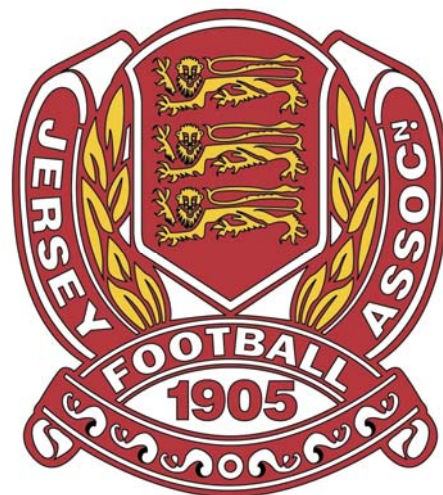


# **JERSEY FOOTBALL ASSOCIATION**

Working Party to review the organisation  
known as the Jersey Football Association



## TABLE OF CONTENTS

WORKING PARTY MEMBERS.....	1
TERMS OF REFERENCE .....	2
EXECUTIVE SUMMARY .....	3
EVIDENCE TAKEN .....	6
APPROACH .....	7
THE WORKING PARTY'S FINDINGS ON THE CURRENT STATE OF THE GAME IN THE ISLAND .....	8
THE WORKING PARTY'S RECOMMENDATIONS .....	14
CONCLUSION.....	25
APPENDIX.....	26

## **WORKING PARTY MEMBERS**

Advocate Steven Meiklejohn (Chairman) (Partner Ogier)

Phil Austin (Managing Director, Equity Trust)

Derek de la Haye (Assistant Director, Sport & Leisure,  
Education Sport & Culture)

Robert Murray CBE (Chairman, Sunderland AFC)

Charlie Tostevin (President, Jersey Football Association)

Tim Darwin (President, Jersey Football Combination)

## **TERMS OF REFERENCE**

To review the organisation known as the Jersey Football Association, its structure, its objects and responsibilities, its personnel, its funding, its inter-relationship with other bodies and its business plan and to make recommendations for the future.

## **EXECUTIVE SUMMARY**

### **The Working Party's findings on the state of the game in the Island**

- 1 There are many positives.
  - (a) Popularity of the game.
  - (b) The game at school and junior level is healthy.
  - (c) Excellent facilities.
  - (d) Efforts made by clubs to extend into their communities.
  - (e) Increasing numbers of people taking coaching courses.
  - (f) The work of the Football Development Team.
  - (g) The work of the JFA Centre of Excellence.
  - (h) Football as a force for good in the community.
  - (i) Popularity of small sided game.
  - (j) Standard of young footballers is improving.
- 2 JFA enjoys excellent relationship with the English FA.
- 3 Football currently lacks a good image in the Island.
- 4 The progress of football development in Jersey has been more rapid than in the areas of governance or the development of our representative sides.

## **The Working Party's Recommendations**

- 1 The JFA needs to develop an overall vision for football. The high level vision would need to be cognisant of the importance of football in the community and that as the governing body, the JFA has a wider responsibility.
- 2 The vision must incorporate a football strategy encompassing the various strands which make up the game such as, representative football, club football, the youth and women's game and the work of football in the community. The strategy would need to establish goals and no doubt would require a business plan in order to deliver the funding required to achieve these goals.
  - 3.1 The JFA must create a meaningful games programme. The Working Party concludes that, supported by the FA, Jersey must look in the medium to long term to Europe. In the short term, the Working Party concludes that it is possible for Jersey to achieve a more attractive programme (men and women and at all levels) which would capture the imagination of players and public alike.
  - 3.2 The Combination should be encouraged to consider changes to its competitions in order to make them more appealing. One way of achieving this would be for the carrot of FA Vase entry to be offered to our League and Cup Winners, the costs being underwritten by the JFA.
  - 4.1 To achieve any of the above, a suitable structure needs to be put in place. Overall, the Working Party was relaxed about the need for a merger between the JFA and the Combination. Whilst some members could see the attractions, others felt it was structurally right for the governing body and the league to be separate. The important thing in the Working Party's view, was that the two bodies worked cohesively together. In essence, the Working Party supported the proposals put forward by a previous Working Party in 2004 looking at the structure of the JFA. Such a proposal could work whilst the Combination remained independent.

- 4.2 A high calibre paid full time Chief Executive Officer of the JFA must be appointed.
- 4.3 A Finance Committee with a Commercial or Business Manager should be created.
- 4.4 A Representative Teams Committee should be created.
- 5.1 Just as a suitable structure is essential to the achievement of any football strategy, so is the need for adequate funding. In terms of possible sources, the Working Party believe that the FA, the States of Jersey , UEFA and business would be realistic possibilities provided the “product” was right.
- 5.2 The JFA should introduce a membership scheme for players, such that players would need to be members of the JFA to play football and to pay an appropriate membership fee. Any system would need to be fair and not penalise the less well off. Football would need to decide how to spend the funds but fundamentally they should help clubs in a material way and aid football development and the development of our representative teams.

## **EVIDENCE TAKEN**

In addition to meeting ten times as a Group, representatives of the Working Party met with FA officials in London, sought the views of the Football Development Officer, Brian Oliver, and those of the Team Managers of the Under 18, Under 16 and Ladies Island sides and those of David Kennedy, Director of the JFA's Centre of Excellence. In addition, the Working Party sought the views of the football public in the Island at a Football Forum on 30 January 2006. Steve Meiklejohn also met with representatives of UEFA on 23 May 2006.

## **APPROACH**

Following the rejection of the recommendation of a previous Working Party that the JFA and the Football Combination should merge, the President of the JFA, Charlie Tostevin, felt a fresh and independent look at the structure of the JFA was required. As a result, this Working Party came together at the end of August last year, with a view to issuing a report this Spring. From the outset, it was apparent to the Working Party that looking at the structure of the JFA in isolation would not be sufficient. How the JFA should look, to a large degree, will be governed by its objectives for the future. Accordingly the Working Party broadened its remit so as to consider more generally what is required to take football in Jersey forward, and the responsibility of the JFA, as a governing body, for achieving this.

Against this background, the Working Party deliberations have broken down into three main areas. Undoubtedly the preponderance of views expressed to the Working Party bore some relation to one or more of these issues. They are:-

- 1 The need to develop a vision for the game in the Island;
- 2 The need for there to be the right structure in place to support that vision;
- 3 The need to ensure that the necessary funding is available to support the vision.

The Working Party's recommendations in respect of these issues can be found later in the report. The first part of the report seeks to present the Working Party's diagnosis of the current state of the game in the Island.

## **THE WORKING PARTY'S FINDINGS ON THE CURRENT STATE OF THE GAME IN THE ISLAND**

In terms of the assessment of the current state of football in the Island, the Working Party made a number of findings as follows:-

**1 There are a great many positives, in respect of which the Island should be proud.**

(a) Popularity of the game;

- Nineteen football clubs running 122 teams;
- Participations numbers – 2,200 registered players.
- JFA offering representative football at eight levels.
- Referees Association with 40 members.

(b) The game at school and junior level is healthy;

- A schools programme for boys and girls.
- County primary football festival now in its 32<sup>nd</sup> year.
- A comprehensive programme for U12, U14, U16, and U18s boys within Clubs and a developing programme for girls at U13 and U15.
- Clubs extending their reach to U8 and U10s.
- Number of successful soccer schools available for youngsters.
- Support provided by JFA Football Development Officer to Schools, Clubs and holiday courses.

(c) There are excellent facilities available for the playing of the game;

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- Springfield is an impressive modern “national” stadium for the Island.
  - JFA has its own pitch at IJ Bathe field.
  - 12 clubs have their own grounds.
  - Excellent multi pitch facilities at FB Fields, Grainville and Les Quennevais.
- (d) Tremendous strides are being made by clubs to widen their appeal in the community and to improve facilities.
- 2 FA Charter Standard Community Clubs (running a minimum of 10 teams)
  - 4 FA Charter Standard Development Clubs (running a minimum of 5 teams)
  - 1 FA Charter Standard Club
  - 3 Clubs working towards FA Charter Standard recognition
- (e) An increasing number of men and women taking coaching courses. To date on the Island there are:-
- 103 Level 1 CCF coaches of which 14 are female
  - 71 Level 2 CCF coaches of which 3 are female
  - 5 Level 3 CCF coaches
  - 15 male and 2 female coaches who have completed the level 1 FA Coaching Disabled Footballers course
  - Over 250 people who have completed the FA Child Protection and Best Practice Workshop and St. John Ambulance Emergency First Aid course

- (f) Tremendous work continuing to be done by the JFA Football Development Officer supported by the FA and ESC.
- Full time Football Development Officer, Brian Oliver, in post since 2001 delivering a programme linked to FA National Game Strategies including Club Development, Coach and Volunteer Development, Football in Education and Opportunities for All;
  - Work now enhanced by assistance of part time administrator.
- (g) The work of the JFA Centre of Excellence.
- The Centre exists to provide a high quality coaching opportunity for boys and girls with identified talent and potential with the aim of developing good habits based around practice, behaviour, fair play and attitude. The weekly programme is attended by 66 boys and girls (between 12 and 14 years of age) and 10 staff.
  - As a result of cooperation between schools, Island representative managers and clubs, elite players are being spotted early, developed, encouraged and monitored.
- (h) Football is being used as a force for good in the community, ie. the creation of a football team on the Clos Gossett Estate, the appointment of a Community Development Officer by Education Sport and Culture, and participation in the game by players with learning difficulties.
- (i) The popularity of the small sided game, for example, the five a-side league at Fort Regent, the Jersey over 40s league and the summer Le Tournoi tournament.
- (j) As a result of the football development work, the standard of young footballers in the Island is improving.

## 2 **An excellent relationship with the English FA**

Notwithstanding the conclusions reached later in this report in respect of the need to have a dialogue with UEFA/FIFA with a view to developing a meaningful games programme, it must be noted that the JFA currently enjoys an excellent relationship with the English FA. Currently the English FA are largely funding the cost of the JFA's paid staff (football development officer and assistant and county secretary) and offer other potential avenues for funding. Indeed, following on from Steve Meiklejohn's meeting with UEFA, it is apparent a strong relationship with the FA must be maintained as it is only with FA support can Jersey progress internationally.

## 3 **The lack of a good image for the game in the Island**

Despite the positive factors, football in the Island has not been enjoying a particularly positive image; for instance the recent trouble at the schoolboy Muratti; a recent senior match being abandoned because of players fighting; lack of spectator support at Springfield; lack of a suitable games programme for senior men's and women's Island teams leading to dis-interest of players. In contrast to this rather negative image, other sports are perceived to be growing and to have vision; ie. rugby and cricket.

## 4 **The rate of progress made by the JFA in developing the governance of the game and of the development of representative football has not been as rapid as in the area of football development.**

Broadly, the responsibility of the JFA breaks down into three areas; firstly, the governance of the game in the Island (ie. enforcing the rules and regulations), secondly, the development of the game and thirdly, the provision of representative football. With financial support from the FA and ESC, a Football Development Officer was appointed in 2001 to oversee football development. Guided by a 4 year Football Development Plan and overseen by the FA, the JFA and Education Sport and Culture, football (particularly below senior level) has clearly developed as highlighted above. However, in contrast, the Island has not seen similar progress in the areas of governance or representative football.

The reasons for this would appear to be:-

**(a) Governance**

- (i) The responsibilities of the JFA have grown significantly in the past five years; not only has the JFA had to continue to oversee the elements which have always been there, ie their own competitions, pitches, discipline, referees and the representative sides, but they have had to cope with additional responsibilities as well; ie. The employment of full and part time staff, office accommodation in 2 locations and overseeing football development, compiling and overseeing a child protection policy, an anti-discrimination policy and codes of conduct together with a greater representative games programme to accommodate teams below senior level such as the ladies, U21s, U18s and U16s.
- (ii) Aside from the invaluable efforts of a paid County Secretary, the job of coping with this increased workload has remained with the small number of committed but essentially unpaid and part time executive officers of the JFA Council.
- (iii) The prevailing view at the Football Forum appeared to be that the JFA and Football Combination are not working cohesively together and should either merge (as previously proposed) or find ways of working with each other more harmoniously in the future.

**(b) Representative football**

Possibly because of the contrast between, firstly, the strides being made in the area of football development, and secondly, the apparent progress in terms of off island competition in the rugby and cricket worlds, there is a widespread sense that Jersey needs to become involved (at all levels, but particularly the senior levels), in a more meaningful games programme, ideally a competitive programme. As

football supporters see Jersey frequently competing overseas in numerous other sports, merely to be playing in the two yearly Island Games matches, in the South West Counties League and the Muratti is not seen as sufficient any more.

# THE WORKING PARTY'S RECOMMENDATIONS

## 1 **Developing a vision for Jersey football**

1.1 The JFA must develop a vision for the game in the Island. In the Working Party's view, in developing a vision for football in Jersey, it is imperative that this vision is underpinned by the following principles:-

(i) The importance of football in the community

The tentacles of the game spread extremely widely in our community. Accordingly, football has a very important role to play at a number of levels in the Island. In a sense, football needs to be more aware of its contribution to society and society needs to be more aware of the important role football plays in the lives of people in our community.

(ii) The JFA to recognise its wider responsibility

The JFA has the ultimate responsibility for the running of the game in Jersey. The JFA has to be alert to the changing nature of the game and to be able to respond to that; for instance, the developing women and girls game, developing small sided game, investing in the football workforce and the role football can play to help tackle a wider social agenda.

## 1.2 **As part of the vision, the JFA must devise an overall football strategy which would include a comprehensive business plan**

Such a strategy for the game in the Island would involve the bringing together of the various strands which make up the game, namely men's and women's football, school and youth football, the work of football in the community, and continuing to facilitate the playing of the game by the disabled or those with learning difficulties. It should be noted that some of this is already included within the Football Development plan.

### **1.3 The JFA must create a meaningful games programme**

- (i) The development of a meaningful games programme for representative teams at all levels is a must. This Working Party (like the one in 1999) continues to be of the view that the Island should be looking to compete internationally.
- (ii) Notwithstanding the healthy relationship the JFA enjoys with the English FA, having spoken to representatives at that organisation, it is apparent that there are limited options for Jersey's Island sides at senior level offered by the FA. Jersey is an affiliated member of the FA. It is regarded as simply a very small county. Therefore we can expect no special treatment in this area. Aside from that, at county representative level, the game in England is struggling. Even Gloucestershire, the county of the chairman of the National Games Board, Roger Burden, is contemplating pulling out of the South West Counties League. Furthermore, notwithstanding that the standard of football represented an appropriate challenge for our senior players, the South West Counties League does not seem to have caught the imagination of Jersey's players or the public alike.
- (iii) It is the club game which is pre-eminent in England. However, whether it be a Jersey club side, or Island representative side as Jersey FC, if either wanted to join an English league, they would have to join the bottom rung of the English National Leagues System in order to compete. In our view, this would not be considered attractive, either to players or spectators. Also, logistically and financially, it is still the case that it would be prohibitively expensive for a Jersey side to try and play 40 games a season in an English league.
- (iv) Steve Meiklejohn, as Chairman of the Working Party, met Geoff Thompson, the Chairman of the English Football Association and Jacob Erel, Director of the National Associations Division of UEFA at the end of May 2006 at the conclusion of a UEFA Executive

Committee meeting. The conclusions drawn by Mr Meiklejohn following that meeting are as follows:-

- (1) Jersey is not currently eligible for membership of UEFA.
- (2) The FA and UEFA (through Messrs Thompson and Erel respectively) were impressed by what they had seen and would encourage Jersey to press ahead with its plans and ambitions to develop football even further within and beyond the island.
- (3) Mr Thompson agreed that League and indeed County football in the UK did not represent the best route for Jersey.
- (4) UEFA do not see that the primary responsibility for assisting small territories who are not UEFA members to find meaningful competition rests with them. That burden falls to the parent Member Association to which that small territory belongs, ie. in Jersey's case the English FA.
- (5) Consequently, any international initiatives at whatever level need to be "sponsored/supported" by the English FA.
- (6) Both Mr Thompson and Mr Erel were supportive of the idea of an international competition being promoted by Jersey. Discussion centred on Jersey, Guernsey, the Isle of Man and Madeira (suggested because of its historical and cultural links with Jersey). If such a competition were approved/supported by the relevant member associations (therefore England and Portugal), then Mr Erel saw no reason why UEFA would not support it.
- (7) Also, should Jersey be able to find smaller member countries willing to play them in friendlies, ie. San Marino, Andorra, Luxembourg, or Cyprus for instance and the FA supported it, then once more it seemed UEFA's support was likely to be forthcoming.

- (8) In summary, Messrs Erel and Thompson were supportive of Jersey's position. They encouraged Jersey to press on down this path. In terms of UEFA membership, Mr Erel said "Jersey was more than half way there". The strategy should be to look to get involved in international matches (Mr Thompson thought the National Systems Cup (see (v) below) was an obvious target) and thereby raise the Island's football profile.
- (9) At the same time, the evidence presented to them by Mr Meiklejohn suggested that Jersey was developing an international personality generally. It was not such a great leap of faith to imagine that if this trend continued whilst the Island became known for its football, that Jersey could be eligible for UEFA membership in the future.
- (10) As for funding, Mr Thompson suggested that the FA would struggle to be more helpful than at present. Mr Erel questioned whether the Jersey Government might further support football initiatives financially given the many benefits (profile, tourism, social) that could flow. He did not rule out UEFA sponsorship being offered for the right initiative.
- (11) The meeting was as helpful as it could have been in the circumstances. As a non member Jersey is being encouraged to get out there to see what can be achieved. Crucially the FA are supportive. Provided Jersey brings the FA along with it in terms of its initiatives, UEFA support is probable. Given our close relationship with the FA and our reliance on it for funding, we would want the support of the FA anyway. Furthermore, it is fair to say a channel of communication with UEFA has been opened.
- (v) Notwithstanding that membership of UEFA/FIFA is not possible in the short term, it seems to the Working Party that at senior men's level the

following would represent a more meaningful and attractive games programme than at present:-

- (a) By agreement with the Combination, enter the Island side as a team representing the Jersey Football Combination into the English National Systems Cup (competition for sides representing English leagues). The winners of this competition then enter a UEFA sponsored Cup competition (known as the Regions Cup) in the following season. Both the FA and UEFA see this as an obvious existing route for Jersey into international competition.
- (b) With the blessing of the English FA, arrange a programme of international friendlies against small territories such as Cyprus, Luxembourg, Malta, the Faroes, Andorra and San Marino. They might regard such games as useful friendlies. In this way, the Island will be raising its profile in the football world and testing itself against teams currently competing in international competitions.
- (c) Consider the creation of a new competition for smaller territories, the obvious ones being Guernsey, the Isle of Man and Madeira for instance. Providing the FA sanction this initiative, UEFA are likely to be supportive. Alternatively why not see if the countries referred to in (b) above wish to participate in such competition?
- (d) Facilitate and fund the entry of our league (and possibly cup) winners into the FA Vase each year to stimulate further interest in senior mens football;
- (e) Aim to develop a similar meaningful games programme for the JFA ladies and youth sides.
- (vi) It seems to the Working Party that the key attraction of a meaningful games programme is that footballers in the Island would have

something to aspire to. At each age group, players and all involved in the game would see the challenge before them to improve, to compete at a higher level and to proudly represent their Island, as our young netballers did recently in the UK with such distinction. Such a picture is part of a vision; or put another way, part of a product which the JFA could “sell” to the Island, to the States of Jersey and to business in order to raise the funding and support necessary to make the vision become reality.

## 2 **Club Football**

Albeit not within the remit of the JFA, it seemed to the Working Party that the league system could be freshened up even with what could be described as no more than cosmetic changes such as re-naming the leagues; should not our premier division be called “Premier”? Why not re-name the Reserve and “C” divisions with more attractive and exciting titles? Why not follow Guernsey’s lead and create a “Jersey FA Cup” open to any side that cares to enter? As well as introducing the carrot of FA Vase entry for the league and cup winners, the interest in the season could be prolonged with the introduction of a play off system between the leagues. Furthermore, the time might be right to introduce some form of new inter insular competition for clubs; perhaps the top two in each Island could play off for the right to play in the Upton? Could not the Wheway Cup be set aside for some of the lesser league sides?

## 3 **For the vision to become reality, the JFA would need a suitable structure in place**

3.1 It was apparent to the Working Party that much of the current workings of the JFA function perfectly well at present. It was made clear to the Working Party that the biggest responsibilities of the JFA are governance, football development and the representative teams. Football development, as already commented upon, with the support of full-time staff, is in good shape. As regards other aspects of governance, the evidence suggested that the areas of discipline, referees and grounds are currently well managed.

3.2 The Working Party discussed at some length the issue of a possible merger between the JFA and the Combination. This was proposed in 2004 but rejected by the clubs. A number of Working Party members could see advantages in a merger (removing any potential conflict between the organisations and the creation of one body with one voice, with the full responsibility for running all of Jersey Football) but ultimately concluded that if there was no political will in the game to achieve this, the two bodies could still function separately but that there should be improvements to the system in order to make the running of the game smoother such as:-

- (i) Fully delegating to the Combination the responsibility of running all competitions to include the Wheway, the Charity and Tregear Cups which we understand are in practice already run by the Combination anyway.
- (ii) The streamlined Council proposed by the Working Party in 2004 when considering the JFA/Combination merger could still be introduced. We attach for ease of reference as an appendix a chart showing how the Council might look.
- (iii) Under the 2004 proposal the Combination would have disappeared to be replaced by a Competitions Committee. This Committee would have had three delegates on Council (one each for the seniors, the juniors and ladies). In the Working Party's view, the Combination could remain an independent body but simply fulfil the responsibilities of the Competitions Committee under the previous proposal. In order to work, a form of overarching agreement between the JFA and the Combination would need to be put in place to encapsulate the responsibilities the Combination would have and the limits of their authority.
- (iv) In considering representation, the Working Party could see no reason why the Combination should have more delegates than any of the other component parts. In this way, with a President and three Vice Presidents, one Treasurer, and one delegate each for discipline,

competitions, finance, referees and the Jersey Football Partnership (which would embrace representatives of Education Sport and Culture, schools and grounds), the Council would be made up of nine people. In our view, such a number would create a more streamlined organisation which would function by delegating the detail of their spheres of responsibility to the actual sub-committees shown on the structure chart (and in the case of competitions this would be the Combination).

- (v) The above said, the Working Party could see that the Combination might be unhappy at losing its current number of members. In our view, the above proposal could function perfectly well even if the Combination were to retain its current three delegates.

3.3 A further recommendation the Working Party would make is that it is imperative that a high calibre Chief Executive Officer is employed (with administrative assistance) to drive forward the work of the JFA. Given the increased responsibility borne by the JFA today, it is apparent that a full time individual of quality is warranted. The CEO would report to the President, would attend council meetings but would not have a vote. Finding the funds to employ such an individual should be a priority for the JFA.

*\* The Working Party notes that the JFA have appointed a Chief Executive Officer already.*

3.4 Under the 2004 proposals (many of which continue to make sense today) there would have been a Finance Committee and a Representative Teams Committee. It is the Working Party's view, that these committees should be created. The Finance Committee would comprise a Commercial or Business Development Team, who in conjunction with the CEO, would have responsibility for raising funds for the JFA. The work of the Representative Teams Committee would be, working with the CEO, to ensure a suitable games programme was in place at the beginning of each season.

3.5 In the future, the Working Party could see the Island having further paid officials such as a coach and a Business or Commercial Manager.

#### **4 The need to raise revenues to make the vision reality**

The Working Party was firmly of the view (echoed by many at the Football Forum) that if the “vision” or “product” is right, then to some extent, the finances would take care of themselves. The following potential sources of funds were identified:-

(i) The Football Association

At the meeting with Roger Burden, the Chairman of the National Game Board, he agreed that the JFA’s best chance of obtaining further funds was to put forward a tangible proposition that would evidently aid the development of the game in Jersey (for instance funding travel abroad for competitive fixtures or contributing towards the cost of the CEO). Such a request should be put together as soon as possible.

(ii) The States of Jersey

Whilst it is acknowledged that the States belts have tightened considerably in recent years, if football presented potentially attractive and exciting opportunities to bring visitors to the Island (in the shape of teams and supporters from around Europe) in our view the tourism potential of this would give football at least a reasonable chance of obtaining some funding or support from the States.

(iii) UEFA

In the Working Party’s view, if a relationship can be created, UEFA would represent a potential fresh source of support.

(iv) Business

Football is the national game. Get the product right, and in the Working Party’s view, business would be forthcoming with financial support.

(v) A membership fee to be levied on players

The comment was made at the Football Forum that the players should be made to pay something as a contribution towards the costs of running the game. The

Working Party noted that in the case of most other sports, participants are expected to pay for the privilege of playing. Football has always seemed to be different. Clubs levy small subscription charges but in some cases these are not paid and therefore the contribution made by players generally has remained negligible.

In the Working Party's view, if the "product" is improved, and the vision developed and shared such that players and parents alike can see that their contribution is an essential part of the maintenance and development of the game, then the football community would willingly accept a charge such as we suggest. The principles behind such a proposal would be:-

- (a) Every player would have to become a member of the JFA to play football in Jersey. To join, the player would have to pay the stipulated membership fee. In order to stimulate discussion the Working Party suggest in their example on the following page that senior players might pay an annual fee of £100 per season which the Working Party believe compares favourably with other sports in terms of the cost participants have to meet to play their sport.
- (b) Albeit that it would be a matter for the JFA as to how to use the additional funds, in the Working Party's view, the JFA could utilise a proportion of the fees collected to help fund personnel, run JFA competitions, assist our league and cup winners to compete in the FA Vase, contribute towards representative teams programmes, further fund football development, pay for referees, match and pitch fees. Clubs with their own pitches would be paid by the JFA for their use but would be eligible for grants towards the cost of maintenance for instance.
- (c) If the major cost of playing football (ie. referees, pitch and match fees) were removed from clubs, their lives would be made much easier; they could seek to devote hard earned club funds into development of their own futures.

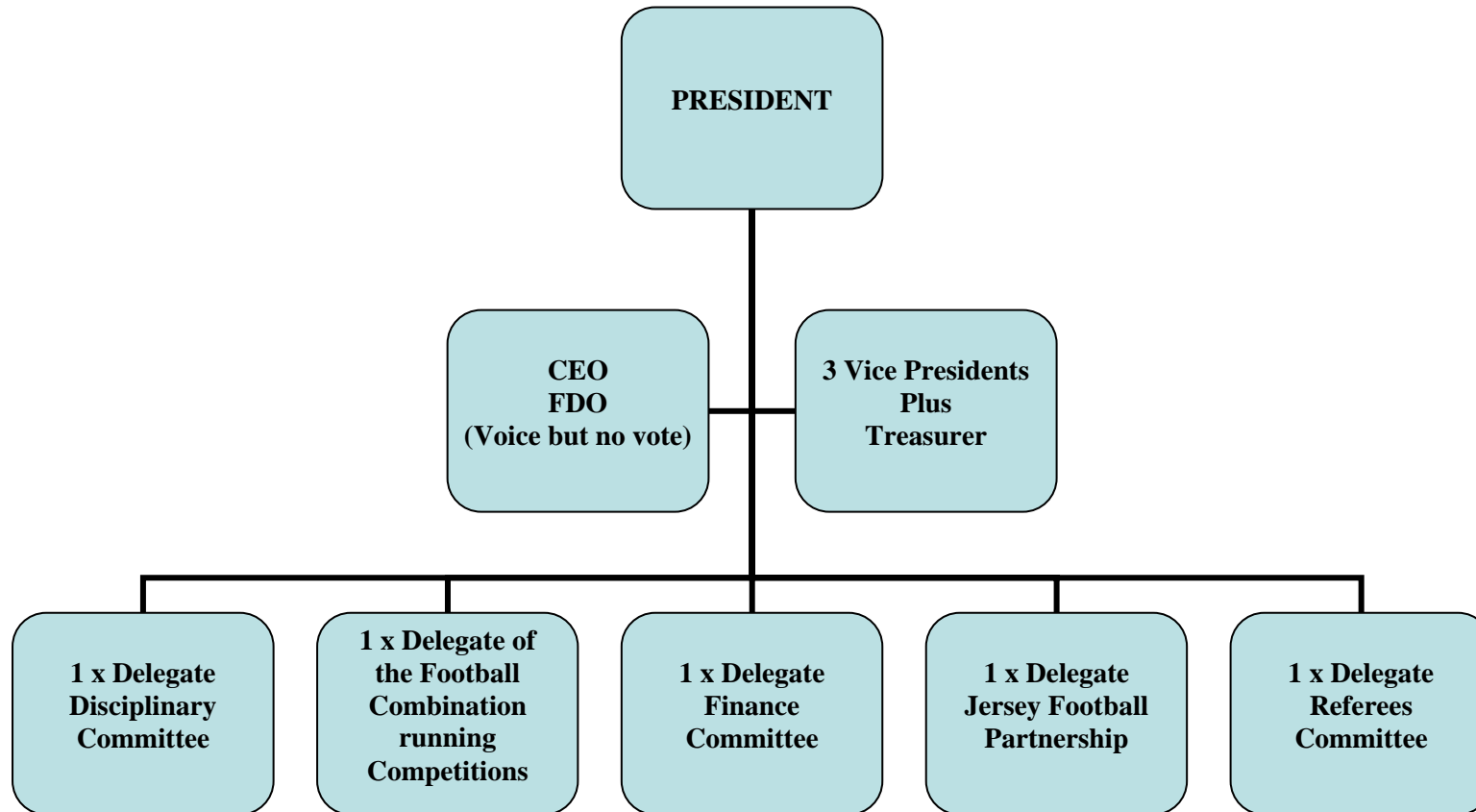
- (d) The balance of the monies raised from membership fees could be shared amongst the clubs.
- (e) It is recognised that a key component of the membership system would have to be fairness. It would be important to ensure that no player was prevented from playing football because they could not afford to pay the membership fee. This could be achieved by exempting players who were in receipt of income support (under the new system to be introduced by Social Security in 2007). However, in the Working Party's view, the vast majority of senior players should have no difficulty in paying £100 for the privilege of playing the game they love.
- (f) As said earlier, before or at the time of introducing a membership fee, (such scheme could feasibly be introduced for the start of the 2007/08 season), it would be vital that the JFA had created an environment whereby the football community could see the game developing in the Island ie. at all levels, a well structured programme of training and domestic matches with the opportunity to progress to representative football; players should feel part of a thriving football community, feel they have access to excellent facilities and ultimately be proud of the sport they participate in. Almost as an adjunct the JFA could seek to enhance the benefits of being a member by offering perks such as potential discount arrangements for members with sport shops or discounted entrance charges for matches at Springfield.
- (g) By way of a guide, current figures appear to suggest the cost currently to clubs of referees, pitches and match fees is approximately £41,000 per annum exclusive of affiliation fees. Based on the figure raised as suggested at (h) below this would leave approximately £110,000 of additional income to be split between, on the one hand, the liabilities identified at (b) above, and on the other hand the clubs.
- (h) An example of how a membership fee scheme might be levied would be:-

<b>Age Group</b>	<b>Number of Teams</b>	<b>Number of Players</b>	<b>Levy</b>	<b>Income from levies</b>
Under 10	No leagues but several clubs active	150	Not official, no affiliation fee paid	
Under 12	12	180	25	4,500
Under 14	11	165	30	4,950
Under 16	12	180	40	7,200
Under 18	11	165	50	8,250
Senior men	47	1,100	100	110,000
Girls u13&15		50	25	1,250
Senior Ladies	8	150	100	15,000
<b>Total</b>		<b>2230</b>		<b>151,150</b>

## **CONCLUSION**

The Working Party is convinced a future on the international stage beckons for Jersey and not just at senior level. Such a future though, is dependant on a real vision for the game, which can be bought into by players, supporters, sponsors and government alike. The vision would require the right structure and funding to support it. The road stretches out ahead for Jersey football. At some point along that road, lies potential membership of the international football community. With resolve and determination, Jersey can reach that destination. The Working Party hopes, for the sake of generations to come, that the JFA seizes the opportunity before it.

# APPENDIX



May 2006