



Gloucestershire Football Association

'RESET' STRATEGY 2021 - 2024



David Neale, Gloucestershire FA Chief Executive



Chief Executive's Foreword

The past two years have been a very challenging period for all.

The Covid-19 pandemic was a catalyst for many people and organisations, profoundly changing how we live and work and the importance of maintaining a healthy work-life balance.

We saw several pauses to football through the pandemic and the response from the grassroots football community in adapting and overcoming the challenges it faced was exceptional. The tireless work and time freely given by football volunteers continues to be vital as it is down to them that grassroots football in Gloucestershire survived the pandemic and is now emerging stronger as we all learn to live with Covid.

We have 'reset' as a County FA to respond to new and emerging priorities and build a path to recovery. Our Board and staff worked together to develop a new three-year business strategy that reset our Vision, Mission and Values and together, we aspire to an environment where football thrives, and everyone can participate in a safe & inclusive environment.

The 2021-24 Business Strategy has five key pillars, each one representing an identified strategic priority with clear objectives aligned to them. These priorities offer us a clear direction and will enable us to become a more inclusive and diverse organisation as well as support the needs of the grassroots football community in Gloucestershire

As part of the 'reset' strategy, it is important we strengthen and grow the partnerships and connections we have with local authorities, clubs, leagues, referees and volunteers, but it's also important to focus on children and young people to ensure they are properly safeguarded and that their voice is heard and empowered to influence our delivery programmes.

With your continued support, we can look forward to an exciting future for grassroots football.



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What defines us...



Vision

WHERE FOOTBALL THRIVES AND EVERYONE CAN PARTICIPATE IN A SAFE & INCLUSIVE ENVIRONMENT.



Mission

TO PROTECT, DEVELOP, GOVERN AND GROW FOOTBALL OPPORTUNITIES FOR ALL.



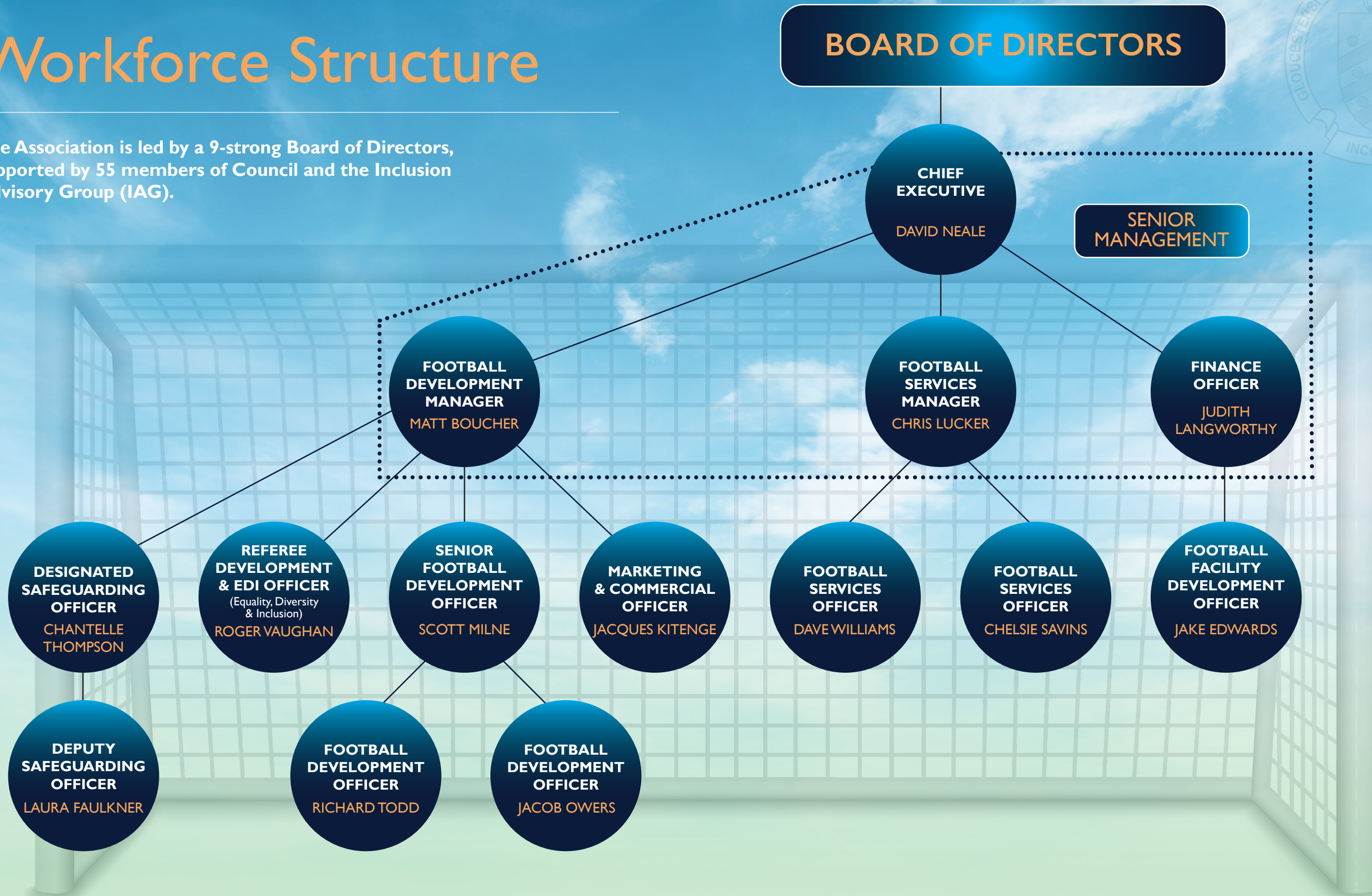
Values

- OPEN: TO BE OPEN, TRANSPARENT AND APPROACHABLE TO NEW IDEAS AND FEEDBACK.
- HONEST: TO LISTEN AND HAVE OPEN, HONEST COMMUNICATIONS BOTH INTERNALLY WITH COLLEAGUES AND EXTERNALLY WITH STAKEHOLDERS.
- INCLUSIVE: TO EMBED SAFE AND INCLUSIVE PRACTICES, OPPORTUNITIES AND EDUCATION IN ALL THAT WE DO.
- FLEXIBLE: BEING FLEXIBLE TO NEW IDEAS, NEW WAYS OF WORKING AND TO THE NEEDS OF THE BUSINESS AND OUR STAKEHOLDERS.
- PROFESSIONAL: TO BE KNOWLEDGEABLE, PASSIONATE AND MAINTAIN INTEGRITY OF BUSINESS CONDUCT.



Workforce Structure

The Association is led by a 9-strong Board of Directors, supported by 55 members of Council and the Inclusion Advisory Group (IAG).





By the end of the 2021-24 Strategy, we will achieve the Equality for Sport Preliminary Level Award.

Introduction to Strategic Priorities

The strategy has 5 key pillars, each one representing an identified strategic priority with clear objectives aligned to them.

As the new strategy has been developed insight, research and key stakeholder groups have been consulted with to ensure the strategic priorities are aligned to the needs of our stakeholders.

The strategic priorities and objectives identified will help us work towards our vision and mission and to deliver against the key performance indicators set out in The FA Grassroots Football Strategy.

- ▶ DIVERSIFYING THE BUSINESS
- ▶ SAFEGUARDING
- ▶ PARTICIPATION
- ▶ WORKFORCE & FACILITIES
- ▶ EQUALITY, DIVERSITY & INCLUSION

Diversifying the Business

Develop & diversify the business to ensure it is best placed to serve football now and in the future.

- 1** Deliver a commercial strategy to maximise use of assets, diversify income and increase opportunities to invest back into the game.
- 2** Develop and enhance the County FA (CFA) workforce to meet the needs of the business and to serve the game.
- 3** Develop and enhance governance structures to reflect the needs of the business and reflect the population of the County.
- 4** Continue to govern the game locally through effective sanctioning and discipline procedures.
- 5** Celebrate successes from across the County through effective partnerships and communication.



Safeguarding

Safeguarding embedded within the association and across all levels of the game within the County.



- 1 Maintain and deliver the CFA Safeguarding Operating Standards, embedding safeguarding within all CFA activities.
- 2 Continue to engage, both online and in person, our clubs and leagues via safeguarding audits, visits and monitoring.
- 3 Support all our open aged clubs to appoint and train a welfare officer.
- 4 Provide quality Continuing Professional Development (CPD) opportunities for staff, Youth League and Club Welfare Officers each season.
- 5 Encourage clubs to engage and educate parents in safeguarding and behaviour.

Participation

A network of clubs, leagues and partners with the technology, tools & support to help grow and sustain participation.

- 1 Increase the number of registered female players across all formats of the game.
- 2 Support the retention of Male Players by increasing the % of Youth and Open Aged Accredited clubs.
- 3 Recover and rebuild the disability football pathway.
- 4 Embrace and promote the use of technology and FA digital platforms to serve the clubs, leagues and participants of the game.



Workforce & Facilities

Recruit, retain and develop the workforce and enhance facilities to enable the game to thrive.

- 1 Recruit access to development and training opportunities for coaches, referees and volunteers.
- 2 Provide access to development and training opportunities for coaches, referees and volunteers.
- 3 Increase the number of coaches and referees from under-represented groups.
- 4 Work strategically with key partners to deliver more quality pitches and to protect and enhance existing facilities.

Equality, Diversity & Inclusion

Ensure football is inclusive and representative of the communities across the County.

- 1 Continue to work with the Inclusion Advisory Group as a critical friend to embed Equality, Diversity & Inclusion work across the CFA.
- 2 Develop, promote and support community activities that increase participation, raise awareness and reduce discrimination within the game.
- 3 Achieve the Equality for Sport Preliminary Level Award.
- 4 Ensure recruitment processes support and enable a diverse paid and volunteer workforce to serve the business and the club league network.





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