

#ONETEAM

A COLLABORATIVE SOCIAL & ENVIRONMENTAL STRATEGY BETWEEN THE GIBRALTAR FOOTBALL ASSOCIATION & MEMBER CLUBS



To foster a sustainable football culture that prioritises:

- **Environmental Protection**
- **Child & Youth Protection**
- **Football For All Abilities**
 - **Equality & Inclusion**
 - **Anti-Racism**

Football is more than just a game - it is a powerful force for social change, inclusion, and sustainability. As the governing body of football in Gibraltar, the Gibraltar Football Association (GFA), in collaboration with its member clubs, is committed to ensuring that our sport remains a safe, inclusive, and environmentally responsible space for all.

This #oneteam Social & Environmental Sustainability (SES) Strategy serves as a roadmap for clubs, players, coaches, and stakeholders to actively contribute towards a better football community. It aligns with UEFA's Football Sustainability Strategy 2030, ensuring that Gibraltar's football ecosystem not only meets but exceeds the expectations set for equality, inclusion, anti-racism, child & youth protection, football for all abilities, and environmental protection.

Through structured timelines, action plans, and clear policy frameworks, this strategy provides the necessary guidance for clubs to implement meaningful initiatives throughout the season. From eradicating discrimination to supporting young match officials, from reducing our environmental impact to ensuring that football is accessible to all, this document encapsulates our collective commitment to progress.

Our clubs are the driving force behind this strategy. Their willingness to lead social media campaigns, roll out educational programs, and integrate sustainability into their daily operations exemplifies the power of football as a vehicle for positive change. This strategy is not just about compliance; it is about building a legacy - one where football in Gibraltar is known not only for its passion on the pitch but also for its values, integrity, and responsibility off it.

By working as #OneTeam, we can make a lasting impact - ensuring that football remains a game for everyone, played with respect, and safeguarded for future generations.



Galadriel McGrail Polston
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Under Article 27 of the UEFA Club Licensing and Financial Sustainability Regulations, clubs must establish and implement a social & environmental sustainability strategy covering:

- Equality & Inclusion
- Anti-Racism
- Child & Youth Protection & Welfare
- Football for All Abilities
- Environmental Protection

This strategy provides a clear action plan to help clubs meet these criteria through a unified approach, ensuring they are supported in fulfilling their licensing obligations while making implementation more practical and effective for all clubs. By working collaboratively, we can drive meaningful progress and uphold our shared responsibility to the game, our community and our planet.

STRATEGIC OBJECTIVES & ACTIONS

1. Equality & Inclusion

Objective: Promote inclusivity across Gibraltar's football community.

Actions:

- GFA to distribute UEFA's OUTRAGE toolkit & video series.
- Clubs to plan workshops for coaching staff using the toolkit.
- GFA to distribute Equality & Inclusion policy templates.
- Club-led media campaigns showcasing efforts.
- Club-led group photo with #OneTeam banner

Measurement:

- Number of clubs implementing workshops.
- Evidence of club-led social media initiatives.
- Inclusion in 8-10 SES social media posts annually.
- Number of clubs represented in #OneTeam Banner photo.

Key Dates:

- FEB – Toolkit distribution
- MAR – Clubs submit workshop plans
- Up till JUNE – Clubs publish photos of workshops
- NOV - #OneTeam Banner photo

2. Anti-Racism

Objective: Combat racism through education & action.

Actions:

- GFA to distribute the OUTRAGE Anti-Racism video.
- Clubs to roll out the video to parents, players and club officials.
- GFA to distribute anti-racism policy templates.

Measurement:

- Number of clubs reporting video rollout.
- Clean disciplinary record.

Key Dates:

- FEB – Video distribution
- Annual club submissions for Club Licensing

3. Child & Youth Protection & Welfare

Objective: Strengthen child and youth protection standards.

Actions:

- GFA to provide training & resources for club welfare officers.
- Clubs to submit annual child protection reports.
- GFA to introduce Addendum to Child Protection Policy to include Youth Match Officials
- Club-led social media campaign on Youth Match Officials - #LetThemLearn

Measurement:

- Percentage of clubs meeting child protection requirements.
- Feedback on training effectiveness.
- Clean disciplinary record.
- Number of clubs participating in #letthemlearn campaign.

Key Dates:

- Q2 – Updated training rollout
- Q3 - #LetThemLearn social media campaign
- Annual club reporting for Club Licensing

4. Football for All Abilities

Objective: Provide inclusive football opportunities for all.

Actions:

- GFA to develop & launch a disability-inclusive programme.
- Clubs to promote an inclusive environment for all.

Measurement:

- Club participation in disability-focused sessions.

Key Dates:

- Q1/Q2 – Programme launch

5. Environmental Protection

Objective: Reduce football's environmental impact.

Actions:

- Coordinated clean-up event.
- Clubs to use recycling options at GFA facilities.
- Clubs to reduce plastic use at events.

Measurement:

- Club participation in clean-up (via social media evidence).
- Reduction in single-use plastics at club facilities/events.
- Reports on recycling usage at GFA facilities.

Key Dates:

- Q2 – Annual clean-up begins
- Q2 – Plastic reduction initiatives

ROADMAP FOR IMPLEMENTATION

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MONTH	KEY INITIATIVES	ACTIONS	SOCIAL MEDIA CAMPAIGNS
February/ March 2025	Equality & Inclusion	GFA distributes UEFA's OUT-RAGE toolkit & video series to clubs. Clubs plan workshops.	
	Anti-Racism	GFA distributes OUTRAGE Anti-Racism Video to clubs.	
	#OneTeam		#OneTeam Commitment Post and Group Photo upon signing Strategy – Clubs announce their commitment to Collaborative SES Strategy.
March 2025	Child & Youth Protection	Clubs inform GFA of any Youth Mental Health training (Note: refreshers needed every 2 years)	
	Anti-Racism	Clubs inform GFA - number of youth footbALL captain arm bands needed for campaign on 21.03	
	Policy Distribution	GFA distributes SES policy templates (Equality & Inclusion, Anti-Racism, Child & Youth Protection Addendum).	
	Anti-Racism	March 21st: World Anti-Racism Day: Clubs roll out Anti-racism video to parents, players, and club officials.	March 21st: Group photo with Youth Captains wearing footbALL captain armbands. Photo Caption: <i>"Football unites us. Let's make sure racism never divides us. #notoracism #oneteam #footballforall"</i>
	Equality & Inclusion	Clubs submit OUTRAGE toolkit workshop plans.	
March - June 2025			Clubs publish photos of Workshops

April 2025	Football for All Abilities	Clubs participate in the GFA-led pan disability football programme. Dates TBC	Clubs showcase disability-friendly sessions through videos/photos.
Up to May 2025	Child & Youth Protection	GFA coordinates training & resources for club Welfare Officers	
	Environmental Protection	Clubs begin reducing single-use plastics at events.	Eco-Friendly Matchdays: Clubs highlight sustainability efforts eg club branded reusable bottles.
April - June 2025	Environmental Protection	Club community clean-up event (GFA coordinates date and location TBC)	Clubs post before/after clean-up photos.
July & August 2025	No formal SES campaigns		
September 2025	#Unity/Inclusion/ Anti-racism		Club-led social media coordinated video campaign showing unity/inclusion/ anti-racism through football-based actions - see separate document for suggested plan.
October 2025	Child & Youth Protection	GFA collects club feedback on training effectiveness. [GFA to provide feedback form]	Youth Match Officials social media Campaign: simple graphic with message from Clubs highlighting youth match officials & advocating for their protection. Statement - <i>Respect our young match officials. Support their journey. Football needs them.</i> <i>#LetThemLearn</i>
November 2025	#OneTeam	Clubs participate in Banner Campaign.	Social media Group photo with <i>Banner. Respect. Inclusion. Sustainability. #OneTeam</i>
December 2025		Annual SES Review with Clubs – date to be confirmed.	

- Clubs submit reports on all SES actions for Club Licensing compliance.
- GFA reviews strategy effectiveness & updates for 2026.
- Clubs submit annual report on child protection measures.

CLUB RESPONSIBILITIES & COMPLIANCE

- This strategy is a collaboration between the GFA & all member clubs.
- Clubs must follow the roadmap & submit evidence of SES actions.
- Monthly SES social media participation ensures visibility & engagement.

All policies shall be reviewed and updated on an annual basis. Any amendments or modifications will be duly incorporated into the latest version of the policy document.

Failure to comply with these requirements may result in sanctions imposed by the Club Licensing Decision-Making Bodies in accordance with the Club Licensing Regulations.

CONCLUSION

This collaborative strategy aligns football's social & environmental responsibilities with its values, ensuring progress & accountability. By working as #OneTeam, we can drive meaningful change on and off the pitch.





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