assumptions can be made:

- 76% of respondents lack confidence in explaining the role of Wiltshire FA (39% not confident, 37% partially confident).
- 33% of respondents did not know the vision or objectives for Wiltshire FA with 44% having a partial understanding. Only 22% felt they have a good understanding of what Wiltshire FAs is aiming to achieve.
- In terms of communication, 29% of respondents felt Wiltshire FA was poor at communicating the 2018-21 strategy with 50% feeling communication had been satisfactory.

We can assume that members have a lack of understanding of the breadth of work Wiltshire FA delivers. As such, Wiltshire FA should do more to ensure the new strategy 2021-24 is communicated widely to as many members as possible. This will involve making the strategy a public facing document.



Members were asked what Wiltshire FA should be focusing on as part of the new strategy. They were also asked what Wiltshire FA does well, what we can do better and what are their perceived greatest challenges for Wiltshire FA in supporting the game over the next 3 years. A summary of the findings has been provided below.

Members highlighted the following key areas they wish Wiltshire FA to prioritise, as part of the new strategy.

- 1. Participation** - This can be construed as initiatives, investment and development support to help sustain and grow participation across the game in Wiltshire. Over half of all respondents selected this area as their first or second choice.
- 2. Safeguarding** – Including support for Club Welfare Officers, safeguarding education and increasing awareness, was a first or second priority for 34% of respondents.
- 3. Volunteers** – Growing, developing and rewarding our volunteer workforce scored highly with 20% recognising this as their first or second priority for Wiltshire FA.
- 4. Facilities** – This includes access to high quality facilities, at a reasonable cost, together with increasing the number of new facilities and quality of existing facilities across the County.
- 5. Coach & Referee Development** - Sustaining, increasing, supporting and recognising coaches and referees in the game.



It is noted that there is also a desire from members to support diversity and inclusion and this is supported by the Wiltshire FA IAG and Inclusion Action Plan.



WHAT WE DO WELL

There was a theme from the verbal feedback we received from members indicating a satisfaction with how Wiltshire FA provides good customer service, with support and advice being recognised as an area the organisation does particularly well. In addition, there was acknowledgement that communicating important updates is an area of strength for the Wiltshire FA.

“Communicating with League and Clubs, keeping up to date with any changes and communication from the FA”

“All staff very personable, extremely helpful and effective solving issues and answering queries.”

This is positive and demonstrates that Wiltshire FA employees are living the company values of Integrity, approachability and excellence.



WHAT WE COULD DO BETTER

There was some consistent messages from members in what Wiltshire FA could do better and these include:

1. Diversity and inclusion.
2. Communication, promoting the grassroots game.
3. Improving and developing facilities.
4. Support to coaches and referees.

This is consistent with the top five areas of focus, as highlighted previously.



WILTSHIRE FA GREATEST CHALLENGES

1. Keeping volunteers
2. Facilities and pitches
3. Referees
4. Maintaining participation
5. Inclusion and diversity
6. Respect and behaviours
7. League and Club support
8. Communications
9. Increased costs to running football

“Keeping volunteers involved in the clubs and leagues. Ensuring there is sufficient referee coverage across the game in Wiltshire.”

“Lack of volunteers who are committed to offering help across the board. Facilities could also be better across the County”

OUR TEAM

We have a small workforce consisting of 12 paid executive staff. The staff are all passionate about developing football for others and their dedication and commitment shows in the reach and responsibility we have in the County.

Wiltshire FA is governed by a board of voluntary members, together with the CEO, council and youth council members, who also contribute to football clubs and leagues across Wiltshire.

These experienced and knowledgeable members dedicate vast amounts of time and effort into ensuring Wiltshire FA not only fulfils the delivery and development of football in Wiltshire but also promotes the positive impact of football in society.

Wiltshire FA has thousands of affiliated members. These members volunteer, often on a weekly basis, to ensure the next generation grow up participating in football and develop a love for the sport, or to ensure a variety of opportunities remain available in the adult game.

We believe the contribution to the community from this network of grassroots football clubs, players, volunteers and supporters is, without doubt, outstanding and without the time and dedication of these people grassroots football would simply not exist.

Our staff, board, council and all our affiliated members are continually striving to enhance and influence the game and develop a lasting legacy in football.



OUR BOARD

The Wiltshire FA Board of Directors are required to direct the business affairs of the Association and to determine the vision and strategy, plans, policies and financial investment required to achieve the Association's aims. As such, individually and collectively, the directors are accountable to the Membership.

All Wiltshire FA Directors are volunteers, the Board meet a minimum of 6 times per year, and the maximum number of Directors at any one time is 12, with no less than one third of the directors from time to time being independent. The number of Council elected directors shall not exceed one third of the directors holding office.

Directors are tasked with tactfully contesting strategies to glean the best results from management for the business. Directors have to be equipped with specific knowledge and expertise, confidence and analytical skills, whilst maintaining an external and objective viewpoint in order to contribute to an effective Board.

OUR BOARD MEMBERS



CLIVE ARCHER (CHAIRMAN)

Clive is a retired BT Group IT Consultant having completed over 40 years' service. He was elected to the Wiltshire County FA in 2000, became a Director in 2014 and served as Chairman for the last five years. He has played semi-professional football, represented the Royal Navy and played at every level of Football in Wiltshire mainly for Pinehurst FC on Saturdays, many teams on Sundays and finishing up manager/secretary to BT Nalgo FC who were sponsored by BT to become reasonably successful in the SSFL. At present he is the General Secretary and Fixture Secretary of the Swindon Sunday Football League along with his love of running and walking which takes up most of his spare time left.



CHRISTINA MCCOSH (VICE CHAIR AND SAFEGUARDING CHAMPION)

Tina has lived in Chippenham since 2004, having moved from Gutersloh in Germany. She is involved at club and league level locally, having been introduced to youth football in 2001. Tina was elected to Council in 2015 and to the Board in 2017. In 2019 Tina was elected as Vice Chair of Council. Tina has worked in primary schools (various roles) since 1999 and studied Business and Languages at University. Tina held a career with the Woolwich and was a District Manager before moving to Germany where she worked as a Finance Officer at HQ BAOR.



JON DENNIS (COUNTY FINANCE DIRECTOR)

Jon Dennis FCA is our Non Exec Finance Director. He runs a firm of Chartered Accountants, based out of Newbury and covers Wiltshire. Having qualified with PwC Southampton, he has held a variety of roles during a 20 year corporate career before setting up RED 76 Tax. He is now firmly positioned to help SME business sector in Wiltshire with compliance and advisory needs. Inside football he is a level 2 coach running an U11 team, as well as performing goal keeping coaching across multiple years. He also set up the Futsal school in his club which give 80 kids each week exposure to the format.



DAVE BUCKLEY

Dave is currently the Chairman of Malmesbury Youth FC and has been their Under 6's Coach for the last 14 years. Dave is a Level 3 FA Coach and a strong advocate of the England DNA ethos. He has played football all his life, and still plays both 5 a side and walking football. He moved to Wiltshire in the 80's from Reading and is a regular supporter at the Madejski Stadium. He has lived in Malmesbury for over twenty years and has helped build the new Wiltshire FA HQ building in Devizes in a consultancy role as a Non-Executive Board member.



COLIN KENNERSON

Colin has been involved in grassroots football as a player, club treasurer and secretary for many years. He also refereed at District, County and Supply League and was appointed to English Schools competition. Colin has assessed for 10 years and has been involved in the administration of the Salisbury League and following relocation the Trowbridge League, where he has been League Secretary since 2012. Colin joined The Wilts FA as a league representative in 2016 and became a Director in 2018, during this time he has been the Chairman of the Football Service Committee.



OLIVER SELFE (CEO)

Oliver joined the Wiltshire FA in December 2018, having previously worked for the Football Association, as National Development Manager for Schools, Colleges and Universities. Oliver is a Level 3 coach and still laces his boots on a weekly basis for a local Vets team. Oliver has played football since the age of five and represented the game at every level of the football pathway, including grassroots, semi professional and professional. Throughout his career Oliver has held management roles with JJB Sports, Power-league, Surrey County FA and British Universities and Colleges Sport. When he is not working/playing football he can often be found mountain biking in the Surrey Hills.



BAZIL SOLOMON (INCLUSION ADVISORY GROUP CHAIRMAN)

Bazil has played football since his school days. He is the Chairman of the Wiltshire FA Inclusion Advisory Group (IAG) and a Co-opted Director on the Wiltshire FA Board. Bazil has been actively driving the work of the IAG, aiming to increase playing opportunities for under-represented groups across the County. In his day job, Bazil serves in local government and runs an IT analysis & training company, which helps develop students in colleges and universities' to understand technology and become job ready.

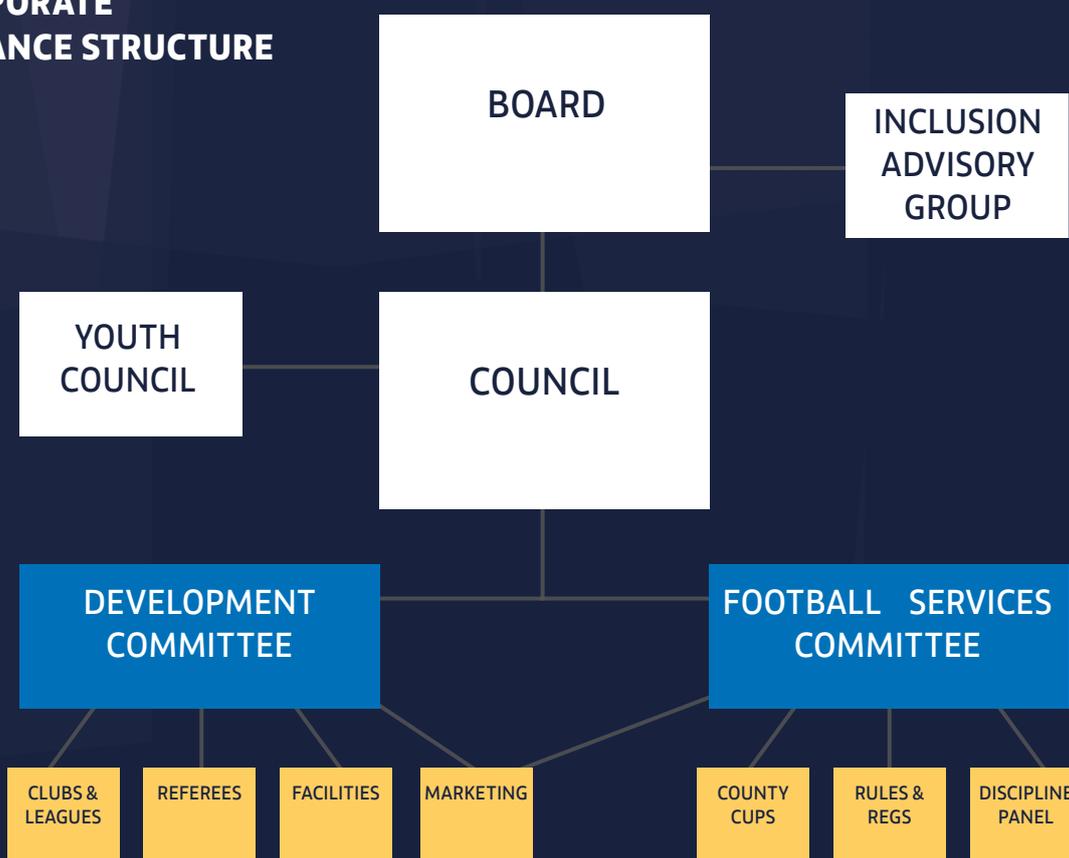
"I believe that diversity and inclusion plays a key role in developing local communities. Football brings people of different backgrounds and nationalities together, and can unite us, as one team!"



MARTIN AYOADE (COUNTY HR DIRECTOR)

Marshall is our Non- Exec Director. A senior HR Director he has worked for blue chip organisations such as Sainsbury, Camelot and Vodafone and now runs an HR Practice based in Greater London. An avid lover of football Marshall played from school up to county level. A keen advocate on the benefits of sport and football in the community for young people, Marshall advises and supports various organisations on the benefits of sport and well-being. When not working and pre-COVID Marshall loves to traveling around the globe.

THE CORPORATE GOVERNANCE STRUCTURE



OUR COUNCIL

The Wiltshire FA Council represents the views of our members and consists of representation from leagues, geographical areas, schools football, walking football, youth council, referees and disability football. The Council is important as they ensure that there is a relevant voice at the decision making level across the game.

The Council meet on a quarterly basis and their purpose is to debate issues and reflect the views of the members, make recommendations which benefit the game in Wiltshire and act as ambassadors for the association and grassroots game on a local level.

OUR YOUTH COUNCIL



The Wiltshire FA Youth Council is designed to provide a platform for young people to have a voice in key decisions affecting grassroots football within Wiltshire. The group consists of up to five young people aged between 14 and 24, who are recruited via interview and demonstrate a clear commitment and passion to supporting the game.

One member of the Youth Council is to be co-opted onto the Wiltshire FA Board and Inclusion Advisory Group, ensuring that a youth voice is represented at every level of the Wiltshire FAs governance structure.





IAG

THE WILTSHIRE & SWINDON INCLUSION ADVISORY GROUP (IAG)

The Inclusion Advisory Group (IAG) supports our vision to unite the community to provide football For All.

The IAG promotes equality, diversity and inclusion and aims to eliminate discrimination and encourage equal opportunities.

Wiltshire FA believes football is for all, therefore we must ensure there are no barriers to participation and involvement. The IAG are responsible for setting the standards and values which should be applied throughout football. Football is for everyone and should be enjoyed by all.

The IAG recruits members from organisations that share our vision to unite the community and provide football for all. We also recruit members from under-represented communities/ diverse backgrounds who can provide guidance and direction to Wiltshire FA Inclusion and Diversity work. The group aims to educate with the aim to prevent and reduce harassment and discrimination in football and are committed to making football inclusive.

OUR IAG MEMBERS



OLIVER SELFE, CEO, WILTSHIRE FA

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JON HOLLOWAY, HEAD OF FOUNDATION, SWINDON TOWN FC COMMUNITY FOUNDATION

Jon took up the role as Head of Foundation in 1996 having spent the previous four years playing in the youth team and as a young professional at Swindon Town. Alongside working for the Foundation Jon continued to play football at a semi professional level and really enjoyed the mix of playing at a good level whilst developing his professional career with the Community Foundation. Jon achieved his UEFA A License at the age of 22 and he still very much enjoys getting out on the pitch and coaching within the community sessions. Jon has a HND in Business Management and he has recently overseen the development of the new £2.5 million pound Community Foundation headquarters – Foundation Park. Away from football Jon enjoys spending time with his family and travelling abroad.



CLIVE ARCHER (CHAIRMAN)

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CO-OPTED BAZIL SOLOMON (INCLUSION ADVISORY GROUP CHAIRMAN)

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"I believe that diversity and inclusion plays a key role in developing local communities. Football brings people of different backgrounds and nationalities together, and can unite us, as one team!"



NIGEL SMITH, CLUB SECRETARY, SWINDON TOWN FC

Nigel has been involved in grassroots football since school days, playing for school and representing the county at U18 level, whilst also playing semi professional in the old Gola League (Conference) before a car accident kept him out of the game for two years. After that he took up the whistle as a referee and during this time volunteered to run a Sunday League side, offering services as head cook and bottle washer and taking them through the league to division one. Nigel has spent the last 27 years in the semi and pro game as a referee and assistant referee on The National List. After this Nigel took the Club Secretary role at his beloved club, Chesterfield FC for two and a half years, then moved south to Swindon Town FC as Club Secretary. During the last 13 years Nigel has worked for Derbyshire FA as RDO & Operations Manager being responsible for league sanctioning, affiliations, discipline and whole game system and also volunteered to work on the Midlands Regional Alliance league as the appointments officer, working with a diverse group of referees. Nigel has been married to his wife, Beverley for 31 years, has two children Daniella & Brittany (both ex referees) and loves to spend time with his two grandchildren Isaac George and Eron Thomas whenever he can.



PRADEEP BHARDWAJ

Pradeep Bhardwaj is Senior Strategy Director and Head of Industry Standards in the mobile industry. Pradeep is a recognized industry expert in leading technologies like 5G, Internet of Things, with 3 decades of experience including some historical moments – India's 1st Public Email service, India's 1st Public Internet service, India's 1st Electronic Data Interchange (EDI) service, setting up mobile and international telecom services in Seychelles, a stint in Australia designing a satellite network. Pradeep has also served as the Chairman of the GSMA Hubbing Provider Group. Pradeep also holds several positions – being Governor of New College Swindon, Parish Councillor and a Trustee of several local charities in England. Pradeep has been awarded as "Pride of Swindon 2018", "Ambassador of Peace 2019" and "100 Great Westerners". He also established the first Hindu Temple & Cultural Centre in Swindon, Wiltshire and the region.



JUNAB ALI

Junab Ali is a Swindon Borough and Parish Councillor and former Mayor of Swindon. His mayoral year provided him with a unique insight into the voluntary and charitable sector locally and fuelled his determination to become a champion for local groups. He was drawn to take up a role on the board of Wiltshire Community Foundation because of the reach they have across Swindon and Wiltshire.

Junab runs his own electrical contracting business in Swindon and is married to Rajhia and has three children. He is a non-executive director of Business West and has stood as an MP in Devizes and as an MEP in the South West. He is also a school governor, a member of Rotary, vice-chairman of the Wiltshire Police Crime Panel.



PARTICIPANTS

Retain **16,784** registered male participants.
Increase female participants by **537**, to **2,325**.
Restart Wiltshire Ability Counts League to engage **219** disabled participants.



REFEREES

100% referee coverage for all 9v9 and 11v11 games in Wiltshire.



YOUTH TEAMS

90% of Youth Teams to have a qualified coach.
100% of Youth Teams playing within an FA Charter Standard Club.

WILTSHIRE FOOTBALL 2021 - 2024 HEADLINE TARGETS



PITCHES

134 grass pitches to achieve quality standard.



STANDARDS

To maintain The FA **Safeguarding Operating Standard**.
To achieve the **Equality Standard for Sport Intermediate Level**.
To achieve and adhere to **The FA Code of Governance for County Football Associations**.



EDUCATION

Establish a **Wiltshire Coaches' Club and Referees' Club**, with monthly CPD sessions, for coaches and referees to connect, share experiences and best practice and access learning and development opportunities.

OBJECTIVE 1

Sustain & grow participation via flexible, inclusive, safe and accessible opportunities.



Football should always feel like a fun and safe experience for every participant at any level. This is our core responsibility and central to how we serve the game. By 2024 we will support our members to ensure they offer participation and opportunities with the highest standards of inclusivity, safeguarding and respect.

KPIs

- Retain 16,784 registered male participants.
- Increase female participants by 537, to 2,325.
- Restart Wiltshire Ability Counts League to engage 219 disabled participants.
- Ensure all youth clubs have attained the 'England Accredited club' status.
- To achieve the Equality Standard for Sport Intermediate Level.

KEY SUCCESS TACTICS

Create a pathway for male footballers that reaches across all areas of the game youth, adult, veterans and walking football.

Sustain and develop a robust female football pathway in Wiltshire that provides recreational, competitive and enhanced opportunities to all participants.

Develop a quality disability football pathway, including recreational and competitive football.

Embed the England Club & League accreditation by 2024. This will raise standard across the game, ensure coaching is of a high quality and provide a safe and enjoyable environment for all participants.

Provide technical expertise to support clubs to access funding streams to support the growth of football with a focus on adult male and female participation.

A successful Inclusion Advisory Group that delivers against the County inclusion Action Plan and supports Wiltshire FA to achieve the intermediate level of the equality standard for sport.

Integrate The FA's Platform for Football to enhance the way the game is administered and how we communicate relevant messages with participants.

Ensure our leagues and clubs to uphold and install the values of The FA's Respect campaign, supporting a safe and inclusive environment for participants.

OBJECTIVE 2

Maintain & develop relationships with the football family based upon trust and shared vision.



It is our belief that grassroots football will thrive in an environment where stakeholders in the game work collaboratively and share a level of consensus for how collectively we can best develop football. To achieve this, it's important that stakeholders identify shared values, mutual goals and understandings, and develop a coherent culture through collaborative relationships. Over the next 4 years Wiltshire FA will aim to champion this belief to develop existing and broker new relationships that help the game in Wiltshire to flourish.

KPIs

- Achieve & adhere to The FA Code of Governance for County Football Associations.
- Deliver the Swindon & Wiltshire Inclusion Action Plan, see Appendix.
- Develop opportunities for feedback in order to measure customer satisfaction.

KEY SUCCESS TACTICS

Harness the Swindon and Wiltshire Inclusion Advisory group to develop relationships with the diverse communities that exist within the County.

Work collaboratively with clubs, leagues, community and commercial partners to sustain and grow the game.

Develop a cohesive plan with Swindon Town Foundation that increases football opportunities across the County.

Deliver a customer excellence model to ensure that the member is first priority and is at the heart of organisational decision making.

Uphold a governance structure that aligns with the requirement of Sport England Governance Code for Sport, Tier 3 and is inclusive transparent and representative of the football community.

Introduce leagues and clubs to partner organisations who share common goals.

Build relationships with partners delivering football for school and college students.

Maintain a Wiltshire FA Youth Council to represent the interests of young people in grassroots football.

OBJECTIVE 3

Provide exceptional standards of safeguarding to ensure football is an enjoyable experience.



Safeguarding is a fundamental aspect of Wiltshire FAs role and collectively we have an ongoing duty to ensure the game is a safe, positive and enjoyable experience for all children, young people and adults who take part.

Collectively we will:

- 1.** Implement preventative safeguarding measures (such as safer recruitment) to create fun, safe football environments.
- 2.** Report concerns within the statutory time frame.
- 3.** Ensure safeguarding, child protection and adult at risk concerns are investigated within the statutory time frame, swiftly and thoroughly in conjunction with statutory agencies.

We will support our club network of Welfare Officers to drive safeguarding across the game.

KPIs

- To maintain The FA Safeguarding Operating Standard.

KEY SUCCESS TACTICS

Maintain the FA Safeguarding Operating Standard compliance and continue to embed safeguarding across the association, including the voice of a child through our Safe Guard Mascots and Youth Council.

Every youth and disability club to have a qualified welfare officer.

Maintain relationships with multi agency partners to ensure collaborative working on safeguarding matters.

Ensure The Wiltshire FA maintains suitably trained and qualified personal to handle safeguarding concerns effectively.

Ensure safeguarding compliance across the Wiltshire FA corporate governance structure, placing safeguarding as a standard discussion item on all internal meeting agendas.

Ensure that all youth clubs in Wiltshire have received a safeguarding validation visit.

Provide a programme of training and development opportunities to up skill the football workforce on safeguarding matters.

Ensure that every coach & referee involved in youth football holds and in date DBS check and Safeguarding Children's Workshop qualification.

Create a support package for young referees which safeguards them effectively.

OBJECTIVE 4

Increase and utilise investment effectively to support grassroots football to be more sustainable.



The economic challenges faced by grassroots sport is clear for all to see, therefore we must work collaboratively with clubs, leagues, charities and commercial partners to develop initiatives that unlock grants and encourage new sponsorship into the game. Only then can we reinvest back into the local game, through targeted investment, ensuring funds and resources are directed to the right areas, for the greatest impact.

KPIs

- Club and league finance health checks.
- Every Wiltshire FA County Cup to have a sponsor.
- An annual sponsorship target to be set by the Board and achieved.
- An annual delivery budget to be set, outlining investment into the game.

KEY SUCCESS TACTICS

Wiltshire FA to have a partnership commercial strategy in place. This will enable local commercial opportunities to be perused.

Use members feedback and local area data to create a robust Wiltshire FA development plan that delivers against the objectives contained within this strategy.

Embrace new technology, to enable the Wiltshire FA to engage digitally with all those involved in the game and provide a platform to attract commercial investment into football.

Raise the profile and participant experience of the Wiltshire FA County Cups to attract new sponsorship.

Package Wiltshire FA programme assets to make them commercially attractive to new sponsors.

A successful Wiltshire FA hub headquarters which acts as a vehicle to bring investment into grassroots football.

Provide club and league financial planning guidance to support long term sustainability.

Create campaigns which attract new sponsorship to the game

Support leagues to raise their value proposition and attract sponsorship, which will help to secure long term success.

Attend and host business network meetings to provide opportunities for potential new and existing sponsors to connect.

Develop the workforce to improve effectiveness, manage governance and support the long-term vision of the organisation.

OBJECTIVE 5

Improve the quality & access to football facilities.



Without a good quality pitch to play on there can be no game. The quality and availability of our pitches remains the number one frustration in grassroots football and we aim to increase access to high quality playing facilities, whilst improving the quality of existing grass and artificial pitches.

KPIs

- 134 grass pitches to achieve quality standard.
- An increase in artificial training facilities throughout the County, as outlined in the Swindon and Wiltshire Local Facility Football Plans.

KEY SUCCESS TACTICS

Manage enquiries and pro-actively identify local investment priorities, via local football facility plans (LFFP).

Work to deliver a 3G pitch in every town in Wiltshire.

Provide an enhanced pitch maintenance programme for members including the Wiltshire FA verti-drain project.

Identify investment opportunities to help create new and refurbish existing facilities across the County.

Identify and encourage education sites, to open facilities to wider grassroots football usage.

Promote awareness and adherence to FA technical standard.

Embed 'Pitch Power' across the grassroots facilities community.

OBJECTIVE 6

Provide outstanding training, education and support programmes for the football workforce.



The way we educate and learn is changing rapidly. We must ensure the football family of coaches, technical experts and volunteers have the best opportunities to continuously learn and practice their skills so they can serve the game to the best of their abilities. By 2024, we will deliver both a face to face and digitally-inclusive learning pathway to ensure every participant has the opportunity to maximise their potential and enhance the experience of others.

KPIs

- 100% referees coverage for all 9v9 and 11v11 games in Wiltshire.
- 90% of Youth Teams to have a qualified coach
- Ensure 100 individuals have attended Wiltshire Coaches Club events
- Ensure 100 referee have attended Wiltshire Referee Club events.

KEY SUCCESS TACTICS

100% of our youth teams to have an FA qualified coach.

Deliver a referee development programme which ensures 100% referee coverage for all 9v9 and 11v11 games in Wiltshire.

Establish a Wiltshire Coaches' Club to enable coaches to connect, share experiences and best practice and access learning and development opportunities. This will incorporate monthly events.

Establish a Wiltshire Referees' Club to enable referees to connect, share experiences and best practice and access learning and development opportunities. This will incorporate monthly events.

Establish a holistic referee mentoring programme that provides peer mentoring across every level of the game.

Monitor and increase member's satisfaction across our coach and referee network utilising insight from The FA Grassroots Survey.

Facilitate a smooth transition onto the new FA Education platform to support the delivery of The "Fit for the Future" FA Education's 2020-2024 plan

Develop a reward, recognition and development scheme for the football workforce and support The FA national awards.

Create a new plan for referee recruitment, conversion, retention and progression and set annual targets against each area.

OBJECTIVE 7

Increase the profile of grassroots football and engage the community through effective marketing and communication.



How we promote and market the grassroots game is an important enabler to the success of this new strategy. It is crucial that we engage with individual participants, coaches, referees, volunteers and parents and provide relevant, engaging and informative content, which highlights success and raises the profile of the game across the County.

KEY SUCCESS TACTICS

A robust marketing and communications strategy.

An annual marketing plan which highlights the key priorities for Wiltshire FA ensuring marketing and communications support remains focused on the needs of grassroots football.

Up to date, professional channels of communication encouraging wider reach across the County.

Facilitate opportunities to improve awareness of the grassroots game and encourage connections between local businesses and the grassroots community.

Connect with partners and the local media to ensure that grassroots football good news stories are promoted across the County.

Ensure communication and commercial expertise is maintained within the Wiltshire FA Board of Directors.

Deliver Wiltshire FA Charlton Baker Grassroots Excellence Awards.

Support England Football campaigns through the football season.

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WE ARE WILTSHIRE FA

PROUD TO SUPPORT, DEVELOP & GROW GRASSROOTS FOOTBALL IN WILTSHIRE

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