



JERSEY FOOTBALL ASSOCIATION

GAME FOR CHANGE, GAME FOR LIFE

STRATEGY 2021-2024



ENGLAND
FOOTBALL

A group of young football players and referees are walking on a grassy field at sunset. The players are wearing yellow and black kits, while the referees are in light blue. The scene is bathed in a warm, golden light, and long shadows are cast across the grass. In the background, there are trees and buildings under a clear sky. A yellow rectangular frame highlights the central text.

UNITING FOOTBALL

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PRESIDENT'S MESSAGE

Photograph courtesy of Jersey Evening Post

FOREWORD



ENGLAND
FOOTBALL

As we entered into the final season of our 2018-21 Jersey FA Strategy, it goes, almost without saying, that no one could have envisaged the difficult and challenging time that lay ahead. Football in Jersey was not immune to Covid-19, and unfortunately the virus managed to stop our sport in its tracks again. As a result, we were forced into isolation for a second time and faced with an uncertain future for football, and for island life.

However, through support from our Government, Players, Managers and Coaches we were able to conclude the 2020/21 season, unlike most grassroots football leagues in the UK. None of that would have been possible without the amazing volunteers within our clubs and in the community. Without them we simply could not have made it through the pandemic, and I am humbled by their continued enthusiasm for our beautiful game.

I am delighted as President of the Jersey Football Association to present this strategy for the forthcoming three years and I would personally like to thank my CEO David Kennedy and all the Board for their huge involvement and contribution they have made throughout the process. That involvement extends even wider, and the consultations that we carried out within the local community highlighted the passion and commitment that our Island provides in supporting what is clearly the most popular sport here in Jersey. If ever anyone needed reminding of that, we only have to look at the recent success of the England team in the European Championships and how it brought the country together. I can already see how the buzz and excitement from their success has our football community primed for the forthcoming season.

Football has most definitely changed since I played and captained Jersey. To see the Centre of Excellence, Community Fun Weeks, Disability Programmes, Walking Football, Women's Leagues and Youth Programmes being delivered fill me with immense pride. When I visit these sessions and games throughout the season, and talk to the

volunteers who love the game, it is unbelievable to reflect on how all of this has developed over the years. It is great to see such variety in our modern game and this strategy will provide an insight into how we aim to continually evolve these services.

As a Board we have adapted and embraced change over recent times and now have a much wider and diverse range of Directors. The skill sets and expertise that we have added recently demonstrate the drive and passion we all have in providing better opportunities for everyone in football.

Yes, this is an ambitious strategy but one that we all feel is achievable. The four pillars that we have identified typify what we, as a Board believe are key areas where Jersey football can develop and improve. This improvement is across all aspects of the game and will show our commitment to diversity and football for all.

Once again thank you to all involved in this strategy and I look forward to working with you all as we continue this football journey together.

Bradley Vowden
President
Jersey Football Association



A man in a dark blue suit, white shirt, and red tie stands on a soccer field, holding a white and black soccer ball with both hands. He is looking directly at the camera with a neutral expression. The background shows a large stadium with rows of white seats, some of which are occupied by a few people. There are banners for 'COLLAS CRILL' and 'Premier League & The FA' visible in the background. The entire image has a warm, reddish-orange color cast.

CEO'S MESSAGE

Photograph courtesy of Jersey Evening Post

FOREWORD



I feel enormously proud and privileged to introduce the Jersey FA's new strategy '**Game for Change, Game for Life**' and its vision '*Uniting a football community to make Jersey a better place to live*'. As a former player, coach and manager I know how much the game has positively impacted on me all my life, and how much it contributes to everyday life here in Jersey. As a result, I am passionate to ensure as many people as possible in Jersey can benefit from our great sport.

When I started at the Jersey FA, I firmly believed that we could achieve things here that others could not. As an island 9 x 5 miles with 20 clubs and a very strong volunteer workforce, the opportunities for development are much greater than some of the larger associations on the mainland. It is therefore no surprise that many of the objectives set in this strategy are driven by engagement and collaboration, marking an added importance of how we aim to work over the next three years.

Since our last strategy 'Football for All' was developed in 2018, we have worked hard to fulfil our goals whilst also fostering and developing on a continuous basis the many strands of our game. Despite a last year dominated by the Covid -19 pandemic, we had a successful safeguarding audit by Girling Hughes which identified many areas of best practice delivered across the Island, whilst an increased profile and popularity of the female game allowed us to develop significant growth in that area. We developed programmes that demonstrate the diversity in age demographics within our sport such as the Jersey FA Youth Council, who provide a strategic voice for young people, whilst the introduction of recreational and competitive walking football has allowed many older players to return to the sport.

As well as successes, we were also presented with strategic opportunities that would benefit our sport for years to come. A merger of the Jersey FA and the Jersey

Football Combination allowed a coordinated approach to running the game in the Island for the first time, whilst the registration of the Jersey FA as a charity not only highlights the paramount importance we attach to making football available for the entire community, but has opened us up to many more funding streams that we can access in the future for the good of the game in Jersey, and for the good of Jersey. I would like to thank my predecessor, Jean-Luc Dubois for overseeing these projects as their importance cannot be underestimated.

At the heart of this strategy is the desire to ensure everyone in Jersey football is united and has a sense of a football community that signifies our identity. In doing so, we will collaboratively and positively impact society in all aspects of Island life. I look forward to working with you all to make this a reality.

A handwritten signature in black ink, reading 'David Kennedy'.

David Kennedy
Chief Executive Officer
Jersey Football Association



A wide-angle photograph taken from an elevated position in a stadium, looking out over a large green football pitch. The pitch is marked with white lines and has several goals visible. In the background, a town with various buildings, including a prominent church with a tall spire, is visible under a hazy, overcast sky. The foreground shows rows of empty white plastic seats and a metal railing. The entire image has a soft, reddish-pink color cast. A yellow rectangular border frames the central text.

A VIEW OF JERSEY 2021

A VIEW OF JERSEY 2021

20

FOOTBALL CLUBS

220

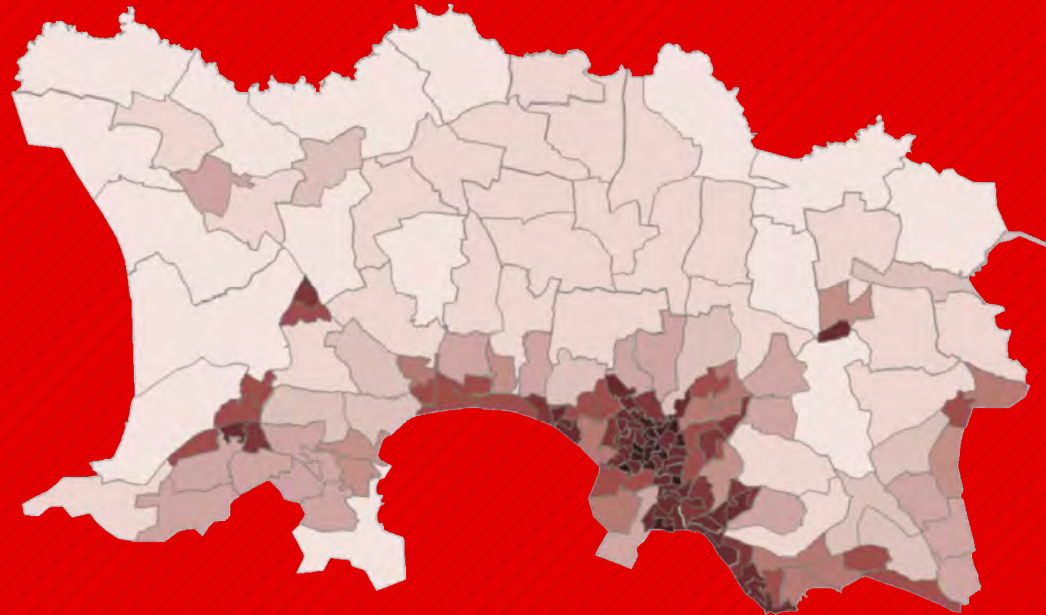
OVER 220 TEAMS

100%

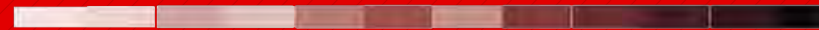
OF YOUTH CLUBS ARE
CHARTER STANDARD
ACCREDITED

90%

OF ADULT CLUBS ARE
CHARTER STANDARD
ACCREDITED



POPULATION DENSITY



0 PEOPLE PER ACRE

100 PEOPLE PER ACRE

45.5

45.5 SQ. MILES IN SIZE

2000

MORE THAN 2000
AFFILIATED PLAYERS

77

DIFFERENT NATIONALITIES
RESIDING

107K

TOTAL POPULATION OF
MORE THAN 107,000

92%

AVERAGE RESPECT
RATING AT YOUTH
MATCHES



**STRATEGY
DEVELOPMENT**

STRATEGY DEVELOPMENT

Developing our strategy through insight and consultation



ENGLAND
FOOTBALL

INSIGHT		CONSULTATION
<p>Jersey FA Local Football Survey 2020/21 Season (270 responses)</p> <p>Jersey FA Public Strategy Survey 2021 (147 responses)</p> <p>FA State of Play Survey</p> <p>FA Grassroots Strategy</p> <p>Jersey Sport – Inspiring an Active Jersey Strategy</p> <p>Jersey Opinions and Lifestyle Survey 2020 Report</p> <p>Sport England Strategy – Uniting the Movement</p> <p>Government of Jersey – Inspiring Active Places Strategy</p> <p>PowerBI affiliation data 2020/21</p> <p>FA Code of Governance for CFA's</p>		<p>Government of Jersey</p> <ul style="list-style-type: none"> • Children, Young People, Education and Skills Department • Health and Community Services • Disability and Inclusion Officer • Deputy Hugh Raymond • Deputy Carina Alves <p>Jersey Safeguarding Partnership Board</p> <p>Jersey Sport</p> <p>Autism Jersey</p> <p>Mind Jersey</p> <p>Jersey FA Youth Council</p> <p>Member Clubs</p> <p>Coaches and Managers</p> <p>Jersey FA Board and Committees</p> <p>Jersey FA Youth Council</p> <p>Jersey FA Staff</p> <p>Jersey Football Referees Association</p> <p>Fulham FC Academy</p> <p>Southampton FC Academy</p>



STRATEGY INTRODUCTION

INTRODUCTION

Emerging from a post-Covid era and creating a 'Better Norm'


Football in Jersey is intertwined with its parishes and with people from a wide variety of backgrounds. As a result, it has played a significant role in mobilising the Island throughout the Covid-19 pandemic, and for many Islanders, has been used as the platform to relaunch their social and physical activities. Whilst the multifaceted impact of Covid may not be truly realised for years to come, we can take huge confidence in knowing that football participation in the Island actually grew by 15% since the start of the pandemic, and is well placed to emerge in a post-lockdown era and create a 'Better Norm' for the future.

This strategy '**Game for Change, Game for Life**' has been developed following a significant consultation process with our network of football stakeholders and included focus groups, one-to-one interviews, and public surveys. The process allowed us to look back and review how our game has evolved since we developed our previous strategy 'Football for All', as well as consider how we can modernise our services to meet the future demands of the game. The insight from our stakeholders has been invaluable and has allowed us to identify the key priorities over the next three years. These will be delivered through a number of objectives laid out across four key pillars, namely:

- 1: **A positive environment that enhances the football experience**
- 2: **Football for all**
- 3: **Sustaining and strengthening involvement in football**
- 4: **Developing a well governed, efficient organisation that underpins a solid and sustainable future for football**

Delivering the vision of this strategy can only be achieved through the seamless collaboration of all stakeholders, particularly our member clubs, and the professionalism to enable the game to grow and prosper at every level. Our partnership with The FA will underpin much of this strategy, and our objectives are aligned to the priorities identified in the FA Grassroots Strategy 2020 – 24 '**Survive. Revive. Thrive**'. As the governing body for football in Jersey, our primary role now is to assist and provide support across a range of disciplines and demonstrate strong strategic leadership during the period of this plan. If we can achieve that then our vision '*Uniting a football community to make Jersey a better place to live*' can become a reality.





STRATEGY FRAMEWORK

JERSEY FA STRATEGY 2021-24



Framework

VISION	Uniting a football community to make Jersey a better place to live			
MISSION	To govern, safeguard and modernise Jersey football and create the foundations for a lifelong involvement with the game			
GOALS	A positive environment that enhances the football experience	Football for all	Sustaining and strengthening involvement in football	Developing a well governed, efficient organisation that underpins a solid and sustainable future for football
VALUES	Unified, Trusted, Positive, Professional, Collaborative			



OUR GOALS 2021-24

HEADLINE GOALS & OBJECTIVES



Over the next three years the Jersey FA is committed to delivering 12 key objectives within 4 strategic goals

<p>1. A positive environment that enhances the football experience</p>	<p>1.1. Ensure safeguarding is embedded in the fabric of football in Jersey</p>	<p>1.2. Providing a positive matchday experience for everyone in football</p>	<p>1.3. Inspiring facilities that meet the needs of the modern game</p>
<p>2. Football for all</p>	<p>2.1. Ensuring football is accessible to anyone in Jersey</p>	<p>2.2. Effective engagement & communications that promotes Football for all</p>	<p>2.3. Demonstrating football's diversity and inclusivity at all levels of the game</p>
<p>3. Sustaining and strengthening involvement in football</p>	<p>3.1. Ensuring a suitable pathway for sustainability in football</p>	<p>3.2. To inspire, support and retain volunteers in the game to provide a workforce to sustain and increase participation</p>	<p>3.3. Providing high quality opportunities for Jersey's better players</p>
<p>4. Developing a well governed, efficient organisation that underpins a solid and sustainable future for football</p>	<p>4.1. Effective marketing and communications that widen our network</p>	<p>4.2. Strong financial management that maintains current income and grows where possible</p>	<p>4.3. Investing in our people and processes</p>

A photograph of four young girls in blue and white football kits celebrating on a field. They are huddled together, smiling and laughing. The girl in the center has her arms around the others. The background shows a goalpost and a grassy field. The image has a warm, orange-red tint.

**A POSITIVE ENVIRONMENT
THAT ENHANCES THE
FOOTBALL EXPERIENCE**

GOAL



1. A positive environment that enhances the football experience

Football improves the physical, mental and emotional wellbeing of everyone taking part, therefore it is important that we harness the power of our sport to maximise its benefits. By creating the best possible environment that is safe, fun and is played at high quality facilities across the Island, we can encourage all Islanders to enjoy a lifelong relationship with football.

The Jersey FA is committed to making football safe and enjoyable for everyone: safeguarding is the 'golden thread' that runs through all our work to keep children and adults at risk safe from harm. By working together with clubs and other partners, and by listening to children, young people and adults at risk, we strive to consistently embed the very best safeguarding practices into football. We are proud of the fact that we are the first sports organisation to sign up to the **Jersey Safeguarding Partnership Board's** standards. But we know that we cannot be complacent – safeguarding is complex and challenging and we must continually work hard to maintain the high standards we have set. The issue that attracted the most responses in our public consultation was the need for everyone in football to show appropriate behaviour whilst games are played. Therefore, as the governing body of football in Jersey it is vital that we support our clubs to develop a positive culture and respond accordingly when poor practice is identified.

Whilst safeguarding and child protection is crucial to the safety and wellbeing of our players off the pitch, it is vital that everyone in football demonstrates appropriate behaviour whilst games are being played. We must be proactive in our approach and engage with our member clubs much better to create a sense of ownership,

and ensure players, coaches and spectators create a respectful and enjoyable experience for everyone in our game. Equally, we will investigate and take appropriate action when poor or abusive behaviour is reported, whether on or off the pitch. Matchday discipline is a key function of the Jersey FA and requires collaboration with all our stakeholders, therefore it is vital we continually increase the knowledge of our club workforce to ensure they have a good understanding of regulations and processes when dealing with cases.

If we are going to create an experience that is enjoyable for everyone that takes part in our game, then improving the quality and quantity of our facilities is fundamental to ensuring that. In 2020 we developed our Local Football Facilities Plan which outlines our aspirations for our facilities and identifies opportunities to accurately target investment for our clubs. We must now bring this plan to life through our partnership with the **Football Foundation**, as well as working proactively with the GoJ who have just developed their own sports facilities strategy (**Inspiring Active Places**). Due to a lack of all-weather training facilities in Jersey, many clubs are forced to train on their grass pitches for much of the season, resulting in poor or unplayable conditions. Therefore, priorities for activation should be focussed on the development of new 3g pitches and the improvement of current grass pitches.





KEY OBJECTIVES

GOAL



A positive environment that enhances the football experience - Key Objectives

ENSURE SAFEGUARDING IS EMBEDDED IN THE FABRIC OF FOOTBALL IN JERSEY	PROVIDING A POSITIVE MATCHDAY EXPERIENCE FOR EVERYONE IN FOOTBALL	INSPIRING FACILITIES THAT MEET THE NEEDS OF THE MODERN GAME
<p>Maintain 100% compliance with FA Safeguarding 365 Standards.</p>	<p>Raise standards locally by ensuring 100% of clubs with a Youth Team and the JFA Combination League achieve the England Football Accreditation by 2024.</p>	<p>Provide bespoke training for all clubs to develop facility plans and access funding streams.</p>
<p>Conduct annual safeguarding health checks with 100% of clubs with a youth section.</p>	<p>Develop campaigns that ensure clubs have policies and codes of conduct in place to manage complaints for all their members in order to manage poor behaviour.</p>	<p>Develop a strong working partnership between The Football Foundation, Government of Jersey, Jersey Sport and other partners in order to maximise investment opportunities.</p>
<p>Using our safeguarding excellence to develop new partnerships which allow others to participate.</p>	<p>Tailored support for new clubs to ensure that their introduction to local football is a positive first step on their journey.</p>	<p>Support application development and activation of two new 11v11 3g pitches.</p>
<p>Increase our investment in safeguarding by 25% to provide ongoing support to our member clubs.</p>	<p>Provide workshops for all the local football community to raise awareness of the discipline reporting process to the Jersey FA.</p>	<p>Develop a strong network of grounds keepers and achieve 3 'good' quality grass pitches in Jersey.</p>
<p>Establish an annual safeguarding award to recognise outstanding work in safeguarding in football.</p>	<p>Continually review our services through proactively encouraging feedback from all participants involved in the discipline process in order to demonstrate fairness and consistency</p>	<p>Collaborate with Jersey Bulls FC and the Government of Jersey to ensure Springfield Stadium is compliant for NLS football.</p>
<p>Conduct bi-annual assessments on the effectiveness of our safeguarding practices.</p>	<p>Increase the respect rating across youth football to 95%.</p>	<p>Conduct stakeholder annual review of the Jersey Local Football Facility Plan and amend accordingly.</p>
<p>Continually raise the profile of key safeguarding messages.</p>	<p>Ensure 100% of youth teams have a qualified coach.</p>	

A group of football players in green training bibs and dark jackets are huddled together at night. A man with glasses, wearing a dark jacket, is speaking to them. The scene is illuminated by warm, orange light, possibly from stadium lights. The text "FOOTBALL FOR ALL" is overlaid in the center of the image.

FOOTBALL FOR ALL

AQ

GOAL

2. Football for all

Football is the most popular team sport in England with 14.1 million people regularly playing each year. Similarly, here in Jersey (with over 2000 affiliated players), football has the highest participation of all team sports and is integral to the lives of Islanders who play, officiate, spectate and volunteer. As a result, it is vital that our game is reflective of our wider society, especially when it comes to diversity and inclusion. By diversity, we mean the spectrum of people and backgrounds that exist in our community and by inclusion, we mean the way we ensure there are no barriers to taking part in football for individuals and communities. Diversity is inviting everyone to participate, and inclusion is enabling everyone to contribute to football.

With a population of approximately 110,000 living in an Island of just 45 square miles, Jersey is the most densely populated of all the Crown Dependencies. Whilst locally born residents make up around 50% of the population, Jersey's ethnic diversity is made up from 77 other nationalities, with 51% of our population being female. Despite this diversity our sport does not reflect these demographics, for example, only 15% of registered players are female.

Whilst Jersey is a wonderful place to live and work, with endless opportunities for recreational activities, it has one of the highest costs of living in the world. As 1 in 10 households reportedly live in severe material deprivation, and 25% of couples with one child have difficulty coping financially, reducing and, where possible, removing financial barriers to participation is an important goal.

Making football for all should be embedded in everything we do and, therefore, the Jersey FA has a commitment to



ensure that diversity and inclusion applies at every level of the game. Accessibility to football is key, whether that be breaking down barriers, providing means to enable people to play, or making everyone feel welcome regardless of their age, gender identity, race and ethnicity, sexuality, disability, religion/ faith and background. We all have an important part to play in making football diverse and inclusive, but that needs to be underpinned by behaviours and actions that move us forward on a journey to achieving that vision.

Whilst much progress has been made over the last few years to make football as diverse and inclusive as possible, there is still much to do to make this a consistent reality. The Jersey FA recognise that this is a journey for everyone, and it is our priority to put in place the means and infrastructure to support everyone who participates and wishes to participate in football. We also recognise that we need to do more to understand the challenges faced by our minority groups when considering solutions. With this in mind, the Jersey FA Inclusion Advisory Group will be listening to our community and working with strategic partners to ensure we are continually moving forward and creating a culture of inclusivity and respect.

'Football for All' is not a dream that we are striving for, it is a reality that we want to make the norm.





**KEY
OBJECTIVES**

GOAL

Football for all - Key Objectives



ENSURING FOOTBALL IS ACCESSIBLE TO ANYONE IN JERSEY	EFFECTIVE ENGAGEMENT & COMMUNICATIONS THAT PROMOTES FOOTBALL FOR ALL	DEMONSTRATING FOOTBALL'S DIVERSITY AND INCLUSIVITY AT ALL LEVELS OF THE GAME
Sustain and increase female participation in all areas and levels of football, including fair and equal opportunities and the same access to facilities as their male counterparts.	Increase awareness and understanding of all aspects of diversity and inclusion, proactively calling out any unacceptable behaviour and underlining the importance of respecting our differences.	The Jersey FA and its leaders will strategically lead and demonstrate through their actions and language the importance of diversity and inclusion in football.
Identify and increase opportunities in participation for those with visible and non-visible disabilities*, working with partners that can help to enhance disability football.	Create a culture and enable regular/ continuous open and honest feedback from all participants, which is then considered and actioned as appropriate.	Provide education and make training available that increases awareness and understanding of diversity and inclusion which allows everyone to be respectful of our differences and remove barriers to participation.
Work with Autism Jersey , MIND Jersey and other partners to create an inclusive environment that supports and enables all individuals to participate in football at all levels, supporting their wellbeing and recognising their individual needs.*	Provide the means for everyone to be able to identify and understand what the Jersey FA offer and can provide to those who wish to participate in the sport, e.g. a website in other languages and with accessibility functionality.	Have a diverse and inclusive (paid and voluntary) work force who are treated fairly and reflect the demographics of our community.
Provide the means and ability for those to participate in football regardless of their age, gender, race and ethnicity, faith, sexual orientation, gender identity or financial status.	Build operational and strategic relationships with partners such as Jersey Sports Association for the Disabled who will support creating a diverse and inclusive environment in football.	Establish an annual Inclusion award for a club/ team who fosters a supportive and inclusive environment as a club/team and within the wider community and another for an individual who demonstrates similar attributes.
Achieve Equality Standard for Sport Preliminary Level by end of season 2021/22.	Embed a culture of celebrating the diverse nature of our community.	The Jersey FA will regularly collate and analyse diversity data to ensure that it understands the demographics of its participants.

*Targets in this area and other secondary KPI's will be set in Year 1 following the development of the FA National Disability Strategy.



**SUSTAINING AND
STRENGTHENING
INVOLVEMENT IN FOOTBALL**

GOAL



3. Sustaining and strengthening involvement in football

The popularity of football in Jersey has never been clearer as, against the national trend during the Covid pandemic, the number of players and referees increased significantly (15% and 42% respectively) in the last 12 months. However, society is changing, and football in the Island may need to evolve to avoid the classic traps of complacency, stasis and overconfidence that can be the product of success and a failure to adapt to changing times. If we are to sustain and grow participation across the continuum of football, we need to ensure that there is an Island pathway that meets the needs of everyone who is involved (or who would like to be involved), regardless of who they are.

At key life stages we want everyone to be looking forward to the next chapter in their football journey, therefore it will be a priority for us to embrace insight and data to understand the developing needs of the Island, as well as developing formal engagement plans with all our members. In recent years we have seen growth in the small-sided game with programmes such as walking football and commercial business leagues being established, however we still need to address specific points at which players are dropping out of the game (such as youth to adult level) and we will work with existing and new partners to offer them suitable alternatives.

If we are to grow the number of players, then transforming the way volunteers are recruited, recognised and empowered to deliver quality experiences must be a priority. Through our consultation process, the need for more volunteers was highlighted as the number one issue as many clubs face the reality of having very few volunteers who take on several roles. We need to engage with each club to develop bespoke volunteering plans and minimise the risk of clubs being unable to sustain their level of service. When it comes

to the qualification and development of coaches and referees, support is provided in partnership with The Football Association, however we recognise that individual development can differentiate between people. As a result, we will increase our investment in these areas and offer everyone personalised, connected support from the moment they first coach or pick up a whistle to wherever they want the game to take them.

As an Island steeped in football history, there has always been the onus on the Jersey FA to create programmes that allow our better players to achieve their potential. Through our Centre of Excellence, we have managed to create strong links with several professional clubs in England and in recent seasons have seen some of our youth players sign full-time scholarships. At the senior level, Jersey Bulls FC has been established, providing a regular programme for the Island's senior men through their entry in the Combined Counties Football League. This has raised the profile of Island football nationally and minimised the responsibility of the Jersey FA to deliver a comprehensive games programme at this level. Despite this, the consistent feeling from our consultation was that we needed to create an identity for our senior men's and women's teams that compliments (and avoids duplicating) the Bulls programme, and would involve attractive fixtures at an appropriate level to similar sized Islands and smaller nations.





KEY OBJECTIVES

GOAL



Sustaining and strengthening involvement in football - Key Objectives

ENSURING A SUITABLE PATHWAY FOR SUSTAINABILITY IN FOOTBALL	TO INSPIRE, SUPPORT AND RETAIN VOLUNTEERS IN THE GAME TO PROVIDE A WORKFORCE TO SUSTAIN AND INCREASE PARTICIPATION	PROVIDING HIGH QUALITY OPPORTUNITIES FOR JERSEY'S BETTER PLAYERS
<p>Review our delivery model and produce an annual 'How We Play' football development strategy that uses data and insight to:</p> <ul style="list-style-type: none"> - Sustain the level of registered male players at 2615. - Increase the number of registered female players from 272 to 352. 	<p>Work with strategic partners to create a volunteer strategy that addresses gaps in the volunteer workforce.</p>	<p>Explore opportunities to enhance the Centre of Excellence syllabus to include athletic development coaching and more off-Island opposition.</p>
<p>To assist clubs with the organisation of football in a variety of formats for players 5 – 18, working towards increasing participation and engagement.</p>	<p>Deliver a coach education and development programme that is tailored to meet the needs of coaches and managers of all levels, and is accessed by 50% of qualified coaches.</p>	<p>Open discussions with the FA, EPL and EFL to enhance opportunities for players under the age of 14 to register with professional clubs.</p>
<p>Provide a community programme that offers an introduction to football for 5 – 12's, including in-curricular coaching, holiday courses and Wildcats Centres.</p>	<p>Increase investment in the education and development of referees by 50% that enables appropriate progression at all levels.</p>	<p>Assist Jersey Bulls FC in achieving their ambitions through a working agreement that is approved by all stakeholders.</p>
<p>Increase the number of male players aged 35+ by 10% through delivering recreational and competitive formats that encourage a return to the game (e.g walking football).</p>	<p>Achieve 95% referee coverage across all areas of our referee appointments service.</p>	<p>Create an 'Island Identity' for representative players by working with partners such as Visit Jersey to organise high quality fixtures that focus on similar sized Islands and smaller nations.</p>
<p>Engage and coordinate with partners such as Futsal Jersey in order to offer flexible formats of the game.</p>	<p>To recognise and reward the football workforce through an annual awards evening.</p>	



**DEVELOPING A WELL
GOVERNED AND EFFICIENT
ORGANISATION**

GOAL



4. Developing a well governed, efficient organisation that underpins a solid and sustainable future for football

Finance is paramount to how we run and develop football in Jersey. Traditionally the grassroots game in the Island has been delivered on small margins, minimal cash reserves and thousands of hours of voluntary time. However, since the start of the Covid pandemic, everyone has been pushed to their limits with little or no opportunity to create some much-needed resource to support their services. As a result, resilience has been stretched and we need to use the disruption of Covid-19 to accelerate the modernisation of our game in Jersey.

For us to create the right conditions for modernisation, we must firstly ensure the highest level of engagement and collaboration to address some of the challenges highlighted through our consultation. Keeping up with advancements in digital services and how we can support our members in easing the administrative burden were two main areas of priority. We will do this through building on the foundations laid in our previous strategy and investing in additional resources for improved day-to-day services, as well as developing bespoke digital training for all clubs. Secondly, we will enhance the communications and marketing of our services, as additional feedback highlighted many of our stakeholders were not aware of the scope of our services, particularly in areas of grant funding.

When it comes to finance in local football, feedback from a majority of our members suggests they would like to see the Jersey FA proactively generating more funding into the sport and providing the means to facilitate necessary upgrades. This will require us to commercialise our services much better and develop a suite of products that focus on the significant impact made by our sport in the local community. Jersey has many sectors such as the Finance, Legal and Government sectors

where funding is readily available, therefore we will work with partner bodies to collate funding opportunities for our member clubs and aid in applications where required. However, we can only expect to attract investment if we can demonstrate the highest level of trust and integrity. As a result, strong governance will be at the heart of driving change and ensuring we have fit for purpose committees, structures and systems in place across the Jersey FA. Whilst our compliance and transparency will be much stronger, this will be underpinned with a commitment to embracing diversity through a variety of perspectives and ideas which generate more creativity and productivity.

The staff at the Jersey FA work tirelessly within the football community and will be key to all elements of delivering this strategy, as a result it is important that we have a workforce that is appropriately motivated, skilled and knowledgeable to deliver our vision. To help us achieve this we will increase our level of investment in training and qualifications and provide ongoing development opportunities over the next three years and beyond. In addition, we will regularly review staffing structures and resourcing levels to ensure effectiveness and maximisation of outputs towards our goals.



A photograph of a group of men on a soccer field. In the center, an older man with white hair is wearing a blue vest over a dark long-sleeved shirt and dark pants. He is leaning forward, with his right foot on a soccer ball. To his right, another man in a dark blue long-sleeved shirt and blue shorts is leaning in, possibly coaching or assisting. In the background, a man in a yellow shirt with 'bathhouse.co.uk' on it is watching. On the far left, a younger man in a dark blue jacket and pants stands with his hands in his pockets, looking towards the group. The scene is set on a green artificial turf field with a brick wall and a fence in the background. The lighting is warm, suggesting late afternoon or early morning. A yellow rectangular frame is overlaid on the image, containing the text 'KEY OBJECTIVES' in white, bold, sans-serif font.

KEY OBJECTIVES

GOAL

Developing a well governed, efficient organisation that underpins a solid and sustainable future for football - Key Objectives



EFFECTIVE MARKETING AND COMMUNICATIONS THAT WIDEN OUR NETWORK	STRONG FINANCIAL MANAGEMENT THAT MAINTAINS CURRENT INCOME AND GROWS WHERE POSSIBLE	INVESTING IN OUR PEOPLE AND PROCESSES
Ensure IT is a core element of our Communications Strategy to align with strategic priorities and maximise impact.	Work with local and national partners to develop a platform of commercial opportunities that clubs can readily access.	Jersey FA to ensure compliance with FA Code of Governance by end of season 2021-22.
Develop user-friendly reports and videos that highlight the performance of the Jersey FA against all key target areas.	Develop a suite of commercial products that outlines the cost, benefit and impact to all stakeholders.	Provide technological solutions to ease the administrative burden on our clubs.
Promote the Annual Local Football Survey and develop action plans and response reports based on feedback.	Develop a sponsorship management framework that diversifies the funding levels and returns for each commercial agreement (both existing and new).	Deliver bespoke workshops and podcasts to all clubs that support the use of Platform for Football, Whole Game System, Matchday and other relevant FA systems.
Strengthen engagement with members through effective social media platforms and explore new channels such as SMS.	Ensure financial management processes are in place and review where efficiencies can be made.	Develop a People Management strategy aligned to the overall strategy, allowing staff to remain agile and responsive to the fast-changing business and football environment whilst ensuring the highest level of wellbeing.
Increase formal and impromptu visits to member clubs by all Jersey FA Board and Staff.		Ensure periodic review of all committees to ensure the highest levels of governance are in place.
Work with local media to ensure all aspects of football are reported regularly and positively.		



FINANCIAL MANAGEMENT

FINANCIAL MANAGEMENT



ENGLAND FOOTBALL

After undertaking a self-assessment against The FAs 11 areas of Financial Management, we will particularly look to strengthen our approach to monitoring of Cash Reserves and Investment Planning



	Effective Budgeting	Standard Chart of Accounts	Management Accounts	Cashflow Projections	Cash Reserves	Accounting Ratios	Investment Planning	Fixed Asset Management	Internal Controls	Year End Date	Statutory Accounts & Year End Audit
Current Position	Yellow Hexagon	Yellow Hexagon	Yellow Hexagon	Yellow Hexagon	White Hexagon	Yellow Hexagon	Black Hexagon	Yellow Hexagon	Yellow Hexagon	Yellow Hexagon	Yellow Hexagon
By 2024	Yellow Hexagon	Yellow Hexagon	Yellow Hexagon	Yellow Hexagon	Yellow Hexagon	Yellow Hexagon	Yellow Hexagon	Yellow Hexagon	Yellow Hexagon	Yellow Hexagon	Yellow Hexagon

- MET
- IN PROGRESS
- NOT MET



OUR TARGETS

OUR TARGETS



**ENGLAND
FOOTBALL**

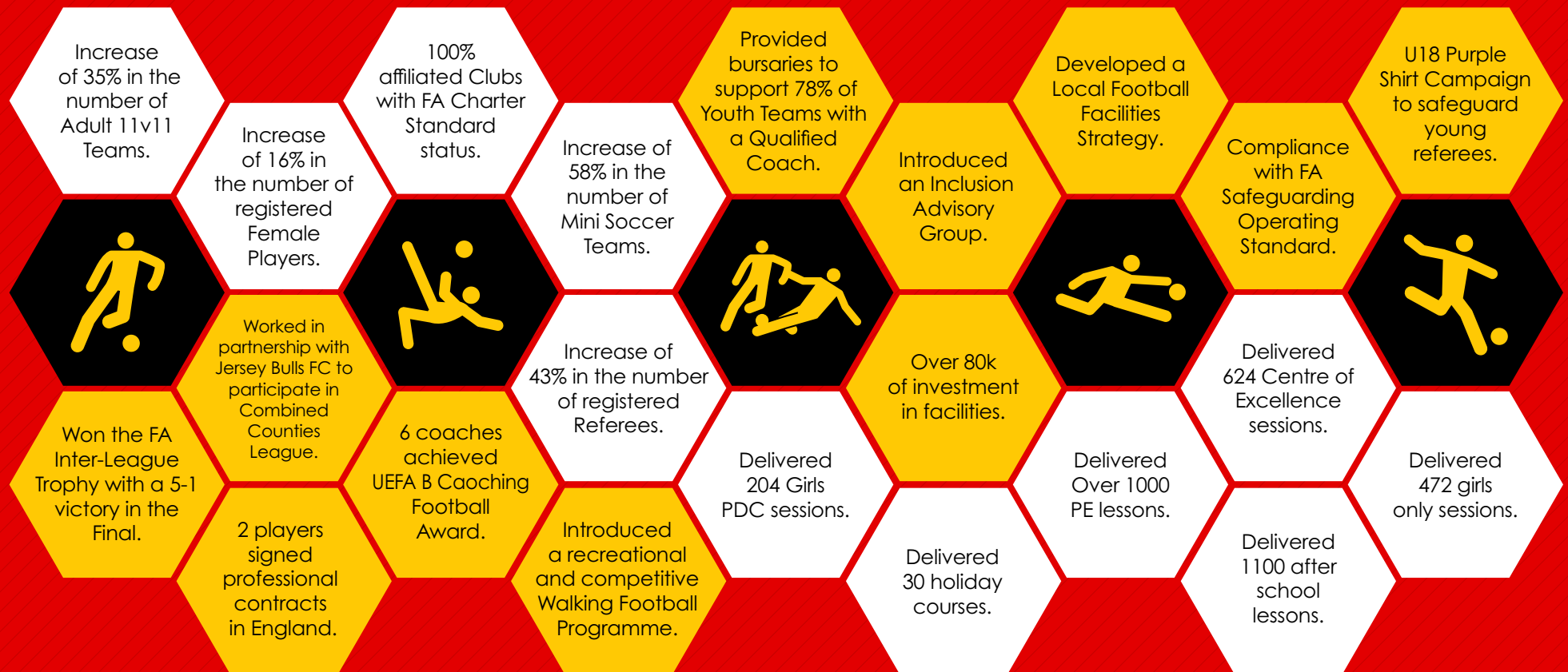
Our Key Performance Indicators are aligned to the FA Grassroots Strategy 2020 – 24 'Survive, Revive, Thrive', and are set out as Primary KPI's in the table below. Secondary KPI's for other objectives within the strategy will be developed after year one.

PRIMARY MEASURES	BASELINE 2021	2021/22 TARGET	2022/23 TARGET	2023/24 TARGET
Players				
Registered male players	2,615	2,615	2,615	2,615
Registered female players	272	300	325	353
Registered disabled players	23	23	TBC*	TBC*
Referees				
Number of all referees	42	42	44	46
Number of all L5-L7 referees	32	32	34	36
Recruitment measure	11	11	12	12
Conversion measure	7	7	7	7
Retention measure	34	34	36	38
Coach Education and Development				
Youth Teams with a qualified coach	76.6%	89%	89.5%	100%
Continued professional development measure	0	20%	35%	50%
Pitches				
Quality Grass Pitches	0	1	2	3
New 11 v 11 3g Pitches	0	0	1	2
Clubs				
England Football Accreditation - Adult clubs	88%	88%	90%	100%
England Football Accreditation - Youth clubs	100%**	89%	90%	100%

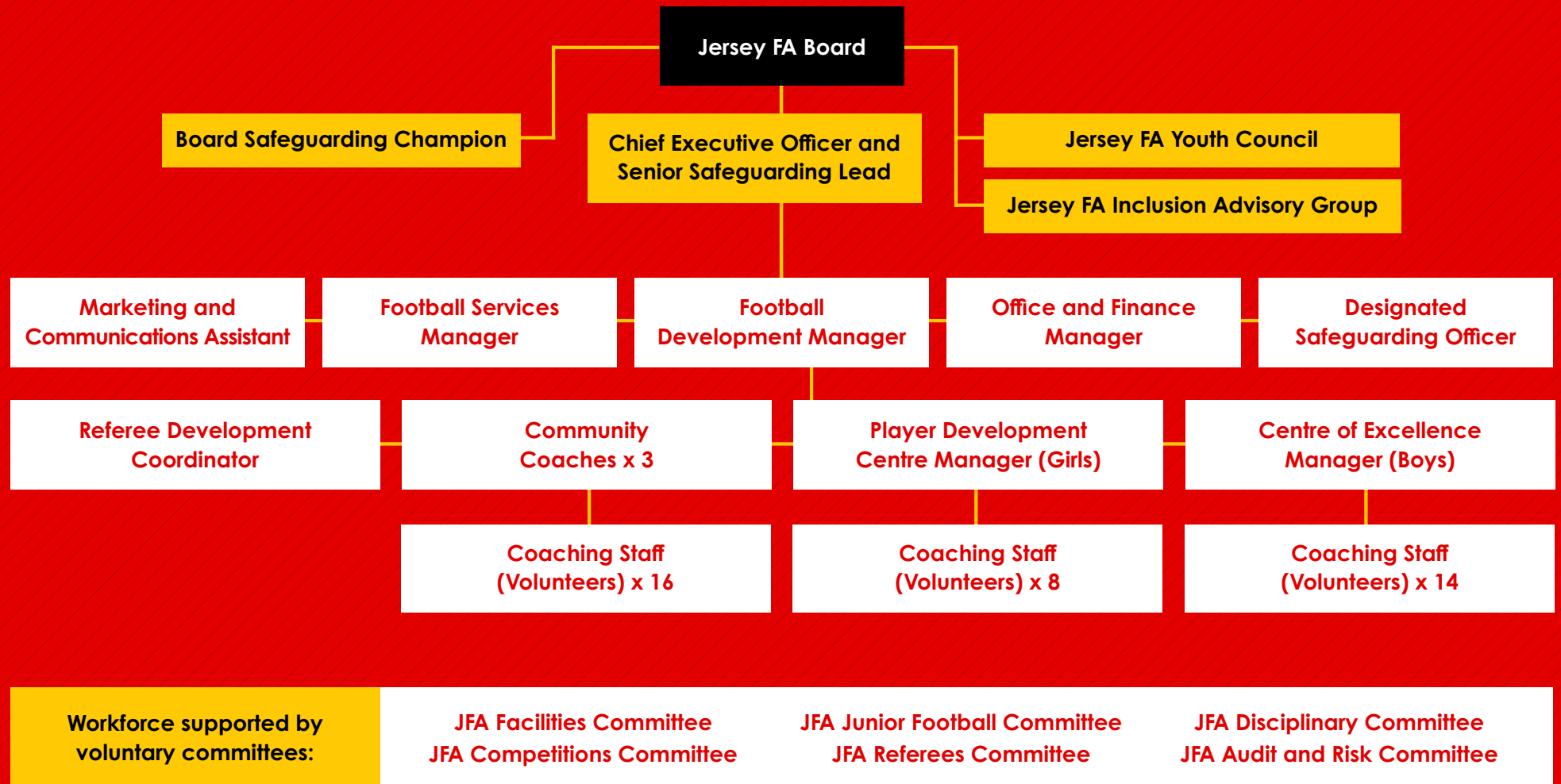
*Targets in this area and other secondary KPI's will be set in Year 1 following the development of the FA National Disability Strategy. **This figure represents current percentage of clubs who are Chartered Standard Accredited.

ACHIEVEMENTS

Some highlights from our previous strategy 'Football for All' 2018-2021:



WORKFORCE STRUCTURE





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