



The FA Group

Strategic Plan 2011-2015

CHAIRMAN'S INTRODUCTION



Since I became Chairman of The Football Association I have been hugely impressed by the breadth and depth of the organisation's work.

At every level, from the coalface of County Football Associations to the preparation of our England Senior teams, I have been struck by the ability and commitment of everyone working on behalf of The FA Group. They, alongside the hundreds of thousands volunteers in the grassroots game who dedicate their time and enthusiasm each week, demonstrate that football is often about more than the game on the pitch. It is about bringing communities together, providing young people with opportunities and role models and, sometimes in the smallest ways, providing a platform for positive change in society.

Delivering this plan will require the hard work of this entire workforce, and it will also require the support of me and my Board. I am delighted with the wide range of football experience on The FA Board and I am also pleased that we will soon be joined by two independent Directors from outside football. I believe that this is a step towards having the right corporate governance in place to allow The Board to make an ever greater contribution to driving the work of The FA staff as they strive to deliver this plan.

This plan marks a key period for football in England. Over the next four years this country will host the Olympic Games, The FA will open the doors at St George's Park to a new generation of coaches and in 2013 The FA will celebrate its 150th birthday. Over that 150 years football has united people all over the country as fans, players and volunteers. I hope that these major landmarks will allow us to celebrate the achievements of the English game together by providing a stage for us to showcase the incredible work The FA does in supporting every level of the game.

On a personal note, I have always believed that confident organisations deliver the best results. With this plan in place and the right governance structures supporting a committed and talented team, I am confident that 2011 to 2015 will be a period to be proud of for The FA.

GENERAL SECRETARY'S INTRODUCTION

This Strategic Plan is not intended to be a grand mission statement or a far sighted vision for football in England. It is a plan to focus our work to ensure The FA upholds its responsibility to all of English football.

This plan is based on three key goals. The first is to give everyone who wants to participate in the game the opportunity to do so in a safe and welcoming environment. The second is to ensure that across English football we are collectively doing everything possible to build successful England teams, male and female, at every age and ability. Finally, The FA must be responsible for governing the game effectively, making the right decisions and working together with football's stakeholders to develop the right rules on behalf of the whole game.

To deliver all of this it is important that we operate effectively and efficiently as a business. To me that means building strong relationships across the game, listening to football fans, making Wembley the best stadium experience in the world and looking after our key assets in order to generate the funds that enable our work. Equally importantly, it means supporting our staff and ensuring they are equipped to deliver this plan.

Most tangibly we look forward in this plan to opening St George's Park and I want to highlight how important this centre is in supporting our aspirations for the long term development of football in this country. From the summer of 2012 St George's Park will host aspiring elite coaches, international athletes and our England teams. At our facilities they will receive some of the best training, sports science and medical services in the world. It is our coaches who play the most important role in the development of our players, and it is our aspiration that the coaches we train at St George's Park will shape the technical and mental abilities of the next generation of young English football players.

If we deliver the goals set out in this plan, we will have better players at all levels of the game, more and better coaches operating in the game, better international teams, better facilities and better decision making in the game's governance. In short, we will have laid the foundations for a healthy future for English football by 2015.



Our goals:

Build winning teams

- Improve the technical abilities of our teams
 - Prepare the players for international tournaments
- Make Wembley and St George's Park inspirational homes

Our goals:

Football for everyone

- Get more people playing the game
- Develop better players and coaches
- Provide a safe and fun experience of football
 - Protect and improve facilities
 - Grow the women's game

Our goals:

Govern the game effectively

- Ensure the right rules are in place for football
- Improve the decision making process in football
- Apply the rules consistently and transparently

Delivered by:

Being efficient in everything we do

Delivered by:

England and The FA Cup

Delivered by:

Strong relationships across football

Delivered by:

St. George's Park

Delivered by:

Listening to football fans

Delivered by:

Wembley - the best stadium experience in the world

Delivered by:

Talented and engaged people



The FA Group

Strategic Plan 2011-2015

Football for everyone



OUR GOAL IS TO GIVE EVERYONE THE OPPORTUNITY TO TAKE PART IN AND ENJOY FOOTBALL – WHATEVER THEIR GENDER, ETHNICITY, RELIGION, FAITH, SEXUAL ORIENTATION, ABILITY OR DISABILITY. WE HAVE SET OUT A VISION FOR GRASSROOTS FOOTBALL THROUGH TO 2015 IN THE FA NATIONAL GAME STRATEGY. THAT VISION IS TO PROVIDE A POSITIVE FOOTBALL EXPERIENCE FOR ALL.

To deliver The FA National Game Strategy and develop football for everyone we will...

1. Get more people playing the game

People playing football underpins everything The FA does. We aim to give everyone an opportunity to play the game. And we want to keep them playing by giving them an enjoyable football experience.

We will retain and increase participation by:

Encouraging the growth of new formats of football that have adapted to meet changing player lifestyles, such as 5-a-side and informal kickabouts.

Supporting 11-a-side teams by giving them access to high quality facilities, developing their volunteers and helping them to find players.

Maintaining the 129,000 football teams already affiliated to The FA.

Introducing a player registration process that allows us to have ongoing communication with every affiliated player in the game and promote opportunities for them to stay in football.



2. Develop better players and coaches

Football in England needs better young players at every level, from local clubs to our international teams. To produce better players, we need to train the coaches who will develop them.

We will deliver better coaches and players across the game by:

Increasing access to high quality coaching for children in primary school education.

Ensuring children are playing the format of football best suited to improving their technical ability and enjoyment of the game.

Encouraging coaches from all backgrounds to take age appropriate qualifications and ensuring coaching qualifications become a requirement for the appointment of coaches.

Promoting The FA's Future Game technical guide as a best practice coaching manual for young player development in English football.

Helping the best young players to move into club academies and providing opportunities in the game for players who leave professional football.



3. Provide a safe and fun experience of football

Football is competing with other sports and entertainment for people's spare time. So we need to provide an experience of football that keeps them coming back again and again.

We will continue to raise standards in the game and make football safe and fun for all by:

Improving people's experience of football by addressing abuse aimed at referees and negative touchline behaviour.

Recruiting and developing more match officials to provide a referee for every game.

Increasing the number of mini-soccer and youth teams in clubs and leagues with FA Charter Standard status, the benchmark for high quality coaching, administration and child protection.

Promoting a safe environment for children by supporting Club Welfare Officers and helping them to guide clubs and leagues on making sure their volunteers are suitable to work with young and vulnerable people.

4. Protect and improve facilities

To get more people playing football, we need to make sure they have access to playing and training facilities. And we need to make sure those facilities provide an environment where they can enjoy the game.

We will protect playing and training facilities in communities across England by:

Maximising investment into facilities from both the Football Foundation and all other public and private sector sources, for example through sponsorship or by encouraging the growth of commercial 5-a-side football centres.

Securing long-term leases and the granting of covenants for playing fields and green spaces by working with partners such as Sport England.

Developing sustainable funding and income models to make sure new facilities pay for themselves.

Helping local people and clubs improve and protect their own facilities by providing information and guidance on what they can do.

5. Grow the women's game

Football is the nation's number one female team sport and we want to make sure it continues to thrive. In 2011 the development of the women's game took a significant step forward with the launch of The FA WSL, England's first semi-professional women's football league.

We want to continue to grow and promote female participation from all communities and at all levels by:

Increasing the number of women's and girls' teams from the 6,600 already in the game.

Supporting talented girls in the grassroots game through our player development centres and Centres of Excellence.

Developing our best players by introducing an elite performance unit and funding central contracts for England senior players.

Using The FA WSL to gain greater exposure for the women's game and financially sustain semi-professional women's football in this country,

Build winning teams



THE FA OVERSEES THE ENGLAND INTERNATIONAL TEAMS ACROSS MEN'S AND WOMEN'S SENIOR, YOUTH AND DISABILITY FOOTBALL. OUR GOAL IS FOR THE ENGLAND SENIOR MEN'S AND WOMEN'S TEAMS TO PERFORM WELL AT MAJOR TOURNAMENTS WITH THE ASPIRATION OF WINNING THEM.

The success of those teams is dependent on developing better players with experience of the England set-up and international tournaments from a young age. To build winning teams that consistently perform at the top level we will...

1. Improve the technical abilities of our teams

England teams have traditionally been characterised by attributes like determination and strength. While retaining these attributes, we need to increase the number of English players with the technical and mental ability to have an impact in international football. We need to develop more skilful players who are comfortable keeping possession, playing with the ball at their feet and creating time and space.

We will improve the technical abilities of our international teams by:

Encouraging England teams at all levels to play with an adaptable and consistent style, as opposed to set formation or tactics, to help young players successfully move up age groups.

Working with the Premier League, Football League and their clubs to ensure elite players learn a flexible technical and mental skill set.

Qualifying for major international tournaments at every level.

2. Prepare players for international tournaments

The success of our international teams will ultimately be judged by their performances at major tournaments.

We will physically and mentally prepare our players for international tournaments by:

Giving our young players a strong experience of international tournaments with our youth teams in preparation for the senior teams.

Providing the best possible coaching to develop our international teams.

Working with the professional game to ensure the release of players for international tournaments at all age groups.

Creating the best environment for players to succeed in by generating a positive, enjoyable culture around our England teams.

Building a strong connection between the players and the public at international tournaments by making the players more accessible to fans and media.

3. Make Wembley and St George's Park inspirational homes

Generations of players have been inspired to take up the game by the dream of playing at Wembley Stadium. We will establish Wembley's reputation as the England senior men's home stadium by:

Maintaining one of the best pitches in the world.

Creating the best atmosphere for our fans at England matches, through fan activity and delivering exciting fixtures that sell-out Wembley.

In the summer 2012, we will also open another inspirational home for England's international teams – St George's Park, where they will have access to some of the most advanced training and medical facilities in the world. We will make St George's Park the perfect pre-match home by:

Bringing England teams of all ages together to train side by side at St George's Park, with younger players being inspired by the seniors and their surroundings.

Preparing our players physically and mentally for international games at world class medical and sports science facilities.

Govern the **game** effectively



1. Improve the decision making process in football



Over many years football has evolved at an incredible pace. That evolution is particularly marked in professional football over the last 20 years. The decision making processes and structures across English football now need to evolve to meet the challenges of modern professional football to help protect the values and integrity which make our professional clubs and leagues so successful.

Together with English football's stakeholders, we need to review the way we collectively decide football's policies and create appropriate rules and regulations. We then need to clarify who is responsible for applying the rules and how they are consistently applied.

We will lead a review to improve decision making in football by:

Developing a process and structure for the consideration of policy matters affecting English professional football.

Developing a process and structure for the effective implementation of policy decision in English professional football.

Simplifying and clarifying who is responsible for applying the rules.

We will then communicate these processes and structures to everyone with an interest in the game to help them understand how decisions in football are made.

AS THE GOVERNING BODY FOR ENGLISH FOOTBALL, THE FA HAS A RESPONSIBILITY TO MAKE SURE THAT THE POLICIES AND RULES OF THE GAME HELP TO MAKE IT SUSTAINABLE, SAFE AND ENJOYABLE FOR FUTURE GENERATIONS AS WELL AS FOR EXISTING FANS AND PARTICIPANTS.

To deliver strong, accountable and transparent governance of the game we will...

2. Ensure the right rules are in place for football

We need to have the right policies and rules in place to protect football's values and integrity. To do this we must understand what we want the future of football to look like in the short, medium and long term, and from the top of the game to the bottom.

Using the decision making process and structure above, we will protect English football's values and integrity collectively by:

Identifying the big issues affecting the whole game, such as on-field behaviour and the financial stability of clubs.

Ensuring that we have the right policies and rules in place to address those big issues in the best interest of the whole game.

3. Apply the rules consistently and transparently

The integrity of football relies on quick, consistent and sensible decisions. This is particularly true in England's professional game where those decisions are scrutinised all over the world. Clubs, fans, players and managers all want the right decisions to be made according to the rules they have agreed to play by.

We will ensure the rules are applied consistently and transparently by:

Working with the leagues and County Football Associations to oversee the application of the game's rules at every level.

Reviewing and refining those rules throughout each season to ensure they continue to be effective.

Communicating decisions quickly and openly explaining how they were made.



Delivering
our **goals**

WE HAVE AMBITIOUS GOALS TO SHAPE THE FUTURE OF FOOTBALL OVER THE NEXT FOUR YEARS. TO BE ABLE TO MEET THOSE GOALS, WE KNOW WE NEED TO HAVE THE RIGHT FINANCES, PEOPLE AND PLANS IN PLACE.

We will deliver The FA Strategic Plan through...

1. Being efficient in everything we do

All the income we generate is invested into football. We will operate as efficiently and commercially as possible to make sure we use our income to have the biggest possible impact on delivering our strategic objectives.

To do that we will have to prioritise the projects we work on, making sure that the most strategically important ones are delivered by:

Producing robust business plans with clear priorities that outline how we will meet The FA Strategic Plan over the course of a season, and reporting on our progress annually.

Reducing the overhead costs of running the game – with every pound saved becoming a pound invested in football.

Building cash reserves of at least £30million by 2014 to minimise the impact of changes to our income streams and allow us to invest in future projects that will have a big impact on football.

2. Wembley - the best stadium in the world

The new Wembley Stadium opened in 2007 to generate a long-term income for football and is The FA's biggest asset. Wembley's aims are to establish a reputation as the best stadium experience in the world and to break even by 2015 by:

Providing the best service to our event owners and Club Wembley members.

Attracting the best events in sport and entertainment.

Creating the best stadium environment by making the most of innovations in technology and facilities.

Comparing our service, facilities and business model to other world class event venues and learning from what they do well.



3. Making the most of England and The FA Cup

The FA has a number of key assets including our England teams and FA Competitions, particularly The FA Cup. We need a forward thinking commercial programme to make sure we look after those assets to grow existing income streams and create new ones.

We will make the most of these assets by:

Maximising their value in sponsorship and broadcast markets by providing engaging experiences for our fans and partners.

Taking advantage of the value of our assets in global markets through a progressive worldwide commercial programme.

Attracting private and public sector partners to promote and help fund our football development programmes.

Using innovative technology and engaging content to create commercial opportunities and bring us closer to people interested in the game.

We will also protect and build The FA Cup's reputation as the greatest domestic cup competition in the world by:

Bringing The FA Cup to a new and diverse generation of fans through our marketing campaigns, iconic finals, new media channels and working with our partners globally.

Working with clubs to drive attendances at matches.



4. St George's Park

When St George's Park opens in 2012 it will become the home of English football development and learning, where we will train a new generation of elite coaches from all backgrounds and levels of the game. We will establish St George's Park as a world class centre for coaching in this country by:

Delivering innovative courses that bring to life the coaching and playing style outlined in The FA's Future Game technical guide.

Providing training and medical facilities that attract athletes and teams from across the world to prepare and rehabilitate at St George's Park.

Continually researching and learning from the best practices used by other football and sporting organisations.



5. Strong relationships across football

To lead the game effectively, we need to work closely with the other organisations that have an interest in how football is run. We need the support of those organisations in football and in government to be able to deliver the objectives of The FA Strategic Plan.

We will engage these organisations by:

Improving our relationships with FIFA and UEFA to influence future Law changes and wider game issues in England and beyond.

Consulting with and supporting organisations in the professional and semi-professional game such as the leagues, League Managers' Association and Professional Footballers' Association.

Supporting and consulting with organisations in the grassroots game, for example County Football Associations and leagues.

Working with the Government and local authorities to help the development of football.



6. Listening to fans of football

The game in England is sustained by a huge range of football fans, from players to referees and club supporters to parents. We need to communicate effectively with everyone with an interest in the game by:

Improving our communications with all the different fans of football and introducing them to new opportunities to get involved in the game.

Working with the media to help improve ongoing communication with football fans.

Creating a closer relationship with fans of England and The FA Cup.

Using social media and research to give football fans a say on how we develop the game.

Promoting our initiatives through our commercial partners to reach new audiences.

7. Talented and engaged people

To deliver The FA Strategic Plan, we rely on talented and engaged people working in football at every level – from the non-executives on our Board and Council to our executive staff and all the volunteers who work in the grassroots game.

We will make sure that we have the right people in The FA by:

Recruiting the best staff from the widest talent pools.

Developing our people's skills across the breadth of everything we do, from delivering grassroots coaching to running events at Wembley.

Reinforcing our pride to be working in football and our shared love of the game.

We will support the rest of the football workforce by:

Retaining the 500,000 club and league volunteers in the grassroots game and using landmark events such as the Olympics and major football tournaments to recruit new volunteers.

Providing them with flexible training and easily accessible guidance and resources.

OUR PARTNERS

The delivery of this plan is made possible by the support of our commercial and public partners. The FA Group would like to thank:

