



REACHING HIGHER

THE FA STRATEGY FOR WOMEN'S AND GIRLS' FOOTBALL
2024-2028

SQUAD
GIRLS' FOOTBALL



TIME TO REACH HIGHER

There's no question that in the last four years we have made significant and tangible progress across every aspect of women's and girls' football, but there is no room for complacency – we must strive to reach higher.

When we look back at the strategic goals we set ourselves to grow the game (2017-20) and to inspire a generation (2020-2024) I think we should be proud of our collective achievements. From England's senior women's team winning the Euros and reaching the World Cup final, to the successful drive to provide girls with equal access to football in schools and clubs. We have seen significant increases in the number of women coaching, officiating and administering the game, as well as flourishing professional leagues, all resulting in a massive growth in fanbase and the profile of women's football.

However, there are always new challenges. Although diversity within the women's game is improving, we must double our efforts to ensure every girl and woman feels they are welcome within the football family whether as players, coaches, officials or leaders. We must provide opportunities for every woman and girl regardless of age, ethnicity, faith or ability. (Detail of the work we're doing to support Disabled people can be found in The FA's Disability Strategy). We also need to work hard to recruit and retain volunteers who are the life blood of our game. As numbers continue to grow it is imperative that we have enough suitable training and competition facilities for grassroots players, our talented youth and our top professionals.

Players sit at the centre of our strategy, and we want to ensure that every girl and woman can enjoy their experience and fulfil their potential. That's why we want to prioritise female health and continue to develop safeguards that provide support across the game.

As the professional game is now run by a separate independent company, we must work closely in partnership to create a fully integrated approach to the development of the whole game. This is particularly true for the talent pathway where we need to continue to develop our club and England pathways to make sure young players with the aspiration to play professional club football or put on an England shirt are given every opportunity to do so.

The Lionesses have been a beacon for the women's game as players and as ambassadors, inspiring millions of people and driving the game to a new level. They stand on the shoulders of women whose courage and passion for the game made them trailblazers. We must never lose sight of our heritage and continue to value the unique and distinctive culture of the women's game.



Baroness Sue Campbell DBE
FA Director of Women's Football



The progress made in the women's and girls' game in recent years has been transformational. We have lots of challenges and opportunities ahead of us as we strive to build on this success. I am very excited to be joining the team as we embark on the next stage of this journey.

Sue Day, Incoming FA Director of Women's Football

GREAT TO DATE – BUT MORE TO DO

We are incredibly proud of our work over the last eight years, which has driven so much growth in women's and girls' football. The stats speak for themselves in every part of the game, whether it be participation numbers in the grassroots game or the fantastic crowds and broadcast audiences for the Barclays WSL and Lionesses, the growth has been phenomenal. The top female players are now household names and incredible role models to inspire girls around the country to try football.

That said, until we have the same number of women and girls playing as men and boys, there is still more work to do. We have taken huge strides and driven meaningful change but gaps in participation remain, both in specific age groups and in communities. This is why our ambition to deliver equal opportunities for women's and girls' football is one of the four gamechangers in our overall FA 2024-28 strategy. By continuing to focus on opportunities in schools and introducing more opportunities in clubs around the country, we can close these gaps.

We're also committed to ridding football of any type of discrimination and in the process setting an ongoing example for our wider society to emulate. Given we have historically run the women's game at every level – from grassroots to England teams – we can directly influence this area, alongside the newly

established company running the Barclays WSL and Barclays Women's Championship, whether by running audience-targeted inclusion programmes or coming down hard on any discriminatory practices.

In the next four years, we will set our sights on more international success, as well as building the quality and sustainability of our women's and girls' leagues and cup competitions and developing facilities to match our ambitions.

None of our ambitious plans can be delivered without seamless collaboration with football's stakeholders, as well as focusing on the key findings of Karen Carney MBE's independent review into the future of domestic women's football¹.

We head into the 2024-28 period in great shape, with ambition to deliver more growth and societal change.



Mark Bullingham
FA Chief Executive Officer

¹<https://www.gov.uk/government/news/major-review-of-womens-football-published>



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THE CURRENT STATE OF PLAY IN THE WOMEN'S AND GIRLS' GAME

 <p>56% increase in women and girls playing football</p>	 <p>14% increase in schools offering equal access in PE for girls</p>	 <p>2,046 Wildcats providers</p>	 <p>624 Squad approved providers</p>
<p>15689 active new FEMALE LEADERS</p>	<p>100% County FAs with EDI plans specific to the female game</p>	<p>265% talent base increase in Emerging Talent Centres</p>	 <p>21 Professional Game Academies launched</p>
 <p>Established WOMEN'S PROFESSIONAL LEAGUES LIMITED within the women's game (BWSL and BWC)</p>	 <p>RECORD INVESTMENT in the Adobe Women's FA Cup</p>	 <p>#2 England's Highest FIFA World Ranking</p>	 <p>EUROPEAN CHAMPIONS 2022 & WORLD CUP FINALISTS 2023</p>
 <p>88% increase in female coaches being actively developed</p>	 <p>COACHING EXCELLENCE INITIATIVE launched for high potential coaches in the women's game</p>	 <p>14 female referees on the international list</p>	 <p>113% increase in number of female referees</p>

The FA's previous strategy, Inspiring Positive Change, spanned from 2020 to 2024 with the ambition of building a sustainable future for women's and girls' football. The duration of the strategy coincided with record levels of growth across the sport, as seen in the highlights above.

OUR PURPOSE AND OUR PRINCIPLES

OUR PURPOSE

We have **GROWN**, we have **INSPIRED**, now we are **REACHING HIGHER***

OUR PRINCIPLES



Put our players at the **CENTRE OF WHAT WE DO**



DRIVE CONNECTIVITY across the game



BUILD on our 2020-2024 Strategy



Transform through **OPTIMISATION & INNOVATION**



Be **DISTINCTIVE**



Align to wider **FA STRATEGIC PRIORITIES**

THE 'REACHING HIGHER' FRAMEWORK



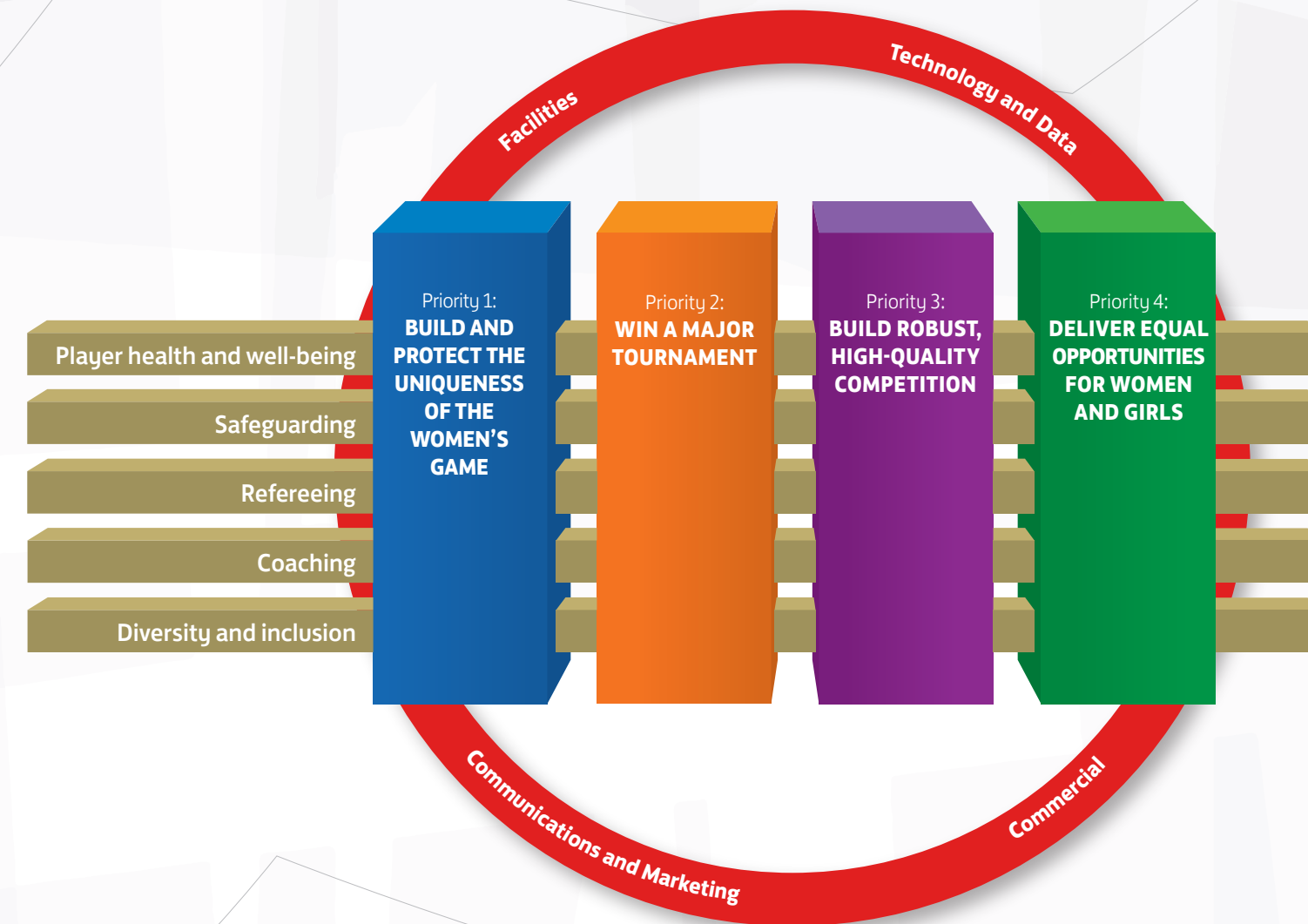
STRATEGIC PRIORITIES



GOLDEN THREADS



ENABLERS



*Reaching Higher will build on the success of The Gameplan For Growth (2016-20) and Inspiring Positive Change (2020-24), The FA's previous two women's and girls' game strategies.

OUR FOUR STRATEGIC PRIORITIES

1



BUILD AND PROTECT THE UNIQUENESS OF THE WOMEN'S GAME

AT LEAST 50% OF PEOPLE WITH AN INTEREST IN FOOTBALL UNDERSTAND THE UNIQUE VALUES OF THE WOMEN'S GAME.

We owe so much to our former players who had the courage and passion to forge a new future for women's football. They have played a pivotal part in shaping the identity of the game as it exists today and, in order to grow, we must continue to honour our history and recognise those who have contributed towards making it so unique.

We want to bring all of our distinct qualities to everyone in the game, ensuring it is appreciated and valued in its own right; building and protecting what makes us special.

Together, we have the chance to inspire a generation of girls and women to play, coach, officiate or administer in the game. No girl or woman should be constrained by historical prejudices and we want to encourage everyone to follow their dreams, whatever they may be.

Sue Campbell

Baroness Sue Campbell DBE
FA Director of Women's Football

2



WIN A MAJOR TOURNAMENT

WIN A MAJOR TOURNAMENT.

We stand in the present, proud of how much has been accomplished over the last four years and the growth of the women's game. However, the world around us is changing quickly and competitors are fast approaching so we must keep investing in our programmes, our people and ourselves to stay ahead.

We want to win more tournaments and continue to be world leaders both on and off the pitch, making football more equal and accessible at every level of the game and ensuring that our pathway and teams represent society.

We recognise that success is not down to one person or one team. At the core of our strategy are our people, and we will be investing in them to deliver high performance across the board. We aim to foster an environment where everyone shares a strong sense of purpose and feels aligned with our values, beliefs and behaviours and is motivated to meet and exceed our agreed goals.

Kay Cossington

Kay Cossington
FA Women's Technical Director

3



BUILD ROBUST, HIGH-QUALITY COMPETITION

97% RETENTION OF CLUBS ACROSS THE FA WOMEN'S NATIONAL LEAGUE AND REGIONAL LEAGUES.

The pyramid provides connectivity across women's football from grassroots through to the professional game and England teams. It serves to enhance the unique culture of the game and provides participation and development opportunities for players, coaches, referees and administrators at every level.

Our focus is to work with clubs to provide safe and inclusive environments within their local communities and drive standards to improve sustainability and the quality of football. We will continue to support clubs in playing at an appropriate level by making sure that the pyramid structure is fit for purpose.

We want to build on the success of the Adobe Women's FA Cup and FA Women's National League and increase the connections that clubs have with their supporters by ensuring that all competitions are compelling and provide entertaining football.

Nick Frith

Nick Frith
Women's Leagues Operations Senior Manager

4



DELIVER EQUAL OPPORTUNITIES FOR WOMEN AND GIRLS TO PLAY

90% OF SCHOOLS TO DELIVER EQUAL ACCESS FOR GIRLS TO PLAY FOOTBALL IN KEY STAGES 2 & 3.

The amazing success of the Lionesses has super-charged the demand for women and girls to play. We've now got the highest number of female players on record, and we have made huge progress in school provision for girls.

There is so much to be proud of, but the job is not yet done. We want to grow sessional football for women, do more to ensure that all schools provide the same opportunities for girls as they do boys, and strengthen the pathway to professional and grassroots clubs. Our ambition is to ensure every woman and girl who wants to

play football has an opportunity to do so – either casually or competitively – in a safe and enjoyable setting.

LJ Gear

Louise Gear
FA Head of Grassroots Football Development

OUR GOLDEN THREADS

There are five golden threads that weave through every part of our game and strategy, bringing all elements together into one framework. These threads have a touch point into each of our strategic priorities and are instrumental to their overall success.

Our golden threads have their own objectives that teams will drive forward over the next four years.

FEMALE HEALTH AND WELL-BEING

SAFEGUARDING

REFEREEING

COACHING

DIVERSITY AND INCLUSION



FEMALE HEALTH AND WELL-BEING

BY 2028 WE WILL:

have developed our game to support women and girls with their health and well-being needs, providing them with environments in which they can thrive.

BY...

- Elevating the profile and awareness of the female health and well-being agenda to challenge societal taboo and embed within the culture of our game.
- Providing learning and development opportunities to support knowledge and understanding of female health and well-being.
- Transforming facilities and settings and implementing female health interventions to enable women and girls to achieve their full potential within football.



SAFEGUARDING

BY 2028 WE WILL:

have supported the evolution of an ever-safer culture across the women's and girls' game.

BY...

- Providing strong leadership and governance of safeguarding, driving effective policies, regulations, standards and safer working practice.
- Delivering impactful safeguarding education, resources, messaging and campaigns, to underpin safeguarding practice and culture.
- Ensuring that reporting concerns is as easy as possible for participants at every level of the game.



REFEREEING

BY 2028 WE WILL:

have grown and nurtured a new generation of referees who are representative of our society.

BY...

- Optimising our current identification and recruitment methods.
- Deliver motivational programmes to ensure all women referees in the early stages of their career receive the support they require to retain them in the game.
- Building innovative development opportunities to allow our talent match officials to progress.



COACHING

BY 2028 WE WILL:

have supported and developed brilliant coaches capable of unleashing every player's potential in a safe and inclusive game.

BY...

- Optimising current provision by identifying gaps and prioritising and aligning resource.
- Innovating the learning landscape to ensure it is delivering a fit for purpose development offering, tailored to female coaches and leaders.
 - Turbo-charging top talent through coach development opportunities.
- Transforming learning and development experiences through digital, creating personalised solutions.



DIVERSITY AND INCLUSION

BY 2028 WE WILL:

have a game that's more reflective of our society.

BY...

- Capitalising on the success of our specialist national partnerships to accelerate delivery nationwide through positive action.
 - Mobilising, supporting and empowering local volunteers from under-represented groups to deliver football in their communities.
- Developing a system that informs our offers and ensures they are welcoming and fit for everyone by capturing individual data and journeys.



Priority 1:

BUILD AND PROTECT THE UNIQUENESS OF THE WOMEN'S GAME



OBJECTIVES

DISTINCT IDENTITY	<p>Establish a distinct women's game identity based on clear values, beliefs and history of our game.</p> <p>Interventions</p> <ul style="list-style-type: none"> Crystallise what is distinctive and valued across our game. Gain insight from our Lioness Legends. Collaborate with current players, coaches, match officials and workforce on what should be protected about our game.
PEOPLE INVESTMENT	<p>Invest in our people to ensure our game's unique identity is protected and delivered throughout all we do.</p> <p>Interventions</p> <ul style="list-style-type: none"> Structure our internal workforce to meet the increased expectations of the game. Embed our culture and identity among FA colleagues. Drive collaboration between FA divisions to ensure connectivity across the women's game.
CULTURE CHAMPIONS	<p>Develop culture influencers and showcase inspirational role models to promote the game's identity and culture.</p> <p>Interventions</p> <ul style="list-style-type: none"> Identify and develop culture influencers to promote women's football and women's sport as a vehicle for social change. Highlight the players as humble, relatable, best-in-class athletes. Develop and promote inspirational role model coaches and referees of all backgrounds. Work with our Lioness legends to connect past, present and future players.
COLLABORATIVE CONNECTIONS	<p>Build collaborative connections and processes to embed our identity across the wider game.</p> <p>Interventions</p> <ul style="list-style-type: none"> Work strategically with the Women's Professional Game Ltd to ensure connectivity and alignment. Drive innovative, agile and accountable governance so the game thrives. Manage external stakeholders to ensure the player is central to all we do. Enhance relations with National Partners to ensure our history and heritage is accurately represented.

THIS PRIORITY'S GOLDEN THREADS

 FEMALE HEALTH AND WELL-BEING	 SAFEGUARDING	 REFEREEING	 COACHING	 DIVERSITY AND INCLUSION
<p>BY 2028 WE WILL...</p> <p>...have successfully embedded female health and well-being support, education and awareness into the distinct culture of the women's game.</p> <p>BY...</p> <ul style="list-style-type: none"> Building an eco-system of trusted expertise, skills and partners to provide aligned messaging and education. Elevating the awareness of female health and well-being to embed it within the culture of our game. Developing a workforce dedicated to creating female football fit-for-purpose environments. Embedding female health and well-being messaging within all our existing and new products, services, campaigns and events. 	<p>BY 2028 WE WILL...</p> <p>...have empowered the networks who contribute to the success of the women's game to maintain safer cultures with people at the heart of decision making.</p> <p>BY...</p> <ul style="list-style-type: none"> Regularly gathering and acting on insight on the perceptions of environments and culture. Ensuring everyone understands the importance of safeguarding, acceptable and unacceptable behaviours and how to raise concerns. Enhancing players and parent/carer understanding of support systems, as well as building confidence to raise and report concerns. 	<p>BY 2028 WE WILL...</p> <p>...have made referees feel valued, safe and empowered to deliver at every level of the game.</p> <p>BY...</p> <ul style="list-style-type: none"> Recognising and acknowledging the contribution our predecessors have made to women's refereeing. Improving the referee experience by implementing measures to preserve positive participant behaviours. 	<p>BY 2028 WE WILL...</p> <p>...connect coaching communities across the game through expert coach developers who understand the unique identity of the women's game.</p> <p>BY...</p> <ul style="list-style-type: none"> Driving lifelong learning within coaching communities. Delivering a coach developer programme promoting inclusivity and ethical practice. Growing a highly skilled and diverse coach developer workforce that delivers a world-class development experience. Developing a suite of learning activities to drive understanding of female athlete health and well-being. 	<p>BY 2028 WE WILL...</p> <p>...continue to celebrate our special identity and become a game more reflective of our society.</p> <p>BY...</p> <ul style="list-style-type: none"> Continuously acknowledging and celebrating the identity, history, milestones and heritage of our game. Launching an induction into women's football for all FA new starters. Working with national organisations and fan-led groups to ensure all fans/spectators from historically under-represented groups feel they belong.

“ We must maintain our unique identity as we continue to grow, and never lose sight of our heritage. ”

Sue Campbell, Director of Women's Football



Priority 2: WIN A MAJOR TOURNAMENT



OBJECTIVES

WIN TOURNAMENTS	<p>Enhance and accelerate plans to optimise team preparation for players and staff to thrive and perform under the highest pressure.</p> <p>Interventions</p> <ul style="list-style-type: none"> • Drive world-class tournament preparation and plans. • Drive current and acute research and innovation. • Collaborate with stakeholders to ensure the match calendar had player welfare at its core.
PODIUM PREPARATION	<p>Provide investment and innovative support to players that have demonstrated podium potential.</p> <p>Interventions</p> <ul style="list-style-type: none"> • Drive bespoke individual player development plans. • Collaborate with other member associations and stakeholders to deliver competition solutions for WU23 in the absence of UEFA/FIFA competition. • Deliver continued positional depth chart health checks to assess the health of our pathway.
TALENT ID & DEVELOPMENT	<p>Ensure widescale recruitment and development of players who have the potential to progress through the pathway.</p> <p>Interventions</p> <ul style="list-style-type: none"> • Establish a world-class talent ID strategy. • Deliver outstanding national development teams' programmes and experiences. • Develop talent pathways to increase the quality, quantity and diversity of players entering England teams.
PERFORMANCE SUPPORT	<p>Tailor support to motivate, measure and develop performance and deliver our big picture goals.</p> <p>Interventions</p> <ul style="list-style-type: none"> • Deliver a high-performance framework for national teams. • Establish a female health and well-being strategy for all players. • Deliver an intra-disciplinary performance strategy that ensures players' readiness to meet the demands of the game.

THIS PRIORITY'S GOLDEN THREADS

<p>FEMALE HEALTH AND WELL-BEING</p>	<p>SAFEGUARDING</p>	<p>REFEREEING</p>	<p>COACHING</p>	<p>DIVERSITY AND INCLUSION</p>
BY 2028 WE WILL...	BY 2028 WE WILL...	BY 2028 WE WILL...	BY 2028 WE WILL...	BY 2028 WE WILL...
...have developed, evolved, and implemented female health interventions to support our Lionesses and talented players to achieve their full potential.	...have embedded safeguarding principles in all activity, ensuring safeguards underpin all projects and events at their inception.	... have shared knowledge and experience across the game to help prepare our players on the pitch.	...have increased the talent pool of suitably skilled coaches ready for roles at the top end of the game.	...have increased the number of players from historically under-represented communities in our teams and talent system.
BY...	BY...	BY...	BY...	BY...
<ul style="list-style-type: none"> • Providing bespoke female athlete health interventions to enhance the performance and well-being of our England players. • Utilising cutting edge research to inform female athlete health interventions. • Ensuring our performance support workforce are upskilled in a relevant and meaningful way. 	<ul style="list-style-type: none"> • Embedding national safeguarding policies through all England teams and talent pathways. • Providing education and training to all staff delivering to England teams and talent pathways. • Supporting staff to develop safeguarding risk assessments and safeguarding plans, including having clear processes for reporting and managing concerns. 	<ul style="list-style-type: none"> • Working with the PGMOL to ensure players are aware of refereeing expectations at every major tournament. • Empowering Tier 3 women referees to officiate age-group training matches to replicate international tournament environments. 	<ul style="list-style-type: none"> • Identifying top English coaching talent through evidence-based methods and maximising their development. • Delivering coach development support for talented youth coaches operating in the talent pathway. • Delivering a high-performance coach development programme for national team staff. • Delivering a step change in goalkeeper coach development. • Implementing a support system for players who have the ambition to transition into coaching. 	<ul style="list-style-type: none"> • Ensuring all our elite environments are welcoming players from all historically under-represented communities. • Taking positive action to increase the numbers of players and workforce from historically under-represented communities in our England teams and pathways. • Providing coaching development opportunities to increase coach representation from historically under-represented groups across the game.

“Success is not down to one person or one team. We want to win more tournaments and be world leaders on and off the pitch.”

Kay Cossington, Women's Technical Director



**Priority 3:
BUILD ROBUST,
HIGH-QUALITY
COMPETITION**



OBJECTIVES

PYRAMID OPTIMISATION

Optimise the Women's Pyramid system to connect the game, drive quality of competition and enhance playing environments.

Interventions

- Propel club standards through development and regulation, focusing on inclusive and accessible environments.
- Create optimal competition delivery through the support of league workforce.
- Enhance the competition structure to best serve clubs, players and fans.

PERFORMANCE OPPORTUNITIES

Provide opportunities for individuals to perform at an appropriate level in the game.

Interventions

- Ensure FA rules serve player development and allow young talent to access meaningful minutes.
- Embed a system that supports players, referees and coaches to reach their ambition.
- Develop tools and tactics to support talent identification.
- Ensure environments are appropriate and safe for individuals at all levels.

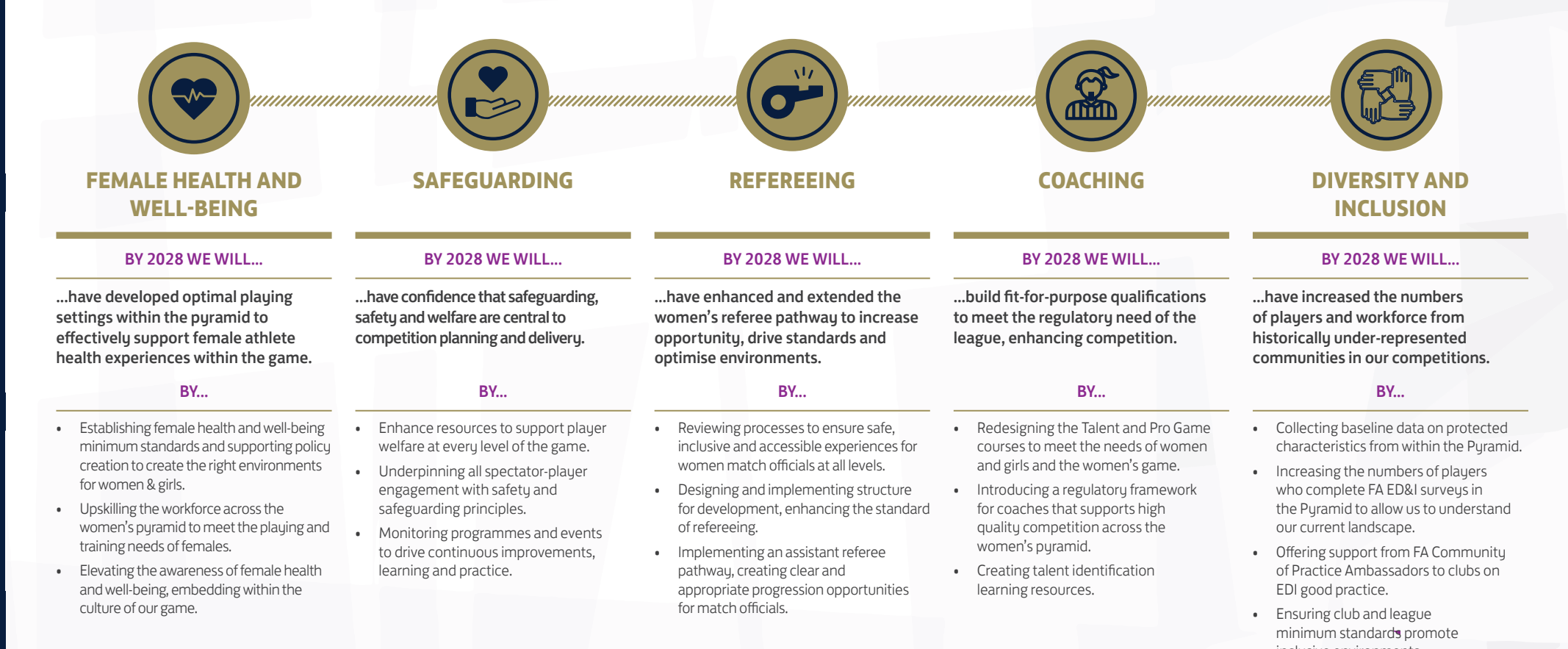
MAXIMISE GROWTH

Deliver an Adobe Women's FA Cup that maximises opportunities for growth.

Interventions

- Introduce innovations alongside the traditional structure and give new opportunities to clubs throughout the Pyramid.
- Deliver fair and equitable rewards for the Adobe Women's FA Cup.
- Raise the competition's profile through brand re-positioning, vales and messaging to grow the fanbase.

THIS PRIORITY'S GOLDEN THREADS



“ We want to work with clubs to enhance the quality of women's football, ensuring compelling competition and building connections with supporters. ”

Nick Frith, Women's Leagues Senior Operations Manager



Priority 4:
DELIVER EQUAL OPPORTUNITIES FOR WOMEN AND GIRLS



OBJECTIVES

PLAYING IN SCHOOLS	<p>Sustain and grow more playing opportunities in schools.</p> <p>Interventions</p> <ul style="list-style-type: none"> • Deliver a primary school extra-curricular programme to provide a pathway to Wildcats and community clubs. • Maintain the KS3 offer, create an innovative KS4 offer and evolve the competition structure in schools. • Work with the Government to deliver a sustainable school sport infrastructure to embed football in school life for girls. • Retain the Girls' Football Schools Partnership Network. • Establish a new club to school collaboration model that provides a connected pathway to clubs.
PLAYING IN GRASSROOTS TEAMS	<p>Create more team playing opportunities.</p> <p>Interventions</p> <ul style="list-style-type: none"> • Continue to grow the number of girls' teams and clubs that offer a full female pathway, ensuring access to high-quality competition opportunities. • Grow the number of adult women's teams playing 11v11, small sides and alternative games (35+) and deliver new and appealing league offers nationwide. • Actively improve the transition of girls from youth to women's open age football.
EXTEND & ENHANCE OPPORTUNITIES	<p>Extend and enhance the right sessional opportunities to play.</p> <p>Interventions</p> <ul style="list-style-type: none"> • Grow the number of girls engaging in the youth pathway 'Play Phase' and embed Wildcats in England Football Club Accreditation. • Expand the delivery of 'Squad' and ensure all girls up to 16 years have a sessional football offer. • Expand the sessional football offer for adult women to include small sided, walking fitness and coach-led football sessions.
PIPELINE GROWTH & DIVERSITY	<p>Grow and diversify the pipeline of female teachers, coaches, officials and leaders of the grassroots game.</p> <p>Interventions</p> <ul style="list-style-type: none"> • Grow the number of future female PE specialists delivering football for girls in education. • Provide leadership and officiating opportunities to secondary school girls and young women in education. • Drive equal opportunities by supporting and growing the number of female coaches and referees. • Deliver best in class learning and development opportunities for the football development workforce.

THIS PRIORITY'S GOLDEN THREADS

<p>FEMALE HEALTH AND WELL-BEING</p>	<p>SAFEGUARDING</p>	<p>REFEREEING</p>	<p>COACHING</p>	<p>DIVERSITY AND INCLUSION</p>
BY 2028 WE WILL...	BY 2028 WE WILL...	BY 2028 WE WILL...	BY 2028 WE WILL...	BY 2028 WE WILL...
...provide inclusive, supportive and welcoming environments in which women and girls have a sense of belonging.	...have supported girls and women to feel safe and supported in the game.	...have a refereeing workforce that is representative of society.	...have a diverse network of brilliant coaches who provide the foundations for lifelong participation.	...have increased the numbers of players and workforce from historically under-represented communities within all roles in our game.
BY...	BY...	BY...	BY...	BY...
<ul style="list-style-type: none"> • Elevating the awareness and profile of the female health & well-being agenda to embed within the culture of grassroots football. • Developing playing interventions to support all women and girls with specific life stage/age transitions such as menopause, puberty, pregnancy etc. • Propelling standards and policies in clubs, leagues, and places to play to create the right environments for women and girls. • Providing female health and well-being learning and development opportunities to coaches, volunteers and players in grassroots football. 	<ul style="list-style-type: none"> • Providing guidance, resources and messaging to support safer football environments for women and girls. • Promoting the Safeguarding Awareness course for parents/carers and requiring specified parents/carers complete it. • Deploying preventative software to detect and prevent grooming, sexism, misogyny and others forms of discriminatory abuse via social media platforms. 	<ul style="list-style-type: none"> • Delivering a referee recruitment strategy through County FAs, club, school and club community organisation (CCO) networks. • Promoting new and alternative approaches to recruiting and retaining referees from under-represented communities. 	<ul style="list-style-type: none"> • Developing a thriving, collaborative community of female coaches who support a flourishing grassroots game. • Delivering positive action programmes to reduce the barriers to coaching for coaches from historically under-represented groups. • Developing a community of coaches from Black, Asian, Mixed and other ethnic backgrounds, encouraging them to access England Football Learning's entry-level qualifications. • Providing financial support for historically under-represented groups to access our coaching qualifications. 	<ul style="list-style-type: none"> • Ensuring FA programmes target historically under-represented communities, prioritising place-based interventions to increase opportunities for all to play. • Continuing to develop leaders, volunteers, coaches and match officials from historically under-represented communities. • Ensuring our grassroots club and community environments welcome players and workforce from all historically under-represented communities.

“
The growth in the women's and girls' game has been brilliant to see – but there is more support needed for the game to be truly equal.”

Louise Gear, Head of Grassroots Football Development

OUR ENABLERS



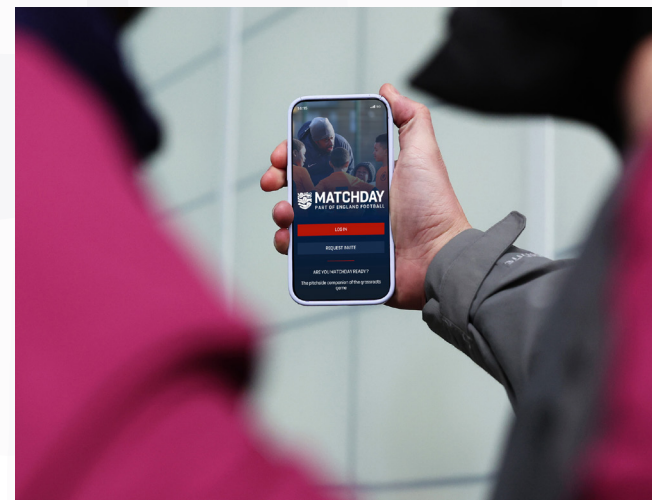
COMMERCIAL

BY 2028 WE WILL:

secure significant additional funding and investment to support women's and girls' grassroots football and pyramid; the Adobe Women's FA Cup; and England national teams winning major tournaments, allowing the game and its participants to thrive.

BY...

- Deepening relationships with FA commercial partners and further aligning on purpose driven output, resulting in greater support and investment into women's football.
- Developing purpose-led propositions for new partners, and endeavouring to include shared commitment in supporting women & girls to excel in the game.
- Continuing to broaden the commercial appeal of the Adobe Women's FA Cup through strategic development of the competition.



TECHNOLOGY AND DATA

BY 2028 WE WILL:

have a robust and relevant set of digital products and services that connects, enhances and stretches our collective ambition.

BY...

- Building fit-for-purpose products, services and providing expert knowledge.
- Providing access to actionable data that can be used to inform onward strategy and tactical intervention.
- Continuing to build and refine our technology governance so the game is safe for all.



MARKETING AND COMMUNICATIONS

BY 2028 WE WILL:

inspire the nation to watch, play and participate in women's and girls' football whilst nurturing the game's unique culture.

BY...

- Championing the individuals across all communities who showcase the sport's unique values.
- Proactively and passionately campaigning for equal opportunities for girls in schools and clubs.
- Using innovative storytelling that builds deep and long-lasting connections with our England teams and the Adobe Women's FA Cup, whilst also shining a light across the women's pyramid.



FACILITIES

BY 2028 WE WILL:

build more and improve existing facilities to boost accessibility and inclusivity for women and girls.

BY...

- Transforming grass pitch quality to provide more playing opportunities for women and girls.
 - Building more 3G pitches with priority access for women and girls.
- Creating more female-friendly clubhouses.



THE UNITED POWER OF PARTNERSHIPS

The implementation of the strategy you are reading would not be possible without effective and committed collaboration between ourselves and a range of partners.

Key among these is the strong network of **County FAs**, with whom we work day-in, day-out to grow the game throughout England at regional and local levels. You can find a full list of County FAs and contacts [here](#).

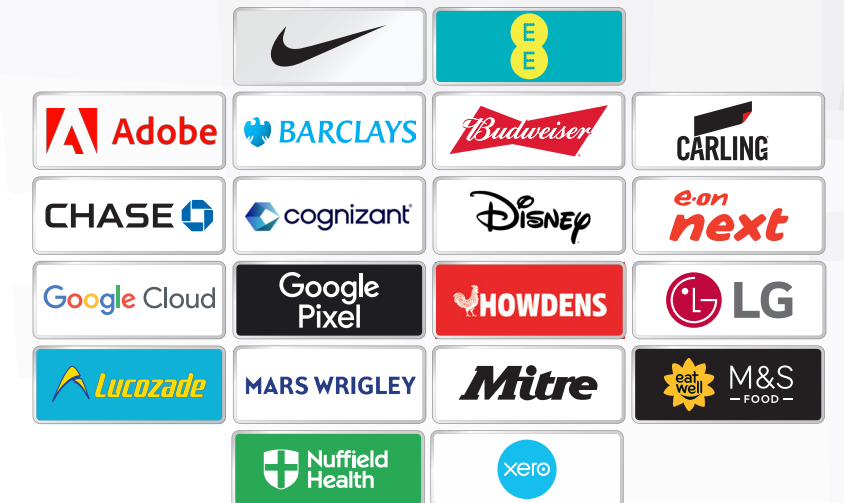
There are also a wider range of **funding partners**, who share our aims for the women's and girls' game, and without whose financial investment many of our ambitions could not be realised.

Our development programmes could not have the scope they do without the involvement of several **national delivery partners**.

The growth and interest in women's and girls' football would also not have been achieved without the vital involvement of our **broadcast and commercial partners**.

Our collective thanks go to all our much-valued partners, with whom we look forward to working throughout the next four years – and beyond.

COMMERCIAL PARTNERS:





FOR FURTHER INFORMATION

If you or your organisation wants to know more about how to get involved in the women's and girls' game in England, please visit [County FAs - Explore | England Football](#).



FOR ALL

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