GUERNSEY FOOTBALL // STRONGER TOGETHER

A UNIFIED, WELCOMING AND ACCESSIBLE GAME FOR ALL

THE 2021-24 STRATEGY FOR GRASSROOTS FOOTBALL IN GUERNSEY

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FOREWORD FROM THE CHAIRMAN // CHRIS SCHOFIELD

As Chair of the Guernsey Football Association, I am delighted that we are now in a position to share the aims and objectives of our new 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.

I make no apology for adopting the Guernsey Together slogan "Together we are stronger", at the height of the Covid-19 pandemic this mantra contained all the key attributes of being memorable, concise and appealing to its audience.

Football in Guernsey, along with other sports and the island community as a whole, felt the negative financial impact of the pandemic and as our community moves forward together, to bring about a sustainable future, it is incumbent upon the Association to commit 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. It is therefore necessary for us to address the aspects of delivery that need particular attention whether as a result of Covid-19 or perhaps more pertinently, because of a lack of focus in the past.

Specifically, this relates to anyone either thinking of dropping out of the game or who used to play and cannot now find an opportunity to suit them or their lifestyle. For example, girls who still don't have easy access to football in their school, although with the support of teachers and the dedication and enthusiasm of our development team this situation is vastly improved, or at a club level where much work is still needed. We must also improve the quality of our playing facilities, particularly pitches which are coming under far greater stress with increased usage, alongside strengthening every aspect of our club network and supporting the efforts of the football workforce, providing training where necessary.

As has been demonstrated during the pandemic, the health benefits, both physical and mental, of participating in a sport 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 at every age group as well as from historically under-represented groups. In addition to traditional means of encouraging participation we recognise the need to harness the power of digital to better connect both new and current participants to the game they love.

In order to achieve our strategy aims and objectives it has been important to review our performance against the objectives of the current 2018-2021 strategy. The progress, which has been made across many areas of the game, has had tangible benefits and there have been many success stories and positive changes in the local football community. However, there remain many more opportunities to improve the game locally, and when looking ahead it is critically important, particularly in these times of financial constraints, to ensure that we continue to foster our relationship with key partners, both within the domestic game and those organisations locally that provide invaluable external support, the States of Guernsey, the Guernsey Sports Commission and our commercial sponsors. It also means ensuring the game is played in a safe, welcoming and inclusive environment.

Many of these aims go beyond the time period covered by this strategy but I believe that the Association employees and supporting workforce who have provided such sterling support to the football community both before and throughout the pandemic will continue to strive to ensure that in the next four years we have a set of tangible outcomes to focus on and are able to demonstrate our progress, working with all our funding, commercial and other delivery partners.

We live in a relatively small community where the value of interpersonal connection has again been demonstrated in a time of great challenge to our island life and as the leading participation sport it is imperative that football is able to demonstrate a positive impact on society by doing it's upmost to provide the whole community with as much access to the health and other benefits associated with our national game.

Chris Schofield // Chairman

FOOTBALL IN GUERNSEY REVIEW // 2018-2021

OVER 500 HOURS OF PRIMARY & SECONDARY SCHOOL GIRLS FOOTBALL DELIVERED

OVER 1000 HOURS OF PRIMARY SCHOOL PE DELIVERED

98% REFEREE MATCH COVERAGE

100% OF YOUTH TEAMS IN CHARTER STANDARD CLUBS

GIRLS ACADEMY INTRODUCED

10

10 SAFEGUARDING CHILDREN COURSES DELIVERED

AFFILIATED & SUPPORTED 1 LEAGUE & 14 CLUBS

1 14

68

68 LEVEL 1 COACHES QUALIFIED

7 WILDCAT CENTRES ESTABLISHED WITH 400 GIRLS ATTENDING

VICTORIA AVENUE FACILITY PROJECT APPROVED

SAFEGUARDING OPERATING STANDARD AWARDED & RETAINED

EQUALITY STANDARD SUCCESSFULLY RENEWED

INTRODUCED AFFILIATED FUTSAL COMPETITION

GUERNSEY'S FIRST UEFA B COURSE DELIVERED TO 7 CANDIDATES

£100K INVESTED IN GRASS PITCHES THROUGH FOOTBALL FOUNDATION FUNDING

100K

10 FEMALE COACHES COMPLETED LEVEL 1 & 2 COURSES

GUERNSEY FOOTBALL STRATEGY // 2021-24

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.

GOAL // FACILITIES FIT FOR FOOTBALL

Enhance facilities within the island to support increased participation and new formats of play

GOAL // FEMALE FOOTBALL

Support and deliver sustainable equal participation opportunities for girls to play and enjoy the game across school and club environments

GOAL // MALE FOOTBALL

Support growth and retention plans to grow structured football in traditional and new formats in the island

GOAL // ENVIRONMENT FOR FOOTBALL

Foster a football environment that is inclusive, respectful, enjoyable for participants and safe for all in the community

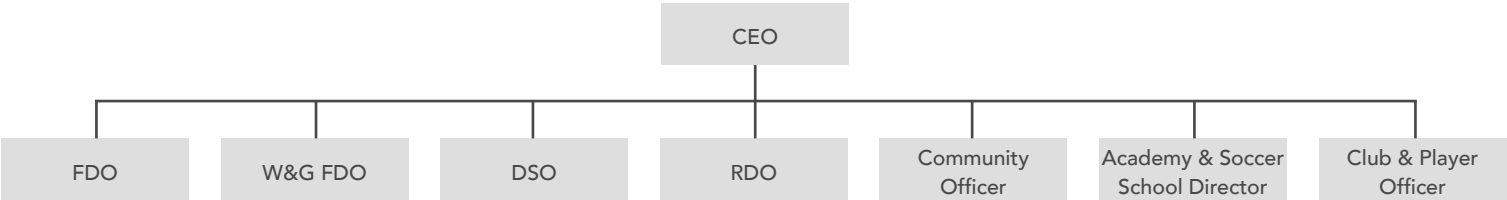
GOAL // FOOTBALL WORKFORCE

Provision and promotion of quality learning and development experiences for volunteers across the game

GOAL // BUSINESS EXCELLENCE

A culture of good governance and employee wellbeing embedded to support improved business standards and high quality service to the game

WORKFORCE



VALUES

COLLABORATION

Working as a team to benefit the community through effective partnerships

LEADERSHIP

Guide, direct and support all stakeholders

ENGAGED

Accessible and receptive to feedback and insight

PROFESSIONALISM

High standards of professional pride and customer service in all areas of delivery

INNOVATIVE

Progressive and forward thinking to deliver new opportunities

INCLUSIVE

Ensuring football is fully accessible to all areas of the football and wider community

PERFORMANCE & MEASUREMENT FRAMEWORK // NATIONAL

Delivery of the Guernsey FA strategic objectives will support the work to meet 2021-24 KPI targets, and additional local targets as identified.

"When developing this strategy, with the ambition to make **Guernsey Football – Stronger Together,** we accepted that there must also be accompanying ambitious targets. These targets, and stated timelines, are important to provide the performance framework that will help shape the Guernsey FA action and delivery plans over the course of the strategy. Achieving these targets will impact across all areas of the game and ensure a Stronger game across the island."

Gary Roberts // CEO

MALE PLAYERS

2021 BASELINE	2021 / 22 TARGET	2022 / 23 TARGET	2023 / 24 TARGET
2398	2398	2398	2398

FEMALE PLAYERS

2021 BASELINE	2021 / 22 TARGET	2022 / 23 TARGET	2023 / 24 TARGET
227	245	270	295

DISABILITY PLAYERS

2021 BASELINE	2021 / 22 TARGET	2022 / 23 TARGET	2023 / 24 TARGET
0	10	10	10

QUALITY PITCHES

2021 BASELINE	2021 / 22 TARGET	2022 / 23 TARGET	2023 / 24 TARGET
6	8	9	10

REFEREE EDUCATION & DEVELOPMENT SCORE

2021 BASELINE	2021 / 22 RECRUITMENT TARGET	2021 / 22 CONVERSATION TARGET	2021 / 22 RETENTION TARGET	2021 / 22 PROGRESSION TARGET
27	7	4	22	2

COACH EDUCATION & DEVELOPMENT SCORE

2021 YOUTH TEAMS BASELINE	2021 YTWAQC BASELINE	2021 YTWAQC TARGET	2021 / 22 CPD TARGET	2022 / 23 YTWAQC TARGET	2022 / 23 CPD TARGET	2023 / 24 YTWAQC TARGET	2023 / 24 CPD TARGET
170	93.5%	89%	34	89.5%	TBC	90%	TBC

PERFORMANCE & MEASUREMENT FRAMEWORK // LOCAL

Working alongside, and in support, of the National KPI targets, are additional secondary measures that the GFA has identified as being important in the work to achieve the goals and objectives of the strategy to make 'Guernsey Football – Stronger Together'. These local targets will direct Guernsey FA actions against Male and Female Participation objectives, along with those in the Grassroots Workforce, Football Environment and Business Excellence focus areas.

GOVERNANCE

CODE OF GOVERNANCE	EQUALITY STANDARD PRELIMINARY LEVEL	SAFEGUARDING OPERATING STANDARDS
ACHIEVED BY 2022	ACHIEVED BY 2023	TBC

QUALIFIED CLUB WELFARE OFFICERS

2021 BASELINE	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET
9	10	12	14

WILDCAT CENTRES

2021 BASELINE	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET
7	7	7	7

REFEREE MATCH COVERAGE

2021 BASELINE	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET
97%	98%	99%	99%

TEAMS IN ACCREDITED CLUBS

2021 YOUTH TEAMS BASSLINE	2021 ADULT TEAMS BASELINE	2021/22 YOUTH TEAMS TARGET	2021/22 ADULT TEAMS TARGET	2022/23 YOUTH TEAMS TARGET	2022/23 ADULT TEAMS TARGET	2023/24 YOUTH TEAMS TARGET	2023/24 ADULT TEAMS TARGET
100%	76%	100%	80%	100%	85%	100%	85%

EDUCATION SECTOR

2021 / 22 PRIMARY SCHOOL PE TARGET	2021 / 22 PRIMARY SCHOOL GIRLS TARGET	2021/22 SECONDARY SCHOOL BOYS TARGET	2021/22 SECONDARY SCHOOL GIRLS TARGET	2022/23 PRIMARY SCHOOL PE TARGET	2022/23 PRIMARY SCHOOL GIRLS TARGET	2022/23 SECONDARY SCHOOL BOYS TARGET	2022/23 SECONDARY SCHOOL GIRLS TARGET	2023/24 PRIMARY SCHOOL PE TARGET	2023/24 PRIMARY SCHOOL GIRLS TARGET	2023/24 SECONDARY SCHOOL BOYS TARGET	2023/24 SECONDARY SCHOOL GIRLS TARGET
13 SCHOOLS	10 SCHOOLS	2 SCHOOLS	2 SCHOOLS	13 SCHOOLS	11 SCHOOLS	3 SCHOOLS	3 SCHOOLS	13 SCHOOLS	13 SCHOOLS	4 SCHOOLS	4 SCHOOLS

STRATEGY // INTRODUCTION

Football, without question, remains an integral part of the fabric of community life in Guernsey and this strategy is a commitment from the Guernsey FA to ensure that the sport truly represents the unified, welcoming and accessible game for ALL, and one that is a focal point of positivity across the island.

Guernsey FA recognises that developing this strategy is 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 has been designed and developed to take into consideration the changing trends in the way people spend their leisure time. The local club game will always be the heart and soul of affiliated football in the island, and the quality of support provided to that area of the game, via clubs, referees and Guernsey Football League will not diminish. However, evidence suggests that more and more people are now looking for alternative forms of physical activity - outside traditional 11v11 or 9v9 football – to fit with the changing nature of modern lifestyles, which are far less rigid and structured.

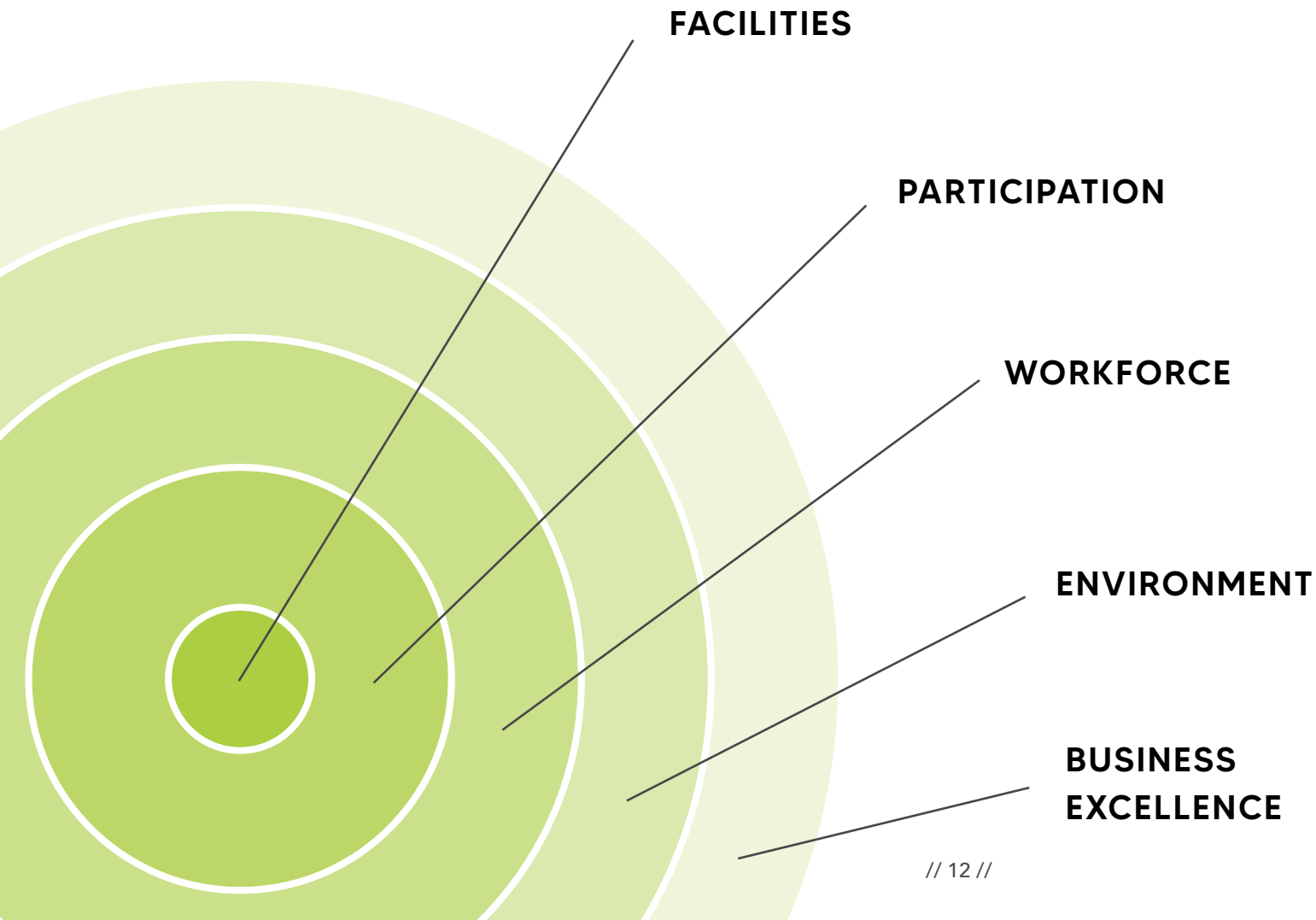
This strategy – Guernsey Football, Stronger Together - will therefore, see balanced support being given to the traditional game, but also to identifying and establishing alternative formats to retain players in the game, and also see growth in some areas through a focus on five key areas of the game. These areas are 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; Participation, Grassroots Workforce, Football Environment, Business Excellence, and Facilities. The focus area which is at the heart of this particular strategy is that of the Football Facilities across the island, and specifically ,the work to ensure these are fit for purpose will be a priority because without quality playing surfaces and supporting facilities, the game simply cannot grow and progress.

Working together with all stakeholders will help foster the positive environment needed to retain and grow participants, whilst simultaneously the Guernsey FA will ensure that safeguarding underpins the work of the Guernsey FA…… in everything we do, we will ensure safeguarding practices and procedures are embedded so the game is fun, safe and enjoyable for ALL.

The focus on these action areas aligns with the strategic objectives within The FA's Grassroots Football Strategy 2020-24, whilst also moving beyond simple football participation and into a role that will see the game in Guernsey impact lives outside of the pitch. The Guernsey FA workforce is committed to the strategy Mission and Goals and to working with partners across the game to meet the local KPI targets that will complement national targets and support a more sustainable and modernised local football infrastructure for current and future generations.

Gary Roberts // Chief Executive

STRATEGY // INTRODUCTION



STRATEGY // MISSION

The foundation that will consistently underpin the work of the Guernsey FA throughout this new strategy, and direct how it is delivered, is the Mission to:
Lead, safeguard, promote and grow the game through partnerships that enhance the football experience for All and encourage lifelong journeys in the game.

The Mission is ambitious, but illustrates the commitment of the Guernsey FA, and its workforce, to providing and supporting opportunities for ALL to participate, compete and enjoy the game, irrespective of their background, age, or level of ability. The way in which the Guernsey FA works to deliver the Mission across all areas of the game in the island will be guided by the our stated values – leadership, professionalism, collaborative, inclusive, innovative and engaged.

Everything that the Guernsey FA does as an organisation can be linked to the strategy Vision:

- We will lead the game across the island, as the body responsible for strategic development
- We will safeguard the game to ensure a welcoming environment that promotes enjoyment and safety of all participants
- We will promote the game to ensure the positive benefits and accessibility for All are widely communicated
- We will unify and grow the game through working with partners and the provision of new opportunities, with a performance and measurement framework used to define and monitor results.

Achieving these elements of the strategy will make Guernsey Football – Stronger Together.

STRATEGY // GOALS

The Guernsey FA, is the not-for-profit governing body for grassroots football in Guernsey and has identified five areas within the game that will be the key focus areas within this strategy, which has the ambition to make football in Guernsey 'Stronger Together'.

The Guernsey FA will achieve this vision through working in partnership with key stakeholders, at both national and local levels, and through focus on a number of straight forward inter-connecting goals, with accompanying objectives and action plans.

Central to this strategy are the football facilities in the island, with the recognition that in order to sustain and grow areas of the game, the quality of the facilities, including the pitches, must be improved through targeted investment. Enhancing the facilities will support the Participation focus, which is viewed from both a male and female perspective, with different goals and strategic objectives, along with a focus on improved opportunities for disability participants. Female participation remains a key growth area for the game, and the goal is to continue working towards providing the same opportunities for girls to begin a journey within the game as is currently afforded boys. Male participation faces its own challenges, particularly around dropout at key ages. The goal for male participation in this strategy is to improve retention of players at these age groups, whilst simultaneously opening up the game to new participants through new formats that are flexible and welcoming.

The three other focus areas incorporate goals that cover all areas of the game. The Grassroots Workforce, and specifically providing support, training and education to these invaluable volunteers, remains a priority because retaining and training volunteers will support the next goal, which is to foster a Football Environment that is safe, and positive for all within the game. Finally, and the last of the inter-connecting goals within the strategy, is the focus on ensuring that the Guernsey FA consistently displays Business Excellence through high quality standards and service to the stakeholders. This includes the governance structures, administrative functions, investment into the game and ensuring The FA's digital ecosystem is promoted and used to its maximum capacity by the stakeholders.

GUERNSEY FOOTBALL // **STRONGER TOGETHER**

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

"Football in Guernsey is in a healthy position, but we are conscious that the position can become much Stronger through a commitment and focus on improving facilities, including grass pitches, across the island. The impact of securing investment and funding cannot be underestimated and will be felt across All areas of the game. There will be more opportunities for participants to get involved, and stay involved, through regular access to quality facilities and pitches."

Gary Roberts // CEO

FOCUS ONE // FACILITIES FIT FOR FOOTBALL

Background // Recognition of the importance attached to the quality of football pitches and facilities for grassroots football is driving the need for improvement in Guernsey. Enhancing both the quality and quantity of football facilities is central to, not only this strategy, but to the future growth of the game across the island. In 2020, work to improve facilities began when the Guernsey FA supported local clubs in securing over £100k of funding from the Football Foundation to improve the condition of grass pitches in the island. Although this work has commenced, there remains a long way to go in the process to ensure that every club pitch meets a standard that enables players to enjoy playing the game and that there is capacity to meet future demand.

Over the course of this strategy, the Guernsey FA is committed to working with all relevant stakeholders, including the FA, Football Foundation, Guernsey Sports Commission and other local partners to support improvements in both grass pitches and wider football facilities. This will include the project to develop a new community football facility hub at Victoria Avenue, which will include a new headquarters for the Guernsey FA and 3G pitch, after being identified as a priority project within the Local Football Facility Plan for the island.

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

Key success measure //
Increased access to good quality pitches with 10 pitches assessed as 'good' by 2024.

Additional success measures //
1 // Introduction of the Guernsey FA Equipment Bank by 2022 that is used across 6 club sites
2 // Completion of the Victoria Avenue community hub site with new 3G pitch by 2024

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

"We are committed to working with our partners to extend the opportunities currently available in primary schools into the secondary school sector. The impact of achieving this goal will see so many more girls given the opportunity to enter the female pathway and also gain the confidence to join local clubs."

Joelle Pengelley // Women & Girls Development Officer

FOCUS TWO // FEMALE PARTICIPATION

Background // Female football nationally has seen unprecedented growth in recent years and this trend has been replicated in Guernsey, which has seen significant growth over the course of the previous three year strategy, primarily in the 5-11-year-old age groups, and as a direct result of the expansion of Wildcat Centres.

Female football remains one of the key areas for growth in the new strategy through to 2024, and the Guernsey FA remains committed to providing resources that support the growth in this area of the game and ensuring a positive perception of female football across the island. In addition to retaining the Wildcat provision, there is recognition of the need to support an enhanced participation offer within secondary schools across Guernsey.

This objective is aligned to the goal of ensuring that every girl in primary and secondary schools in Guernsey is afforded an equal opportunity to play football in a structured and safe environment. An increase in girls playing football within local club environments is also a priority and strengthening the partnerships with relevant stakeholders involved within clubs, and the primary and secondary school sectors, will be crucial to achieving growth in the adult game through a Stronger, more sustainable and inspiring female player pathway.

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

Key success measure //
Access to football through delivery of football programmes and competitions for girls in All primary and secondary schools in Guernsey by 2024

Additional success measures //
1 // Introduction of the Guernsey FA Equipment Bank by 2022 that is used across 6 club sites
2 // A 25% Increase in female open age player registrations by 2024
3 // Achieve the FA KPI of 295 female registered players
4 // 10 new female coaches completing the Introduction to Coaching course by 2024

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

"The affiliated club network in Guernsey is a strength of the game and we will continue to support all of the clubs. This strategy will though, also see a renewed focus on establishing new opportunities that will impact on participation numbers by re-engaging those passionate about the game."

Angus Mackay // Football Development Officer

FOCUS TWO // MALE PARTICIPATION

Background // Football remains the largest and most popular participant and spectator sport in Guernsey. With strong community clubs across the island offering football opportunities from school Reception age through to Veterans, these environments remain the cornerstone of the affiliated game and provide regular football for over 2000 male participants.

However, whilst the structured football environment within the local clubs and Guernsey FA led programmes continue to be a strength of the game across the island, it is recognised that there are ongoing challenges within the male player pathway. Arguably the biggest of these challenges 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. In addition, there are concerns about the number of players remaining within the game as regular participants beyond the age of 35. The Guernsey FA will therefore, be working with key stakeholders to create new and positive football opportunities for youth age groups that attract new players, but also retain those at risk of dropping out of the game, whilst also engaging with partners to 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 focus of football and ensure Guernsey Football is Stronger Together.

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

Key success measure //
Retention of existing 2400 players in the affiliated club game and growth of 150 recreational players in Guernsey by 2024

Additional success measures //
1 // Introduction of a new recreational offer for youth participants in 4 Secondary schools
2 // Establish an affiliated recreational offer for men aged 35+
3 // Re-introduction of single age band youth leagues from U12-U16
4 // Continue to deliver football based PE lessons in **ALL** Guernsey Primary schools

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

"We fully recognise and appreciate 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. Moving forward, the GFA will be able to impact on the game by supporting the recruitment of new volunteers and by upskilling the existing workforce to ensure there are more football opportunities and of a better quality."

Angus Mackay // Football Development Officer

FOCUS THREE // THE FOOTBALL WORKFORCE

Background // The grassroots workforce across Guernsey is a strength that is essential to the continued and long-term success of the game and ensuring football is Stronger Together. Guernsey FA is 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.

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 Guernsey FA will continue to support all volunteers, through formal training, CPD and the provision of resources. This strategy aligns with the transition to the FA's new online learning systems, which will provide training and qualifications in a flexible manner that makes volunteering in the game more accessible, personalised and connected. The Guernsey FA will be working with the FA to signpost the existing workforce to appropriate training and development opportunities, depending on the football journey each individual wishes to take. At the same time, there will be a renewed focus 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.

One consistent element within The FA's educational programmes is the 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 support and complement formal safeguarding related training elements with local in-service opportunities that share best practice and learning as part of the commitment to fostering the best possible football environment for ALL.

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

Key success measure //
Grow the volunteer coaching workforce to achieve 100% of youth teams with a qualified coach by 2024

Additional success measures //
1 // Referee match coverage to reach 99% by 2024
2 // Guernsey FA Guernsey FA Junior Football Coaching Award, in partnership with Ravenscroft, launched by the end of 2021 to provide a practical complement to the FA Playmaker course for young volunteers
3 // Each 'accredited' club to retain an Assistant Club Welfare Officer by 2023 to enhance safeguarding provision in Guernsey Football

"The impact of achieving this goal will be a further enhancement to the existing football environment, and one that makes the experience more positive for everybody, irrespective of their background or role within the game. Ensuring appropriate and effective safeguards are embedded within the game will remain a priority. We will work Together with the football community to ensure the importance of safeguarding is recognised, accepted and actioned"

Sara Mallet // Designated Safeguarding Officer

FOCUS FOUR // ENVIRONMENT FOR FOOTBALL

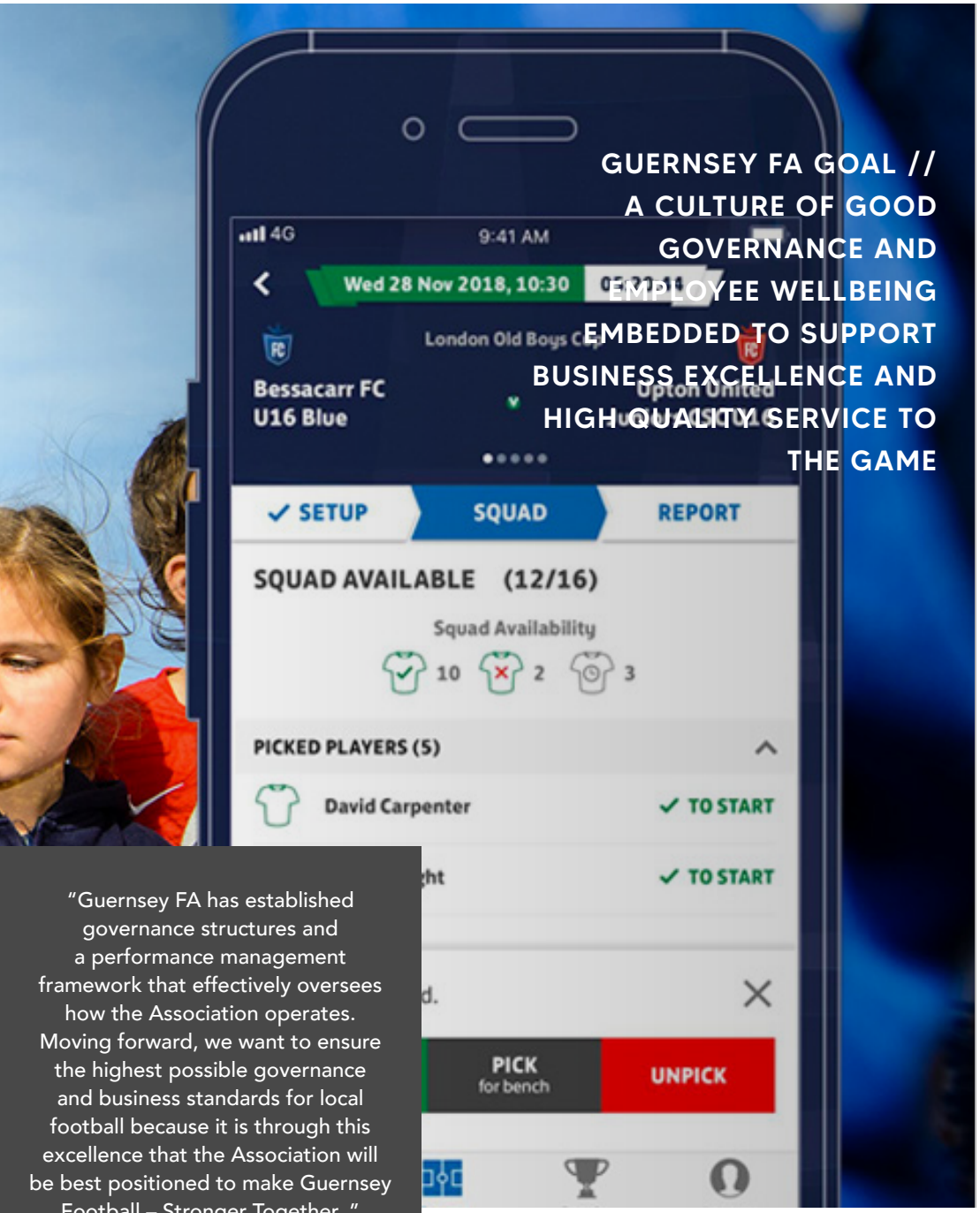
Background // Football is a game for ALL – this means that the game should be enjoyable for every player, coach, referee, administrator, spectator and volunteer. However, the Guernsey FA is mindful that for the game to be enjoyable for All, it must be Inclusive, Respectful and Safe, and played within positive environments that are the essence of a unified, welcoming and accessible game

In 2021, the Guernsey FA once again met the FA Safeguarding Operating Standard, which illustrates that safeguarding good practice is embedded at all levels of the organisation, along with ensuring that support is provided across the wider island football community to maintain the required safeguards. That commitment to safeguarding football across the island remains a key strategic objective moving forward, and the Guernsey FA will continue to operate within the Safeguarding Operating Standard framework and ensure policies and procedures are in place to guide all stakeholders. For football in Guernsey to be truly inclusive, and Stronger Together, there must be participation opportunities for all that wish to be involved. The Guernsey FA will therefore continue to engage and work with relevant stakeholders to develop and sustain opportunities for ALL.

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

Key success measure //
Guernsey FA to retain the Safeguarding Operating Standard and ensure all affiliated clubs remain compliant with safeguarding requirement

Additional success measures //
1 // Achieve the Preliminary Level of the Equality Standard
2 // Improve Respect reporting to over 90%



GUERNSEY FA GOAL // A CULTURE OF GOOD GOVERNANCE AND EMPLOYEE WELLBEING EMBEDDED TO SUPPORT BUSINESS EXCELLENCE AND HIGH QUALITY SERVICE TO THE GAME

"Guernsey FA has established governance structures and a performance management framework that effectively oversees how the Association operates. Moving forward, we want to ensure the highest possible governance and business standards for local football because it is through this excellence that the Association will be best positioned to make Guernsey Football – Stronger Together.."

Chris Schofield // Chairman

FOCUS FIVE // BUSINESS EXCELLENCE

Background // Within grassroots football in Guernsey, the clubs, league and volunteers are one of the main assets of the game and the Guernsey FA works tirelessly to provide high quality service and support to these stakeholders. To be able to provide the required service and support, it is essential that effective governance structures are in place across the Guernsey FA business operations and during the period of this strategy, the Guernsey FA Board will be guiding the work to achieve the County FA Code of Governance for Sport.

It is also imperative that the Guernsey FA workforce is able to work to the best of its ability, and therefore, necessary to ensure a supportive culture exists within the organisation, and one that promotes employee well-being. Throughout this strategy, the workforce will be supported with personalised learning and development opportunities, which will also ensure improved support and service to the local game. That service will be particularly important in supporting the local club network, which remains crucial to the long-term success of the game.

Further support for the club network will be in the form of the continued rollout of The FA's digital ecosystem, which will continue to provide new and innovative ways for stakeholders to connect, and also for administrators to run the game efficiently.

The Guernsey FA will continue to provide local training and support for stakeholders in becoming experienced and knowledgeable users of the digital platforms available.

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

Key success measure //
Guernsey FA to achieve the FA Code of Governance by 2022

Additional success measures //
1 // 100% player registration by 2021
2 // All clubs using Matchday for administrative functions
1 // All local clubs with youth teams to successfully transition and retain the new England Football club accreditation

STRATEGY // PARTNERS

The Guernsey FA does not, and will not, work or operate in isolation, but rather work with partners, both national and local, to deliver the outcomes of this strategy and vision, whilst also aligning with the strategic objectives of national and local partners.

Delivery of this strategy will be dependent on the strength and success of those partnerships, not least the partnership with The FA as the national governing body for the game, and Guernsey FA's primary funding partner. This partnership is crucial to grassroots football through the collaborative way in which the both partners work to lead, serve and grow the game at a national and local level. The nature of the partnership involves provision of funding, technical support, training and access to digital services on the part of The FA, whilst at a local level, the Guernsey FA role is to progress the game across all areas through delivery of the strategic plan.

In addition to the partnership with The FA, the Guernsey FA will also work in partnership with the Football Foundation to support facility and equipment projects across the island. This partnership, which is of great importance considering the focus on football facilities in this strategy, will include the work to bring to life the Local Football Facility Plan, whilst also looking to invest into grass pitches and the facility infrastructure across the island through funding streams. One of the most high profile facility projects is the development of the Victoria Avenue Playing Field site into a community football facility that all stakeholders can take pride in as a modern facility to take the game forward.

At a local level, the Guernsey FA will continue to work in partnership with the Guernsey Sports Commission, Guernsey Football League, Referees Committee, clubs, schools and corporate partners. The partnership with the Sports Commission will see a continuation of the primary school PE delivery programme, whilst the strategy has also been designed to work alongside and support States of Guernsey policy, and specifically in relation to the Guernsey Plan for Sport and also the Children and Young People's Plan. Football has the capacity, power and community reach to be at the forefront in supporting the work to meet the aims of these Plans and being a positive force in encouraging more islanders to be physically active, inspire community engagement through volunteering and use sport and physical activity to improve health, mental health and wellbeing for both adults and young people in the community.

Support will also be provided to all Guernsey FA affiliated clubs in working towards achieving the Commission's 'Sports Mark', which is an accreditation kitemark awarded to clubs and organisation's that meet a desired standard of governance and safeguarding.

All of the local partnerships play an important role in the success of the game in the island, and that is particularly applicable to the support of the various Guernsey FA corporate partners. The financial support provided through these partnerships, continues to drive forward the various community programmes and initiatives delivered by the Guernsey FA and is greatly appreciated by all within the organisation and wider football community.

It is through engaging and collaborating with partners and stakeholders that the Guernsey FA will bring to life and achieve the strategic vision of 'Guernsey Football – Stronger Together' for the benefit of the local football community.

GUERNSEY FOOTBALL //
STRONGER TOGETHER