



FOR ALL

THE FA STRATEGY

2024-2028



**INSPIRING POSITIVE CHANGE
THROUGH FOOTBALL**

INTRODUCTION

We have moved football forward.

Over the past four years, we have – in collaboration with our key partners – been able to deliver meaningful change across the game.

From winning our first major tournament in over 50 years to delivering thousands of high-quality pitches to the grassroots game.

But we can't stop now - and we won't.

This new strategy is about doubling down. Our game can tackle some of society's core challenges. It can bring communities together, nationally and locally. It can be a platform for inclusion, ensuring there is a place **for all**. It can get people active and promote wellbeing often at a time when we need it most. With UEFA EURO 2028 – hosted in the UK and Ireland – on the horizon, we have an incredible opportunity to transform football across the country.

Now is the time to inspire positive change.



CONTENTS



05

CEO's foreword



07

Key 2020-24
achievements



08

Our 2024-28 strategy

- 8–9 The strategy
- 10–13 Game changers
- 14–17 Drivers
- 18–19 Success measures



20

The FA's core role



21

Our values

CEO'S FOREWORD

**OUR ULTIMATE
PURPOSE IS TO INSPIRE
POSITIVE CHANGE
THROUGH FOOTBALL.
LET'S MAKE IT
HAPPEN.**



MARK BULLINGHAM
CEO THE FA



CEO FOREWORD

Our new strategic plan through to 2028 aims to take English football forward, with a clear focus on the biggest opportunities and challenges that need to be addressed.

Football is truly a game **for all**; it has the power to unite communities, improve lives and inspire positive change, on and off the field.

With the fantastic progress achieved in all areas over the last four years, we're building from strong foundations. From unparalleled growth in the women's and girls' game to engaging more than two million people across our digital platforms and achieving unprecedented results on the pitch, this has been a hugely successful period for The FA.

In developing our 2024-2028 strategy, we prioritised programmes to inspire positive change in our society. Through in-depth analysis we have identified challenges that need to be met head-on and opportunities which could transform our game. The result is a focused strategy with clear targets.

The positive impact on the country of our England teams reaching four senior tournament finals in as many years and winning UEFA Women's EURO 2022 has been fantastic. Nothing has the power to inspire and unite communities like our national teams.

We are focused on delivering further success by providing world-class support structures, environments and pathways that enable our players to perform on the biggest global stages.

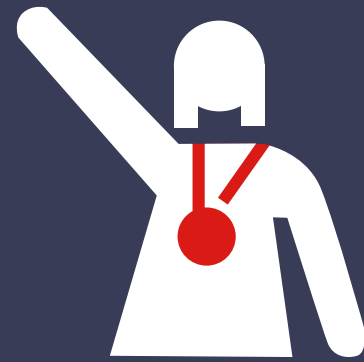
Football is a game for all, so we must embrace the unique diversity of our country and tackle discrimination wherever it raises its ugly head. We have made substantial progress but there is more to do; football should welcome and include everyone.

We are very proud of the growth we have driven in the women's and girls' game, but we will not be satisfied until there are as many girls playing football as there are boys. This means continuing to focus on local opportunities for every girl in schools and clubs, while introducing broader opportunities in communities.

The biggest barrier to playing football in England is access to good-quality pitches. This is simply not acceptable in a country with our resources. We will continue to work with our partners in the Government, Sport England, the Premier League and the Football Foundation to ensure everyone has access to high-quality, affordable-to-use facilities. In tandem, we will develop our Community Club project so that these facilities become the hearts of their local communities and drive positive change.

The strong foundations established over the last four years, and the opportunities presented as co-hosts of UEFA EURO 2028, give us an incredible platform to inspire positive change through football and an exciting four years lie ahead for the English game.

KEY ACHIEVEMENTS 2020-24



UEFA WOMEN'S EURO
WINNERS AND FIFA WOMEN'S
WORLD CUP FINALISTS



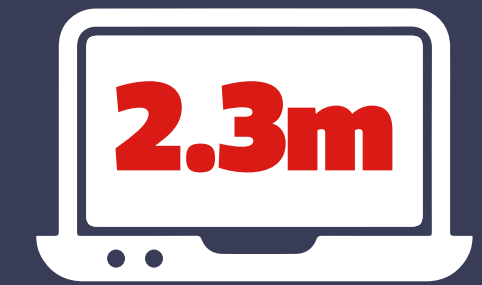
BACK-TO-BACK
MEN'S UEFA EURO
FINALISTS



MEN'S UEFA U21
EURO WINNERS



SUCCESSFUL ENGLAND
TALENT PATHWAYS



INDIVIDUALS
ENGAGED ACROSS
FA DIGITAL PLATFORMS



LIONESSES
LOBBYING FOR EQUAL
OPPORTUNITIES

SECURED
FACILITY FUNDING
£172m



6,500
GRASS PITCHES DELIVERED

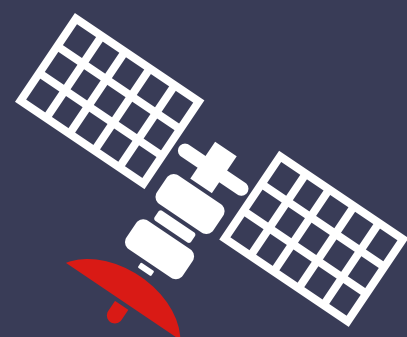
270
3G PITCHES CREATED

360
CLUB HOUSES OPENED

£1.7M INVESTMENT
TO ENABLE
10,000
COACHES FROM
HISTORICALLY UNDER-
REPRESENTED GROUPS
TO ACCESS COACHING
QUALIFICATIONS



476,000
UNIQUE INDIVIDUALS
ENGAGING WITH ENGLAND
FOOTBALL LEARNING



LANDMARK WSL
BROADCAST DEAL WITH
BBC AND SKY



SUCCESSFUL
COMMERCIALISATION
OF THE ADOBE
WOMEN'S FA CUP



ESTABLISHED AN
INDEPENDENT
PROFESSIONAL ENTITY
WITHIN THE WOMEN'S GAME:
WOMEN'S PROFESSIONAL
LEAGUES LIMITED [WPLL]



MANDATORY REPORTING
ON THE DIVERSITY OF
PROFESSIONAL CLUBS
AND LEAGUES



SUCCESSFUL
ANTI-DISCRIMINATION
CAMPAIGNS

INSPIRING POSITIVE CHANGE THROUGH FOOTBALL

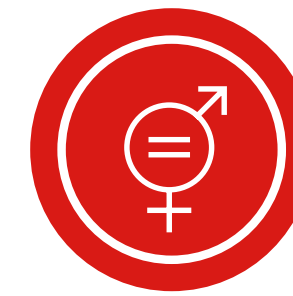
GAME CHANGERS



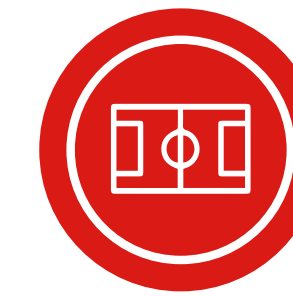
**WIN
TOURNAMENTS**



**A GAME FREE FROM
DISCRIMINATION**



**EQUAL OPPORTUNITIES
FOR WOMEN & GIRLS**



**TRANSFORM THE
PITCH LANDSCAPE**

DRIVERS



THRIVING COMMUNITY CLUBS



WORLD-CLASS FA CUPS



PARTICIPANT LED



PROGRESSIVE GOVERNANCE

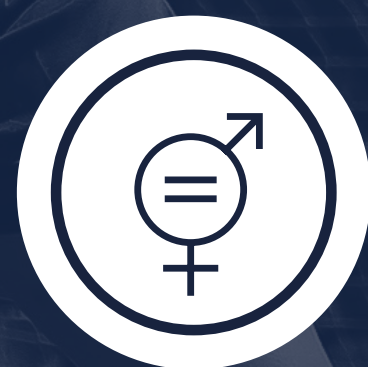
2024-28 THE BIG GOALS



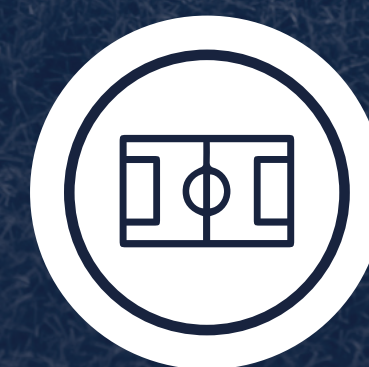
Winning another senior international tournament



Growing the number of ethnically-diverse UEFA-qualified coaches by 4,000



Delivering 8,800 new opportunities for women and girls across clubs and community settings



Delivering a total of 12,000 quality grass pitches by 2028



Developing 1,000 thriving community clubs

2024 – 2028 GAME CHANGER WIN TOURNAMENTS

Why is this a priority?

Winning a tournament is fantastic for fans everywhere and provides a feel-good factor for the country that is hard to match. But it's about more than that: winning inspires positive change, unites communities and gets people of all ages active.



What will we do?



Develop pathways



Support elite players



Enhance environments



Collaborate and influence

2024 – 2028 GAME CHANGER

A GAME FREE FROM DISCRIMINATION



Why is this a priority?

Discrimination is a huge societal issue we can tackle in so many ways.

Poor behaviour has been consistently identified as a challenge for participants across the game.

We have made real progress in making our game representative of our society, but there is still a long way to go.



What will we do?



Boost representation



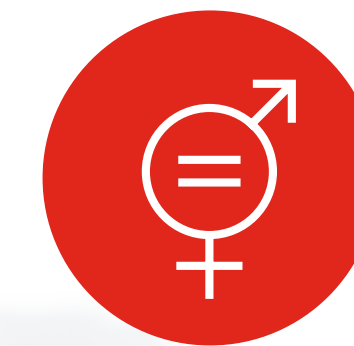
Drive inclusion



Tackle discrimination

2024 – 2028 GAME CHANGER

EQUAL OPPORTUNITIES FOR WOMEN & GIRLS



Why is this a priority?

Huge progress has been seen across the women's and girls' game in recent years. However, we recognise there is still a way to go. Until we have as many women and girls playing as men and boys, we have a job to do. Everyone must have equal opportunities to play.



What will we do?



Increase school participation



Increase club participation



Enhance women's competitions



Support female coaches and referees

2024 – 2028 GAME CHANGER

TRANSFORM THE PITCH LANDSCAPE

Why is this a priority?

In 2020 we set a long-term ambition to transform the pitch landscape and, together with government, have since delivered an additional 6,500 pitches – a total above and beyond the target set. The quality of pitches remains the biggest issue holding back further growth in the game, and we must continue to tackle this challenge.



What will we do?

12k

Sustain and grow high-quality grass pitches

300

Deliver new 3G pitches



Support inclusivity, accessibility and environmental sustainability of facilities

2024 – 2028 DRIVER

THRIVING COMMUNITY CLUBS

Clubs are the backbone of football, but their remit and structure are evolving. Over recent seasons, the number of clubs with more than 40 teams has tripled. Clubs across the National League System (NLS) and the grassroots game need support to achieve true financial sustainability and to drive real impact in their communities.



What will we do?



Develop club opportunities



Support the current and future generation of club leaders



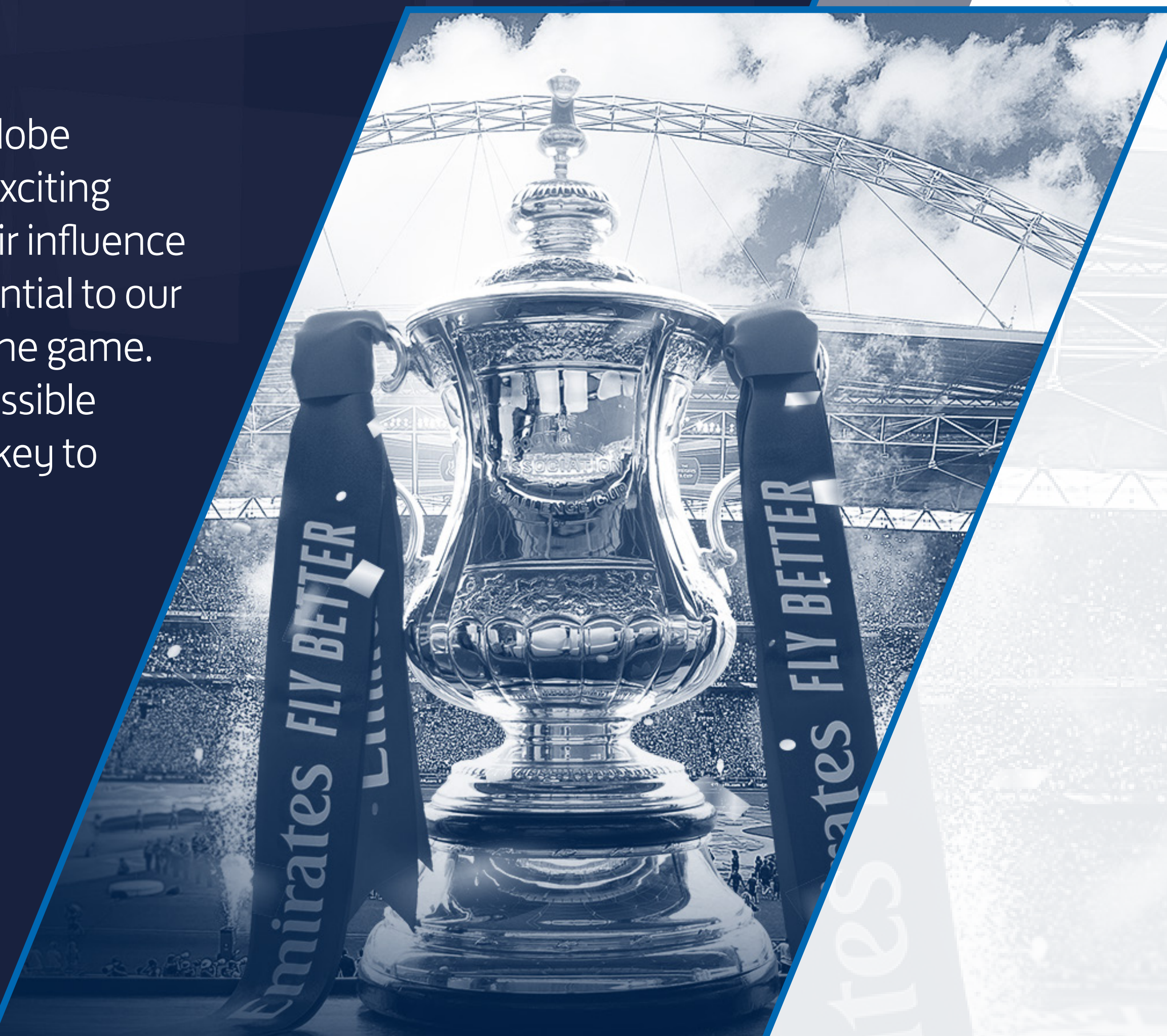
Equip clubs to add long-term value to local communities

2024 – 2028 DRIVER

WORLD-CLASS FA CUPS

Why is this a priority?

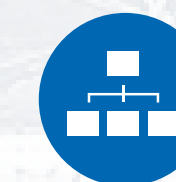
The Emirates FA Cup and the Adobe Women's FA Cup are our most exciting and inspiring competitions. Their influence and commercial values are essential to our ability to invest in and develop the game. Making them as attractive as possible to all stakeholders is absolutely key to inspiring positive change across the country.



What will we do?



Broaden commercial appeal



Evolve the Adobe Women's FA Cup format

2024 – 2028 DRIVER PARTICIPANT LED

Why is this a priority?

Ultimately, our duty as the governing body of English football is to serve our participants. As their needs evolve, we must deliver what they want and need. That ranges from understanding the format of the game that best works for them, providing the tools they need to run the game, and how fans want to watch our competitions.



What will we do?



Place participants at the centre of decision-making



Create flexible models to meet participants' needs



Provide digital tools to improve experiences

2024 – 2028 DRIVER

PROGRESSIVE GOVERNANCE

Why is this a priority?

Progressive governance enables us to run football better for all participants. It leads to better decisions, greater representation and more overall impact. We must evolve our governance practices to match the changing needs of the game.



What will we do?



Support integration of women's and girls' football



Support governance of the NLS



Support our County Football Associations (CFAs)

HOW WE WILL **MEASURE SUCCESS**

A consolidated list of measures to help us focus and deliver between 2024 and 2028:



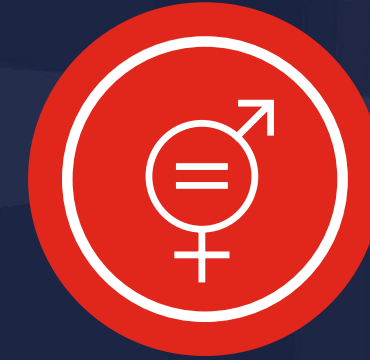
WIN TOURNAMENTS

- At least one major international tournament win across the England men's and women's senior teams



A GAME FREE FROM DISCRIMINATION

- Increased representation of players, coaches and match officials
- Improved behaviours across grassroots football
- Progress across all anti-discrimination metrics and interventions



EQUAL OPPORTUNITIES FOR WOMEN & GIRLS

- 90% of schools delivering equal access in curriculum and equal opportunities in extra-curricular
- Delivery of 8,800 new opportunities across clubs and community settings
- Increase the proportion of coaches who are female in the affiliated game from 8% to 15%
- Grow the number of female match officials by over 1,500



TRANSFORM THE PITCH LANDSCAPE

- Delivery of 4,000 additional quality grass pitches (a total of 12,000 by 2028)
- Delivery of 300 additional 3G pitches

HOW WE WILL **MEASURE SUCCESS**

A consolidated list of measures to help us focus and deliver between 2024 and 2028:



THRIVING COMMUNITY CLUBS

- Development of 1,000 thriving community clubs



WORLD-CLASS FA CUPS

- Growth of Emirates FA Cup audiences
- Growth of Adobe FA Cup audiences



PARTICIPANT LED

- Growth of:
 - Male player affiliation by 7%
 - Female player affiliation by 51%
 - Disabled player affiliation by 37%



PROGRESSIVE GOVERNANCE

- Successful implementation of governance reforms

THE FA'S CORE ROLE

Beyond these strategic decisions, we are – as the national governing body of football – both obligated and expected to deliver specific and ongoing outcomes across the game. The FA's core role involves the following responsibilities:

- Establishing and overseeing effective structures, rules, regulations, and standards
- Running a professional, efficient and collaborative organisation
- Operating a best-in-class multi-functional stadium and national training centre
- Delivering inclusive and engaging competitions across the game
- Providing positive experiences for elite male, female and para players at all stages of their playing careers
- Creating a safe and inclusive environment for the game's participants at all levels
- Delivering positive grassroots football experiences across male, female and disability pathways.
- Providing the diverse and skilled coach and referee workforce the game needs

These activities are guided by specific strategies and plans across The FA.



OUR VALUES

We are a purpose-driven and values-led organisation, so it is really important that our core values represent who we are now – and who we want to be in the future.

Our purpose and strategy connect us to what we do, but our values define who we are, how we approach our work and why we work hard – not only for the game, but for each other.

These new values have been created by us – and for us – to keep a common thread running through everything we do. They serve to keep us focused; to shape and simplify our decisions; and to show what makes our culture special.



Aim **HIGH**
Achieve **TOGETHER**
Embrace **DIFFERENCE**



A group of young women, likely a soccer team, are huddled together in a circle, shouting and cheering with their mouths wide open. They are wearing light-colored soccer jerseys with "SQUAD" and "GIRLS' FOOTBALL" printed on them. The image is in a blue-tinted, high-contrast style. A semi-transparent dark rectangle is overlaid in the center, containing white text.

**To learn more about the work we are
doing to serve the game while changing
it for the better, head to
[TheFA.com](https://www.thefa.com)**



The Football Association
Wembley Stadium
London HA9 0WS
T: +44 (0)800 169 1863
F: +44 (0)800 169 1864
W: TheFA.com