



LONDON FOOTBALL

LONDON FA STRATEGY 2024-2028

LONDON FA'S VISION & PURPOSE



**LONDON
FOOTBALL**

Our vision is to serve London's grassroots football family, supporting them to improve the quality of football provision across the capital.

Our purpose is to inspire positive change through football for all - by uniting communities, tackling inequalities and improving the health of the nation.

CURRENT POSITION



LONDON FOOTBALL



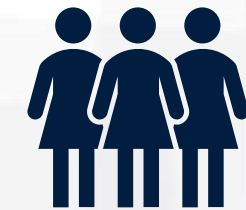
84,500 players



30,000 youth players



650 players with disabilities



Women and girls football – which has grown by 149% in London since 2018

**"If you want to go fast go alone,
if you want to far go together"**



**LONDON
FOOTBALL**

The extensive consultation conducted in the development of our new Strategy, showed us the immense support we have in reaching our mission for football across London.

Everything we are aiming to achieve has a reliance on people – whether they are our workforce on and off the pitch, spectators, local leagues offering a great experience for new players & helping to better manage London's limited football spaces, local businesses funding the game we love or our committed Council members representing the game at a local level. As we implement this new strategy we will aim to work together with our extensive network of people & partners across the capital and beyond to implement all our work in partnership with others – whether that is to understand the needs of local communities, to access additional resources to deliver to our communities needs or to share and reflect on best practice to sustain and grow football for the future.

We will pay our way by utilising the resources we have available to deliver on our promises, but we will do this with diligence to ensure we always activate additional resources that are available. There are many partners with fantastic resources available who share our passion for enriching lives through sport. We are keen to ensure no opportunity is missed to accelerate growth and access additional resources for London's football family both now and the future.

The theme that links it all together - Greater Partnership Working

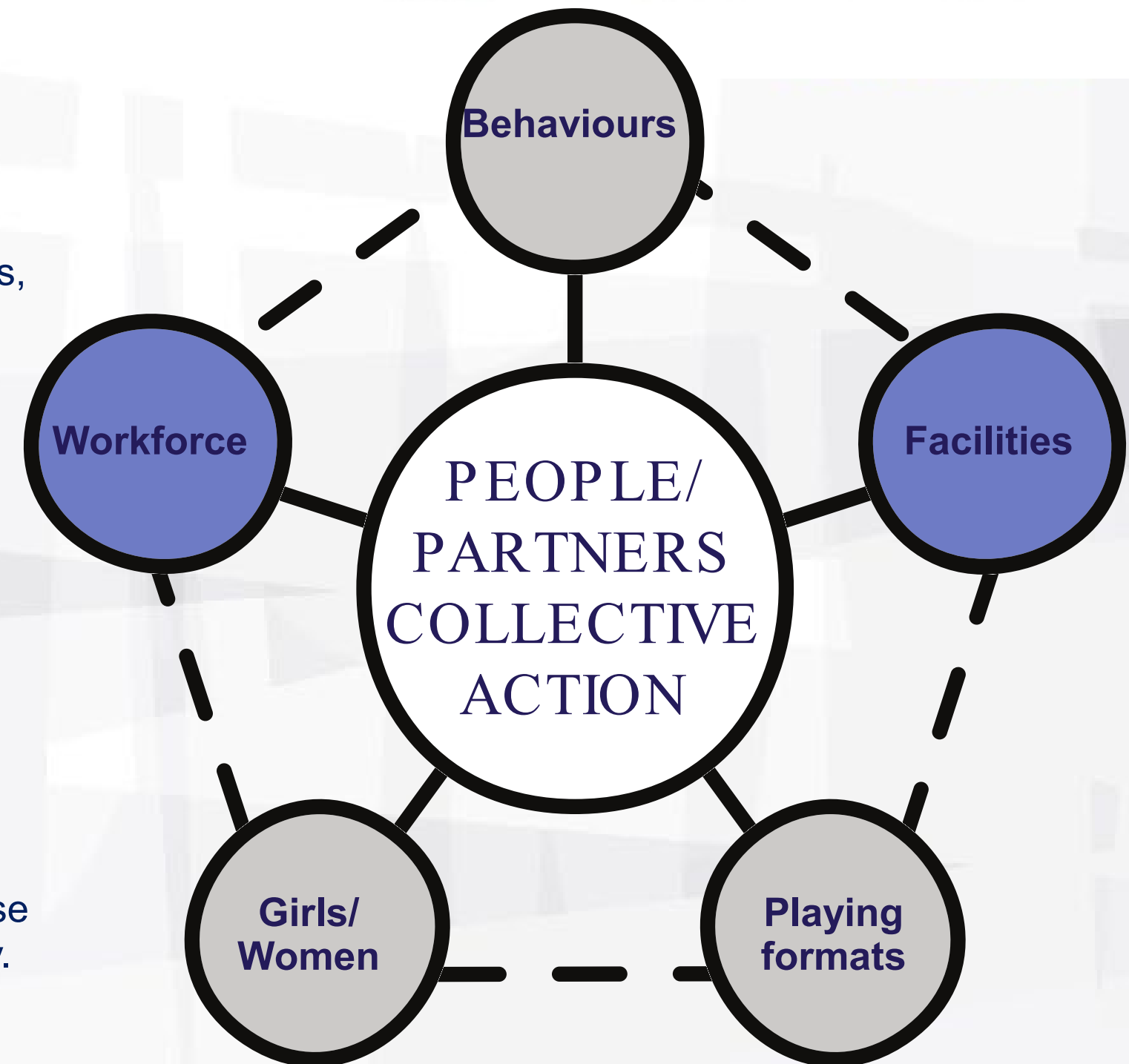


LONDON FOOTBALL

To deliver each strategic priority/driver to our potential – we have identified a series of "collective action" tactics that we will deploy to use our limited resource to connect with and impact as many partner/stakeholders and people as possible. We are also acutely aware of the inter-dependencies between the strategic priorities and will take a holistic approach for maximum impact in our partner interventions

We have mapped out over 250 partners (London FA leagues, local authorities, national/local sports organisations, schools, community groups/providers, clubs, facilities, funders, corporate companies, our Council, etc) and tracked these into the areas of our strategy where they can help. We have also mapped how/when and for what aim partners come together. There are a lot of groups in existence already across London who are focused on reaching the communities we serve – we intend to cultivate relationships and link/be involved with these groups to:

- Listen to the needs of our current/future players/workforce, especially from under-represented communities (women/girls, disability, racially minoritised groups).
- Utilising current groups with partners or establishing new ones to co-create inclusive practices across all areas on playing choices, education/behaviours to workforces/players/spectators, facility needs.
- Work closer with partners and funders who share our passion to help more people use the power of sport for good. Including the delivery of our commercial funding strategy.



The theme that links it all together - Greater Partnership Working

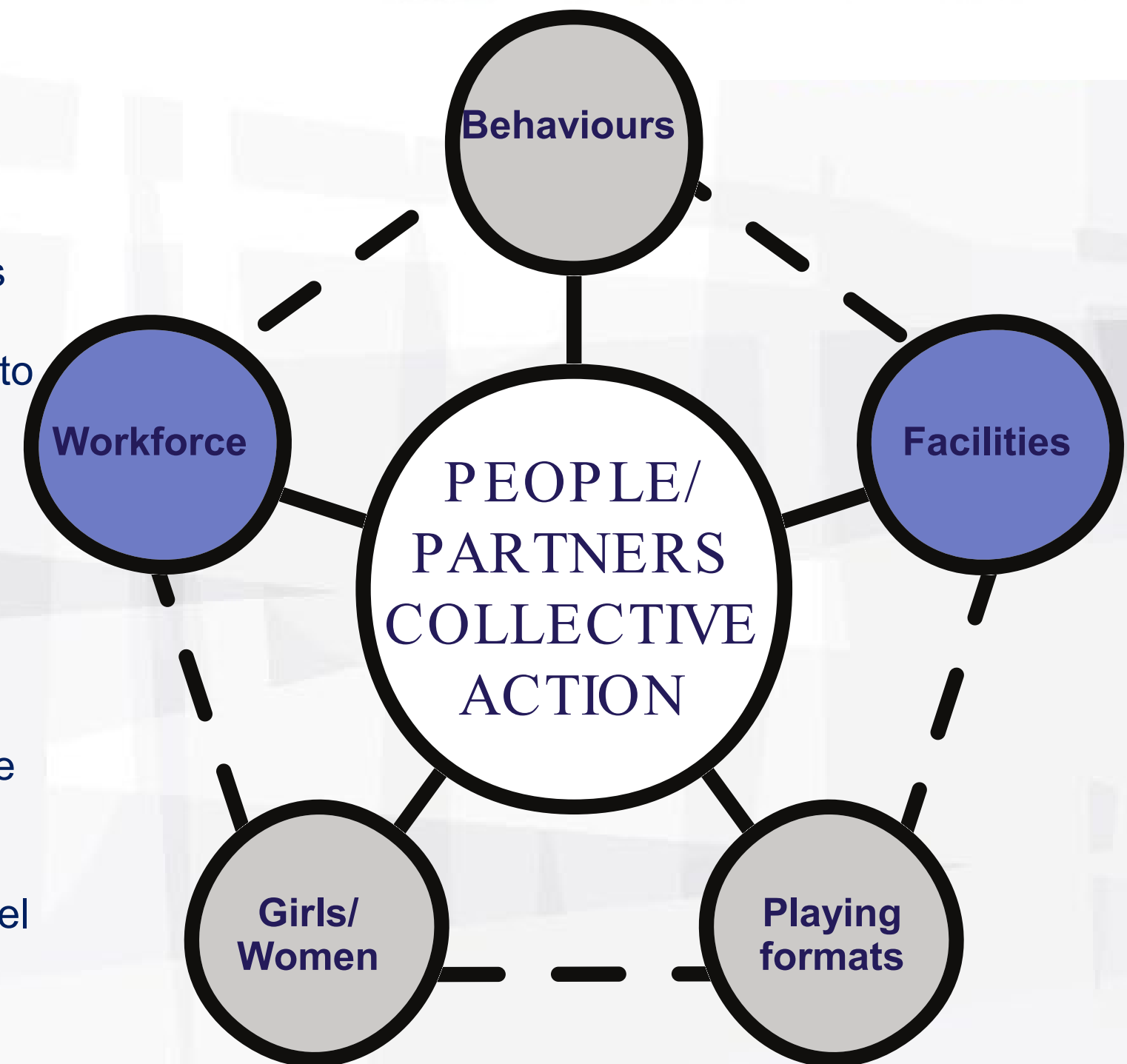


LONDON FOOTBALL

Alongside the utilisation of current networks and groups, we will use a "collective action" approach to bringing together and support;

- Facility providers across London to programme, manage and maintain football facilities better.
- Supporting our great network of London leagues, as their input and influence is woven right throughout this strategy.
- Clubs and providers to apply and access local funding and resources for them to thrive.
- Targeted workforce programmes where required i.e. women's coaching, Asian / British Asian coaching and referee programmes.
- Collaborative and pro-active action with our clubs and leagues to address behaviour issues in the grassroots game.
- The corporate sector, to increase investment into the grassroots game to grow and expand local grassroots football opportunities.
- Continuing the develop and evolve our Council, to ensure it is as representative of grassroots football in London as possible

We will commit to supporting our own team of people – both at board and staff level to ensure we have best in class governance and implementation in all we do.



STRATEGIC FRAMEWORK



**LONDON
FOOTBALL**

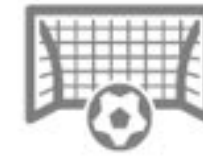
**STRATEGIC
PRIORITIES**



Improve Playing Choice & Experience



Deliver Equal Opportunities For Women & Girls To Play



Build More & Improve Existing Facilities



Tackle Poor Behaviour



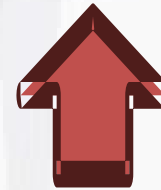
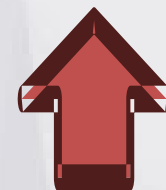
Develop A Valued Network Of Volunteers, Coaches & Referees

**STRATEGIC
DRIVERS**

Create Thriving Community Clubs

Connect & Serve Participants

Progress The Game's Governance



Best in class safeguarding standards and equality, diversity & inclusion practices

CONSULTATION



LONDON FOOTBALL

Phase 1: Four stakeholder consultation sessions:

- 3 held in-person and 1 held online
- 153 number of people engaged
- Questions focused on the strategic priorities of the FA, the pillars, London landscape and challenges, possible solutions, and brand and identity

Phase 2: Sent an e-survey out to all consultation attendees

- 50 from 153 responded
- Questions focused on the strategic drivers – creating thriving communities, connecting and serving participants, progressing the games governance

Phase 3: Board Strategy Away Day

- Considered the landscape, people, and partners to London FA
- Refined the objectives, solutions, and drivers to the strategic priorities
- Analysed strengths, positioning, and opportunities for where investment and resource should be focused

The image shows a screenshot of an email invitation. At the top, it features the logos for England Football and LondonFA, followed by the text 'LONDON FOOTBALL'. Below this is a photograph of a football team in blue kits huddled together on a field. Overlaid on the photo is the text 'HAVE YOUR SAY Help us to develop LONDON FA'S 2024-2028 STRATEGY'. Below the photo, the event title is 'NEW LONDON FA STRATEGY 2024-2028: CONSULTATION EVENT'. The details provided are: DATE: Wednesday 6th March, TIME: 6:00pm, and LOCATION: Wembley Stadium, South Way, London, HA9 0WS. The body of the email states: 'London FA are in the process of developing a new four-year strategy for the grassroots game in London and we need your help! We would like to invite you to a strategy consultation and networking session at the iconic Wembley Stadium, where you will be able to shape the direction of the organisation and our work over the next four years. Please find attached a letter with further information on the evening. Please click [here](#) to sign up to the event.' At the bottom of the email, there are social media icons for Facebook, Instagram, and Twitter.

1. IMPROVE PLAYING CHOICES & OPPORTUNITIES



LONDON FOOTBALL

OBJECTIVE	INTERVENTION(S)	TIMEFRAME
<p>1.1 Create more opportunities to play safe, inclusive and casual football through the expansion of our recreational offer.</p>	<ul style="list-style-type: none"> a. Develop an affiliation package that fits the needs of small-sided providers (e.g. Footy Addicts) b. Work with London FA clubs, leagues and Council members to offer greater 'casual football' opportunities c. Partner with innovative organisations that bring new and different audiences into football (e.g. TOCA Social) d. Develop a recreational programme targeted at Asian / British Asian youth and adult players. 	<p>Medium-term</p>
<p>1.2 Support the disability game to grow and thrive.</p>	<ul style="list-style-type: none"> a. Evolve disability support programmes such as Comets to target 2* and 3* accredited clubs to develop a sustainable disability offer b. Engage with and re-connect local Disability Networks to build the relationship with London FA and grassroots clubs, creating a bespoke plan for each. c. Review the existing 'London Inclusion League' structure and expand the offer to the youth and women's game and ensure it is accessible for all impairments. d. Develop a disability education and training offer to expand the grassroots workforce of volunteers, coaches and referees 	<p>Medium-term</p>

1. IMPROVE PLAYING CHOICES & OPPORTUNITIES



LONDON FOOTBALL

OBJECTIVE	INTERVENTION(S)	TIMEFRAME
<p>1.3 Improve team-based football for all players.</p>	<ul style="list-style-type: none"> a. Improve the London cup competition experience for players, coaches and referees by setting out an annual operational plan focused on the quality of the experience b. Introduce prizes and incentives for players in these competitions through commercial partnerships. c. Build relationships with and target different audiences to grow fan engagement for the cup competitions (e.g. internet teams) d. Explore the possibility of establishing transition football leagues between U17 and U21s 	<p>Medium-term</p>
<p>1.4 Evolve the Youth Game</p>	<ul style="list-style-type: none"> a. Explore different playing formats for U5s and U6s b. Work with target schools to open up their facilities c. Encourage ex-academy players to remain in the game, re-entering the game through a targeted campaign d. Explore educational providers for scope around impairment specific projects e.g. B1. e. Delivery of Pan-Disability School Games alongside SGO's 	<p>Medium-term</p>

2. DELIVER EQUAL OPPORTUNITIES FOR WOMEN & GIRLS TO PLAY



LONDON FOOTBALL

OBJECTIVE	INTERVENTION	TIMEFRAME
<p>2.1 Create more team based playing opportunities and extend & enhance casual opportunities to play</p>	<ul style="list-style-type: none"> a. Work with London FA stakeholders to grow the number of female teams across all age groups, to ensure a seamless player pathway and level appropriate competition b. Support leagues to ensure their female offer is high quality and appropriate c. Recruit leads for FA recreational youth programmes to attract new players to the game d. Develop female recreational playing opportunities, with a particular focus on underrepresented communities and align this directly to the PlayZone facility programme e. Launch a London-specific female football promotional campaign, aligned to the new London FA rebrand 	<p>Medium term</p>
<p>2.2 Grow and develop the female football workforce across London</p>	<ul style="list-style-type: none"> a. Develop a thriving female coaches' network, as part of the evolution of the 100FC programme b. Work with London FA clubs, leagues and Council members to provide a supported exit route into coaching for graduates of the 100FC programme c. Run a series of female-only referee courses with pathways into identified leagues d. Develop a new female referee support programme e. Develop opportunities for female club & league volunteers, working through our Women & Girls Advisory Group 	<p>Medium term</p>

2. DELIVER EQUAL OPPORTUNITIES FOR WOMEN & GIRLS TO PLAY



LONDON FOOTBALL

OBJECTIVE	INTERVENTION	TIMEFRAME
<p>2.3 Sustain and grow more playing opportunities in schools with pathways into the female game in London</p>	<ul style="list-style-type: none"> a. Develop club-school links with pathways into community football b. Support the Girls School Football Partnerships c. Support clubs & leagues to develop a transition offer from youth to adult d. Promote and support talent identification opportunities e. Promote female health & wellbeing initiatives/products/resources 	<p>Medium term</p>
<p>2.4 Pursue equal access to facilities for Women & Girls</p>	<ul style="list-style-type: none"> a. Prioritise Women & Girls usage at new and existing FF funded facilities b. Align the new PlayZone programme directly to the evolving women's recreational football offer in London c. Promote & encourage female friendly environments through appropriate representation on the London facility provider network d. Create and promote a directory of available facilities for Women & Girls 	<p>Medium term</p>

3. BUILD MORE & IMPROVE EXISTING FACILITIES



LONDON FOOTBALL

OBJECTIVE	INTERVENTION	TIMEFRAME
<p>3.1 Increase investment to transform grass pitch quality and build more 3G pitches to meet the demand for football in London</p>	<ul style="list-style-type: none"> a. Develop and deliver an ambitious pipeline of 3G facilities, working with key partners such as the Football Foundation, and Local Authorities b. Explore the opportunity to partner with London FA affiliated clubs, to increase the number of 3G projects in London FA's pipeline receiving investment c. Maximise investment from the Playzone programme to recondition run down multi-use games areas into high quality, small-sided recreational football sites d. Target strategic sites in London for investment from the Grass Pitch Maintenance Fund, to increase the number of high-quality grass pitches in London 	<p>Ongoing</p>
<p>3.2 Identify innovative and creative solutions to the facility capacity shortage in London</p>	<ul style="list-style-type: none"> a. Develop and facilitate a vibrant network of facility providers in London, with the remit of solving strategic facility capacity issues b. Work with Local Authorities, London FA's Council and other relevant partners to map out dormant football facilities and explore options for re-opening them to the community c. Target and partner with identified school and commercial provider facilities, to increase access to the local grassroots football community 	<p>Medium term</p>

3. BUILD MORE & IMPROVE EXISTING FACILITIES



LONDON FOOTBALL

OBJECTIVE	INTERVENTION	TIMEFRAME
<p>3.3 Explore the identification and development of a London FA operated facilities hub site</p>	<ul style="list-style-type: none"> a. Identify potential sites that London FA could operate and explore the financial outcomes b. Align the exploration of new 3G facilities across identified London FA affiliated clubs as London FA operated sites, geographically spread across the capital c. Engage with County FA's (e.g. Hampshire FA, Middlesex FA) that have set up hub sites, and develop a strategy to adopt this approach in London 	<p>Medium term</p>
<p>3.4 Create inclusive and accessible facilities</p>	<ul style="list-style-type: none"> a. Match the Women & Girls recreational football offer directly to new PlayZone sites b. Ensure that Women & Girls and Disability football are included as priority groups in any new and current Football Foundation funded facilities c. Work with facility providers, London FA Council and the Women & Girls Advisory Group to identify priority slots for Women & Girls and Disability groups, and sign post all new teams and recreational activities to these providers d. Develop a quality mark that identifies a facility as being Women & Girls and Disability friendly 	<p>Short term</p>

4. TACKLE POOR BEHAVIOUR



LONDON FOOTBALL

OBJECTIVE	INTERVENTION	TIMEFRAME
<p>4.1 Deliver high quality and more efficient discipline and safeguarding case management</p>	<ul style="list-style-type: none"> a. Set ambitious targets for case management timescales and monitor carefully b. Review specific discrimination and safeguarding statistics, identifying high offense clubs / leagues to target for education c. Explore the option of shared service efficiencies where relevant and appropriate (compliance, hearings, red & yellow cards, league appeals, etc) 	<p>Ongoing</p>
<p>4.2 Deliver a comprehensive discipline / safeguarding education & training programme to London FA clubs & leagues</p>	<ul style="list-style-type: none"> a. Expand London FA's racial equality training programme to all leagues / clubs / Council b. Identify target clubs and leagues who display a poor disciplinary / safeguarding record and develop a bespoke training plan for them c. Develop and deliver a comprehensive referee education programme, to include discrimination management, conflict management and de-escalation techniques d. Develop bite-size materials for clubs and leagues to refer to and adopt (e.g. referee report forms, 'how to' guides, guidance videos) 	<p>Medium Term</p>

4. TACKLE POOR BEHAVIOUR



LONDON FOOTBALL

OBJECTIVE	INTERVENTION	TIMEFRAME
<p>4.3 Promote positive behaviour</p>	<ul style="list-style-type: none"> a. Align and support national FA communications campaigns related to positive behaviour (Respect, Play Safe, Silent Support) b. Deliver targeted local communications campaigns as part of an annual calendar, focused on key themes (referee abuse, Black History Month, sin bins & points deductions) c. Set out a clear communications process for clubs and leagues through the season, to include suspension updates and regular case updates to relevant parties 	<p>Ongoing</p>
<p>4.4 Pilot impactful and creative interventions with our partners to raise standards</p>	<ul style="list-style-type: none"> a. Select a London FA league, pilot the 'traffic light' behaviour management system and monitor impact b. Develop safeguarding and behaviour codes of conduct for youth parents, coaches and managers, working with identified clubs to implement, and monitor impact c. Introduce rewards and incentives, to include the introduction of fair play points across a pilot league and a London FA fair play award, and monitor impact 	<p>Medium Term</p>

5. DEVELOP A VALUED NETWORK OF COACHES, REFEREES & VOLUNTEERS



LONDON FOOTBALL

OBJECTIVE	INTERVENTION	TIMEFRAME
<p>5.1 Grow the number of people running the game in London</p>	<ul style="list-style-type: none"> a. Continue to expand London FA's refereeing programme, with courses aligned directly to the needs of the grassroots game in London b. With our Coaching Advisory Group, lobby and influence the FA to increase access to coaching and volunteer education provision (I2CF, UEFA C & B, Volunteer Accreditation) c. Support new volunteers with a tailored induction programme to ensure they are clear on the basic requirements (e.g. Club Welfare Officers, Referee Secretaries, etc) d. Provide bite-sized resources for new clubs and volunteers to use to get set up appropriately e. Explore partnerships with new organisations to connect to different audiences (e.g. Coach Core, FIFA Forward, etc) 	<p>Medium term</p>
<p>5.2 Support those running the game to learn and develop</p>	<ul style="list-style-type: none"> a. Develop a 'best in class' coach development and CPD membership programme for London coaches, aligned to the FA's coach education pathway, to encourage the sharing of good practice and peer support. b. Deliver an annual coach conference, in partnership with neighbouring County FAs and our London FA Council. c. Provide a comprehensive referee education and training programme, to support new and existing referees as they settle into their refereeing role. d. Ensure that referee progression and retention strategies are aligned to the needs of grassroots football in London. e. Explore the professionalisation of large clubs and leagues and determine the appropriate support from London FA 	<p>Short term</p>

5. DEVELOP A VALUED NETWORK OF COACHES, REFEREES & VOLUNTEERS



LONDON FOOTBALL

OBJECTIVE	INTERVENTION	TIMEFRAME
5.3 Improve the diversity of those running the game	<ul style="list-style-type: none">a. Evolve the coach and referee education projects targeted at an Asian/British Asian audienceb. Promote workforce opportunities through targeted partner groups set out through our stakeholder strategyc. Expand the 100FC programme to attract more female coaches to the gamed. Use the London FA Council and Youth Council to influence policy on attracting young people into football	Medium term

6. CREATE THRIVING COMMUNITY CLUBS



LONDON FOOTBALL

OBJECTIVE	INTERVENTION	TIMEFRAME
<p>6.1 Ensure clubs grow opportunities and provide a quality experience through England Football Accreditation to help them become more sustainable</p>	<ul style="list-style-type: none"> a. Support clubs with the transition from 1* to 2* to 3* accreditation based on a needs analysis for each club. b. Support clubs to apply for external funding and become 'asset' ready to take ownership of facilities. c. Develop a metric focusing on short and long-term success and what it that means to each club. d. Support non-accredited clubs to become accredited through a targeted campaign with a commercial partner and promoting the benefits of being Accredited. e. Provide tailored safeguarding / discipline support to identified clubs and leagues, based upon strategic need. 	<p>Medium-term</p>
<p>6.2 Support the current and future generation of club leaders</p>	<ul style="list-style-type: none"> a. Develop and deliver employability workshops to promote roles in football to inspire the next generation through embedding 'The Greater Game' initiative. b. Identify community leaders and local role models and work with them to encourage specific groups into the game. c. Deliver CPD opportunities to help club and league officials with the specific roles required for running a club / league 	<p>Medium-term</p>

6. CREATE THRIVING COMMUNITY CLUBS



**LONDON
FOOTBALL**

OBJECTIVE	INTERVENTION	TIMEFRAME
<p>6.3 Equip clubs to grow and thrive by working with leagues to develop a comprehensive support package.</p>	<ul style="list-style-type: none">a. Support leagues to re-invest finances to go directly back into their clubs.b. Support leagues to increase flexibility in adapting SCOR/Y such as kick-off times, playing venues, match based discipline, competition formats to suit their needs.c. Provide support when applying for external funding grants.d. Regular meetings and consultation with London FA leagues to understand their needs and develop new playing formats.	<p>Long-term</p>

7. CONNECT & SERVE PARTICIPANTS



LONDON FOOTBALL

OBJECTIVE	INTERVENTION	TIMEFRAME
<p>7.1 Improve our customer service and communications</p>	<ul style="list-style-type: none"> a. Deliver an annual customer service survey to members and review our existing customer service platform (hybrid email / phone response system) annually, based on this feedback b. Develop and publish a clear set of customer service principles, to include defined service level agreements and targets c. Monitor and reward good customer service internally d. Partner with the FA to deliver appropriate personalised and automated AI platform functionality, to allow members to resolve issues more quickly and efficiently 	<p>Medium Term</p>
<p>7.2 Make it easier to find information and opportunities to play, volunteer and learn</p>	<ul style="list-style-type: none"> a. Work with innovative football providers (e.g. Footy Addicts) to improve the digital customer experience and sign-post players to relevant opportunities b. Incentivise and support London FA members to use the EnglandFootball.com and London FA website for all information c. Provide education and training to London FA members on the use of the FA's grassroots football applications (e.g. MatchDay) 	<p>Ongoing</p>

7. CONNECT & SERVE PARTICIPANTS



LONDON FOOTBALL

OBJECTIVE	INTERVENTION	TIMEFRAME
<p>7.3 Increase the relevance of London FA to its members through creative and targeted communications</p>	<ul style="list-style-type: none"> a. Set out and publish an annual communication plan aimed at London FA members, to include coordinated campaigns and events such as London FA cups and annual awards evening and Council engagement b. Significantly expand London FA's digital reach and audience, by focusing on LinkedIn, X, Instagram and You Tube c. Partner with London FA clubs, leagues and Council members to promote their development and examples of good practice across all our channels d. Work with identified commercial partners and use their audiences to increase our reach and audience 	<p>Medium Term</p>
<p>7.4 Integrate London FA's Equality, Diversity & Inclusion work into the overall organisational strategy</p>	<ul style="list-style-type: none"> a. Review London FA's racial equality action plan and evolve its objectives and projects into London FA's wider strategy b. Achieve the equivalent of the Intermediate Standard, as part of the revised Equality Standard for Sport c. Manage a fully engaged and high-quality Inclusion Advisory Group to advise on all London FA's equality, diversity & inclusion work 	<p>Ongoing</p>

8. PROGRESS THE GAME'S GOVERNANCE



**LONDON
FOOTBALL**

OBJECTIVE	INTERVENTION	TIMEFRAME
<p>8.1 Develop and deliver a commercial strategy to increase income into London FA, to be reinvested into the grassroots game</p>	<ul style="list-style-type: none"> a. Set out and target identified commercial 'prospects' for investment into London FA, by taking a creative and ambitious approach to the delivery of the objectives in this strategy b. Set out an annual engagement plan for targeted London FA commercial partners, to build high-quality and sustainable relationships across the sector c. Set out and deliver an activation plan for all secured London FA partnerships, to ensure that London FA becomes recognised as an excellent organisation to partner with 	<p>Long Term</p>
<p>8.2 To modernise and refresh the London FA brand, to make the organisation more attractive to commercial partners</p>	<ul style="list-style-type: none"> a. Work with a specialist agency to set out a revised London FA brand, to include detailed stakeholder consultation and revise London FA's brand assets b. Seek commercial partners to support London FA to socialise its brand across identified channels c. Launch London FA's new brand and strategy via a targeted media and digital campaign 	<p>Short Term</p>

8. PROGRESS THE GAME'S GOVERNANCE



OBJECTIVE	INTERVENTION	TIMEFRAME
<p>8.3 Promote the highest levels of governance across the grassroots network</p>	<ul style="list-style-type: none"> a. Meet the FA's revised Code of Governance for County FA's b. Work with London FA Board, Council and wider members to review London FA's appointment and recruitment practices, to ensure it continues to run best-in-class appointment process for all professional and voluntary roles c. Cascade good governance practice, and in particular diversity requirements, down through our key leagues and clubs and Committee / Working Groups d. Continue to adhere to the FA's Safeguarding 365 Standard and to embed safeguarding across all areas of the business e. Ensure that the London FA Board, Council, Committees, Working Groups and staff meets our minimum diversity targets (a minimum of one third from a different gender / racially minoritized groups) 	<p>Ongoing</p>
<p>8.4 To modernise and ensure we support people to effectively deliver our strategy</p>	<ul style="list-style-type: none"> a. Develop and implement a People Plan for London FA staff and volunteers, to include recruitment and retention plans and training and development opportunities aligned to the organisation's required skills and experience b. Develop and deliver a specific Health & Wellbeing strategy for the staff team 	<p>Medium-Term</p>

The high-level objectives and interventions will be developed into detailed annual operational plans



For ALL Upgrade

Search...

You have limited access to Smartsheet. [Upgrade to use premium features](#)

File Automation Forms Connections

23/24. London Delivery Tactics

Share

Grid View Filter Arial 8 B I U S A

	Category	Delivery Tactics	Tactical Output	Current Position	Progress Commentary	Officer Responsible	Estimated Completion Date	Budget Allocated	Budget Source	Budget Spent	Budget Remaining
1	Drop down menu for Counties to customise headings against tactics and create themed reports	The delivery tactic pillars and supporting areas against the Grassroots Strategy	What outputs will the tactic deliver	What is the current status of the tactic (RAG)	What is the current update on the tactic	Who is the officer responsible	What date is the tactic expected to be delivered	How much budget has been allocated to the tactic	What is the budget source (optional) (e.g. underspend from previous yr etc)	How much budget has been spent against budget allocated	How much budget is remaining
2		Male Participation									£0
3		Youth Male									£0
4	Male	a) Retention of the current male number of players (56,496)	xxx (xx%) youth male players retained (*data according to the Players by Age and Group tab in PowerBI)	●	Numbers are currently strong for the male pathway (71,528). Currently working with the remaining disability teams to affiliate over the coming weeks. These do normally start later in the season	AB Aquila Burgess	30/06/24	£10,000	External grant income	£8,000	£2,000



LONDON FOOTBALL

