



GUERNSEY FOOTBALL //

TIME TO INSPIRE

THE 2024-28 STRATEGY FOR GRASSROOTS FOOTBALL IN GUERNSEY

INTRODUCTION

FOOTBALL, IS A GAME FOR ALL, AND ONE THAT TRULY INSPIRES. ...

With over 130 years of history, football is a way of life and part of the community fabric in Guernsey, providing social connectivity for thousands of people involved in the game. It has the capacity to be a consistent source of enjoyment and positivity, providing memorable moments. Equally, it has the capacity to provide an escape and release during tough times.

The purpose of the Guernsey FA, as the custodians of the game in the Bailiwick, is to inspire lifelong journeys and positive change through football – by fostering accessibility, uniting the community, and enhancing the football experience for ALL.

This strategy has, therefore, been designed to harness the positivity and passion that comes from being involved with the national game, and is committed to inspiring:

- Healthy lifestyles that support physical and mental wellbeing
- Social connections and a unified community
- Teamwork, commitment, and a sense of collective pride
- Education, development and personal learning journeys

- Positive environments that support equal access and participation for ALL

Without question, participation for All encompasses everyone who wants to be involved in the game – players, coaches, referees, administrators, spectators. It is the responsibility of the Guernsey FA to work with all stakeholders. In doing that, we will connect and serve the game to ensure that more people are inspired to get involved and enjoy the positive benefits we have identified. Great progress has been made in recent years across many areas of the game. This strategy reflects our ongoing commitment to ensure that this progress continues so we can ensure our sport truly represents the unified, welcoming, and accessible game for ALL. This is the vision of the Guernsey FA, and one that underpins all that we do, and the way in which we work.

Football should be a constant source of positivity across the island and, with Victoria Park, Guernsey's new 'Home of Football', set to open in early 2025, the Guernsey FA recognises that the Time to Inspire a game for ALL is now.





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FOREWORD FROM THE CHIEF EXECUTIVE // GARY ROBERTS

The new strategic plan through to 2028, 'Time to Inspire', has been structured around the key aspects of football delivery that will enable us to deliver on the vision of a unified, welcoming and accessible game for ALL. This strategy incorporates bold and ambitious objectives for football in Guernsey, which we, and those that we have consulted, believe are in the best interests of the game, and will provide tangible benefits for all involved.

The game is constantly evolving and, in order to identify our strategic objectives, it has been important to review our performance against those objectives detailed within the 2021-24 strategy. Using our people and culture as the catalyst, we achieved some great progress during the last three seasons. At the same time however, we recognise that football does not stand still, and it has been an opportune time to focus on identifying the new challenges and opportunities arising within the game, and what we feel are appropriate responses and strategies. In doing so, we are fulfilling our responsibility to serve and unite the football, and wider, community through shared values and positive experiences.

We have established our strategic objectives across eight inter-linked priority areas of the game. The focus on these action areas aligns with the strategic objectives within The FA's Grassroots Strategy Framework, whilst also representing an ambition to extend beyond simple football participation, and into a role that will see the game in Guernsey positively impact lives outside of the pitch. During this strategy:

- We will serve and connect participants as we look to increase and enhance participation opportunities;
- We will work to provide equal access for women and girls to play;
- We will work with the existing strong club network;
- We will work with all stakeholders to address poor behaviour;
- We will continue to support the game through recruitment and retention of strong volunteer network;
- We will also ensure that the governance of the game is progressed.

We also expect the facilities-based successes from recent seasons will underpin many of our ambitious and inspiring plans. During the last strategy we recognised that football facilities across the island and, specifically, the work to ensure these are fit for purpose would be a priority. Without quality playing surfaces and supporting facilities, the game simply cannot grow and progress. We are, therefore, immensely proud to have secured over £10.2m of investment into football facilities in Guernsey, and these promise to have a long-term and positive impact on the local game.



FOREWORD FROM THE CHIEF EXECUTIVE // CONTINUED

Football is a game for ALL and that is not something we take lightly. Everyone should be able to access and enjoy the game they love in safe and welcoming environments. We live in a relatively small community where interpersonal connections remain of great value. As the largest participant and spectator sport in Guernsey, football retains the power to be life affecting through those social interactions, along with the health benefits, both physical and mental, that it can provide. As the custodian of association football locally, we are committed to ensuring 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 underrepresented groups. In addition to the traditional means of encouraging participation, which will include the structured and recreational game during this new strategy, we recognise the need to harness the power of digital to better connect both new and current participants to the game they love. We similarly recognise that evidence suggests more and more people are now looking for alternative forms of physical activity - outside traditional football formats – to fit with the changing nature of modern lifestyles, which are far less rigid and structured. Providing a balanced approach to support the structured and recreational game will be a key focus for the Guernsey FA workforce moving forward.

Although great progress was achieved during the last strategy period, not least in relation to our facilities-based objectives, we are committed to continuing the work to grow the game. Whilst this is our commitment, we cannot achieve success and progress in isolation, and we will, therefore, continue to foster our relationship with key partners and stakeholders, both within the game and those organisations locally that provide invaluable external support, including the States of Guernsey, Guernsey Sports Commission, and our commercial partners. Additionally, we will continue to engage with the Guernsey FA Youth Council to ensure that the voices of the young people involved in the game are heard and appropriately prioritised. These people are the future of the game, and we must ensure they have a game that inspires them to remain involved in whatever capacity they choose. Equally, the game must be one that is safe for everyone. In this regard, we will continue to maintain our existing high standards of safeguarding to ensure that effective safeguards are fully embedded across the game in Guernsey. This is a non-negotiable requirement of the game, and we will diligently uphold our responsibility.

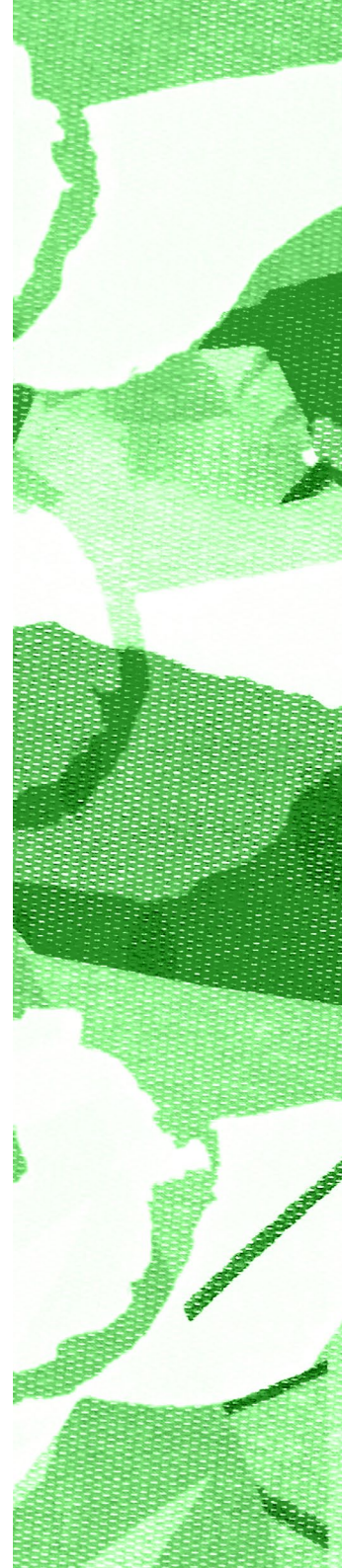
Whilst growing and enhancing the game are central to what we do, we are mindful this work never stops and, therefore, many of our strategic objectives will extend beyond the time period covered by this strategy. However, that does not

mean the Association employees and supporting workforce, who provide such committed service and support to the football community, are not fully focussed on these objectives. We will continue to strive to ensure that, by the end of the 2024-28 strategy, we are able to demonstrate a set of tangible outcomes to illustrate our progress.

We look forward with excitement to the next four years, conscious that the Guernsey FA will grow as an organisation. For the first time in its 130 years of existence, the Guernsey FA will have a home, and this facility will provide a much-needed all-weather facility as well as a hub that will become a focal point for the football community for many years to come. It is our ambition that Guernsey's new 'Home of Football' will resonate with the football, and wider, island community to become a true community facility, and a central feature of our strategic plans and aspirations for the game.

We are excited for this new journey, and working with all local football stakeholders, as we enter what will be the start of a transformational era for football in Guernsey – now is the 'Time to Inspire'.

Gary Roberts, Guernsey FA Chief Executive



STATE OF THE GAME

The strategy produced by the Guernsey FA for the 2021-24 period identified key strategic objectives across various areas of the game. As this strategy – Guernsey Football, Stronger Together – progresses into the new 'Time to Inspire' strategy, it is an opportune time to reflect on the many successes and challenges faced during the last three seasons, and current state of the game.

The start of the strategy, on 1st July 2021, coincided with the day on which Guernsey finally relaxed its borders and life returned to a semblance of normality after the COVID pandemic impacted life around the world. The strategy title – Guernsey Football, Stronger Together – was symbolic in adopting the mantra used by the island during the pandemic, and reflected a commitment from the Guernsey FA to work with all stakeholders across the game to deliver a vision to ensure football in the Bailiwick was a unified, welcoming and accessible game for all. During the 2021-24 period, the Guernsey FA has continued to develop and grow the game for players, coaches, referees and the hundreds of invaluable volunteers who remain a cornerstone of the game.

Through commitment, collaboration and communication, the Guernsey FA was able to deliver against the key strategic objectives across five focus areas of the game. Some of the successes achieved during this strategy period have included the significant increase in female participation,

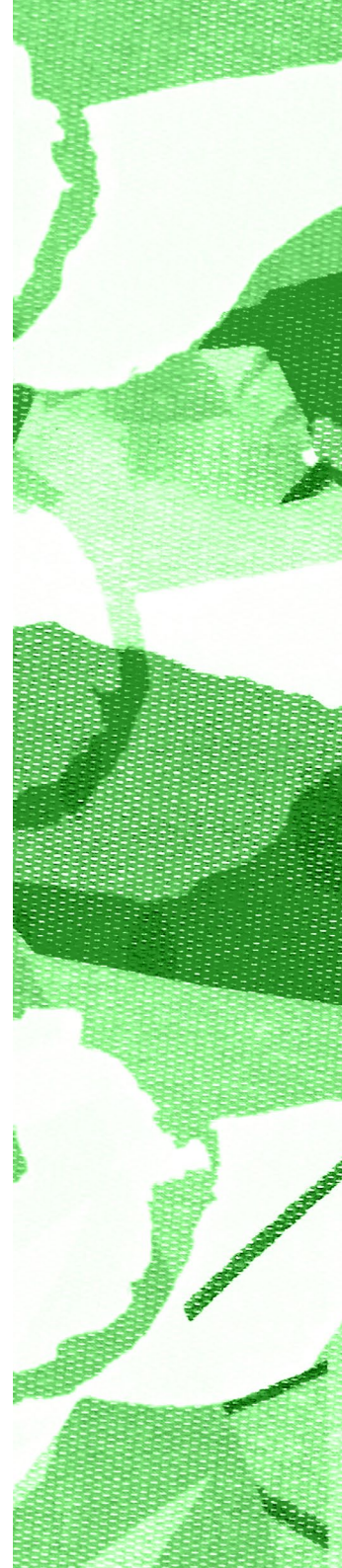
supporting all clubs with youth teams to achieve, and retain, England Football accreditation, an increase in the number of registered referees, and an increased number of coaches completing CPD. Additionally, the Guernsey FA has focussed significant time in ensuring the Association has the highest standard of governance and drives equality across the game so that it is accessible and safe for those that want to participate. In this regard, the Guernsey FA has achieved the Preliminary Level of the Equality Standard for Sport, along with once again meeting the Safeguarding 365 Standard, which illustrates that safeguarding is fully embedded across the game in Guernsey. A new Inclusion Advisory Group has also been informed, whilst new recruits to the Guernsey FA Youth Council has ensured that the voice of young people is heard and shared on a consistent basis.

However, of the five focus areas, it was the work to enhance football facility provision which was identified as being the priority due to the clear need to ensure that the game in Guernsey had a positive future and with facilities that were fit for purpose. As we reach the end of the third and final year of the strategy it is pleasing to be able to look back on the great progress that has been made in this area, with all objectives having been met. These objectives all required funding support, and, through effective project business plans, the Guernsey FA has secured over £10.2m of investment into facility-based projects from The FA, Football Foundation, and

private investors. This investment, which has led to an Equipment Bank being established, floodlit provision retained, and realisation of the ambitious plans to build a new HQ and community 3G Stadia facility, will be crucial to the long-term health of the game in Guernsey.

Whilst there have been notable successes during the 2021-24 strategy period, which have been a direct result of working collaboratively with stakeholders and partners, there remain areas within the game that present challenges to the vision of a unified, welcoming and accessible game for ALL. Ensuring genuine equal opportunities for the female game remains a priority, whilst addressing a gap in provision for recreational youth players will be a key focus in the years ahead. Additionally, establishing a more consistent offer for disabled participants will be a key focus, along with the ongoing work to retain and recruit the volunteers upon which the game relies.

It is a collaborative approach that will continue to be adopted by the Guernsey FA as we move forward into the next strategy cycle and look to address the identified challenges within the game. The start of the next strategy promises to be the launch of an exciting new era for football in Guernsey. It is not an exaggeration when stating that the new 'Home of Guernsey Football' at Victoria Park will be transformational for the game and a 'Time to Inspire'.



FOOTBALL IN GUERNSEY REVIEW // 2021-2024

£10.2M FUNDING INTO
FACILITIES PROJECTS

1300+

HOURS OF PRIMARY
& SECONDARY SCHOOL
DELIVERY



200+ HOURS OF EQUIPMENT
BANK DELIVERY = 10 'GOOD'
GRASS PITCHES



YOUTH TEAMS WITH
A QUALIFIED COACH

2418
MALE PLAYERS
INCREASE 1%

53

SAFEGUARDING
VALIDATION VISITS

423
FEMALE PLAYERS
INCREASE 43%

216

CPD INSTANCES

=

102%

OF CPD TARGET
ACHIEVED

8

ENGLAND
ACCREDITED
CLUBS

6%

INCREASE IN
REGISTERED REFEREES



8 WILDCAT CENTRES // 1 SQUAD SESSION

99% REFEREE
MATCH COVERAGE



OUR STRATEGY

The 'Time to Inspire' strategy is aligned with the FA Grassroots Strategy Framework to support a collaborative and consistent approach to addressing the identified priorities across the

game. This strategy however, also reflects local priorities, with identified actions and interventions designed to address the challenges and opportunities relevant to football in Guernsey.



PURPOSE	INSPIRING LIFELONG JOURNEYS AND POSITIVE CHANGE THROUGH FOOTBALL - BY FOSTERING ACCESSIBILITY, UNITING THE COMMUNITY, AND ENHANCING THE FOOTBALL EXPERIENCE FOR ALL.				
STRATEGIC PRIORITIES	DELIVER EQUAL OPPORTUNITIES FOR WOMEN & GIRLS TO PLAY	BUILD MORE & IMPROVE EXISTING FACILITIES	IMPROVE PLAYING CHOICE & OPPORTUNITIES	TACKLE POOR BEHAVIOUR	DEVELOP A VALUED NETWORK OF VOLUNTEERS, COACHES & REFEREES
STRATEGIC DRIVERS		SUPPORT THRIVING COMMUNITY CLUBS	CONNECT & SERVE PARTICIPANTS	PROGRESS THE GAME'S GOVERNANCE	
VALUES	INCLUSIVE	ENGAGED	INNOVATIVE	COLLABORATIVE	INTEGRITY

STRATEGY TARGETS & MEASURES 2024-28

		BASELINE 2023/24	YEAR 1 2024/25	YEAR 2 2025/26	YEAR 3 2026/27	YEAR 4 2027/28
KEY PERFORMANCE INDICATORS 2024-28	KPI					
	# of male players	2073	2125	2190	2270	2311
	# of players in disability football	0	10	10	10	10
	# of female players	291	325	375	425	469
	# of quality grass pitches	10	10	11	11	12
	Tackle Poor Behavior KPI	TBC	TBC	TBC	TBC	TBC
	# of registered volunteers	155	160	165	170	176
	# of registered coaches	316	325	335	345	357
	# of registered referees	36	37	38	40	42
	# of thriving 3* community clubs	0	0	0	0	1
DEVELOPMENT MEASURES 2024-28	DEVELOPMENT MEASURE					
	# of male and mixed sessional playing opportunities	0	0	1	1	2
	# of male and mixed team playing opportunities	162	165	170	175	179
	# of disability sessional playing opportunities	0	0	1	1	1
	# of disability team playing opportunities	0	0	0	1	2
	# of female only sessional playing opportunities	9	9	9	10	11
	# of female only team playing opportunities	11	14	20	26	31
	% of pitches on PitchPower	47%	47%	47%	50%	50%
	% of pitches on Grass Pitch Maintenance Fund	75%	75%	75%	75%	75%
	Behaviour Development Measure	TBC	TBC	TBC	TBC	TBC
	# of off-pitch volunteers completing CPD	TBC	TBC	TBC	TBC	TBC
	% of youth teams with a qualified coach	99.30%	99.30%	99.30%	99.30%	99.30%
	% of coaches in the affiliated game completing local coaching CPD	17.10%	19%	21%	23%	25%
	% of teams in Accredited clubs	86%	86%	86%	86%	86%
	# of referees recruited	7	9	TBC	TBC	TBC
	# of referees retained	27	29	TBC	TBC	TBC
	# of referees progressed	2	3	TBC	TBC	TBC
	# of referees converted	6	60%	TBC	TBC	TBC

STRATEGY DEVELOPMENT

This strategy has been developed in consultation with key stakeholders across the game in Guernsey, along with using insight from local and national resources, to ensure that it provides a collaborative approach to how football will develop and grow in the next four years.

CONSULTATION

- Guernsey FA Youth Council
- Guernsey FA Board
- Guernsey FA Staff
- GFA Inclusion Advisory Group
- GFA Referees Committee
- Member Clubs
- Guernsey Football League
- Guernsey Sports Commission
- Guernsey Society for Referees
- Aztech Soccer
- Football Foundation
- The FA

INSIGHT

- FA State of Play Survey
- FA Grassroots Strategy
- States of Guernsey - Active 8 Plan for Sport
- Guernsey Sports Commission Action Plan
- Sport England Strategy – Uniting the Movement
- Power BI data 2023/24
- FA Code of Governance for CFA's
- States of Guernsey 'Plan for Sport',
- States of Guernsey The Future Model of Care (Partnership of Purpose and Health & Wellbeing);
- States of Guernsey Supported Living and Ageing Well Strategy
- States of Guernsey Children & Young People's Plan (Priority 2: Be Healthy and Active);
- States of Guernsey Disability, Equality and Inclusion Strategy



STRATEGY FRAMEWORK

STRATEGIC PRIORITIES		OBJECTIVES		
IMPROVE PLAYING CHOICE & OPPORTUNITIES	Evolve the youth game	Improve team based football for adult male players	Create more opportunities to play safe, inclusive, casual football	Support the disability game to grow and thrive
DELIVER EQUAL OPPORTUNITIES FOR WOMEN & GIRLS TO PLAY	Sustain and grow more playing opportunities in schools	Create more team based playing opportunities	Extend and enhance casual opportunities to play	Deliver safe and inclusive environments for women and girls to thrive
BUILD MORE & IMPROVE EXISTING FACILITIES	Transform grass pitch quality	Create inclusive and accessible facilities	Improve environmental sustainability	
TACKLE POOR BEHAVIOUR	Support the application of tougher sanctions	Promote positive behaviour	Drive collective responsibility across the game to raise standards	
DEVELOP A VALUED NETWORK OF VOLUNTEERS, COACHES & REFEREES	Grow the number of people running the game	Improve the diversity of those running the game	Support those running the game to learn and develop	Celebrate and reward those running the game
STRATEGIC DRIVERS		OBJECTIVES		
SUPPORT THRIVING COMMUNITY CLUBS	Ensure clubs grow opportunities and provide a quality experience through England Football Accreditation	Help clubs to become more sustainable	Support the current and future generation of club leaders	Support clubs to raise the profile of their value to the local communities
CONNECT & SERVE PARTICIPANTS	Make it easier to find information and opportunities to play, volunteer and learn	Improve our customer service and communications	Promote and utilise digital tools to make running the game easier	Explore digital opportunities to enhance the football experience
PROGRESS THE GAME'S GOVERNANCE	Promote the highest levels of governance across the grassroots network	Remain a fit for purpose County FA, focused on supporting and developing football For All	Support the grassroots game to be financially robust	Support the game to be safe and well-run

OBJECTIVES //

Evolve the youth game

**Improve team-based football
for adult male players**

**Create more opportunities
to play safe, inclusive, casual
football**

**Support the disability game to
grow and thrive**

IMPROVE PLAYING CHOICE & OPPORTUNITIES

Football remains a key part of community life in Guernsey and, as the largest participant and spectator sport in the island, it is important to ensure that a variety of participation opportunities exist for players of all ages, abilities, and backgrounds.

When looking at the structured male game, the local clubs around the island remain essential in providing male participation opportunities for players of all ages. This club network continues to be a core strength of the game, and this is shown by the number of teams and players within these clubs. With almost all clubs in Guernsey having achieved England Accredited status, they also continue to support the transition pathway from the youth game into open age football and ensure the best possible environments for those that want to play the game.

Complementary to the opportunities within local clubs, are the extensive participation opportunities within local primary and secondary schools, which remains a positive element within the overall football structure and pathway in Guernsey. With over 500 hours of delivery in local schools by the Guernsey FA development Team, there are numerous opportunities for those that prefer to play the game in a recreational environment. It is recognised that recreational formats, and environments, are becoming more attractive to many people, not least youth male participants. Whilst this presents a challenge to the structured club-based game,

the Guernsey FA is committed to ensuring that support is provided across all areas of the game to ensure that the structured and competitive formats are complementary to each other, rather than competing. Understanding and recognising the risks and challenges being faced within the game is crucial in ensuring that support is provided as required, and this will be a key focus of the 2024-28 strategy.

Arguably the biggest challenge to the male game in Guernsey remains the drop-out observed in some youth age groups, which was identified in the 2022/23 Youth Participation Survey undertaken by the Guernsey FA Youth Council. That survey highlighted a demand for further youth recreational opportunities and, with the opportunities to be provided by the new 3G Stadia community facility, the Guernsey FA is committed to exploring how to facilitate opportunities to meet this demand. Additionally, this strategy aims to inspire more people to play the game, and that will include those with disabilities. During this strategy period, we are committed to providing opportunities for disabled people of all ages to play football casually, and within environments that are both fun and safe.

SUCCESS MEASURE //

INCREASE MALE PLAYERS BY 11.5%

**INTRODUCE A NEW SMALL-SIDED
YOUTH CASUAL OPPORTUNITY**

**INCREASE THE NUMBER OF DISABLED
PLAYERS TO 10**



OBJECTIVES //

Sustain and grow more playing opportunities in schools

Create more team-based playing opportunities

Extend and enhance casual opportunities to play

Deliver safe and inclusive environments for women and girls to thrive

DELIVER EQUAL OPPORTUNITIES FOR WOMEN & GIRLS TO PLAY

During the 2021-24 strategy, there has been a significant increase in the number of opportunities for women and girls to participate in football in Guernsey. Following the introduction of a female only 'Just Play' session for players aged 16 and over, the casual recreational pathway for girls aged from five years old up to adulthood is now complete with weekly sessions across 8 Wildcat Centres, 1 Squad Centre and 1 Just Play Centre. These sessions have ensured an overall increase in female participants during the course of the 2021-24 strategy, which illustrates the continued growth in popularity of the female game in Guernsey, and the Guernsey FA is now committed to further enhancing the female game during the 2024-28 strategy with a number of key objectives.

Within Guernsey, the key engagement with young girls continues to take place within local schools where they are guided to appropriate exit routes by the Guernsey FA Development Team. Local school children benefit from football specific coaches delivering Physical Education in both Primary and Secondary School environments and this partnership with the local schools, which is an identifiable strength, enables the Guernsey FA to engage with hundreds of girls both in and out of curriculum time. Retaining these opportunities and continuing to influence decision making about football for girls within schools, including competitive opportunities, will be an ongoing priority during this new strategy. The school environments present a unique

opportunity to inspire a love of the game for young girls and success in this area will have a positive impact on the key objective to establish more team-based opportunities at all ages.

Partnerships with Ravenscroft and Mourant in relation to the Girls Player Development Centre and Girls Academy respectively, have been, and remain, integral to the continued growth of the female game. Working with committed stakeholders ensures that there are appropriate exit routes from school football, and into structured environments. With an established pathway through to open age football, the ambition now is to expand on the number of players within this pathway, whilst also ensuring that there are appropriate casual opportunities that provide safe and inclusive environments within which to enjoy participating and social connectivity.

Guernsey FA is fortunate to have a 'Community Champion' who will engage and work with local clubs to support enhanced club-based opportunities, along with working to recruit more female volunteers into the game. It is through increasing the number of female volunteers that the Guernsey FA will be able to expand on the number of female specific participation opportunities available in Guernsey as we head into the 2024-28 strategy. The future looks very bright for the female game in Guernsey – now is the time to inspire more volunteers, more opportunities, and more players.

SUCCESS MEASURE //

INCREASE THE NUMBER OF FEMALE PLAYERS BY 61%

RETAIN 8 WILDCAT CENTRES

INTRODUCE NEW TEAM-BASED YOUTH OPPORTUNITIES



OBJECTIVES //

Transform grass pitch quality

Create inclusive
and accessible facilities

Improve environmental
sustainability

BUILD MORE & IMPROVE EXISTING FACILITIES

Facilities, and specifically the work to enhance both the quality and quantity of football facilities, including grass pitches, was the priority focus for the Guernsey FA within the previous 2021-24 strategy for grassroots football in the island. When identifying those strategic objectives, it was recognised, and accepted, that the long-term health and future of the game in the island was, and remains, intrinsically aligned with the availability, accessibility and affordability of football facilities. During that strategy, significant focus was placed on three specific facilities-based objectives:

- A project to retain existing floodlight provision at four club grounds
- A project to introduce an affordable Equipment Bank for local clubs to access
- A project to build a new Guernsey FA HQ/3G Stadia community facility

Through developing bespoke business plans and funding applications, the Guernsey FA was able to secure over £10.2m of investment into these three projects, which has resulted in retention of floodlight provision, the establishment of the Guernsey FA 'Equipment Bank Scheme', and arguably the most significant and transformational project, which is the development of Guernsey's new 'Home of Football'. Successful delivery of the floodlight and Equipment Bank projects has provided tangible benefits to the

local game, not least in the increased number of grass pitches now assessed as being 'good' in the 2023/24 season. The work to support more clubs to improve the condition of grass playing surfaces will remain a key ongoing objective throughout the 2024-28 strategy. Every player should have the opportunity to play the game on a good surface, and the Guernsey FA is committed to supporting clubs through access to affordable specialist equipment, along with provision of expert advice and guidance.

The 2024-28 strategy will see completion of the construction work to build Guernsey's new 'Home of Football' – an ambitious vision to build a new Guernsey FA HQ and 3G Stadia community facility. This £10m facility, which has taken 10 years to become a reality, will open in early 2025 and provide Guernsey football with a much-needed all-weather facility, and a hub that will become a focal point for many generations of football and community stakeholders. The facility has been designed to set a standard within Guernsey for providing greater accessibility, including in relation to ensuring equal opportunities for women and girls. Additionally, the Guernsey FA is committed to ensuring that the facility supports inclusion plans that will provide opportunities for all of the community to participate. It is also a facility that includes a commitment to supporting environmental sustainability through the overall site design and operational plan, and will be used to provide examples of how the wider

local game can take responsibility for enhancing its positive impact on the environment. This facility, which will be transformational for the game in Guernsey, will be a catalyst for people to be a part of the game – players, referees, coaches, administrators, spectators – and promises a bright and inspiring future for football in the island.

SUCCESS MEASURE //

INCREASE THE NUMBER OF 'GOOD'
GRASS PITCHES TO 12

ESTABLISH AN ENVIRONMENTAL
SUSTAINABILITY PLAN





OBJECTIVES //

Support the application of tougher sanctions

Promote positive behaviour

Drive collective responsibility across the game to raise standards

TACKLE POOR BEHAVIOUR

Football should be a game for all, and one that is played in enjoyable and safe environments. Throughout the 2021-24 strategy, the Guernsey FA has proudly worked to foster a football environment that is inclusive, respectful, enjoyable for participants, and safe for all in the community. One of the Guernsey FA's primary responsibilities, and objectives, is to ensure that football continues to be a safe space for all to enjoy, and the work to tackle poor behaviour, and raise awareness of the importance of positive behaviours, will continue into the 2024-28 strategy, and beyond.

Within this objective is a commitment to supporting the application of appropriate sanctions for those that display poor behaviour, and particularly for those that repeatedly choose to have a negative influence on the game. Options for addressing poor behaviour may include education-based sanctions, and the capacity to educate and promote positive behaviours will be extended to coaches and parents. Additionally, there will be a focus on supporting referees to manage behaviours effectively and appropriately as part of the overall coordinated approach within this strategy. Empowering coaches, parents and referees will enable high standards of behaviour to become embedded in the game.

Promoting examples of positive behaviours will be another integral element within the work to ensure the game remains safe and enjoyable for all. Guernsey is fortunate to have numerous positive

role models, and, through collaborative working, there will be focus on highlighting those that epitomise the very best behaviours. At the same time, the Guernsey FA is committed to retaining a Fair Play Award scheme, which serves to encourage positive behaviours and rewards those that consistently display the desired standards that make the game enjoyable.

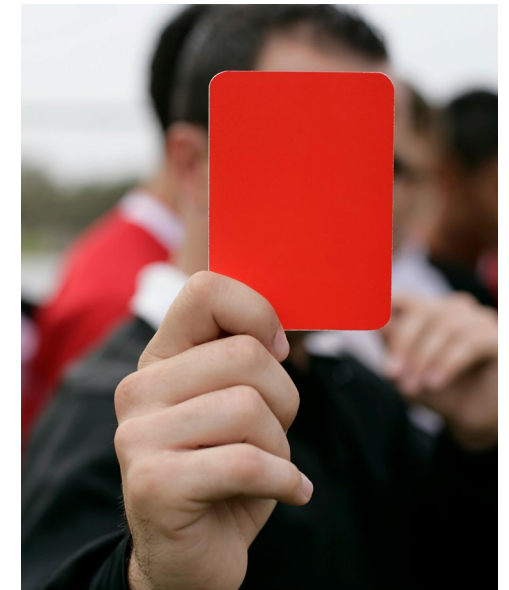
Underpinning all positive behaviours within the game is safeguarding, and retaining a game that is safe for all participants, is non-negotiable for the Guernsey FA. The Safeguarding team will continue to diligently monitor and support safeguarding within club environments, including working collaboratively with the Club Welfare Officer network. The collaborative partnership with local clubs is vital to ensuring that football is safe and enjoyable for all, and there is an unwavering commitment to ensuring that good practice and the required safeguards are fully embedded across the game.

This coordinated approach to ensuring the game is embedded with appropriate safeguards and positive behaviours is one that will inspire people to get involved and stay involved. The aim of the Guernsey FA is, therefore, to support a collective responsibility across the game to raise standards, challenge unacceptable behaviour, and ensure that football is played in environments that are enjoyable and respectful.

SUCCESS MEASURE //

100% OF YOUTH TEAMS COMPLIANT WITH SAFEGUARDING

100% OF OPEN AGE TEAMS COMPLIANT WITH SAFEGUARDING



OBJECTIVES //

**Grow the number of people
running the game**

**Improve the diversity of those
running the game**

**Support those running the
game to learn and develop**

**Celebrate and reward those
running the game**

DEVELOP A VALUED NETWORK OF VOLUNTEERS, COACHES & REFEREES

The invaluable commitment of the hundreds of volunteers across football in Guernsey remains integral to the health of the game. Without that commitment, which includes the coaches, referees, administrators, welfare officers, committee members, and grounds staff, there simply would not be same opportunities across the game. Whilst it is coaching and refereeing that are arguably the most visible roles, there is so much unseen voluntary work that takes place on a daily and weekly basis to ensure that those who want to play the game can do so. Whether it is organising fixtures, preparing pitches, monitoring safeguarding requirements, supporting young referees, or opening the club canteen and bar, there are so many people who give their time to the game, and it is the responsibility of the Guernsey FA to support, recruit, and retain that volunteer workforce.

To ensure the long-term health of the game, it is imperative that volunteer recruitment remains a key priority within the 2024-28 strategy, and the focus is on making volunteering attractive as part of the lifelong football journey. This will involve a focus on rewarding, recognising and profiling those that provide outstanding commitment to the sport. Volunteering provides fantastic intrinsic rewards, but it is only right that those individuals who give so much to the sport are also recognised and rewarded so that more people are inspired to give their time and energy to the local game. In relation to recruiting more volunteers, the Guernsey

FA will work with both national and local education partners to recruit the next generation of committed volunteers, and within this action is a specific focus on growing the number of female coaches to support the continued growth in the female game. Role models are important in life, and within local football there is a drive to have more female volunteers and role models to support the ambition to have equal opportunities for the female game.

During the 2024-28 strategy, the commitment of the Guernsey FA is to not only recruit new volunteers to support the future game, but also to ensure that role specific training and development is available and accessible for volunteers in all roles. The previous 2021-24 strategy included a focus on supporting CPD for coaches and, through working with national partners, the Guernsey FA will continue to support the important work to ensure a comprehensive ecosystem of learning and coach development opportunities remains available for all coaches. This will include localised CPD sessions, networking opportunities, and a digital learning offer which includes both CPD and formal courses. Local CPD and networking sessions will provide tangible benefits in allowing face-to-face learning and development, along with opportunities for coaches to connect and share ideas.

Similarly, the Guernsey FA is focussed on developing role specific support and development plans for referees, acutely mindful

that without referees the game is simply not the same. The development plans will be established to enhance the retention level of referees, whilst also supporting and encouraging the progression pathway for referees so that the game consistently benefits from a high standard of refereeing. In addition to the work to retain and progress referees, there will be an ongoing commitment to recruiting, and converting, new referees to ensure that a high percentage of a local matches continue to be officiated by a qualified referee.

This strategy will, therefore, see a focussed approach to increasing and developing the volunteer workforce, with an aligned commitment to recruiting the next generation of the diverse volunteers through existing inspirational role models. With ambitions to grow and evolve the game through the opportunities created by the new 3G Stadia community hub facility, there is an understanding that the work to inspire volunteers – existing and new – will be an ongoing part of the process throughout the 2024-28 strategy.

SUCCESS MEASURE //

**INCREASE THE NUMBER OF
VOLUNTEERS ACROSS THE GAME**

- **NUMBER OF REGISTERED REFEREES
INCREASED BY 16%**
- **100% OF YTWQC**
- **CPD INCREASED BY 8%**



OBJECTIVES //

Ensure clubs grow opportunities and provide a quality experience through England Football Accreditation

Help clubs to become more sustainable

Support the current and future generation of club leaders

Support clubs to raise the profile of their value to the local communities

SUPPORT THRIVING COMMUNITY CLUBS

The affiliated club network in Guernsey, which includes 100% of youth teams, and 92% of adult team in England Accredited clubs, continues to be a core strength of the game. It is these clubs which provide the foundations for so many people to play football on a regular basis, and to do so with confidence in knowing that these clubs are providing the best possible environments for those that want to play the game.

The 2024-28 strategy will see the Guernsey FA continue supporting the club network which, due to the island's unique Parish nature, is already recognised for the wider societal impact it has on the local communities. Most clubs welcome community groups and other sports to use their facilities, highlighting the value they have within the island community. However, it is primarily through football participation, including sign-posting within education settings, and long-established school-club partnerships, that the local clubs are highly visible, recognised, and valued across the island. The economic and social impact of the local clubs is largely taken for granted, but should not be underestimated.

The support from the Guernsey FA during this strategy will be focussed on the work to establish new participation pathways within the local clubs, particularly as part of the vision to ensure equal opportunities for female players. Additionally, the Guernsey FA will be working to support enhanced

long-term sustainability for each of these clubs through access to a range of tools and education that will support the volunteers who selflessly run these clubs for the benefit of the community in Guernsey. Whilst clubs either own, or have long-term tenure on their respective facilities, there are opportunities to benefit from expertise and best practice that will enhance sustainability, and also the environmental footprint of football in Guernsey.

The club network provides individual and collective memories, with so many inspirational moments witnessed across the club pitches every season. However, these moments are only possible through the hard work, dedication and commitment of the many volunteers who work tirelessly across the club network. Another focus for the Guernsey FA during this strategy is to ensure that the volunteer workforce objectives, and particularly the work to recruit and train the next generation of club volunteers, are coordinated and reflective of the needs of these clubs. Through a bespoke club leadership programme, the ambition is to recruit, train and develop the next generation of leaders within these crucial community pillars and ensure that the football environment in Guernsey is one that is safe, inclusive and accessible for all, and continues to provide moments of inspiration.

SUCCESS MEASURE //

86% OF TEAMS IN ENGLAND ACCREDITED CLUBS



OBJECTIVES //

Make it easier to find information and opportunities to play, volunteer and learn

Improve our customer service and communications

Promote and utilise digital tools to make running the game easier

Explore digital opportunities to enhance the football experience

CONNECT & SERVE PARTICIPANTS

The responsibility of the Guernsey FA is to serve and connect all of those involved in the game but we cannot do this in isolation. The work of the Guernsey FA across the game relies on working collaboratively with stakeholders – both national and local – to build and retain partnerships that are strong and effective. This collaborative approach includes working with The FA, Football Foundation, Guernsey Sports Commission, Guernsey Football League, local clubs, Referees Society, and corporate partners. Every partnership and collaboration remains important to the current and long-term health of the game, and the Guernsey FA will continue to adopt the same approach to serving and connecting the game in the best interests of all that enjoy and participate in various roles.

Excellent customer service is something that the Guernsey FA takes pride in displaying when engaging with all stakeholders, and any organisation is only as good as the staff that work for it, particularly when serving so many people. As an organisation that aims to be an employer of choice, the Guernsey FA has continued to prioritise investment into both generic, and role specific, learning for the workforce to ensure that high levels of service to the game in Guernsey is maintained. During the 2024-28 strategy, the Guernsey FA will, as part of the wider grassroots football network, develop and introduce a set of service principles that will ensure a consistent approach to all customer engagement. Additionally, the ability of

stakeholders to find information about opportunities across the game will be enhanced through access to bespoke, personalised and relevant content that will inspire participation and engagement within the game. This will be particularly important when considering the various new participation opportunities that will become available once Guernsey's new 'Home of Football' opens in 2025.

The digital landscape, and associated participant engagement, will inevitably evolve and become more consistent across football throughout the 2024-28 strategy. Led by The FA, there will be a consistent user experience across the various apps and digital platforms used by football participants through enhanced connectivity. The Guernsey FA will continue to advocate for all participants to utilise all digital platforms because of the benefits they will continue to provide in terms of information access, learning, and administrative efficiencies for those that run clubs and leagues.

Whilst there is a focus on understanding the changing digital world and how this can improve and enhance the participant experience, this does not mean that face-to-face engagement is no longer relevant, or of value. Guernsey is a relatively small community, and there is great value placed on the interpersonal connections that come from being involved in football. There is, therefore, a commitment to ensuring that participants across the game experience the highest standards of customer

service when engaging with the Guernsey FA – either in person or through digital platforms. The Guernsey FA values include being 'engaged' and this means that, as an organisation, we are available and accessible to all involved in the game.

SUCCESS MEASURE //

ENSURE ALL CLUBS ARE USING MATCHDAY

ACHIEVE THE FA CUSTOMER SERVICE STANDARD

Guernsey Football League						
Veterans League 2023-24						
Table	P	W	D	L	GF	GA
1 Rangers Veterans	14	12	1	1	43	37
2 Northerners Veterans	14	12	0	2	50	36
3 Vale Recreation Veterans	14	10	0	4	26	30
4 St Martin's Veterans	14	7	1	6	5	22
5 Rovers Veterans	14	6	1	7	4	19
6 CF Independent Veterans	14	4	0	10	21	12
7 Balgove Wanderers Veterans	14	3	1	10	6	10
8 Sighans Veterans	14	0	0	14	101	0

OBJECTIVES //

Promote the highest levels of governance across the grassroots network

Remain a fit for purpose County FA, focused on supporting and developing football For All

Support the grassroots game to be financially robust

Support the game to be safe and well-run

PROGRESS THE GAME'S GOVERNANCE

Effective governance structures across business operations underpin the required service standards provided to the local game by the Guernsey FA. During the 2023/24 season, there have been notable achievements, including having achieved the Preliminary Level of the Equality Standard for Sport, which illustrates the Guernsey FA's commitment to a game that is accessible to all, along with once again retaining the Guernsey Sports Commission 'Sports Mark', which is awarded to local sports with the required governance and safeguarding standards in place.

The importance of retaining appropriate governance structures is accepted, both in relation to how it enables the Guernsey FA to perform, and also in ensuring long-term business sustainability. This will be particularly important as the Guernsey FA takes on responsibility for managing and operating the new 'Home of Football' facility. Strong governance also ensures accountability is clear throughout the organisation along with providing confidence to stakeholders. For that reason, the Guernsey FA has committed to achieving The FA's Code of Governance for County FAs during the 2024/25 season, which is recognised as being the 'gold standard' for football specific governance. Within this work is that to develop and implement a Diversity and Inclusion Action Plan, which will be the Guernsey FA's commitment to ensuring that the game is safe, welcoming and accessible for all.

Football environments that are safe, with consistent and embedded safeguarding policies, practices and procedures, remains of paramount importance to the Guernsey FA. Through the Safeguarding 365 Operating Standard, which the Guernsey FA once again retained in 2023/24, there is a drive to ensure that there are consistent safeguarding standards across the game, and a culture which promotes and inspires everybody to enjoy the game. Guernsey FA will continue to work with all stakeholders, to ensure that safeguarding standards remain a priority for the game, with a focus on addressing low-level concerns and utilising club safeguarding visits to monitor and engage with clubs.

Aligned to the work to achieve the Code of Governance kitemark is a commitment to ensuring that the local game in Guernsey is one that is financially robust. Guernsey FA is financially secure, and is committed to retaining cash reserves within the parameters stated in the FA Cash Reserve policy. This ensures that any surplus funds are reinvested back into the game, to enhance local football for the benefit of everyone involved. Guernsey FA will continue to work with all stakeholders and corporate partners to secure as much investment as possible into the local game, and support Guernsey Football League, and the local clubs, to become financially sustainable and robust.

SUCCESS MEASURE //

ACHIEVE THE FA CODE OF GOVERNANCE

REMAIN COMPLIANT WITH THE FA CASH RESERVES POLICY



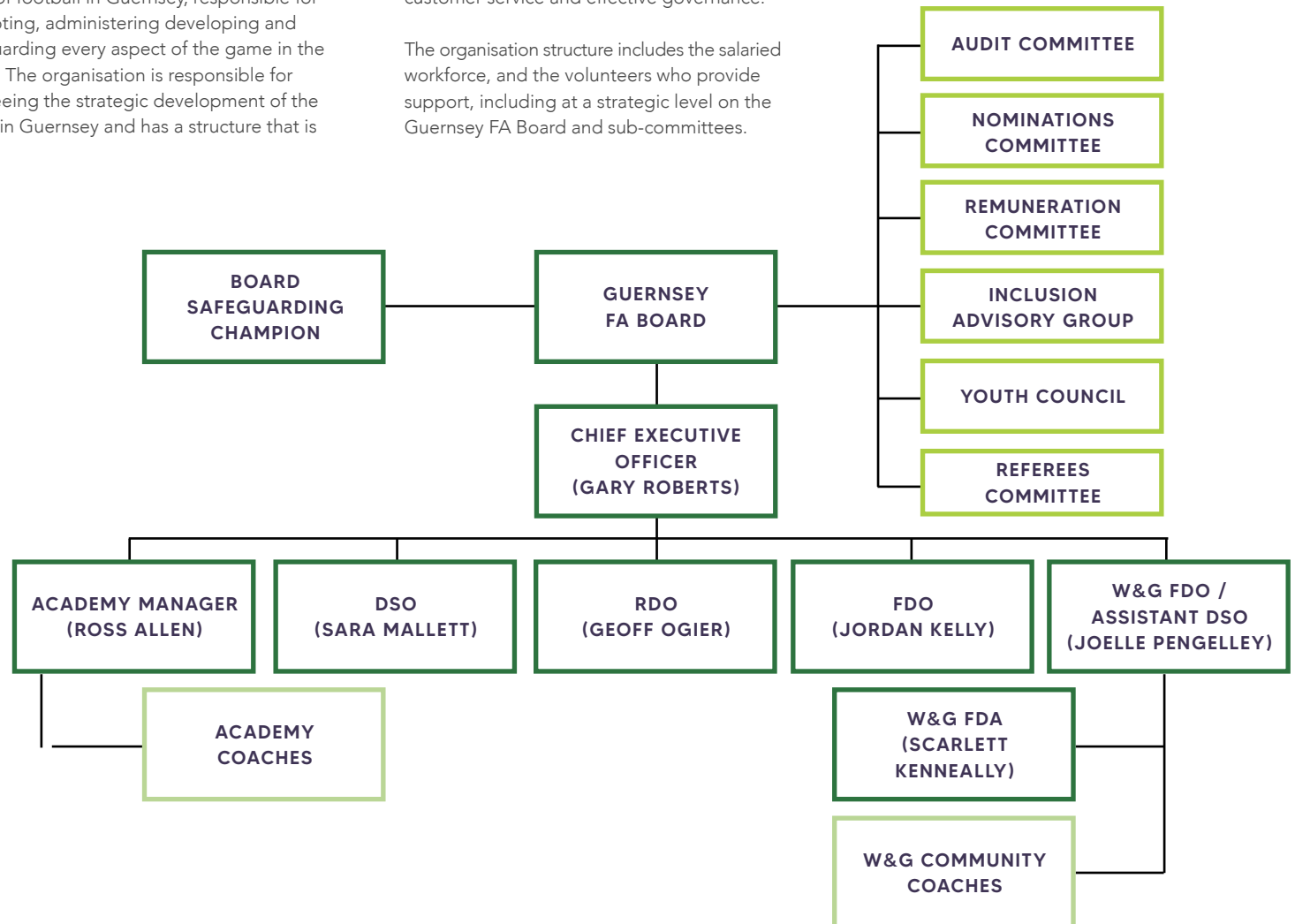
STRATEGY RESOURCES

//ORGANISATION STRUCTURE

Guernsey FA is the not-for-profit local governing body of football in Guernsey, responsible for promoting, administering developing and safeguarding every aspect of the game in the island. The organisation is responsible for overseeing the strategic development of the game in Guernsey and has a structure that is

designed to serve the game through excellent customer service and effective governance.

The organisation structure includes the salaried workforce, and the volunteers who provide support, including at a strategic level on the Guernsey FA Board and sub-committees.



GOVERNANCE //

CODE OF GOVERNANCE

Guernsey FA is making positive progress towards achieving The FA's Code of Governance for County FA's. Significant work was undertaken during the 2023/24 season, including the adoption of amended Articles of Association, reviewing and updating all policies, amending the 'People Plan', introducing new sub-committees, and completing a Board skills audit.

The Board of Directors is aiming to meet all of the requirements of the Code of Governance by December 2024. This target date will ensure that appropriate governance structures are fully embedded prior to the opening of Guernsey's new 'Home of Football' in early 2025. In addition to this work are the plans to establish a new Steering Committee, which will have oversight of how the new facility will be operated to ensure alignment with Guernsey FA's key strategic objectives.

SAFEGUARDING

During the 2023/24 season, the Guernsey FA once again achieved the FA Safeguarding 365 Standard, which serves to illustrate that safeguarding is fully embedded across the organisation, and wider football community. Guernsey FA has consistently met the criteria within the Safeguarding Standard since its introduction, which is testament to how this area of the game is rightly prioritised

Safeguarding, and ensuring that football in Guernsey remains safe, enjoyable and accessible for all, will remain an ongoing priority for the Association. Guernsey FA will be ensuring that safeguarding is a focal point in how the new 'Home of Football' is operated and managed as part of that commitment to ensuring that football in Guernsey is a game for all.

EQUALITY, DIVERSITY & INCLUSION

Diversity and inclusion strategies within Guernsey are different to what may be expected in England. However, that does not mean that ensuring football is accessible and welcome for all is less of a priority in Guernsey – just that it is predicated on local priorities.

Identification of those local priorities within a football context falls under the remit of the Guernsey FA Inclusion Advisory Group. The Members of this Group are responsible for guiding the inclusion work of the organisation, directing strategy, and identifying opportunities for under-represented groups in Guernsey through development of a Diversity & Inclusion Action Plan, which will shape the work of the Guernsey FA to ensure alignment with the vision of a game that is welcoming, accessible and safe for all.





GUERNSEY'S NEW HOME OF FOOTBALL