

**The FA**



**FOR ALL**

**FA Council Annual Report**

**2024 - 2025**

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## **Introduction**

We are pleased to share this year's FA Council Annual Report for the 2024/2025 season.

The FA Council's role is to "futureproof the game for all" and as such, it provides a vital component of The FA's governance structure. This report reflects our commitment to transparently share Council's work with anyone who has an interest in the outcomes.

Our 120 members represent a carefully curated mix from County Associations and Leagues and Clubs from the men's and women's professional and semi-professional games. They also represent Education, Disability and Youth Football, Match Officials and a range of stakeholders from across the ecosystem, including the Football Supporters' Association (FSA), the League Managers' Association (LMA) and the Professional Footballers' Association (PFA).

Council is structured to reflect the priorities of the entire game. Through its diverse representation, it ensures a 'voice for all' in football, addressing the needs, concerns and priorities of every stakeholder across the game, providing strategic input to the issues that impact the sustainability of English football.

The 2024/2025 Report highlights progress on multiple strategic initiatives and also includes summary reports from FA Committees. These reports illustrate the breadth and depth of activities that support our game.

So many Council members voluntarily contribute their time to these committees, and for that, we are extremely grateful.

In full transparency, this 2024/2025 FA Council Annual Report will be published on The FA website.

**Debbie Hewitt MBE**  
**FA Chair**

## FA Council Annual Report 2024-2025

### **CHAIR'S REPORT**

2024/2025 was a phenomenal year for English football.

The Lionesses claimed the UEFA Women's EURO title for the second consecutive time — and, for the first time for any senior team, on foreign soil. This outstanding achievement was made by a team that continues to win hearts and minds every time they step on the pitch. Our Men's Senior team earned promotion to UEFA Nations League A, while the Men's U21s defended their UEFA U21 EURO title with back-to-back wins. Before 2023, it was a competition they had not won since 1984.

In Para football, the Powerchair Squad had a clean sweep against the Home Nations, and the women's blind football team won the IBSA Women's Blind football cup beating Sweden 2-0 in the final.

Whilst the England teams delivered on the pitch, the work of Council ensured that English football can continue to develop and grow in future.

2024/2025 was The FA Council's first full season following implementation of the changes arising from the Council Review which had been agreed in the previous season. This transitioned the Council from its historical decision-making function to a more consultative role, where we utilise the skills, knowledge and experience of the Council membership by proactively seeking their input on how we deliver services to the game.

The FA Council met 4 times during the season, with 2 meetings in person at Wembley (July and November 2024), an in-person meeting at St. George's Park (May 2025) and an online meeting (February 2025).

### **STRATEGIC HIGHLIGHTS**

Set out below is a summary of the main topics discussed by Council.

#### **Grassroots Football Strategy 2024-2028 & Grassroots 2040**

We provided the Council with an overview of our Grassroots Football Strategy for the 2024-2028 period. Over 15m people across England play football regularly and we rely on 1m volunteers to support the grassroots game. Our Grassroots Football Strategy is therefore key to ensuring that this level of the game is supported, developed and future proofed. The Strategy is built around the themes of introducing new and varied playing opportunities, growing the women's and girls' game, improving facilities, tackling poor behaviour and developing the network of coaches, referees and volunteers. There is also a strong focus on supporting our thriving community clubs, serving our participants with modern and fit for purpose digital platforms, and ensuring that the highest levels of governance are adhered to. Council provided an important voice in the development of this Strategy.

Looking further ahead, Grassroots 2040 is the vision we are developing which will determine how we deliver football in different parts of the country through our County Football Associations by 2040. County FAs have a proud history of supporting the game at a local level, since they were formed in the late 1800s. As the game continues to grow and demands on County FAs change, we are taking the opportunity to assess how we can transition the role of County FAs away from the provision of administrative services, to a more developmental role with increased relevance and levels of engagement in their respective areas.

The National Game Board (our senior committee with oversight of the grassroots game) will play a critical role in progressing this project, and we will keep other members of Council updated on a regular basis to ensure that the different stakeholders of the game are clear on the feedback received from the ongoing consultation process and the positive outcomes for the game which the project will deliver.

### **2035 FIFA Women's World Cup Bid**

One of The FA's strategic objectives is to grow the women's and girls' game, and we believe that hosting the 2035 FIFA World Cup will provide an opportunity to shine a light on women's football in the same way that hosting the 2022 UEFA Women's European Championships did. For this reason, we informed FIFA of our intention to bid, with the Home Nations, to host the 2035 FIFA World Cup.

We have kept the Council apprised on progress with the bid which is due for submission in November 2025. Additionally, we have used the Council to generate ideas and initiatives which we could include in our legacy programme, to showcase the growth in the women's game and inspire others to play, coach, referee and support.

The vote to host the 2035 FIFA World Cup will take place at the FIFA Congress to be held in Vancouver in April 2026.

### **Refereeing and Participant Behaviour**

Ahead of the 2023/2024 season, we consulted with Council on a range of new sanctions at the grassroots level of the game to improve the conduct of those who play, coach and support. At the professional level, referees were empowered to act where the behaviour of players and coaches fell below expected standards. Additionally, we consulted with Council on the development of The FA Refereeing Strategy which focusses on improving the experience of being a referee, enhancing their performance and development and making refereeing more inclusive.

One year on from this, we felt it was important to share progress both on the implementation of the new Refereeing Strategy and the impact of the new sanctions on player and coach behaviour. In the professional game, we have seen a significant increase in yellow cards for dissent and Technical Area conduct across the Premier League, EFL and Women's Super League but we are seeing evidence that the new approach is having the desired effect, with fewer incidents of players surrounding referees and mass confrontations. Grassroots officiating included the successful trailing of bodycams and the introduction of the ability to remove affiliation for repeated poor behaviour (penalty point accumulation), which has had a positive impact.

### **Other Strategic Sessions and Annual Updates**

Council was also given updates on:

FA Safeguarding Strategy 2024-2028

FA Financial Statements for the 2023/2024 Year

Preparation for the 2025 UEFA Women's European Championships

### **Council Training**

As part of the FA's organisation wide EDI learning and development programme, Council participated in a session on "Embracing and Valuing Difference at The FA", an area that Council members felt needed refreshing. The objective of the session was to explore the behaviours which promote inclusion and value differences, build confidence in challenging exclusion and discrimination and to promote a culture within the Council of inclusion and respect for all.

## **THE PEOPLE AGENDA**

### **Charlton and Hope Awards**

In 2023 / 2024 we launched two Council Awards to recognise excellence in the game. The Charlton Award, named after Sir Bobby Charlton, is the Professional Award and it reflects his significant legacy to the game.

The Hope Award, named after Charlotte Hope, is the Grassroots Award, honouring a young volunteer who tragically lost her life and was a formidable force in using football to positively change the lives of those less fortunate.

All Council members had the opportunity to make two nominations for the 2024/2025 season, for the Professional Game and Grassroots. Nominees could include anyone in football making a substantial contribution to futureproofing the game.

We were delighted to announce **Paul Stewart** as the winner of the Charlton Award. Paul is a former professional footballer whose career spanned almost 20 years playing for ten clubs. He represented England at various levels including three full international caps.

Unfortunately, in achieving his dream of becoming a professional football player, Paul was the victim of child abuse by a former coach. Paul, along with several other professional footballers who were also victims of historic child abuse by former coaches, made a brave decision to go public about their abuse. Paul now dedicates his life to promoting and teaching safeguarding, and in receiving the Charlton Award, has been recognised as an inspiration to us all in his drive to make sure that everyone can enjoy playing football in a safe and welcoming environment.

We were also delighted to announce **Chris Brown** as the winner of the Hope Award for his role in shaping the future of grassroots football, particularly in inclusion and accessibility. In 2019, Chris' life took an emotional turn when Amber, a player within his club, Horsford FC, suffered with cancer and sadly passed away. Chris, together with Amber's family, set up "Amber's Army", a charity supporting Norfolk families facing terminal childhood cancer. The charity creates joyful experiences and emotional support for families in their darkest times. Today, Chris is a trustee of Amber's Army, playing a key role in fundraising and awareness efforts. The Amber's Army logo is proudly displayed on every Horsford FC kit, keeping her legacy alive.

### **Council Leavers**

Thanks go to our colleagues who have stepped down from Council this season. Long servers Sue Hough MBE (Women's Football Conference), Peter McCormick OBE (Premier League) and Thura KT Win JP (Sussex FA) gave many years of valuable input to the FA Board and Council, and we are very grateful for their individual contributions.

In addition, the following Council Members retired either during or at the end of the season:

David Crick (Referees' Association)

Chris Gordon (Football Communities Representative)

Mark Ives (National League)

Tan Kesler (EFL)

Angus Kinnear (EFL)

Thomas Lamberth (FA Youth Council)

Sally Lockyer (Surrey FA)

Paul Mallett (Hertfordshire FA)

Alan McTavish (Women's Super League)

Richard Neal (Suffolk FA)  
Steve Ord (Northumberland FA)  
Fleur Robinson (Divisional Representative)  
Marvin Robinson (English Schools' FA)  
Roy Schafer (Gloucestershire FA)  
Prof Robina Shah DBE (Football Communities Representative)  
Bibi Steinhuis-Webb (Professional Game Match Officials Ltd)

We thank each for their contributions to the Council.

### **Former Council Members**

On behalf of all Council colleagues, I also want to pay tribute to those former members of Council that passed during the year. Their wisdom and experience helped to make The FA what it is today, and we will be forever grateful for their interest, commitment and camaraderie. Each will be sadly missed.

Brian Adshead (representative for Staffordshire FA 1997 to 2024)  
Duncan Bayley (Divisional Representative 1996 to 2012)  
John Taylor (representative for Middlesex FA 2015 to 2025)  
Lord Herman Ouseley (Race Equality Advisory Group 2008 to 2012)  
Mike Birt (representative for North Riding FA 2006 to 2015)  
Uriah Rennie (representative for Sheffield & Hallamshire FA 2019 to 2021)

Along with legions of English fans and supporters, we also regret the sad passing of former England players Kevin Campbell and Tommy Banks and former England Head Coach, Sven-Göran Eriksson and former England Assistant Coach, Craig Shakespeare.

They each leave not only a positive legacy to the game but enriched many people's lives.

### **FA CUP TOURNAMENTS**

It has been another tremendous year for our FA Cup competitions. The 144<sup>th</sup> Emirates Men's FA Cup concluded with an exhilarating final and Crystal Palace added a new name to the cup after beating Manchester City 1-0 and collecting their first ever major trophy.

In the 55<sup>th</sup> Adobe Women's FA Cup, Chelsea beat Manchester Utd 3-0 and picked up their record-breaking sixth FA Cup, completing a domestic treble.

The FA Youth Cup saw Aston Villa U18s beat Manchester City U18s with a convincing 3-1 win at Villa Park.

The FA Vase featured AFC Whyteleafe v Whitstable Town, with Whitstable delivering a 2-1 victory. The FA Trophy featured Aldershot Town and Spennymoor Town, with Aldershot running out as 3-0 winners in their debut at Wembley.

The FA Sunday Cup was held at Stadium MK in Milton Keynes, where Highgate Albion cruised to a 3-0 victory over North Solihull Athletic.

Congratulations to all participants. We'd like to thank the FA Challenge Cup Committee, Women's Football Board, Steps 1-4 Operational Committee and Steps 5&6 Operational Committee for the substantial work put in to delivering these fantastic competitions, as well as the Executive team for their work in supporting the Committees.

The Disability Cup Final weekend took place in June at St George's Park. It brought the thrills, skills, and extraordinary passion of para players at the top of their game, with six cup finals across one weekend, including the Partially Sighted (Birmingham Futsal v Merseyside), Amputee (Chelsea FC Foundation v Everton in the Community), Blind (The Royal National College for the Blind v West Bromwich Albion Blind FC), Cerebral Palsy (Cerebral Palsy North West FC v Chelsea FC Foundation), Powerchair (Aspire PFC v West Bromwich Albion PFC) and Deaf football (Barnet Deaf FC v St. John's Deaf FC).

Our congratulations to the winners - Birmingham Futsal, Chelsea FC Foundation, West Bromwich Albion Blind FC, Cerebral Palsy North West FC, Aspire PFC, St. John's Deaf FC respectively.

I would like to thank the Disability Football Committee for their oversight of these inspiring tournaments and the contribution to the fans. Equally, much thanks to the Executive team for their sustained efforts in leading the progression of the para game.

### **THE 2025-2026 SEASON**

As we look forward to next season, alongside our regular business, Council will be focused on a further series of governance reforms as part of Council Review 2.0 (the second phase of the Council Review). Additionally, we will focus on strategic developments in the game such as the establishment of the Independent Football Regulator, our bid to host the 2035 FIFA Women's World Cup, progress with the Grassroots 2040 project and the development and investment in St George's Park, our National Football Centre.

Finally, I want to record my appreciation for the continued work, dedication, and commitment of my Council colleagues. Each member is playing a fundamental role in futureproofing the game.

**Debbie Hewitt MBE**  
**FA Chair**  
**13 October 2025**

**Council Expenditure  
Season 2024 -2025**

<b>Current Council Expenditure</b>	<b>2024-2025 £k</b>	<b>2023-2024 £k</b>
Attendance Allowances - Council	42.9	56.6
Attendance Allowances - Committees	145.4	161.8
Travel	118.0	99.3
Accommodation	47.5	32.7
Council Tickets and Hospitality	452.3	384.9
* Ambassadorial Duties	0	10.7
**Council Meetings - Event Costs	18.6	26.3
Recognition Awards	9.4	11.0
***Council Staff and Admin Costs	145.0	144.0
<b>TOTAL</b>	<b>979.1</b>	<b>927.4</b>
<b>Fellowship Expenditure</b>		
Fellowship Tickets and Hospitality	134.7	116.0
<b>GRAND TOTAL</b>	<b>1,113.8</b>	<b>1,043.4</b>

\* These are the costs associated with Council Members who travel with various England teams to represent The FA at matches and tournaments

\*\* Including technology and catering

\*\*\* Notional time allocated for FA Chair, Company Secretary and Admin support

**Overview**

These are the direct costs associated with running Council and the associated Fellowship programme. They do not include any indirect allocation of costs. We publish them in the spirit of transparency. They are unaudited.

Council Members can claim an allowance for attendance at meetings of The FA Council or any committees to which they are appointed. In addition, they can claim any travel and subsistence expenses which they incur, to attend meetings.

Council Members and Fellowship Members can attend England and FA matches held at Wembley Stadium, including a guest. We have identified a notional cost for tickets and hospitality which has enabled us to produce an overall cost for matches attended in the season. The increase in costs between the 2023/2024 and 2024/2025 season relates to more matches being held in the year (14 in 2024/2025 compared to 12 in 2023/2024) an increase in the membership of the Fellowship, an increase in the attendance at those matches and an increase in ticket pricing for FA Cup matches.

The Fellowship of Council is an honorary membership scheme first introduced in 2017 and awarded to former Council members who meet minimum length of service criteria. As the number of members of the Fellowship increases annually, the costs associated with match tickets and hospitality will increase. We have introduced changes to the benefits that go with membership of the Fellowship so that from 2032 these costs will start to reduce.

**Richard McDermott**  
**FA Company Secretary**  
**13 October 2025**

## **Council Members 2024-2025**

### **Voting Members**

#### **Chair**

Debbie Hewitt MBE (2022)

#### **Chief Executive Officer**

Mark Bullingham (2019)

#### **Divisional Representatives**

1. Gavin Perry (2021), Ashington FC
2. Mark Turner, (2022) Accrington Stanley FC
3. Andrew Shaw (2009, 2012), Altrincham FC
4. Vacant
5. Paul Douglas (2021), Rotherham Utd FC
6. Phil Hough (2012-2014, 2024), Scunthorpe Utd FC
7. Craig Johnson (2021), Aveley FC
8. Christopher Reeves (2012), Poole Town FC
9. Aron Sharpe (2017), Wingate & Finchley FC
10. Kelly Discipline (2024), Erith & Belvedere FC

#### **County Association Representatives**

Amateur Football Alliance	Jonathan Leese (2018)
Army	Graham Brookland (2023)
Bedfordshire	Alan Young (2023)
Berks & Bucks	John Horsley (2022)
Birmingham	Kevin Shoemake (2022)
Cambridgeshire	Philip Hill (2020)
Cheshire	Colin Garlick (2018)
Cornwall	Geoff Lee (2005)
Cumberland	Ben Snowdon (2023)
Derbyshire	Frank McArdle MBE (2008)
Devon	Thomas Sampson (2017)
Dorset	Stephen Whittle (2009)
Durham	John Topping (2007)
East Riding	John Suddards (2013)
English Schools	Mike Coyne (2025)
Essex	Andrew Chaplin (2021)
Gloucestershire	Hitesh Patel (2025)
Hampshire	Neil Cassar (2017)
Herefordshire	Paul Tompkins (2015)
Hertfordshire	Karl Lingham (2025)
Huntingdonshire	Mark Frost (2005)
Independent Schools	Susannah Abbott (2022)
Kent	Daryl Haden (2024)
Lancashire	David Flory CBE (2023)
Leicestershire & Rutland	Joe Dunmore (2023)
Lincolnshire	Shan Jaehrig (2019)
Liverpool	Ian Wild (2021)
London	Yashmin Harun BEM (2021)
Manchester	Colin Bridgford (2016)
Middlesex	Kayleigh Saunders (2025)

Norfolk	Michael Banham (2021)
Northamptonshire	Neil Griffin (2022)
North Riding	Barry Casterton (2020)
Northumberland	Andrew Cook (2025)
Nottinghamshire	Elaine Oram (2007)
Oxfordshire	Christine Kane (2023)
Royal Air Force	Wg Cdr Joan Ochuodho (2023)
Royal Navy	Steve Johnson (2014)
Sheffield & Hallamshire	Martin Gilmour (2021)
Shropshire	David Simpson (2007)
Somerset & Avon	Philip Chaplin (2020)
Staffordshire	Adam Evans (2022)
Suffolk	Phil Lawler (2025)
Surrey	Soye Briggs (2024)
Sussex	Georgia Rooney (2025)
Westmorland	Peter Ducksbury (2018)
West Riding	Mark Heap (2024)
Wiltshire	Simon Russell (2024)
Women's Football Conference	Harriet Miller (2023) and Paul Preston (2025)
Worcestershire	Nichola Trigg (2023)

#### **Representatives of The Premier League**

Paul Barber OBE (2016-2017, 2018), Brighton & Hove Albion FC  
 Rebecca Caplehorn (2016), Tottenham Hotspur FC  
 Rebecca Britain (2019), Manchester Utd FC  
 Cliff Crown (2021), Brentford FC  
 Nicholas Randall KC (2020), Nottingham Forest FC  
 Richard Garlick (2014-2016, 2022), Arsenal FC  
 Dharmash Mistry (2023), Premier League  
 Tony Scholes (2025), Premier League

#### **Representatives of The English Football League**

Rick Parry (2019), Football League  
 Zoe Webber (2021), Norwich City FC  
 Neil Bausor (2022), Middlesbrough FC  
 Liam Dooley (2025), Shrewsbury Town FC  
 Steve Curwood (2016), Fleetwood Town FC  
 Liam Scully (2024), Lincoln City FC  
 Jon Flatman (2024), Barnsley FC  
 1 x vacant

#### **Other Representatives**

The National League	Steve Thompson MBE (2013-2014, 2015-2016, 2021), Phil Alexander (2012/2013, 2014-2017, 2018-2022, 2025)
The Northern Premier League	Mark Harris (2016)
The Southern League	David Martin (2011-2014, 2023)
The Isthmian League	Nick Robinson (2008)
Referees' Association	Helen Conley (2025)
Professional Game Match Officials	Rebecca Welch (2024), Howard Webb MBE (2023)
General Referees Representative	Jason Lee (2025)
League Managers' Association	Lindsay Gordon (2023)
Professional Footballers Association	Maheta Molango (2022)
Supporters' Representative	Chris Paouros (2021), Tom Greatrex (2018)

Disability Football Representative	Colin Chaytors (2008), David Clarke OBE (2017)
Disability Football Match Official	Vacant
British Universities College Sport Association of Colleges	Samantha Bell-Minogue (2023) Joanne Maher (2019)
FA Youth Council	Joel Moore (2025)
National League System Steps 5 and 6 Futsal	Denise Richmond (2020) & Chris Conlon (2024) Graeme Dell (2017) & 1 x Vacant
FA Women's Super League	Charlotte O'Neill (2025)
FA Women's Championship	Lee Sanders (2020)
Women's Football (Tiers 3&4)	Flo Allen (2024)
Women's Football (Tiers 5-7)	Greg Petts (2020), Chris Morton (2024), Ian Walkom (2024)
Football Communities Representatives	Deji Davies, Jimmy Khan, Alex Baker, Kim Mundy, Aji Ajibola, Sarah Walters, Nuala Walsh

**Total Voting Members: 111**

### **Non- Voting Members**

#### **Life Vice-Presidents**

Geoff Thompson, OBE, JP (1979), Sheffield & Hallamshire FA  
 John Waterall (1986), Nottinghamshire FA  
 Chris Saunders (1982), Independent Schools FA  
 Maurice Armstrong (1985), Huntingdonshire FA  
 Peter Hough (1988), Dorset FA  
 David Henson (1986), Devon FA  
 Brian Walden (1991), Northamptonshire FA  
 Barry Taylor (1991), Barnsley FC

#### **Vice-Presidents**

Peter Clayton (1997), Middlesex FA

**Total Non- Voting Members: 9**

**Total Members: 120**

## **Committee Reports and Chairs**

Disability Football Committee – Colin Chaytors  
Football Regulatory Authority – Lord David Wolfson KC  
Inclusion Advisory Board – Deji Davies  
People and Culture Committee – Debbie Hewitt MBE  
Referees’ Committee – Alex Baker  
Women’s Football Board – Sue Hough MBE

### **Professional Game**

Professional Game Board – Rick Parry  
FA Challenge Cup Committee – Paul Douglas

### **National Leagues Pyramid**

National Leagues Pyramid Board – Jack Pearce MBE  
NLS Steps 1-4 Operational Committee – Mark Harris  
NLS Steps 5 & 6 Operational Committee – Mark Frost  
Women’s National League Committee – Sue Hough MBE  
Women’s Football Pyramid Committee – Elaine Oram  
Stadium Accreditation Committee – Mark Harris

### **Grassroots**

National Game Board – Sue Hough MBE  
Affiliated Associations Committee – Colin Bridgford  
Facilities Expert Advisory Committee – Peter Dicksbury  
Football Development Committee – Professor Jo Maher  
Grassroots Football Advisory Group – Neil Cassar

**Disability Football Committee  
FA Board Sub-Committee  
2024-2025**

**Chair**

Colin Chaytors - Disability Football Representative

**Members**

David Clarke OBE – Disability Football Representative  
Jill Crompton - Independent  
Chris Gordon - Football Community Rep (until February 2025)  
Shan Jaehrig – Lincolnshire FA  
Jimmy Khan – Football Community Rep  
Andrew Marriott - Independent  
Dame Robina Shah DBE – Football Community Rep

**Co-opted Members**

Ray Ashley – Activity Alliance  
Oliver Eadsforth - Independent  
Jeff Mostyn – AFC Bournemouth

**Purpose of the Committee**

The Committee’s role is to consider all policy matters relating to the development of disability football and to oversee the development of disabled players through the FA Disability Football Pathway from grassroots to elite. The consideration of performance of football in achieving participation targets is a key role for the committee, supporting any changes in approach that may be required.

The Committee also has responsibility for proposing amendments to the Rules and Regulations affecting disability football and its associated competitions appointing members as required to Local Organising Committees of international tournaments held in England and representing The FA as appropriate.

**Sub Committees**

- FA Disability Cup

**Number of Meetings**

Meetings	2024-25	2023-24
Disability Football Committee	4	4
FA Disability Cup	6	5

**Activities and Achievements – Season 2024-25**

- Recruited 2 new co-opted and independent committee members to match the objectives and vision for the committee
- Performance managed activities designed to meet the FA objective of increasing participation in football
- Launched the new disability strategy for 2024-28, fully embedded within FA Strategy
- Maintained the funded partnerships with Wheelchair FA, CP Sport and Special Olympics GB, providing strategic leadership via the employment of a football development officer within each organisation
- Delivered the expansion and development of the EE Disability FA Cup as England’s primary disability football competition
- Elite squad performance – achieving 4 podium finishes and improved international rankings

Other topics considered during the season included:

- Review of the Committee Terms of Reference
- Improving links to walking football and the continued expansion of the associated programmes
- Developing the Disney inspired Shooting Stars SEND and Project B1 for schools with 116 schools fully trained and 99 projects rolled out during the season
- Greater alignment of practices across FA divisions and links to the work of the FA IAB

#### **Objectives – Season 2025-26**

- The recruitment of an independent chair of committee ready to take over from the start of season 2027/2028
- The recruitment of an additional independent advisor specialising in elite and Para sport
- The establishment of a advisory/working group focused on the elite pathway, helping develop a clear set of objectives for Para Football and providing support and guidance to the Team
- Full launch of the Comets in School Programme
- Incremental launch of the Just Play reimagined programme
- Development and launch of a Neurodivergence Inclusion in Football Workshop – designed to enhance the inclusive experience of neurodivergent individuals within the sport
- Recruiting more disabled coaches, officials and County FA board members
- Working with Referees Committee to promote greater inclusion and understanding of disability within this area of the game
- Developing a closer working relationship with the FA IAB to ensure that disability is considered when agreeing all policies, procedures and programmes including in their work with the Professional Game and the needs of neurodiverse spectators

Colin Chaytors

**Chair, Disability Football Committee**

**13 October 2025**

**Football Regulatory Authority  
FA Board Sub-Committee  
2024-2025**

**Chair**

Lord David Wolfson KC - Independent Commissioner

**Members**

Nick Robinson – NG Rep, Isthmian League  
 Alan Young - NG Rep, Bedfordshire FA  
 John Topping – NG Rep, Durham County FA  
 Zoe Webber – EFL, Norwich City  
 Paul Douglas – EFL, Rotherham United  
 Rebecca Caplehorn – Premier League, Tottenham Hotspur  
 Tony Scholes – Premier League  
 Sir Ian Johnston – Independent Commissioner  
 Shola Ameobi - Independent Commissioner  
 Geneieve Gordon-Thomson - Independent Commissioner  
 Mark Ives, NG Rep, National league (retired mid-season)  
 Peter McCormick OBE, Premier League (retired mid-season)  
 Vacancy – 1 x Independent Commissioner

**Purpose of the Committee**

The FRA is established by FA Board as a division of The FA, as the regulatory, disciplinary and rule-making authority. The FA Board, on behalf of The FA, delegates to the FRA the right to administer and exercise the powers and functions of The FA contained in Rules E to L (inclusive).

**Sub Committees**

- Stakeholders Consultation Group – This is a consultation group comprising representatives of the Premier League, EFL, National League, Women’s Super League, Professional Footballers’ Association, League Managers’ Association and Professional Game Match Officials Limited. The group convenes to discuss disciplinary issues affecting the professional game.
- Grassroots Disciplinary Advisory Working Group – This is a new working group which will discuss disciplinary issues in the grassroots game and report back to FRA. This group’s first meeting will be in season 2025/2026.

**Number of Meetings**

Meetings	2024-25	2023-24
FRA	6	6
Stakeholder Consultation Group	2	4

**Activities and Achievements - Season 2024-25**

- Considered and approved changes to FA Rules, including The FA’s Rules on authorising competitions and matches.
- Considered and approved changes to FA Regulations.
- Considered and approved improved and streamlined on-field disciplinary processes.
- Discussed current disciplinary and integrity issues affecting both the professional and grassroots game.
- Considered the impact of the Participant Behaviour programme.
- Worked on Grassroots Discipline issues including, sanction guidelines, complaints processes, publication of written reasons, the introduction of single person panels for some cases and improvements to the Football Debt Recovery process.

- Discussed key disciplinary and integrity cases and case statistics.
- Appointed a new Independent Judicial Panel Chair, and Deputy Judicial Panel Chairs for a three-year term.
- Appointed The FA's Judicial Panel for a three-year term.

**Objectives – Season 2025-26**

- Monitor The FA's handling of disciplinary and integrity cases.
- Consider the future role and constitution of the FRA.
- Consider whether any changes are required to FA Rules, Regulations, policies or procedures in relation to discipline and integrity.
- Consider whether any changes are required to sanction guidelines for a range of offences including betting and media comments.
- Review the outcome of any significant disciplinary cases.

Lord David Wolfson

**Chair, Football Regulatory Authority**

**13 October 2025**

**Inclusion Advisory Board  
FA Board Sub-Committee  
2024-2025**

**Chair**

Deji Davies - Football Communities Representative

**Members**

Sanjay Bhandari, MBE - Kick it Out (KIO)

Chris Paouros - FSA, PL

Nuala Walsh - World Athletics, LSE

Paul Bickerton - CEO, London FA

**Purpose of the Board**

The Board is the strategic advisory group for the FA Board and Executive across the breadth of the EDI (Equity, Diversity and Inclusion) landscape, supporting and steering the creation and delivery of The FA's EDI strategy.

**Sub Committees**

None

**Number of Meetings**

Meetings	2024-25	2023-24
Inclusion Advisory Board (IAB)	4	4

**Activities and Achievements - Season 2024-25**

Following the hire of a fifth IAB member in April 2025, the final phase of modernising the IAB was completed, with the addition of expertise from grassroots football. This move reiterates the evolution from a membership based on representing protected characteristics to one of individuals possessing a broader set of relevant skills and experience. In its current form, the IAB is now well equipped to support and challenge The FA Executive in strategy development and serve as ambassadors for our work in the game.

During the season we have:

- Helped shape the inaugural professional game Leadership Summit held at Wembley in November 2024.
- Provided input on the development and execution of FA Rule N Mandatory reporting, ensuring all ninety-two professional clubs published workforce and coaching diversity demographics on a two-year cycle. All ninety-two clubs met the June 1<sup>st</sup> 2025 deadline.
- Provided trusted counsel on a range of key areas in the sphere of inclusion. For example: consultation on the recent Supreme Court Ruling on sex and gender which led to the FA changing its policy position on the participation of Transgender people in English football. The IAB provided expert support on managing communication and subsequent stakeholder engagement. Our support has extended into helping redesign the FA's work on LGBT inclusion moving forward, leading to a move away from Stonewall's annual Rainbow Laces Campaign.
- Participated in think tank discussions aimed at tackling underrepresentation of ethnic minorities in refereeing, coaching and senior executive roles across the game.
- Maintained a strong relationship with the Chair of KIO through his role on the IAB, KIO is an influential anti-discrimination body in football and both organisations benefit from the other being successful.

### **Objectives – Season 2025-26**

With the updated terms of reference now bedded in, focus returns to establishing greater connectivity with areas of the game not represented strongly enough at IAB level historically, namely grassroots football and disability football. We plan to address this with a more formalised interaction with the Disability Football Committee, planned for 2026.

Alongside our business-as-usual activities, we have set ourselves the following objectives:

- Input on the development of the FA's new LGBT inclusion activation in 2026
- Establish strong links with Disability Football Committee - Attendance of Colin Chaytors at IAB meeting and vice versa re Deji Davies
- Play a core role ensuring that mandatory reporting in the professional game is used as a platform to drive actions that improve representation on the stubborn challenges in the professional game, with continued support for the FA's second professional game EDI Summit in November 2025
- Work with FIFA to continue integrate anti-racism strategy across the game globally, should the opportunity present itself
- Collaborate with Stakeholder groups to help drive greater diverse representation of refereeing at the top of the game

Deji Davies

**Chair, Inclusion Advisory Board**

**13 October 2025**

**People and Culture Committee  
FA Board Sub-Committee  
2024-2025**

**Chair**

Debbie Hewitt MBE

**Members**

Paul Barber OBE – Premier League, Brighton & Hove Albion  
Samantha Bell-Minogue – British Universities Colleges Sport  
Lindsay Gordon – League Managers’ Association  
Tom Greatrex – Football Supporters’ Association  
Yashmin Harun BEM - London FA  
Steve Johnson - Royal Navy FA  
Geoff Lee – Cornwall FA  
Joan Ochuodho – RAF FA  
Steve Thompson MBE - National League  
Zoe Webber – EFL, Norwich City

**Purpose of the Committee**

The Committee’s role is to ensure that the skills and capabilities of Council are appropriate to meet its long terms objectives, ensuring that Council, all the various Committees and its membership reflect all areas of football and to be a guardian of the culture, ensuring that Council is a high performing, inclusive and modern organisation that adds meaningful value to the development of football.

**Sub Committees**

- Appointments
- Reward and Recognition

**Working Group**

- Council 2.0

**Number of Meetings**

<b>Meetings</b>	<b>2024-25</b>	<b>2023-24</b>
People & Culture	4	3
Appointments	1	2
Reward & Recognition	1	1
Council 2.0	5	-

**Activities and Achievements - Season 2024-25**

We refreshed the membership of the Committee ahead of the season. Jordan Liburd, Neil Cassar and Alex Baker stepped down and we appointed Geoff Lee and Joan Ochuodho.

During the season we have discussed and agreed: -

- Annual Report of Council & Committees – we reviewed the first version of the Annual Report to assess whether the content remained appropriate. We felt that this was a useful publication both internally and externally to demonstrate the important work that Council and the Committees carry out to run the game.
- Council 2.0 – The creation of a Working Group to lead the work on Council 2.0, the next iteration of Council reform. The scope of the project includes a review of the implementation of Council 1.0, FA Membership, and Council Succession, specifically 2026/27 when a number of current members will step down from Council.

- Committee Appointment Process – we reviewed the process by which Council Members are appointed onto the various committees. This is a process which has improved significantly in recent years, with more engagement with the Committee Chairs and better communication with Council ahead of the committee list being published.
- Council Diversity – through the Council Review, we set targets on how to further diversify the membership of Council. We discussed how we can work with the various stakeholders which appoint representatives onto Council to enhance the diversity of the pool of candidates that they each select from. We also noted that the high number of members reaching the end of their tenure at the end of the 2026 / 2027 season was an opportunity to further diversify Council's membership.
- Vice-Presidents – we agreed an approach to the appointment of Vice-Presidents through to the end of the 2026 / 2027 season when the position will be removed. This was shared with Council in May.
- Allowances & Expenses Policy – we reviewed the current policy and agreed that the National Leagues Pyramid Board should attract the same attendance allowance as the NGB and PGB.
- 2024 / 2025 FA Annual Report & Financial Statements – we discussed some of the content to be included in The FA's Annual Report regarding Director remuneration ahead of publication at the end of April.
- Honorary FA Membership – we nominated Sir Gareth Southgate and Hope Powell to become Honorary Members of The FA in view of their service to the game, which was approved by Council in May.
- Wembley Suite Hospitality – we discussed changes to the Wembley Suite dining experience ahead of proposing the change to a more informal hospitality set up and more relaxed dress code for the midweek matches. Following implementation, we reviewed some of the feedback received ahead of proposing extending this to all matches aside from the men's FA Cup Final.
- Code of Conduct – we discussed lessons learned following a Code of Conduct investigation and agreed a plan to implement with the relevant Committee.
- Council Member Culture and Engagement Survey – we discussed and agreed the content and the timing of the survey prior to circulation. We then reviewed the results and discussed the proposed actions ahead of presenting these to Council at the July meeting.
- Committee evaluation – we have agreed to carry out an evaluation of the effectiveness of the Committee at the end of the current season which is an appropriate time to review following two full seasons of being operational.

#### **Objectives – Season 2025-26**

- Council Member Survey – take forward the actions arising from the survey.
- Council Review 2.0 – take forward the actions arising from the Working Group.
- Allowances & Expenses – review the Policy.
- Committee Effectiveness Review – implement the actions arising from the review.

Debbie Hewitt MBE

**Chair, People and Culture Committee**

**13 October 2025**

**Referees' Committee  
FA Board Sub-Committee  
2024-2025**

**Chair**

David Crick - The Referees' Association (resigned 31 March 2025)

Alex Baker - Football Communities Representative (interim, from 31 March 2025)

**Vice-Chairs**

Alex Baker – Football Communities Representative (National Game Vice-Chair)

Howard Webb MBE – Professional Game Match Officials Limited (Professional Game Vice-Chair)

**Members**

Aji Ajibola – Football Communities Representative

Barry Casterton – North Riding CFA

Andy Chaplin – Essex CFA

Philip Hill – Cambridgeshire CFA

Jason Lee – Grassroots Refereeing Representative

Tom Sampson – Devon CFA

Sarah Walters – Football Communities Representative

Rebecca Welch – Professional Game Match Officials Limited

**Co-opted Member** – Jarnail Singh Gill

**Observer** – Maurice Armstrong – Life Vice-President

**Purpose of the Committee**

- Responsible for the licensing and regulation of match officials in England and in ensuring the FA meets its obligations under FIFA and UEFA statute in respect of match officials;
- Responsible for match official appointments to key FA competitions; and
- It is a forum that brings together the key delivery partners of referee administration and development (PGMOL, FA Refereeing and the County FA network), with a focus on key strategic issues relating to refereeing, including recruitment and retention, referee development, and equality, diversity and inclusion, from grassroots through to the professional game.

**Working Groups**

- Refereeing Equality For All (REFA)
- FIFA International List Nominations Group
- FA Competitions Appointments Group

**Number of Meetings**

<b>Meetings</b>	<b>2024-25</b>	<b>2023-24</b>
Referees' Committee	4	4
FIFA International List Nominations	3	3
FA Competitions Appointments	3	2
REFA	Steering Group – 3 National Game – Monthly Professional Game – 3 PGMO match officials – 3	-

### **Activities and Achievements - Season 2024-25**

The 2024-25 season marked the second year of the current FA Refereeing strategy “To Grow, Guide and Govern”, with progress against all three focus areas: Experience & Environment; Diversity & Inclusion; Performance & Development.

- In 2024/25, there was continued growth in overall referee numbers (39,269) with the highest recorded retention rate (82%) and highest number and proportion of Black and Asian match officials (4,144; 10.6%) and women match officials (3,425; 8.7%).
- Progress enabling progression through the pathway. Farai Hallam, Elliott Bell and Reubyn Ricardo all progressed from NLS to EFL Championship within 12 months; all women FIFA officials are now operating in men’s professional game.
- Proposals to restructure the development pathways for officials operating in the men’s and women’s NLS system to better support progression from grassroots to the professional game.
- Improvements made to the observation scheme for officials in the NLS. Work was also undertaken to improve and enhance the Level 4 to Level 3 observation form.
- Launched the Reflective and Representative campaign, with the aim of recruiting 1,000 referees from Black, Asian and Mixed Heritage (BAMH) backgrounds. This included a new mentoring partnership with BAMREF and TalentID events were held to identify talented BAMH officials and to accelerate their development.
- Supported the recruitment process of the National Talent Manager – Women’s Refereeing post, helping to increase the resources focused on developing female officials within the FA.
- Celebrated the achievements of Match Officials at the third annual Referee Recognition Awards, held at the National Football Museum in Manchester.

In addition to the business-as-usual functions the Committee:

- Improved its process and published guidance on its approach to appointing, renominating, and removing officials from the FIFA International Referee Lists.
- Implemented regulatory changes to judicial processes governing the conduct of match officials.
- Recruited a new Council member - Jason Lee - representing Grassroots Officials.
- Undertook a committee effectiveness review and adopted a new conflicts policy, as part of the implementation of the committee effectiveness review findings.

### **Objectives – Season 2025-26**

- Develop a new FA Refereeing strategy to commence from summer 2026, including holding a Referees’ Committee strategy event with FA Refereeing.
- Develop the framework for licensing and regulating match officials in England, including in relation to referee behaviours and discipline.
- Support the continued evolution of referee development, with a particular focus on grassroots and the women’s pathway.
- Develop the Committees’ understanding of key risks relating to the licensing and regulation of match officials, particularly in relation to safeguarding.
- Undertake a review of the REFA Working Group, with a view to improving and strengthening the embedding of inclusion in the Committee’s work.
- Ensure refereeing is a key part of the discussions relating to Grassroots 2040 and the future delivery model at grassroots level.

Alex Baker

**Chair, Referees’ Committee**

**13 October 2025**

**Women’s Football Board  
FA Board Sub-Committee  
2024-2025**

**Chair**

Sue Hough MBE – Women’s Football Conference

**Members**

Baroness Sue Campbell DBE – Directors Women’s Football (until December 2024)

Sue Day MBE – Director Women’s Football (from December 2024)

Danielle Every – Independent

Jason Lee – Professional Footballers’ Association

Harriett Miller – Women’s Football Conference

Elaine Oram – Chair, Women’s Football Pyramid

Eartha Pond – Independent

Gail Scott Spicer – Independent

John Taylor (deceased) until April 2025 – Chair, Women’s Talent Development

**Purpose of the Board**

The Board’s role is to ensure that the women’s and girls’ strategy is developed and delivered to the highest standard. The remit of the Board is to oversee all aspects of the women’s game – participation, coaching, refereeing, talent pathways, England teams, Women’s FA Cup, and competition pyramid (below Tier 6). Above Tier 6 now reports into the Women’s Football Pyramid Board and the Professional Leagues have their own Board and since August are their own separate entity.

**Sub Committees**

- Women’s FA Cup Discipline
- Women’s Talent Development

**Number of Meetings**

Meeting	2024-25	2023-24
Women’s Football Board	5	5

**Activities and Achievements - Season 2024-25**

- Development and launch of the 2024/2028 Women’s and Girl’s Football Strategy
- To oversee the delivery of the Adobe FA Women’s Cup and explore different formats
- Continued the preparations for the integration of work of the Women’s Football Board into the National Game Board and the Professional Game Board from Season 2025-2026
- Monitor the integration of the Women’s National League and the Women’s Pyramid Committee into the FA Pyramid Board
- To induct and support the new Director of Women’s Football into her role
- Ensure the Board continued to play its part in sustaining and driving the culture of the women’s game as it continues to evolve and develop.

**Objectives – Season 2025-26**

The representation of women’s football has been integrated into the Committees representing the various levels across the Pyramid, for example the Professional Game Board, the National Leagues Pyramid Board and the National Game Board and so the Women’s Football Board will cease to exist.

Sue Hough MBE

**Chair, Women’s Football Board**

**13 October 2025**

**Professional Game Board  
FA Board Sub-Committee  
2024-2025**

**Chair**

Rick Parry – EFL

**Members**

Peter McCormick OBE, Premier League – retired during season 2024/25

Tony Scholes - Premier League (replaced Peter McCormick)

Paul Barber OBE – Premier League, Brighton and Hove Albion

Rebecca Caplehorn – Premier League, Tottenham Hotspur

Cliff Crown – Premier League, Brentford

Peter Ridsdale – EFL, Preston North End

Neil Bausor – EFL, Middlesbrough

Charles Grant – EFL, Crewe Alexandra

**Observer** – Tom Greatrex – Football Supporters’ Association

**Purpose of the Board**

The Board is established as a committee of the FA Board and the FA Board has delegated power, subject to its ultimate decision, to undertake a number of functions including the following:

- All administrative and operational issues relating to the men’s FA Cup and the FA Community Shield, together with the FA Youth Cup, including the level of and conditions for distributions to clubs from the First Round Proper onwards.
- In relation to the England men’s representative U19, U21 and senior teams, administering the representative and ambassadorial roles at these matches.
- Deciding on the allocation and disbursement of the Professional Game Distributions, as defined in The FA constitution.
- Making recommendations to the FA Board in relation to all aspects of the Professional Game.

**Sub Committees**

- FA Challenge Cup Committee (see separate report).
- Youth Sub-Committee, dealing with the operation of Academies including licences.
- The Panel of Ambassadors.

**Number of Meetings**

<b>Meeting</b>	<b>2024-25</b>	<b>2023-24</b>
Professional Game Board	5	6

**Activities and Achievements – Season 2024-25**

- Managing the FA Cup, including some functions delegated to the FA Challenge Cup Committee
- Administering FA Cup Rules and Regulation issues relating to all games in FA Cup Proper.
- Signing off FA Cup Rule changes for season 2025/26
- Distributing prize money and other income from the budget. Notably changing the distribution formula to compensate clubs for the loss of replays
- Managing Youth Development and the Academy Licensing System, in conjunction with the Professional Game Academy Audit Company
- Liaising with Professional Game Match Officials Limited and receiving Reports from the Chief Football Officer of the PGMOL

- Managing the FA Youth Cup, having taken over that exercise in Season 2023-24.
- Commencing review of Professional Game interactions with a view towards amending future Terms of Reference for both the PGB and Men's Pro Game Committee ( new 2025/26)
- Preparing for the integration of the Women's Professional game within the PGB

**Objectives – Season 2025-26**

- Implement the revised Terms of Reference in respect of both PGB and Men and Women's Professional Game Committees
- Manage the FA Challenge Cup, Women's FA Cup, FA Youth Cup (following the cessation of FA Cup Committee)
- Review the structure and responsibilities in respect of the Academy Licensing regime in conjunction with the Professional Game Academy Audit Company and the leagues  
Continue to encourage the best possible refereeing standards across the Professional Game, in conjunction with Professional Game Match Officials Limited

Rick Parry

**Chair, Professional Game Board**

**13 October 2025**

**The FA Challenge Cup Committee  
Professional Game Board Sub-Committee  
2024-2025**

**Chair**

Paul Douglas – EFL, Rotherham United FC

**Vice- Chair**

Rebecca Britain – Premier League, Manchester United FC

**Members**

Paul Barber OBE – Premier League, Brighton and Hove Albion FC

Neil Bausor – EFL, Middlesbrough FC

Rebecca Caplehorn – Premier League, Tottenham Hotspur FC

Liam Scully – EFL, Lincoln City FC

Zoe Webber – EFL, Norwich City FC

Mark Frost – FA Vice-President, Huntingdonshire FA

Nick Robinson – The Isthmian League

Andrew Shaw – Divisional Representative

John Topping – Durham County FA

**Observer** – Tom Greatrex – Football Supporters’ Association

**Purpose of the Committee**

To exercise functions delegated to it by the Professional Game Board in relation to administrative and operational issues relating to the men’s FA Challenge Cup and the FA Youth Challenge Cup.

**Sub-Committees**

There are no formal sub-committees, although a subset of the committee will consider Competition Rule breaches and challenges for both Youth and Challenge Cup Competitions as required.

**Number of Meetings**

<b>Meeting</b>	<b>2024-25</b>	<b>2023-24</b>
FA Challenge Cup Committee	3	4

**Activities and Achievements – Season 2024-25**

- Received and approved proposed marketing activity for the season.
- Noted fixtures and results throughout Challenge and Youth competitions.
- Noted Prize Fund and Broadcast Fees together with Commercial Regulations.
- Noted move of competition admin to iFAS system including successful introduction of Digital Team Sheets from 3<sup>rd</sup> Round proper onwards.
- Discussed matter of replays in Qualifying Competition and saw this through to a definitive conclusion following consultation with clubs in NLS.
- Led discussions that led to changes approved by PGB which will improve the FA Cup and FA Youth Cup as follows;
  - a. When loaning players the default position going forward is that the loanee club will have permission to play the player in the FA Cup.
  - b. Players will now be allowed to play against their parent club.
  - c. In the competition proper players will be allowed to play for 2 clubs in the same season without being cup tied.

**Objectives - Season 2025-26**

The committee approved the competition structure, prize funds and dates of rounds for season 2025/26 for both the FA Cup and FA Youth Cup at its last meeting on the 29<sup>th</sup> May 2025.

The committee's roles and responsibilities will be taken over by the PGB going forward.

Paul Douglas

**Chair, FA Challenge Cup Committee**

**13 October 2025**

**National Leagues Pyramid Board**  
**FA Board Sub-Committee**  
**2024-2025**

**Chair**

Jack Pearce MBE

**Members**

Flo Allen - Women's National League and Women's Regional & County League

Danni Every - Women's National League and Women's Regional & County League

Mark Frost - Steps 5&6 Rep

Mark Harris - Northern Premier League

Sue Hough MBE - Women's National League and Women's Regional & County League

Mark Ives - National League, resigned March 2025

David Martin - Southern League

Elain Oram - Women's National League and Women's Regional & County League

Denise Richmond - Steps 5&6 Rep

Nick Robinson - Isthmian League

**Observer** - Chris Paouros - Football Supporters Association

**Purpose of the Board**

The purpose of the Board is to:

- approve the strategy and annual business plans to raise standards in the National League System and Women's Football Pyramid;
- have oversight of, and hold stakeholders to account, on (but not limited to) the following matters impacting the National League System and/or the Women's Football Pyramid:
  - Player and Youth Player Development
  - Coaching & Coach Development
  - Workforce & Volunteering
  - Marketing & Commercial
  - Participant Conduct and Behaviour
  - Club and League Development
- liaise with any committees or other relevant bodies established in connection with the following matters impacting the National League System and / or the Women's Football Pyramid:
  - Refereeing
  - Diversity and Inclusion
  - Safeguarding
  - Facilities
- make representations on behalf of the National League System and Women's Football Pyramid on matters relating to FIFA/UEFA or policies developed by other stakeholders impacting the National League System and/or the Women's Football Pyramid;
- consider all matters relating to the governance and administration of football in the National League System and Women's Football Pyramid;
- liaise and consult with the FA Board on matters that impact the National League System and Women's Football Pyramid;
- have responsibility for all financial matters relating to the National League System and Women's Football Pyramid within the parameters of the Budget as set by the FA Board;
- make recommendations to the FA Board of the annual fixture schedule for the National League System and / or Women's Football Pyramid, provided always that the final decision on the annual fixture schedule shall remain with and be reserved to the FA Board;

- appoint members of and delegate appropriate power to, and operate the following sub-committees and any other sub-committee or body as shall be established by the NLS Board from time to time:
  - NLS 1-4 Operational Committee
  - NLS 5 & 6 Operational Committee
  - Women’s National League Committee
  - Women’s Football Pyramid Committee
  - Stadium Accreditation Committee
- appointing, where appropriate, representatives of the National League System and / or Women’s Football Pyramid to other committees of the Company; and
- be granted such other responsibilities and activities as the FA Board may from time to time decide.

### Sub Committees

- Step 1-4 operational Committee
- Step 5-6 Operational Committee
- Stadium Accreditation Committee
- Women’s National League Committee
- Women’s Football Pyramid Operational Committee

### Number of Meetings

Meeting	2024-25	2023-24
National Leagues Pyramid Board	5	-

### Activities and Achievements - Season 2024-25

- Formal establishment of the new National Leagues Pyramid Board and effective management of the Operational Committees
- Undertook a formal recruitment process to appoint Chris Brown as the first truly independent Chair
- Developed and agreed a unified name and brand, creating the National Leagues Pyramid logo to assist with promoting and identifying this level of the game
- Engaged and supported The FA’s ambition to develop 1000 Thriving Community Clubs by recognising the potential in the NLP to support this strategic objective.
- Undertook a review via Club Survey on the subject of Replays in the FA Cup Qualifying Competition
- Agreed the financial budgets for the NLP for Season 25/26

### Objectives – Season 25-26

- Undertake a strategic review of the purpose of the NLP
- Activate and build equity in the new Brand by engaging with Clubs, Leagues and internal stakeholders to promote.
- Explore the Commercial opportunities in the Pyramid that can enhance investment into the NLP
- Ensure effective delivery of the NLS and WNL strategies
- Continue to explore how integration can provide opportunities for collaboration in both pyramids.
- Create effective mechanisms to engage with the NLP stakeholders

Jack Pearce MBE

**Chair, National Leagues Pyramid Board**

**13 October 2025**

**NLS Steps 1-4 Operational Committee**  
**National Leagues Pyramid Board Sub-Committee**  
**2024-2025**

**Chair**

Mark Harris - Northern Premier League

**Members**

Mark Ives - National League, resigned March 2025

Steve Thompson MBE - National League

David Martin - Southern League

Nick Robinson - Isthmian League

Tom Greatrex – Football Supporters’ Association

Andrew Shaw - Divisional Representative

Chris Reeves - Divisional Representative

Craig Johnson - Divisional Representative

**Observers**

Elaine Oram – Women’s Game

Mark Frost - Steps 5&6 Operational Committee

Alex Baker – FA Board

**Purpose of the Committee**

- Control and manage football at Steps 1 to 4 of the National League System and to ensure that the constituent leagues comply with the Regulations.
- Determine all matters pertinent to Steps 1 to 4 of the National League System against the relevant National League System Regulations as amended from time to time.
- Control all promotion, relegation and other issues relating to the movement of clubs within Steps 1 to 4 of the National League System.
- Manage the relegation of Clubs from Step 4 of the National League System in conjunction with the National League System Steps 5 & 6 Operational Committee.
- Be responsible for the development and agree the implementation the National Stadium Accreditation criteria document insofar as it affects Steps 1 to 4 of the National League System.
- Agree the implementation of the National League System Licencing Criteria and make recommendations thereof to the NLS Board on any matter pertinent to the same.
- Manage and develop the FA Trophy competition.
- Propose changes to Rules and Regulations which affect Steps 1 to 4 of the National League System, after relevant consultation, including periodic reviews of the Standardised Rules and relevant FA Competition Rules (in conjunction with any relevant committee).
- Manage the organisation and administration of the England C and FA Representative XI team and to represent the FA at matches.
- Appoint members to sub-committees and working groups as may be established from time to time.
- Carry out such other responsibilities and activities as the NLS Board may from time to time decide.

**Sub Committees**

- Allocations
- Rules & Regulations
- Non-League Player Contract Working Group
- NLS Safeguarding Working Group

## Number of Meetings

Meetings	2024-25	2023-24 (as Alliance Committee)
NLS Steps 1-4 Operational Committee	6	4
Rules and Regulations sub-committee	3	2
Allocations sub-committee	1	2
Non-League player contract working group	0	N/A
NLS Safeguarding working group	0	N/A

### Activities and Achievements - Season 2024-25

- The committee has surveyed Clubs at Steps 3&4 on changes to substitutions protocol and Play-Off format, with the latter moving for formal consultation.
- The committee has expanded Standard Penalties and introduced Standard Offers at Steps 2-4
- The committee has considered through NLS Regulations a number of specific Club issues, mainly that of Farsley Celtic and the merger of Real Bedford and Bedford Town FC
- The committee has concluded the annual requirement of Rule/Regulation revisions and the Club Allocation process.
- The committee has overseen club allocations at NLS Steps1-4.
- The committee has recommended changes to Rules & Regulation changes for the 2025/26 season.
- The committee has worked with the FA Executive to develop an enhanced Licensing programme at Steps 1-4 of the NLS.
- The committee has worked collaboratively with Opco 5-6 committee colleagues to review groundshares and bring forward agreed recommendations for change.

### Objectives – Season 2025-26

- To address flaws in the existing rules around 7 day notices of approach for players.
- To achieve consistency in the adoption of the iFAS system across Steps 3-4.
- To work with the EDI team to deliver at least one England C fixture per annum.
- To determine future play-off format for Steps 3-4 following club consultation.
- Address flaws in current 7 day notice of approach rules.
- To finalise recommendations for enhanced club financial reporting at NLS Steps 1-4.
- To ensure that recommendations from the NLS Strategy are implemented effectively and proportionately.

Mark Harris

**Chair, NLS Steps 1-4 Operational Committee**

**13 October 2025**

**NLS Steps 5 & 6 Operational Committee  
National Leagues Pyramid Board Sub-Committee  
2024-2025**

**Chair**

Mark Frost – Huntingdonshire FA

**Members**

Phil Chaplin – Somerset & Avon CFA

Kellie Discipline – Divisional Representative – Erith & Belvedere FC

Denise Richmond – Vice Chair – Step 5 & 6 Leagues Representative – Southern Counties East FL

Gavin Perry – Divisional Representative – Ashington FC

Ian Wild – Liverpool CFA

Chris Conlon – Step 5 & 6 Leagues Representative – Combined Counties FL

**Co-opted Members**

Paul Lawler – Step 5 & 6 Leagues – North West Counties FL

Matt Jones – Step 5 & 6 Leagues – Northern Counties East FL

**Observers**

Harriet Miller – Women’s Pyramid Leagues Committee

Mark Harris – Steps 1-4 Operational Committee

**Purpose of the Committee**

- Control and manage football at Steps 5 & 6 of the National Leagues Pyramid and to ensure that the constituent leagues comply with the Regulations.
- Determine all matters pertinent to Steps 5 & 6 against the Regulations of the National Leagues Pyramid
- Agree the delegated authority of the operation of the National Leagues Pyramid to the FA Executive from time to time.
- Control all promotion, relegation and other issues relating to the movement of clubs within Steps 5 & 6 of the National Leagues Pyramid, working in conjunction with Step 1 to 4 Operating Committee and the NGB Grassroots Committee.
- Responsible for the development and implementation of the National Stadium Accreditation criteria document insofar as it affects Steps 5 & 6 of the National Leagues Pyramid.
- Agree the implementation of National Leagues Pyramid Licencing Criteria at Steps 5 & 6 and make recommendations to the National Leagues Pyramid Board on any matter pertinent to the Same.
- Manage and develop the FA Vase Competition.
- Propose changes to Rules and Regulations which affect Steps 5 & 6 of the National Leagues Pyramid, after relevant consultation, including periodic reviews of the Standardised Rules and relevant FA Competition Rules (in conjunction with any relevant committee).
- Appoint members to sub-committees and working groups as established from time to time.

**Sub Committees**

- Rules & Regulations Working Group

**Number of Meetings**

<b>Meetings</b>	<b>2024-25</b>	<b>2023-24</b>
Steps 5 & 6 Operating Committee	7	3
Step 5 & 6 Leagues Forum (National)	1	3
Step 5 & 6 Leagues Forum (Regional)	5	5

### **Activities and Achievements - Season 2024-25**

- 2024/25 season club allocations for Steps 5 & 6 - taking into the account appeals against such allocations.
- Continued with the Steps 5 & 6 Structural Review which in the main will address current problems at Step 6 with Leagues having too large a footprint causing excessive mileage for some clubs. This we hope to conclude by the end of 2025-2026 season, for implementation in 2026-2027 season. As part of the review, we have had several meetings with the South West Peninsular League hoping to address issues at Step 6 in Devon and Cornwall.
- Worked with the Stadium Accreditation Sub Committee throughout the season, where all 320 Step 5 Clubs, all 340 Step 6 Clubs plus those Clubs who applied for promotion to Step 6 undertook the new FA Ground Grading for the first time, to ensure as many clubs as possible achieved the necessary grading to continue in the NLP moving into the 2025-2026 season.
- Oversaw the running of the FA Vase Competition. Committee Members voluntarily attended local FA Vase Matches, with representatives appointed for the Quarter Finals and Semi Finals.
- Club allocations for 2025-2026, which took into consideration the wishes of the various meetings with the Leagues, to ensure wherever possible having divisions of between 18 and 22 clubs. In the main achieved, but not totally possible.

### **Objectives – Season 2025-26**

- To work with the Stadium Accreditation Committee to assist clubs who were unable to achieve their full ground grading, to ensure where possible, they are not at risk being relegated or not being able to compete at all in the National Leagues Pyramid.
- Complete the Step 5 & 6 Review, with the challenge of overcoming 24 teams in the Step 5 Division run by the North West Counties FL thus having 20 team divisions (where at all possible) across the step and to achieve a greater number of Step 6 Leagues, reducing their geographical footprints.
- Complete the process of League and Club Licencing across Steps 5 & 6, removing any duplication created by various processes that they already undertake, Affiliation, Ground Grading etc. We will work with the FA IT look to gather the data and feed such into the pre licencing process.

I would also wish to recognise the wonderful efforts of Laurence Jones (FA Leagues Manager) over the past 16 years. Laurence has moved over to the CFA 2040 Project post 2025 Christmas but would like it to be placed on record how he steered and improved the National League System as it was into the efficient, smooth running Pyramid that it is today. Laurence leaves with our very best wishes.

Mark Frost

**Chair, NLS Steps 5 & 6 Operational Committee**

**13 October 2025**

**Women’s National League Committee  
National Leagues Pyramid Board Sub-Committee  
2024-2025**

**Chair**

Sue Hough MBE – FA Representative

**Members**

Sandi Dosanjh - Independent  
Joanna Coates - Independent  
Jessica Creighton - Independent  
Julie Lewis – Club Representative  
Liz Pamplin – Club Representative  
Flo Allen – Club Representative  
Tammy Parlour – Club Representative  
Phillip Smith – Club Representative  
Lola Ogunbote – Club Representative  
Sue Day MBE – FA Representative  
Elaine Oram – FA Representative

**Purpose of the Committee**

Agree and implement the strategic direction, make recommendations in respect to commercial partnerships, agree and implement policy, oversee rules and regulations, and agree and monitor annual budget, for the FA Women’s National League (WNL).

**Sub Committees**

- Commercial Sub Committee

**Number of Meetings**

<b>Meetings</b>	<b>2024-25</b>	<b>2023-24</b>
Women’s National League Committee	5	4
Disciplinary	7	7

**Activities and Achievements - Season 2024-25**

- Development of WNL Strategy for Season’s 2025/2028
- Completion of the All Clubs achieved Safe to Operate Standard
- Minimum Operating Standards developed and clubs now working towards
- All Clubs Tier 3 – 5 now using Stadium Power
- Delivered FA WNL leadership programme, club strategy and vision course, S & C Course, coach education events.
- FA WNL archive created
- Completion, in conjunction with Sport Five, go to market strategy and documentation
- First formal match ball partner for WNL established
- Successful WNL Awards Ceremony
- WNL Cup Finals completed
- Integration of the WNL into the FA Pyramid Board

**Objectives – Season 2025-26**

- Strategy to be launched in August 2025
- Women’s Football Contract under review
- Review club governance requirements and decide direction of future travel

- Compliance of Clubs with minimum operating standards
- Commercial activity including overall League title partner
- Enhance workforce structure within the WFP team to support WNL delivery
- Continue with work on the League archive
- Overseeing the operations of the WNL to ensure it is administered to the highest professional standards
- Business as usual in terms of Calendar, Disciplinary matters, Cup Finals, Awards Celebration.

Sue Hough MBE

**Chair, Women's National League Committee**

**13 October 2025**

**Women's Football Pyramid Committee  
National Leagues Pyramid Board Sub-Committee  
2024-2025**

**Chair**

Elaine Oram – Nottinghamshire FA

**Members**

Peter Hough – Life Vice-President  
Harriet Miller – Women's Football Conference  
Chris Morton – Women's Regional & County Leagues  
Greg Petts – Women's Regional & County Leagues  
Ian Walkom – Women's Regional & County Leagues  
Thura KT Win – Sussex FA

**Observer** – Denise Richards – National League Steps 5&6

**Purpose of the Committee**

To control and manage football at Tiers 1-7 of the Women's Football Pyramid. This includes promotion, relegation and any other issues relating to the movement of clubs within Tiers 1-7. The Committee reports to the National Leagues Pyramid Board.

**Sub Committees**

Rules & Regulations Working Group

**Number of Meetings**

<b>Meetings</b>	<b>2024-25</b>	<b>2023-24</b>
Women's Football Pyramid Committee	7	5
Rules & Regulations Working Group	2	2

**Activities and Achievements - Season 2024-25**

- Promotion, relegation and other matters relating to the movement of clubs
- Addressed requests from clubs to 'play out of county'
- Reviewed requests from clubs to change the club name
- Presented to the Women's Football Conference reports on the activities of the Committee
- Supported the Regional League Development initiatives
- Contributed to the Youth Development Review relating to the PGA's and WML Reserve teams
- Reviewed and approved changes required to the Women's Football Pyramid Regulations and the Women's Regional League Standard Code of Rules

**Objectives – Season 2025-26**

- Continue to support the development of the Women's Regional League
- Support the development and implementation of the Code of Governance for Leagues
- Ensure that the promotion, relegation and any additional movement are considered and approved in accordance with the regulations
- Support the expansion of the WSL & Championship as appropriate
- Support the Women's Football Conference
- Provide up to date information to the National Leagues Pyramid Board

Elaine Oram

**Chair, Women's Football Pyramid Committee**

**13 October 2025**

**Stadium Accreditation Committee  
National Leagues Pyramid Board Sub-Committee  
2024-2025**

**Chair**

Mark Harris – Northern Premier League

**Members**

Steve Thompson MBE - National League

Nick Robinson – Isthmian League

David Martin – Southern League

Mark Frost - Steps 5&6

Chris Conlon - Steps 5&6

Greg Petts – Women’s Regional & County Leagues

John Taylor – Middlesex FA (deceased) until April 2025

Aron Sharpe – Divisional Representative

**Observer** – Peter Ducksbury - Chair of Facilities Expert Advisory Committee

**Purpose of the Committee**

- To manage and develop the National Criteria Document for Steps 1 to 6 of the National League System and Tiers 3 to 6 of the Women’s Football Pyramid.
- To consider recommendations to the amendment of criteria made by member Leagues of the National League System and Women’s Football Pyramid, and the PLSF using a data-led approach.
- To ensure that the requirements set out in the National Criteria Document are reasonable, achievable and aligned to strategic aims of The FA and the PLSF.
- To monitor the work carried out by the PLSF’s assessor team.
- To confirm the award of appropriate Grades to all relevant interested parties.
- To discuss and agree a course of action for any Club who is non-compliant, including considering any requests for an extension in time to carry out the works.
- To work with the PLSF to develop and maintain a training programme for both Stadium Accreditation Assessors and League Officers.
- To liaise with the PLSF on issues relating to the funding of ground improvements when appropriate.
- To support with the delivery of the NLS/WFP Facilities Strategy.

**Sub Committees**

- Groundshares
- Criteria

**Number of Meetings**

<b>Meetings</b>	<b>2024-25</b>
Stadium Accreditation Committee	5
Groundshares working group	3
Criteria working group	3

**Activities and Achievements - Season 2024-25**

- Compliance with criteria increased from 0.2% in 2023 to 78% + 12% extensions until 30<sup>th</sup> June 2025 in 2024/25
- Only 3 clubs relegated for non-compliance (comparable to other seasons)
- Processes embedded between PLSF, Leagues, Clubs and FA.

- Process for harmonisation of men and women’s stadium accreditation criteria completed following criteria review.
- Introduction of RAG ratings to assess extent of works required and clubs’ ability to fund/carry them out by the 31st March deadline.
- Groundshare working group has recommended cessation of all three-way groundshares.

**Objectives – Season 2025-26**

- Roll out harmonised Men & Women’s stadium criteria for men’s Steps 3-6 and WFP Tiers 3-5.
- Create development plan for each stadium to further optimise compliance.
- Review the Stadium Accreditation criteria to best align with the new PLSF strategy to maximise investment into NLP Facilities.
- Achieve greater consistency amongst Step 5-6 leagues for adoption of monitoring club works to achieve compliance.
- Roll out leagues access to data reporting for club compliance.

Mark Harris

**Chair, Stadium Accreditation Committee**

**13 October 2025**

**National Game Board  
FA Board Sub-Committee  
2024-2025**

**Chair**

Sue Hough MBE - Women’s Football Conference

**Members**

Alex Baker – Football Communities Representative  
 Jo Bladen – Independent Member  
 Neil Cassar – Hampshire FA  
 Andy Chaplin – Essex FA  
 Colin Chaytors – Disability Football  
 Mark Ives – National League – until April 2025  
 Jimmy Khan – Football Communities  
 Professor Jo Maher – Association of Colleges Sport  
 Kevin Shoemake – Birmingham FA  
 John Taylor – Middlesex FA (deceased) until April 2025  
 John Topping – Durham FA  
 Lynsey Tweddle – Independent Member  
 Sarah Walters – Football Communities Representative

**Purpose of the Board**

The National Game Board (NGB) is established as a Committee of The FA Board, with responsibility for the following elements of football at all levels below the National League System:

- The promotion of raising standards of participation, including men’s and women’s football (in conjunction with the Women’s Football Board) at eleven -a-side levels, small-sided football, futsal, youth football, walking football, schools’ football and disability football.
- The administration, governance and organisation of the game.
- The administration, oversight and monitoring of NGB funding of the game.
- Implementing and monitoring policies set by The FA Board relating to the development of players and coaches.
- Liaising on matters of policy with any other Committees or relevant bodies established in connection with refereeing, equality, safeguarding or any other issue.
- The monitoring and oversight of any risks to the grassroots game.

**Committees of the NGB**

- Affiliated Associations Committee
- Facilities Expert Advisory Committee
- Football Development Committee
- Grassroots Football Advisory Group (established January 2025)

**Sub-Committees of NGB**

- Shared Services (to be known as Business Efficiency Sub Committee)
- County Review of Counties (CROC)
- Step 7 Leagues (to be formed for Season 2024/2025)

**Number of Meetings**

<b>Meetings</b>	<b>2024-25</b>	<b>2023-24</b>
National Game Board	5	5
Strategy (2 days)	2	2

### **Activities and Achievements - Season 2024-25**

- Grassroots 2040 principles unanimously approved and the Business Optimisation programme is in place to launch Discipline for 25-26 season. Overall ownership and decision making of the 2040 project sits with NGB, with the board strongly aligned, and driving progress.
- Agreed and signed off the National Game Budget for the 2025/2026 season.
- Youth Football Review – signed off key elements of the Youth Football Review, including the roll out of 3v3
- Oversaw progress of the Volunteering Game Plan which has seen the growth of volunteer numbers and stronger satisfaction levels
- Regular review of the NGB Risk Register and a deep dive session into assessing current and potential future risks in grassroots football
- Regular review of the 2024 – 2028 Grassroots Strategy and KPI scorecard, including after the first year, to draw out key areas of success and focus for next year
- Oversight of the launch of the Behavioural Improvement Programme and agreement on new targets for behavioural change
- Performance management of our Educational Partners, including a new three-year contract which will see them adopt our FA systems and obtain compliance with the Code of Governance and safeguarding standards
- Continued Improvement of our National Game Governance including succession planning for future Chair and the monitoring of actions from the Effectiveness Review.
- External Coaching Providers – establishing an action plan for monitoring of the Providers that currently operate outside of our affiliated game, to improve visibility and standards
- Preparations for the Integration of the Women's game into the NGB from the 25/26 season
- Oversight of the Club Programme including the development of Thriving Community Clubs
- Oversight of the work to improve our Grassroots digital products and platforms including the roll out of discipline and DBS on PFF, as well as work to improve the Book Football and Match Day systems

### **Objectives – Season 2025-26**

- Grassroots 2040 – delivering the 12-month plan to progress the principles agreed with the NGB and FA Board, in collaboration with the County network
- Rolling out Business Optimisation particularly the launch of Discipline and the plan for future services to become embedded
- Work on the appointment of an Independent Chair for Season 2026/2027
- Embed Women's and Girls' Football within the Governance of the National Game
- Oversee continued progress on our ambitions to improve and build more facilities
- Support progress towards our ambitions of achieving 1000 thriving community clubs, ensuring we are on track by hitting our 25/26 target
- Oversee the roll out of the FutureFit programme so that the changes to youth football are successfully implemented for the 26-27 season

Sue Hough MBE

**Chair, National Game Board**

**13 October 2025**

**Affiliated Associations' Committee  
National Game Board Sub-Committee  
2024-2025**

**Chair**

Colin Bridgford – Manchester FA

**Members**

Michael Banham – Norfolk FA  
Peter Ducksbury – Westmorland FA  
Colin Garlick – Cheshire FA  
Philip Chaplin – Somerset & Avon FA  
Martin Gilmour – Sheffield & Hallamshire FA  
John Horsley – Berks & Bucks FA  
Frank McArdle MBE – Derbyshire FA  
Sally Lockyer – Surrey FA (until November 2024)  
Greg Petts – Kent FA  
Nichola Trigg – Worcestershire FA  
Thura Win – Sussex FA

**Purpose of the Committee**

The role of the Committee is to perform, on behalf of the National Game Board, delegated functions in accordance with the Committee's Terms of Reference. The Committee works with The FA's Executive to check, challenge and importantly support the work and direction of the grassroots strategy. The Committee's work and decisions directly impact those associations affiliated to The FA and specific focus relates to the 50 County and Other FAs (collectively, the Affiliated Associations), ensuring a strong partnership culture.

**Sub Committees**

None

**Number of Meetings**

<b>Meeting</b>	<b>2024/2025</b>	<b>2023/2024</b>
Affiliated Associations Committee	4	4

**Activities and Achievements - Season 2024-25**

The Committee held its first meeting of the season in October 2024. The committee made one new addition with Nicola Trigg joining. The membership represents the skills required but also representative and reflective geographically of the four regions.

During the season we have discussed and agreed the following:

- The delivery plan for 'Tackling Poor Behaviour' in the game and the proposal of a development measure rather than a KPI.
- Discussed, developed and approved The FA's County FA Complaints Procedures and the escalation process that the FA will follow.
- The setting of any new or additional key performance indicators or development measures and the revisions of any operating standards, such as Safeguarding.
- Received updates and provided guidance on technology initiatives, including the developments within Platform for Football.
- Reviewed and approved IT service level agreements and received updates on such matters.
- Organised conferences, seminars and meetings with County Football Association officials.

- Established a programme of training for County / Other Football Association staff.
- Considered the provisions on administration, specifically Business Efficiency opportunities, such as Safeguarding, Discipline and Finance.
- Considered relevant policies such as County FA Expense Policies, Grievance and Whistleblowing policies.
- The review and appointment of a new Employee Assistance Programme (EAP) to support all staff in County FAs.
- Assisted with the development of key strategies and guidance manuals, specifically the provision of the new Equality Standard.
- Considered and approved the terms of the National Game Insurance Scheme on offer for the 25/26 season.
- Assisted the development and approved the content of the annual State of Play Survey to be offered for completion by all County FA staff.
- Established and administered the County FA Recognition Awards Scheme.
- Provided the review and approval of County FA Articles of Association (where such Articles of Association require the approval of The FA).

### **Objectives – Season 2025-26**

Our Membership of the Committee will change with new members replacing, Sally Lockyer, Thura Win, Greg Petts, and Frank McArdle. Incoming new members are Georgia Rooney (Sussex FA), Darryl Haden (Kent FA), Kayleigh Saunders (Middlesex FA), Hitesh Patel (Gloucestershire FA).

Alongside our business-as-usual activities in accordance with our terms of reference, we anticipate discussion on such items as:

- Updates on the implementation of coach and volunteer development.
- Implementation of new Learning and Development opportunities for County FA staff.
- Review the National Game Insurance Scheme and FA recommended levels of cover.
- Provision of additional County FA guidance documents, specifically the Equality Standard.
- Establishment of ongoing compliance framework, particularly The County FA Code of Governance.
- Continue to support County FAs with positive interventions to tackle poor behaviour.
- Updates on the Business Optimisation Engagement Groups.
- Ongoing support in the progress to developing the County FA licensing and pricing agreements for beyond 2028.

Colin Bridgford

**Chair, Affiliated Associations' Committee**

**13 October 2025**

**Facilities Expert Advisory Committee  
National Game Board Sub-Committee  
2024-2025**

**Chair**

Peter Ducksbury - Westmorland County FA

**Members**

Chris Barry – The Football Foundation

Colin Chaytors – Disability Football

Neil Cassar – Hampshire FA

Greg Petts – Women’s Regional & County Leagues

Fleur Robinson – Divisional Representative (Burton Albion FC)

Stephen Whittle – Dorset County FA

**Purpose of the Committee**

The Facilities Expert Advisory Committee is established as a sub-committee of the NGB and has delegated power to support the development of facilities and technical standards across the National Game including:

- Football’s guide to floodlighting.
- Football’s guide to changing rooms and clubhouses.
- Stadium accreditation – the Committee have an advisory role in the Stadium Accreditation Programme, particularly on matters requiring technical guidance and with the development of technical guidance documents.
- Football’s guide to 3G football turf pitch design principles and layouts.
- FA 3G pitch register and 3G pitch testing (the Committee will provide advice as required on the register and on testing standards).
- Football’s guide to pitch and goalpost safety and standards.
- Ensure that Committee members have up-to-date training to provide support on technical standards (such as through industry visits, annual conference).
- To provide input to the NGB as requested to ensure the facilities’ workforce is considered within activities to support volunteers, and to specifically provide oversight of any national awards covering the facilities workforce.

**Number of Meetings**

<b>Meeting</b>	<b>2024-25</b>	<b>2023-24</b>
Facilities Expert Advisory Committee	4	4

**Activities and Achievements - Season 2024-25**

The Committee met four times, twice on Teams and twice face to face, at the Sheffield Hub Site and at St. George’s Park, when members also took the opportunity to undertake training and development.

During the season we have:

- Reviewed the following technical documents: -
  - Grass Pitch Sizes & Goalposts: particularly around implementation of the FA Youth Football Review, looking in great detail at 3v3 goal design and sizes including viewing the prototypes.
  - Changing Rooms and Clubhouses.
- Worked with SAPCA to provide information on the safe installation of goalposts.
- Looked at 3G goal safety and positioning of wheels.
- Supported The Football Foundation with improvements to the 3G Pitch Register.
- Feedback on the revised Sport England Design of Community Sport Facilities Document.

- We also reviewed how we might use the Sport England Natural Turf for Sport Guidance Document particularly on the bigger schemes.
- Looked at;
  - the use of Microplastics in ATP's particularly around current FIFA and European legislation and whether DEFRA will implement similar legislation in the UK.
  - 3G Pitch Testing for recreational pitches

**Objectives – Season 2025-26**

- Work with the NGB to incorporate Women's and Girl's football into the activities of the Committee.
- Continue the business-as-usual cycle of guidance document review.
- Start work on the new guidance document for Operation of Sites and Facilities
- Work with the Football Foundation to look at the future of ATPs
- Work to ensure the future use of Microplastics is carried out in line with DEFFA requirements in a sustainable and cost-effective manner
- Work on an affordable 3G testing programme.

Peter Dicksbury

**Chair, Facilities Expert Advisory Committee**

**13 October 2025**

**Football Development Committee  
National Game Board Sub-Committee  
2024-2025**

**Chair**

Professor Jo Maher – Association of Colleges Sport

**Members**

Susannah Abbott – Independent Schools FA  
 Sam Bell-Minogue - British Universities Colleges Sport  
 Jonathan Leese - Amateur Football Alliance  
 Thomas Lamberth – FA Youth Council  
 Marvin Robinson – English Schools FA  
 Graeme Dell - Futsal  
 Tom Sampson – Devon CFA  
 Kevin Shoemake – Birmingham CFA  
 Ben Snowdon – Cumberland CFA  
 John Suddards – East Riding CFA  
 Sally Lockyer – Surrey FA (until November 2024)

**Purpose of the Committee**

To oversee the development of football within the National Game including:

- Sustaining and increasing participation including through mini-soccer, youth football, veterans’ football, walking football, flexible football, futsal, recreational football, small-sided football, and the transition from youth to adult football.
- Reviewing and approving mixed football pilots (in consultation with Women’s Football Board as required)
- Raising standards and addressing abusive behaviour in youth and adult football
- Player development at all ages
- Coaching and coach education in youth and adult football
- Volunteer workforce support and development in youth and adult football

To oversee football development within education, including:

- Managing the relationships with the English Schools’ FA (ESFA) (including appointment of The FA Representative to the ESFA), Independent Schools’ FA (ISFA), British Universities Colleges Sport (BUCS) and Association of Colleges Sport (AOCS).

To oversee the development work and manage the relationship with the FA Youth Council.

**Sub Committees**

- Walking Football Advisory Group
- Standard Code of Rules / Standard Code of Rules (Youth Football)

**Number of Meetings**

<b>Meetings</b>	<b>2024-25</b>	<b>2023-24</b>
Football Development Committee	4	4
Walking Football Advisory Group	6	6
Standard Code of Rules / Standard Code of Rules (Youth Football)	3	3

### **Activities and Achievements - Season 2024-25**

- The Youth Football Review – which has been a key strategic focus has started with the removal of heading at ages seven, eight and nine and key changes to how the ball returns to play to keep it on the floor. Feedback has been monitored by the committee and early adopter leagues will start next season. Members also considered three options around future maximum formats for U10-U13 participants and approved a recommendation to play 7v7 for U10-U11 and then 9v9 for U12-U13.
- Future Fit (3v3) – the expansion of this element of the game and challenges surrounding it (goals, space, coaching courses, safeguarding) have been a key focus to ensure national roll out is a success.
- Reviews of small-sided private providers and unregulated external providers have been continuing through two different workstreams, supported by NGB, with the aim to bring together and finalise the work in 2025-26.
- Members received and approved rules of Futsal competitions for 2024/25. Members also received the comments made on NFS Competition rules. The FA Futsal Regulations were updated and approved by members. Members also agreed to continue seed funding of England Futsal.
- SCOR/Y went through minor cosmetic changes this year. There was a focus on governance and making it easier for leagues with appeals.
- The Gameplan for Walking Football launched in January 2025 at St. George's Park. The Walking Football National Cup launched at the end of the very first 'Walking Football Week'.
- Coach education exceeded their KPI of registered coaches, there is work still to be done on CPD, with member discussions focusing 'on grass' CPD, finance and CFA approach.
- Members received a series of presentations from each of the Education partners with an overview of their three-year proposals which were subsequently approved by NGB.
- Sessional Football: The Book Football platform, launched in August 2024, has seen 1,790 opportunities recorded, 33% towards the end of Strategy target, with scope for future development.
- Mixed Football – reviewing the previous feedback from the pilot and examining the potential to expand further, whilst having clarity on risks and mapping unintended consequences has started and will carry on next season.

### **Objectives – Season 2025-26**

- Monitor the implementation of the Youth Football review with a particular focus on the early adopters.
- Deliver on the governance of the Futsal competition structure and pathway and support England Futsal.
- Overseeing the phased removal of heading via a game-wide removal across formats up until the U11 age group.
- Support the mixed football review to conclusion and recommendations.
- Support education partners and enable shared learnings and integration from delivery plans, in line with grassroots football strategy priorities.
- Ensure that women and girls' development programmes and interventions are challenged and supported to drive progress, growth and diversity in the game.

Professor Jo Maher

**Chair, Football Development Committee**

**13 October 2025**

**Grassroots Football Advisory Committee  
National Game Board Sub-Committee  
2024-2025**

**Chair**

Neil Cassar – Hampshire FA

**Members**

Barry Casterton – North Riding FA  
Adam Evans – Staffordshire FA  
Shan Jaehrig – Lincolnshire FA  
Jonathan Leese – Amateur Football Alliance  
Harriett Miller – Women’s Football Conference  
Steve Ord – Northumberland FA  
John Suddards – East Riding FA  
Paul Tompkins – Herefordshire FA  
Ian Wild – Liverpool FA  
Alan Young – Bedfordshire FA

**Purpose of the Committee**

The Grassroots Football Advisory Group was formed in early 2024 after NGB identified the need for clearer oversight of grassroots football following the Council Review.

The Group is established as a sub-committee of the NGB and has delegated power to undertake the following functions:

- To promote, assist and monitor the leagues below Step 6 of the National League System;
- To annually review the Standard Code of Rules for all Competitions at Regional NLS Feeder League level and below and Tier 7 and below of The FA Women’s Pyramid;
- To manage The FA Sunday Challenge Cup and The FA Inter League Cup Competitions, including to annually review the Competition Rules and propose amendments to the NGB and to make decisions on any protests or disputes relating to the respective Competitions;
- To promote standards of good governance within leagues and clubs;
- To provide oversight of the England Football accreditation scheme as it applies to leagues and clubs below Step 6 of the National League System;
- To liaise with leagues on a collective basis as may be required from time to time, including the organisation of league conferences;
- To periodically review the status of the Regional NLS Feeder Leagues.;
- To promote standards of good governance within the women’s game for Tier 7 and below of The FA Women’s Pyramid (from Season 2025/26).

**Number of Meetings**

<b>Meetings</b>	<b>2024-25</b>	<b>2023-24</b>
Grassroots Football Advisory Group	2	-

**Activities and Achievements - Season 2024-25**

During the season we have:

- Reviewed and approved changes to FA Standard Code of Rules
- Circulated regular FA e-newsletters to league and club volunteers
- Received updates on the roll out of a proposed accreditation programme for external coaching providers
- FA Sunday Cup Competition for Season 2024/25 completed – final held at MK Dons FC (Highgate Albion 3-0 North Solihull Athletic)

- Reviewed competition rules of the FA Inter-League Cup
- Approved proposed changes to FA Regulations for NLS Feeder Leagues
- Considered lateral movement requests from clubs with NLS Feeder Leagues
- Completed the allocation of relegated clubs from Step 6 to NLS Feeder Leagues
- Reviewed the process relating to the allocation of league admin grants for NLS Feeder Leagues (to include Tier 7 and below of The FA Women's Pyramid)

**Objectives – Season 2025-26**

- Work collaboratively with the Football Development Committee on a proposed combined FA Standard Code of Rules for youth and adult football
- Support the future roll out of a new FA Code of Governance and operating guidance for Leagues
- Support the future roll out of an accreditation programme for external coaching providers
- Manage The FA Sunday Cup Competition for Season 2025/26
- Manage The FA Inter-League Cup Competition for Season 2025/26
- Review the process to consider lateral movement requests from clubs with NLS Feeder Leagues (including geographical mapping)
- Add new terms of reference to promote good standards of governance within the women's game for Tier 7 and below of The FA Women's Pyramid

Neil Cassar

**Chair, Grassroots Football Advisory Group**

**13 October 2025**