



For the Game, For Wales

THE FOOTBALL ASSOCIATION OF WALES

CONSULTATION DOCUMENT for 2008 - 2012



For the Game, For Wales

CONTENT

<u>Section</u>	<u>Page No.</u>
Introduction	3
1. The Objectives	3
2. The International Context	6
3. The National league	9
4. The Directly Affiliated Leagues	12
5. National Competitions	14
6. The Area Associations	16
7. Women's Football	18
8. Growing the Game	20
9. Commercial & Marketing	23
10. External Relationships	26
11. Good Relations – Celebrating Wales	30
12. Funding	33
Appendix 1 – Current “Welsh Pyramid” Structure of leagues in Wales	37
Appendix 2 – Proposed National League for For Women	41



For the Game, For Wales

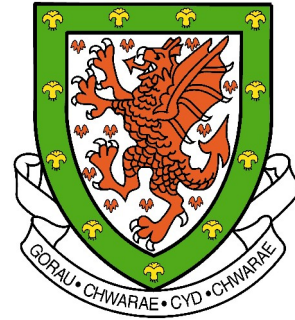
INTRODUCTION

The Football Association of Wales (FAW) is the governing body for association football in Wales and as such is responsible for setting out the strategic objectives and policies for the administration and development of the game at all levels in Wales. These objectives and policies are set out in this Consultation Document covering the football seasons 2008/09 to 2011/12. The FAW has delegated certain domestic responsibilities to various affiliated bodies under its Rules or by agreement, but the FAW reserves sole responsibility for football in all its aspects.

1 THE OBJECTIVES

1.1 Welsh football is administered to a high standard – the FAW was recently awarded the ISO-9001 charter mark. Its clubs, leagues and associations embrace an enviable amount of unpaid labour and substantial fund-raising. The aims of all concerned will include the following:-

- Frequent participation by the national team in Federation Internationale de Football Association (FIFA) and Union des Associations Europeennes de Football (UEFA) Final Tournaments;
- The leading Welsh footballers being sought after and established in the leading club sides highest level possible;
- A successful full-time and semi-professional football sector in which clubs achieve well above the country's population weight in European club competitions;
- Young players having the opportunity to train and to play football in high-quality facilities;
- Wales to be recognised by other sports bodies as a leader of best practice in all aspects of football administration;
- Maintain a Welfare Policy and enforceable Procedures that are appropriate to ensure all members, officials and workers and all participants in any of its activities at whatever age, level, race or gender are protected from abuse, exploitation, harassment or harm;
- Maintain a Welsh Language Policy for use by the FAW and its staff;



For the Game, For Wales

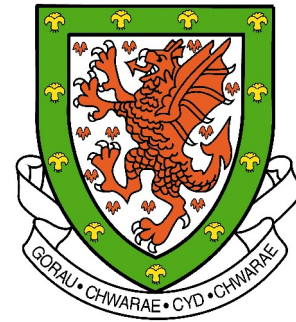
- Continue to develop close partnerships with the Welsh Football Trust (WFT), Welsh Assembly Government (WAG), girls' and women's football, disability football and spectator groups;
- The development of on-line management systems to allow the FAW to market its services more effectively, giving clubs access to products and services online including :-
 - Player registrations
 - Membership services
 - Discipline
 - Refereeing
 - Ticketing;
- Continue to combat racism in football by building on the existing "Show Racism the **RED** Card" initiative and by continued liaison with Wales Supporters' Clubs and the Police; and
- Continue to develop easier access for children (and their parents who provide so much support) to facilities and coaching, including support for the FAW/WFT programmes designed to ensure talent is identified early and integrated into the FAW's player pathways.

- 1.2 To achieve these objectives all consideration of the FAW's strategy must be based on the application of the 'Virtuous Circle of Success' i.e. that:-
- A successful international team will generate greater revenues, and
 - Greater revenues will fund more high quality development programmes, and
 - More high quality development programmes will encourage a wider talent base, and
 - A wider talent base will provide the foundation for a successful international team.



For the Game, For Wales

- 1.3 Because of the dominance of the professional game, the organisation of Welsh football is primarily focused on international success. The finances of the FAW are substantially dependent on revenues from 'A' international matches and from related sponsorship and broadcasting arrangements. It is essential that Wales has a successful national team with the right structures properly resourced and supported, because it is the strongest marketing tool for the game.
- 1.4 Therefore, notwithstanding the needs of special interest groups, the FAW strategy must first and foremost be concentrated on those aspects which improve the international standing of its national teams.



For the Game, For Wales

2 THE INTERNATIONAL CONTEXT

2.1 The FAW was formed in 1876 and is the third oldest national association in the world and because of its historical position it is directly represented on the International Football Association Board. It is this statistic which creates a misconception of the potential of its national football teams. Wales has only once qualified by right beyond the group stages of an international tournament – in 1976 when it reached the quarter-finals of the European Championship. In 2003 Wales also participated in a play-off round. The team did appear in the 1958 World Cup Final Tournament, but only after a ballot of group runners-up for a play-off with Israel.

2.2 Wales is a country of 2.9 million inhabitants, being the 39th ranked country in population size of the 53 nations affiliated to UEFA. As no more than sixteen European teams at most can currently qualify for a final tournament, it is perhaps optimistic to believe that Wales might qualify on a regular basis, but it is worth noting that UEFA are considering extending their final tournament to 24 teams, and a comparison with similarly sized nations can be instructive.

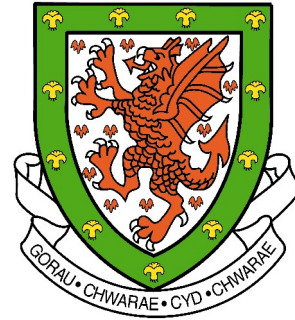
2.3 The following tables show FIFA’s annual rankings. Wales is compared with the Republic of Ireland (a nation of 1 million more inhabitants than Wales, but also competing with another ‘national’ sport) and Slovenia (with 1 million fewer inhabitants than Wales).

	WALES	REP. IRELAND	SLOVENIA
1995	29th	12th	36th
1996	32nd	20th	27th
1997	35th	19th	36th
1998	39th	22nd	35th
1999	37th	24th	31st
2000	42nd	23rd	25th
2001	42nd	15th	21st
2002	38th	9th	17th
2003	27th	10th	17th
2004	27th	12th	21st
2005	32nd	10th	24th
2006	28th	21st	30th
2007	34th	26th	39th
2008	30th	24th	38th
Average Pos	31.2	17.64	26.4
Range	15 places	17 places	22 places



For the Game, For Wales

- 2.4 The table indicates that whereas Wales's position in the rankings is fairly consistent, the other nations have been able to attain standards which would qualify them for final tournaments on an intermittent basis. This would suggest that the Welsh team should be able to meet similar standards provided there is a proper base for talent identification and development.
- 2.5 The FAW, in partnership with FIFA's Goal Project, is in the process of developing a national training facility at the Vale of Glamorgan Resort. The facility can be regarded as an important tool in the future development of national squads.
- 2.6 The 2006/07 qualifying competition for EURO 2008 has been acknowledged as a transitional phase, but encouragement should be drawn from the results of the Under-21 team and from the qualification of the Under-17 team for the Elite Round in UEFA tournaments.
- 2.7 At present, the teams are organised under a semi-autonomous structure. The FAW Council appoints the National Team Coach. He in turn appoints the Intermediate Team Coach because of the need to co-ordinate the development of a small pool of available players. The present National Team Coach has extended the remit of the Intermediate Team Coach to include the Under-19 and Under-17 teams. This step has improved the identification and development of talented players within this age range. However, it is important to note that the WFT controls national representative and development squads up to 16 years of age and those young people in full-time education, while the senior women's and women's Under-19 and Under-17 management is approved by the FAW Council.
- 2.8 Thus, the co-ordination of football players' development has a formal structure from initial talent recognition. It is vital that there is a clear and consistent policy, which is applied to management of all national squads. The FAW will ensure an integrated progression of elite players by taking responsibility for the appointment of the lead manager of all national squads, although the WFT will be consulted on the appointment of support staff for the development squads.



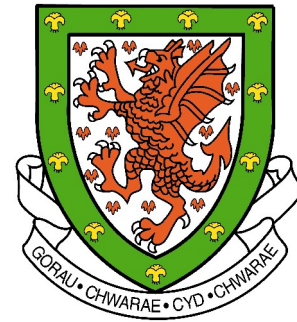
For the Game, For Wales

STRATEGY

- (1) The national team will attain a top 25 ranking place by 2012;**
- (2) The Under-21 team will be seeded no lower than second in their group tournaments before 2012;**
- (3) The youth age-group teams will regularly qualify for the second stages of their appropriate competitions;**
- (4) The National Team Coach will be accountable to the FAW for the overall integration of the player talent and identification programme and to co-ordinate management policies; and**
- (5) The FAW will control the management and playing programme of all representative and national squads up to age 16 years, although the operation will be delegated to the WFT.**

INDICATORS:

- (a) Wales to reach the European play-off stage for the 2010 World Cup and to qualify for the Final Tournament at EURO 2012;**
- (b) Wales to qualify for the Under-21 Final Tournament by 2012;**
- (c) Wales to qualify for the final stages of the Under-19 Tournament by 2012;**
and
- (d) Wales to qualify for the final stages of the Under 17 tournament by 2012.**



For the Game, For Wales

3 THE NATIONAL LEAGUE

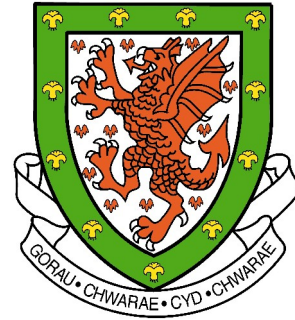
- 3.1 The Welsh Premier League (WPL) has made substantial progress since its controversial formation in 1992. It is recognised by UEFA as the provider of three teams for European club competitions (1 for the Champions' League, 1 for the UEFA Cup and 1 for the Intertoto Cup), while it invariably supplies the Welsh Cup representative to the UEFA Cup. In July 2007 the WPL was admitted as a member of the Association of European Football Leagues, granting it equal status with the major leagues.
- 3.2 The WPL is a subsidiary of the FAW, which supplies four of the Board of Directors, including the Chairman, and there is an agreement in place whereby the FAW provides an annual financial subsidy including the cost of administration. The FAW also negotiates broadcasting rights on behalf of the WPL..
- 3.3 In recent seasons, clubs have had to face the demands of a National Club Licensing Scheme, based upon the UEFA Club Licensing Scheme, which will become compulsory for all entrants to European competition in 2010. These demands have placed a financial and logistical burden, which some clubs will struggle to support. The lack of suitable stadium facilities is a constant source of difficulty in staging UEFA club fixtures (with the introduction of the new UEFA Stadium Regulations, Wales has only two grounds capable of hosting these matches namely, the Millennium Stadium, Cardiff and the Liberty Stadium, Swansea i.e. no venue north of the M4 Motorway). There is a need for the FAW to invest in the maintenance and improvement of grounds to the required standard in north, central and south Wales, so to ensure that no club has to play a UEFA tie far from its home ground. This would for example require the FAW to enter into "usage" agreements with Cardiff City, Swansea City and Wrexham, although it is not envisage that this would impact on the present ground improvement scheme.
- 3.4 The playing standards of the WPL have risen, as can be testified by the success of the national semi-professional team and by the gradual recruitment of players to the professional ranks, but the external perception of the competition is poor. An improvement in results is unlikely because UEFA seeds clubs according to a complex co-efficient based on success over a five-year period. Wales is currently ranked 47th of 53



For the Game, For Wales

countries and its clubs are thus destined to meet higher seeds.

- 3.5 Improvement in all areas – with the resulting financial reward – would be achieved by improving the co-efficient for at least four of the next five years.
- 3.6 The opportunity must be grasped at this stage to rethink radically how football is undertaken in Wales at the national level. This has to be achieved if Wales is to make progress competing in the UEFA Cup competitions and enabling the clubs to remain viable.
- 3.7 A completely revised Welsh Pyramid system (see Appendix 1 for current structure) must be introduced during the timescale of this Plan. This is vitally important for the national game. To achieve this, leagues and clubs must be willing to rethink completely the way football is organized at the top of the Pyramid (national level). The two levels of football in Wales should be maintained. The top level should reflect the semi-professional game at the national level i.e. the clubs in the six leagues directly affiliated (Welsh Premier League, Welsh League, Cymru Alliance League, Mid Wales League, Welsh Alliance League and Welsh National League) to the FAW which are identified in Appendix 1 (“Directly Affiliated Leagues”). All other football in Wales should be at recreational level i.e. the clubs who are affiliated to the Area Associations – see Appendix 1 and sections 4 and 6 below.
- 3.8 It would also be appropriate to use a period of reorganisation to bring the WPL under the direct control of the FAW.



For the Game, For Wales

STRATEGY

- (1) The FAW to take control of the WPL by the start of 2009/10 season;**
- (2) The WPL to reduce its membership to two leagues of 10 clubs each by the start of 2009/2010 season, based on clubs which meet the FAW Club Licence System and league position; and**
- (3) The FAW will invest in designated stadia in north, central and south Wales to meet the standards demanded by UEFA to host matches in its competitions from the start of 2009/10 season;**

INDICATORS:

- (a) Improvement in co-efficient ranking – 45th place by 2009; 43rd place by 2010; 40th place by 2011 and 38th place by 2012;**
- (b) Minimum of ten clubs to meet FAW Club Licensing criteria by 2009/10; and**
- (c) Minimum of seven grounds to meet UEFA Club Licensing criteria by 2009/10; eight grounds by 2010/11.**



For the Game, For Wales

4 THE DIRECTLY AFFILIATED LEAGUES

- 4.1 The six Directly Affiliated Leagues – see Appendix 1, come under the direct jurisdiction of the FAW. If the FAW is to meet the objective of providing a structure which will enhance the semi-professional game, the standards in the Directly Affiliated Leagues (other than WPL) must reflect a proximity to WPL standards rather than the standards in the next tier downward.
- 4.2 Therefore, the Welsh Football League (WFL) and the Cymru Alliance League (CAL)) should encourage their respective top divisions to only include teams who meet a standard of facilities criteria which can be upgraded to that required by the FAW Domestic Club Licensing System, and that promotion into those divisions will be based strictly on maintaining these standards.



For the Game, For Wales

STRATEGY

- (1) The WFL shall encourage clubs into its division 1 based on specific facilities criteria, in addition to playing success;**
- (2) The CAL shall apply the same criteria to its membership;**
- (3) The WFL to consider creating two equal divisions at its tier 2 – one for the east and the other for the west;**
- (4) To adjust the structure of the Welsh Pyramid so as to permit seasonal movement of clubs between all levels of the game in Wales.**

INDICATORS:

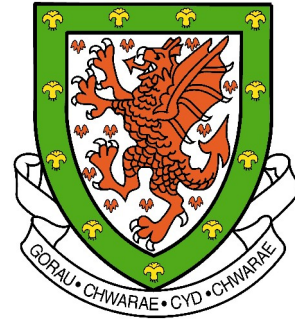
- (a) Criteria to be agreed between FAW and Directly Affiliated Leagues by the start of season 2009/10;**
- (b) The implementation of the criteria by WFL will be achieved by the start of season 2010/11;**
- (c) The implementation of the criteria by CAL will be achieved by the start of season 2010/11.**



For the Game, For Wales

5 NATIONAL COMPETITION

- 5.1 The FAW organises national competitions at a number of levels in the men's and women's games.
- 5.2 The Welsh Cup, the FAW Trophy and the FAW Youth Cup have a long tradition. The Women's Cup has grown in entries since its inception in 1992 and the Girls' Under-16 Cup has been revived to reflect the growing numbers participating at that level. The FAW has supported these competitions with financial rewards for progress.
- 5.3 The winners of the Welsh Cup and Women's Welsh Cup are currently entered annually for their respective UEFA competitions.
- 5.4 In 1995 the Football League clubs left the Welsh Cup because UEFA had ruled that they could not play in the competitions of two countries. Subsequent appeals against this ruling did not prevail.
- 5.5 The FAW is fully conversant with the growing development of Futsal and will continue to monitor the situation with a view to nominating an entry to the new UEFA competition. The FAW has delegated the management and operation of Futsal to the Area Associations.
- 5.6 All clubs in the Welsh Pyramid should be eligible to compete in the Football Association of Wales Challenge Cup, the premier cup competition in Wales. This will enable every club to compete for the highest honour in Welsh football.



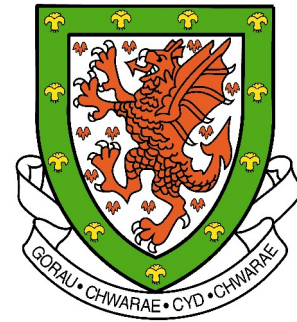
For the Game, For Wales

STRATEGY

- (1) To continue to support and develop the existing national competitions;**
- (2) To review the potential for additional competitions, with special reference to Futsal and 'Veterans' football;**
- (3) All clubs in the Welsh Pyramid should be eligible to compete the Football Association of Wales Challenge Cup.**

Indicators:

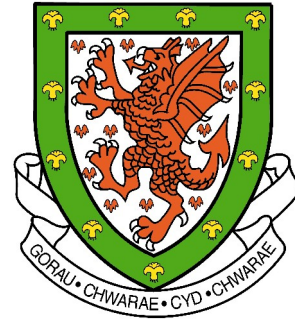
- (a) The Football Association of Wales Challenge Cup to be open to all clubs in the Welsh pyramid system from the start of season 2009/10;**
- (b) To organise a national Futsal Cup by 2010; and**
- (c) To organise a national Veterans Cup by 2012.**



For the Game, For Wales

6 THE AREA ASSOCIATIONS

- 6.1 The six Area Associations perform a necessary administrative function on behalf of the FAW. Their workload continues to increase despite the voluntary nature of their officials. All carry out their duties from their homes and their standards of efficiency are remarkable in such circumstances. The implementation of recent regulations regarding the registration of players has added to the paper trail. Also, as stated in section 3.8 above, the Area Associations should be responsible for all football in Wales played at the recreational level. This will also increase the work of the Area Associations.
- 6.2 In England many county associations operate from permanent offices, although not all employ paid staff. Their offices are often based in sport centres and operate with the support of local authorities. The advantage this arrangement offers is a base for the records and correspondence of the association and a place for committee meetings and disciplinary hearings. It also offers a contact address, which is immediately recognisable to any person or club, or league, which needs to deal with the association.
- 6.3 The administration of Welsh football would benefit from a similar arrangement in Wales. In the past, neither the FAW nor the Area Associations have been in a position to support the concept, but commercial arrangements and the potential revival of the fortunes of the national team should guarantee financial support for a gradual introduction of the provision of offices in conjunction with co-operative local authorities or private landlords.
- 6.4 Establishment of a permanent base would enable the Area Associations to become key stakeholders in the development of the 'grass-roots' of Welsh football.
- 6.5 To achieve this a radical rethink on the geographical area of the Area Associations should be undertaken. At present the size, by number of leagues and clubs varies enormously.



For the Game, For Wales

STRATEGY

- (1) The Area Associations will, on behalf of the FAW, manage and operate football in Wales played at a recreational level;**
- (2) All Area Associations should consider being based in permanent offices and professionally manned;**
- (3) Area Association should play a greater role in football development; and**
- (4) Consideration should be given by the Area Associations to realigning their current geographical boundaries.**

INDICATORS:

- (a) The restructure of the Areas to be completed by the start of the 2010/11 season;**
- (b) Two offices to be established in 2010;**
- (c) (Two further offices to be established in 2011; and**
- (d) All offices to be established by the start of the 2011/12 season.**



For the Game, For Wales

7 WOMEN'S FOOTBALL

- 7.1 Women's football is the fastest-growing sport in the world and in Wales. The FAW formally recognised women's football in 1992, and the number of senior clubs has increased by more than 700%, while there is a thriving girls' programme where none existed before. Whereas women's teams had to seek competition in English leagues, there are now leagues in every part of Wales catering for senior and junior players, whilst there are national teams playing at senior, Under-19 and Under-17 level. The FAW was the first British association to recognise the women's game and to approve participation in mixed football beyond primary school age.
- 7.2 The national teams have made excellent progress in the last five seasons. The Under-19s have had a good record in European competitions for the whole period and the player pathway has improved to the extent that the senior team has now reached the first tier in European football (this tier comprises twenty nations who alone are eligible to qualify for the Women's World Cup).
- 7.3 However, as in the men's game, further international progress must depend on widening the base of talented players. This poses a major challenge as the standard of the leagues is extremely variable within their own membership and the requisite skills and fitness levels are much lower than should be regularly demanded of an international footballer. The only club playing at a significant level is Cardiff City LFC, who play in the English Premier League. Caernarfon Town LFC play at lower levels in the English pyramid, but The Football Association has determined that no further Welsh clubs shall be allowed to play in England. This policy requires that the FAW consider establishing its own structure to broaden the talent base to support the international teams. Since the women's game is not developed on the professional side, it is proposed that a Welsh Women's Premier League be established, (see Appendix 2 for details) i.e. a league of six or eight clubs invited on a regional basis to give every potential player the chance to find a club close to home, which will form an elite division and which would be administered by the FAW and which would have travel costs between north and south Wales subsidised on the same basis as operated in the men's WPL. The winner of the league would be nominated by FAW to play in the UEFA Women's Cup in place of the Welsh Cup winners.



For the Game, For Wales

- 7.4 The creation of such a league would also serve to alleviate problems, particularly in the south, of establishing competitions which serve local interests but also seek to provide a higher quality of football for the players.

STRATEGY

- (1) The coaches of the women's national under-19 and under-17 teams shall be accountable to the Women's National Team coach, for the playing and fitness standards; and
- (2) A Women's Premier League of a maximum of eight clubs shall be formed from the start of the 2009/10 season under the control of the FAW, and shall provide the nominated club for European competition.

INDICATORS:

- (a) The Women's National Team to maintain its place in the European first tier of nations;
- (b) The Women's Under-19s team to qualify for the second stage of each European tournament and to qualify for the Final Tournament at least twice before 2011;
- (c) The Women's Under-17s team to qualify for the second stage of each European tournament and to qualify for the Final Tournament at least twice before 2011; and
- (d) Develop, with the Area Associations, a recognised support network in each region for women's football by 2009.



For the Game, For Wales

8 GROWING THE GAME

- 8.1 In the preamble of this Plan it was established that the success of Welsh football lay in the development and promotion of the game to as wide a range of the population as possible. It is possible to identify four key measures of performance, which will indicate the progress being made:-
- 1 the number of people playing the game, especially those aged 16 years and above;
 - 2 the number of matches being played;
 - 3 improving the sustainability of clubs; and
 - 4 the number of people supporting the playing of the game.
- 8.2 WFT has been charged with the development of the game at grass roots level, where the greatest need for monitoring these measures exists. It has produced a strategy for the period 2006-10, which outlines a sound basis for the growth of the game in its various aspects. WFT's said strategy should be updated and expanded to cover season 2011/12 and should be incorporated into this FAW Plan.
- 8.3 The FAW has successfully implemented a national Child Protection Policy and has provided a template for member clubs to produce their own policy and to put in place appropriate monitoring procedures.
- 8.4 The FAW is a member of the UEFA Hat-Trick programme and has successfully overseen the installation of mini-pitches in the local authorities across Wales. Its target is to continue to provide additional pitches to build on present success. It will also continue to work with local authorities to enhance the facilities available to clubs and players. The FAW has noted shifts in leisure patterns and the success of 5-a-side centres in providing recreation for players who do not, for various reasons, wish to play



For the Game, For Wales

The 11-a-side game on Saturday afternoons. These are private concerns, but the FAW will enter into a dialogue with these centres to ensure that proper standards are maintained and to incorporate these leisure activities into the overall strategy for the game.

- 8.5 The game will not grow to its optimum level without the provision of adequate facilities. This is heavily dependent on the construction of partnerships with the local authorities and with the WAG and the Sports Council for Wales (“SCW”). Thus, the FAW, assisted by the WFT, will carry out an audit of facilities.
- 8.6 The recruitment and retention of referees is of vital importance and the FAW intends to sign up to the UEFA Convention on Refereeing. The FAW will invest in a new campaign for recruitment and training of referees, having already offered its support to the new Referees Association of Wales. The FAW will seek to increase the number of referees on the FIFA list by continuing its exchange programme with other countries, which offer vital experience. It will also dedicate further resources to the training of those officials who are identified as being potential candidates for the international list. It is necessary to create a wider base of candidates for promotion to the WPL, and the FAW will require Directly Affiliated Leagues to join in a nationally co-ordinated programme of in-service training for its match officials to ensure best practice throughout Wales.
- 8.7 There are a small number of registered women referees in Wales. The FAW has noted that FIFA and UEFA are encouraging female officials, notably by offering them regular match appointments in their women’s international competitions. The aim of the FAW is to recruit greater numbers of women officials and offer them the opportunity to meet the required international standard.
- 8.8 The FAW has engaged with supporters groups, particularly the Football Supporters Federation and ‘Gol’ and the creation of “fans’ embassies” in foreign cities, and has been actively involved in the anti-racism campaign ‘Show racism the red card’. It is envisaged that these partnerships will continue to develop and that discussions will be held into assistance with funding.



For the Game, For Wales

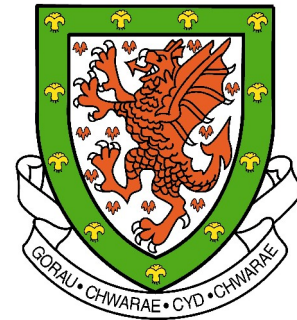
8.10 The role of the WFT, which has been strictly defined to avoid potential conflict, should be widened to apply to all levels of the game below semi professional level. The WFT is also, and should remain, the lead contact for special interest groups.

STRATEGY

- (1) The Welsh Football Trust Strategic Plan shall be adopted as a part of the FAW Strategic Plan, subject to extension to 2012 and any variations arising from the FAW Strategy Plan;**
- (2) Further provision of mini-pitches be developed under the control of the FAW;**
- (3) A new referee recruitment campaign be launched;**
- (4) Specific training be given to elite referees;**
- (5) A new drive be undertaken to train women referees to FIFA list standard;**
and
- (6) Relationships with supporters groups shall continue to be developed.**

INDICATORS:

- (a) The WFT will amend its Strategic Plan to comply with the period encompassed by the FAW plan;**
- (b) A survey of facilities will be carried out by 2009;**
- (c) The UEFA Referees Convention will be signed in 2009;**
- (d) Wales will maintain three referees on the FIFA list referees; and**
- (e) Wales will have one female referee on the FIFA list referee by 2011.**



For the Game, For Wales

9 COMMERCIAL AND MARKETING

- 9.1 The investment requirements of the FAW Strategic Plan at both international and domestic level require the FAW to be commercially successful so as to be able to deliver the financial resources required. The FAW has developed commercial possibilities over the past decade and has a number of business partners, but the main revenues, apart from match receipts, still reside to a significant degree in the sale of broadcasting rights.
- 9.2 The policy of the FAW is to create a better balance. The main areas of opportunity can be defined as:-
- 1 Ensuring ticket sales meet full stadium capacity;
 - 2 Attracting additional business partners;
 - 3 Sponsorship of national competitions;
 - 4 Developing e-commerce; and
 - 5 Balancing terrestrial and satellite TV coverage.
- 9.3 Recent matches at the Millennium Stadium have attracted low attendances, largely because of the lack of regular success of the national team. The FAW must plan to maximise attendances and revenues despite poor results. The FAW will therefore revisit its previous policy of low prices and adopt a pricing strategy which will be most likely to sell at least 50% of the stadium capacity
- 9.4 The FAW presently takes all competitive games to the Millennium Stadium but arranges certain friendly matches at either Swansea or Wrexham. However, at present under the new UEFA Ground Regulations, the Wrexham Racecourse Ground will not meet the required standard. It is expected that Cardiff City's new stadium will be ready in 2009. It is proposed that the current arrangement should continue not least because the sale of season tickets will otherwise become unwieldy, possibly even unworkable.



For the Game, For Wales

- 9.5 The problem for the FAW is that not enough large commercial businesses with their sponsorship and advertising budgets have headquarters in Wales. But football is a global game and offers opportunities for companies to bring in foreign clients and other overseas business partners who may have an interest in the visiting team. The FAW must seek to attract additional partners and/or revise favourably the terms of current agreements. The FAW will consider appointing marketing and/or commercial experts (whether in-house or externally) to advance these aims and the other aims set out in this plan.
- 9.6 The national cup competitions are wholly underwritten by the FAW, including the provision of prize-money. The FAW will continue to try to obtain sponsorship for each of its five competitions.
- 9.7 In late 2007 the FAW developed a new web-site, which is far superior to its predecessor in its provision of information of the game at its different levels. The web-site offers a major opportunity to enhance merchandise sales, particularly at a time when a new equipment contract is about to come into play. It is thus important that the site remains fresh and interesting to the public and that the administrative elements remain user-friendly. Ongoing investment in both content and functionality is required to hold the virtual football community together in a way that supplies up-to-date usable information while providing the opportunity to offer a wide range of commercial transactions. The web-site also permits the FAW to move towards the elimination of much printing of handbooks and official documentation by allowing printing on line by the end-user
- 9.8 The key television broadcasting rights for the period under review are held by BSkyB, with secondary rights being held by S4C. The sustainability of good TV revenues, balanced with good exposure, is crucial to the growth objective of the game. The FAW has engaged a policy of contracting with both types of broadcaster ensuring coverage on both platforms because it believes that to be the best way of ensuring the correct balance of revenues and exposure. However, the FAW will continue to monitor the situation.



For the Game, For Wales

STRATEGY

- (1) Exploit the marketing opportunities as presented by major international matches;**
- (2) To maintain a pricing strategy based on pre-paid season tickets;**
- (3) To increase the number of business partners;**
- (4) To obtain sponsorship for the five national cup competitions;**
- (5) To attract revenue through the new web-site; and**
- (6) To maintain and enhance current broadcasting rights strategy.**

INDICATORS:

- (a) To sell a minimum of 15,000 season tickets for the EURO 2012 Qualifiers;**
- (b) To increase business partners each year until 2012; and**
- (c) To obtain acceptable levels of sponsorship for the Welsh Cup and Women's Cup in 2010 and for the additional cups in 2012.**



For the Game, For Wales

10 EXTERNAL RELATIONSHIPS

- 10.1 The FAW strategy is designed to develop and promote the game in Wales, but it is an inevitable fact that progress cannot be fully achieved without the successful building of relationships with external agencies, both international and domestic.
- 10.2 The FAW was founded in 1876, but only affiliated to FIFA in 1910. The four British associations formed the International Football Association Board (IFAB) in 1886 and Wales remains a member of this exclusive organisation, which controls the Laws of the Game. The FAW was a founder member of UEFA in 1955 and it is at European level that the FAW has the greatest potential to make its voice heard.
- 10.3 The British associations hold a permanent vice-presidency in FIFA, but must contest a public election campaign for a seat on the UEFA Executive Committee. Changes in the political geography of European football have effectively removed the de facto seat held by the British for more than forty years and if Wales is to find a position of prominence in the committee rooms, it is necessary to establish a presence elsewhere.
- 10.4 Wales has three representatives on UEFA standing committees. This distribution in part reflects political influence and in part playing standards. The Strategic Plan is designed to improve the latter situation, but the FAW, together with help of the WAG, must address further endeavours to the former. The FAW must promote its European profile by hosting a major UEFA event, either an annual congress or a final tournament, at which networking opportunities will be readily available. The minimum outcome to be expected must be the appointment of an additional member to a UEFA committee; the maximum aim is that Wales shall be a valid contender for either the FIFA vice-presidency or the UEFA executive.
- 10.5 The FAW will build political support within the British Isles by joining tournaments such as the Four Nations Cup (with N Ireland, Republic of Ireland and Scotland), and will continue to work towards a revival of the British Home International Championship.



For the Game, For Wales

- 10.6 The FAW operates in an environment influenced by government policy as enunciated by the WAG and through the SCW. It is essential as a background to the Strategic Plan that there is an understanding of current government policy and funding levels. In 2005 the WAG published “Climbing Higher” which set out its objectives for Welsh sport; in 2006 it published “Climbing Higher – Next Steps”, which took the discussion further. These documents are supplemented by the SCW’s demands of the national governing bodies of all Welsh sports that they should demonstrate credible governance and sound management; a strong domestic structure and a strong presence at international level.
- 10.7 In summer 2007, the FAW accepted the findings of its governance sub-committee and revamped its decision-making structure. It introduced a new Board of Management, which incorporated the appointment of two independent directors. The FAW will continue to review the situation.
- 10.8 The Strategic Plan provides for the further advancement of the domestic structure in terms of competitive football. However, the provision of better facilities for the grass-roots game cannot be financed by the FAW alone, but will require funding from the government and local authorities. Sports policy, better facilities, increasing participation, etc., all contribute to meeting the targets set out in “Climbing Higher”, but they must be led by football initiatives. It is recognised that local authorities have many claims on limited resources, but the FAW’s adoption of the mini-pitch project is designed as the first steps toward a policy which demands the provision of good pitches, halls and changing facilities and towards a pricing policy which encourages teams of youngsters to enjoy good facilities. The Strategic Plan brings the FAW, Area Associations and the WFT into a close partnership where the Area Associations and WFT becomes the voice of grass-roots sport and are given the responsibility for developing initiatives to satisfy the demand for improved indoor and outdoor facilities.



For the Game, For Wales

- 10.9 Enhancing community relations by the Mini-Pitch Project, Show Racism the RED Card and Community Football were created by pulling together the media power of the local authorities, WFT, clubs and the FAW to promote a number of family fun days allowing children to gain free access to their local team's home games. Children are tomorrow's paying customers. It is essential, therefore, to attract them to football at an early age. Recent feedback suggests that the campaigns are working, but a constant marketing plan with an appropriate budget is required to promote the local game and attract larger attendances. The onus is on the FAW to secure an adequate marketing budget to develop this initiative.
- 10.10 The FAW will allocate resources in the new media area to liaise with the media and develop PR from grassroots to international teams. It is imperative that strong relationships are developed with local and national based journalists with the overall aim of increasing positive messages and reducing negative reporting.



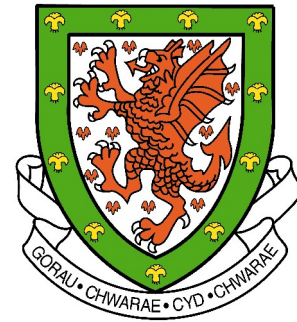
For the Game, For Wales

STRATEGY

- (1) FAW will work with external agencies to meet non-competitive targets such as those outlined in WAG ‘Climbing Higher’;
- (2) FAW will lead initiatives to develop better facilities;
- (3) FAW will work in partnership with the WAG, Cardiff County Council and Millennium Stadium to host the UEFA Champions League Final and/or the UEFA Cup Final by 2014; and
- (4) FAW will appoint a new media officers (a fluent Welsh Speaker) during 2008/9.
- (5) FAW will put forward a candidate for the FIFA Vice-Presidency;
- (6) FAW will put forward a candidate for the UEFA Executive Committee;
- (7) FAW will apply to host a UEFA Congress by 2012;

INDICATORS:

- (a) FAW will participate in a Four Nations Tournament from 2011;
- (b) FAW will have successfully bid to host either the UEFA Champions League or UEFA Cup final by 2014; and
- (c) FAW will have successfully bid to host the UEFA Congress by 2013.
- (d) FAW will maintain a minimum of three members on UEFA committees from 2009 as well as seeking a position on the UEFA Executive Committee;



For the Game, For Wales

11. GOOD RELATIONS – CELEBRATING WALES

- 11.1 Community relations are forever evolving, and must be intrinsically entwined into the FAW's work. [*The FAW community*] must accord with basic democratic values of:
- »» Equity - justice, impartiality and fairness.
 - »» Diversity - acknowledging, accepting and respecting differences of identity, beliefs, background and goals.
 - »» Interdependence - recognising each person's need for another and that lives are inextricably linked with those of others.
- 11.2 The FAW needs to help create a more dynamic, vibrant and inclusive culture throughout the sport of football in Wales. This is an essential component of change in the context of Wales.
- 11.3 The FAW must ensure all directors and staff continue to receive training in community relations in order to create a culture throughout football in Wales in which every individual can feel free to become involved in the sport of football, on a basis of equality, and confident they will be secure if they do so. The promotion of good relations has to be at the heart of all the FAW does.
- 11.4 The population shift in Wales with many new cultures appearing is presenting a fresh challenge, different from traditional ones. Integrating all new cultures in to the game of football, as players, coaches, supporters, stewards and administrators will be the challenge for the FAW.
- 11.5 There is a particular need to encourage the involvement of women at all levels of football administration. As the number of women player's increase so to should the number of women decision makers.
- 11.5 The WAG envisages Wales:
“defined by a culture of tolerance, a normal civic society, in which all individuals are considered as equals, where differences are resolved through dialogue and where all individuals are treated impartially”
In order to achieve this, various factors must be reviewed:



For the Game, For Wales

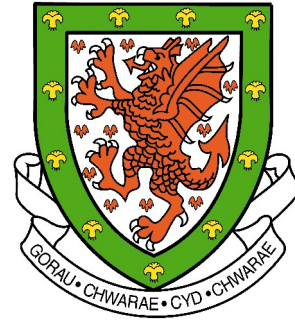
»» Improved community relations are central to the FAW's role as a responsible governing body. Eliminating racism has been a major thrust of the FAW's initiatives at international matches, its partnership work with Show Racism the Red Card and work with supporters' groups, must be built upon.

»» Players themselves could be great advocates of working in harmony and a more structured use of their time and energies would be helpful, as would a collective voice of managers and coaches.

- 11.6 There has been a tremendous amount of community relations work done in the international arena at the Millennium Stadium Cardiff, Ninian Park Cardiff, Racecourse Ground Wrexham and Liberty Stadium Swansea. This work is being cascaded down into all levels of football, helping Welsh clubs combat racism and becoming themselves more embedded in the community. The training of stewards is still piecemeal and massively under-funded. Betterinformed stewards could play a significant role in controlling bad behaviour, racist chanting and the overall management of matches.

STRATEGY

- (1) **Seek throughout the Plan period to achieve a strategic fit with key agencies from FAW departments and national policies to European wide policies;**
- (2) **Develop a planned approach up to 2012 with new ethnic minority populations to seek their opinion and find ways of integrating them into mainstream football activities using the FAW/WFT's Community Programme, World United programme and Anti-Racism Month as showpieces;**
- (3) **Continue to provide training on an ongoing basis for FAW Directors and staff to ensure that they remain up to date on current policies and responsibilities;**
- (4) **In 2008, identify a key government "champion" to promote this Plan;**
- (5) **Throughout the Plan period promote "Football for All" in community sector, schools and in partnership with supporter bodies, building on the appointment of Mr. Ian Rush as the first "Elite Performance Director";**
- (6) **On an ongoing basis work with the Official Wales Supporters and Directly Affiliated League Forum Supporters Group to empower fans to remove barriers to inclusion in football;**



For the Game, For Wales

- (7) Continue to work with all football clubs to help them tackle racism and create stronger links with the community;
- (8) Work with FIFA and UEFA and key international agencies to position FAW as a leading light in tackling racism, homophobia and all other forms of discrimination in football in Europe by 2012.
- (9) Work with the SCW to strengthen the steward training courses and to encourage clubs to avail themselves of such courses and to assist them in recruiting their stewards, with a view to increasing the number of competent and trained stewards by 10% year-on-year; and
- (10) Work with the WFT to establish a presence at the Urdd, National Eisteddfoad and other national events.

INDICATORS

- (1) The FAW and the WAG to establish a programme of quarterly meetings from [*summer*] of 2008;
- (2) The FAW to assist WFT to employ a permanent racism officers from [2008]; and
- (3) The FAW to form a formal [*group*] with the [*Welsh Supporters Group*] by 2009.



For the Game, For Wales

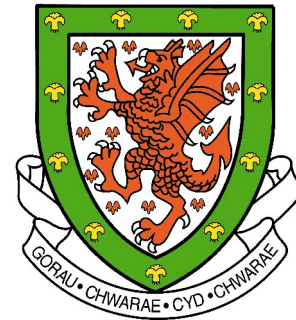
12. FUNDING

- 12.1 **In football terms the FAW depends on funding from a variety of sources. Strategies such as this often fall short of identifying those sources, hence the action steps do not materialise. A significant increase in public funding will be required to enable football in Wales to move forward.** The FAW will play its part in marketing the game, with its parent bodies FIFA and UEFA, through their “Goal” and “Hat-trick” programmes respectively, and with sponsors and television deals, but both central and local government must also recognise the importance of football within the community and accept that in infrastructural terms the local game is well behind its counterparts in other parts of the UK. The FAW will utilise the data in this Plan to increase public awareness of funding shortfalls and to keep the funding requirements over the next four years as a priority issue.
- 12.2 Over the last eighteen months the FAW has put in place the structures and staffing that it believes is required to run an efficient and an effective business. However, this means that the challenge for the FAW is to increase its revenue significantly in the future to cover the increased operating costs.
- 12.3 The FAW relies essentially on ticketing income, television and advertising rights associated with the national men’s team as its main sources of income. For the year ended June 2007 over £4m of the £6m total turnover was generated from ticketing, television and advertising. Other major contributions to turn over which assisted towards the running costs are received from UEFA, FIFA and sponsorship.
- 12.4 With extended use of on-line services in ticketing, text messaging and the introduction of FAW new media, the opportunity for new and sustainable revenue streams can be created.
- 12.5 More strategic use should be made of European Union funding and the FAW will need to consider the role of specialist support to maximise this.
- 12.6 The FAW also benefits from grants from both FIFA and UEFA and these have been used for major projects such as the new headquarters, mini-pitches and national training facility. As opportunities arise the FAW will look at further projects such as playing facilities.



For the Game, For Wales

- 12.7 The FAW working with its partners in WFT, local authorities and clubs has established a network of football development officers throughout Wales. The sustainability of this programme is vital. During the latter-part- of 2008 the FAW will be discussing with the WAG their ongoing commitment to the programme.
- 12.8 The FAW has made significant progress on the international scene and the Wales Supporters' Clubs must be congratulated for the major role they have played in assisting the FAW to improve international matches at 'home' and 'abroad'. Significant work is currently underway at every football level and it is essential that funding can be found to assist in progressive and beneficial changes believed possible.
- 12.9 Football in Wales is emerging from a trough when throughout the last fifty years Wales failed to reach major finals but with increased funding for more ambitious programmes identified throughout this Plan, these challenges are there to be met.
- 12.10 It is essential for its sustainability that the FAW should be seen as a market leader and a progressive organisation which embraces and leads change as an on going exercise to create a fresh and sustainable vision for the future of football in Wales.
- 12.11 The current funding of the FAW is as follows:-
- The current turnover of the FAW is around £7 million.
 - The FAW derives its revenue from ticketing, television revenue, sponsorship, merchandising, advertising, FIFA and UEFA.
- 12.12 The FAW will need the financial and other support of the WAG and local authorities, and other bodies, to upgrade stadia in Wales by 2012, and the other objectives which is integral to the FAW achieving this Plan



For the Game, For Wales

12.13 The estimated funding requirement for the FAW to achieve this Plan in so far as it relates to the clubs in the Directly Affiliated Leagues, over the next four years is as follows:-

2008 – 2010

»» Bring stadia up to an acceptable 800/1,200 lux floodlighting standard;	£ 2.00m
»» Bring stadia up to a safety standard with regards to CCTV, Turnstiles and Security/Safety control room;	£1.20m
»» Improve the changing room standards at local stadia;	£2.50m
»» Provide drug testing facilities for stadia;	£ 1.00m
»» First Aid and toilet provision for stadia;	£ 0.50m
»» Bring stadia up to UEFA standards for ground sharing with the provision of three 3g 3 star pitches;	£ 1.15m
»» Improvement to media facilities for press conferences and media working areas; and	£ 1.00m
»» Improvement to disabled facilities in stadiums.	£ 1.00m

2010 – 2012

»» Bring grounds up to Domestic Club Licensing Standard;	£ 5.00m
»» Turnstiles, CCTV;	£ 0.70m
»» Drug testing facilities;	£ 0.50m
»» First Aid; and	£ 0.30m
»» Plus Contingencies	£ 2.50m

Total **£19.35m**



For the Game, For Wales

STRATEGY

- (1) FAW will work with the WAG and local authorities to establish three grounds (south, central and north Wales) to UEFA Standards; and*
- (2) FAW will establish a new independent company to administer grant aid for ground improvements during 2008.*

INDICATORS:

- (a) FAW, the WAG and local authorities will have the three stadiums in place by the start of the 2011/12 season; and*
- (b) FAW will form the new independent company by the summer of 2008 to administer grant aid for ground improvement.*



For the Game, For Wales

APPENDIX 1

CURRENT “WELSH PYRAMID” STRUCTURE OF LEAGUES IN WALES

FAW REGULATIONS FOR THE PYRAMID STRUCTURE

1. Objectives

The objectives of the Pyramid League System in Welsh football are:

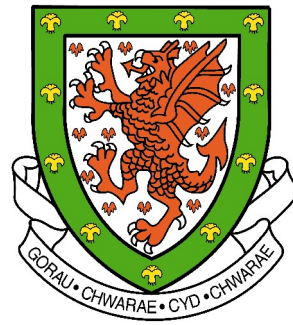
- a) To provide clubs within the directly affiliated leagues with a level of competitive football appropriate to their playing standards, ground facilities and economic means.
- b) To permit the seasonal movements of clubs between directly affiliated leagues and/or the Area Associations, in accordance with (1a) and in an orderly manner.
- c) Below the directly affiliated leagues the responsibility for a Pyramid League System is that of the Area Associations.

2. League Structure

- a) The Pyramid Structure for directly affiliated leagues shall be determined by the FAW. Each league, and its divisions, will be placed at a given level in the system, with the Football League of Wales at the head.

No league/Association shall incorporate any changes in the structure except at the direction of the FAW.

- b) The FAW will control the Pyramid regulations down to, the lowest leagues of the directly affiliated leagues. Below this level the operation of the pyramid regulations will be the responsibility of the appropriate Area Association. No league under the direct control of the FAW shall change the number of its divisions without permission of the FAW.
- c) Divisions operating under the Pyramid regulations shall contain no more than 16 teams from season 2010/11 A club withdrawing from a league shall



For the Game, For Wales

not be permitted to re-enter at a higher level, than two divisions below its existing level, unless a league below does not have a maximum number of clubs.

d) Every league in the Pyramid shall conform to the decisions of the FAW as laid down from time to time.

3. Promotion/Relegation

a) There shall be automatic promotion and relegation between the different levels of the Pyramid and between the lowest levels of the directly affiliated leagues and the Area Associations, where clubs concerned meet the necessary criteria, as approved by the FAW.

b) The criteria for promotion to a directly affiliated league shall be approved by the FAW. The criteria for promotion within Area Associations shall be the responsibility of the Area Associations, no directly affiliated league or Area Association will be allowed to operate criteria which is more stringent than the tier of the Pyramid that they feed into. Clubs applying for promotion must do so in writing to the appropriate League by the 31st December in each season.

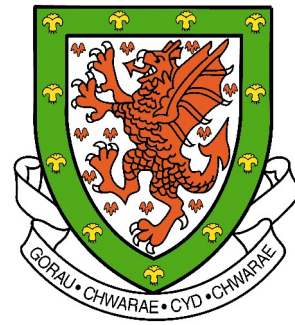
c) No reserve teams will be allowed to play in the pyramid system after the season 2010/11.

d) The number of clubs to be promoted and relegated within the FAW Pyramid Structure for directly affiliated leagues shall be approved by the FAW in liaison with the directly affiliated leagues.

e) Where the number of contributory leagues at any level is greater than the league into which it feeds, the clubs promoted shall be determined according to the following process.

f) Each club shall be the champion club of its league, or the runners up in the league, if the champion club declines or is unable to be promoted.

g) Where the number of clubs eligible under (3.E.I) is reduced to the exact number of promotion places, then promotion shall be automatic



For the Game, For Wales

- h) The number of clubs promoted to a directly affiliated league should equate to the number of clubs relegated from the directly affiliated leagues unless this leads to a reduction in number of clubs in the directly affiliated league. In this instance a reduction in numbers of clubs being relegated may be considered to maintain the level of clubs in the directly affiliated league.
- i) No league shall promote a club which does not finish as champions, or runners up, except with the specific approval of the FAW.
- j) Directly affiliated leagues and Area Associations must inform both the FAW and each other by 1st February each year of clubs that are desirous for promotion at the end of the season irrespective of league positions at that date.
- k) All clubs who wish to be considered for promotion in the following season must do so in writing to the senior league by the 31st December, a first ground inspection will be made before the 1st February to inform clubs what work they require to do to meet the ground criteria, but they must meet the ground criteria of the superior league by April 30th to be considered.
- l) Any club proposed ground sharing arrangements must provide written confirmation by April 1st through their League or Area Association. This agreement must satisfy the superior league and must be for a minimum of one season. Any club entering into a ground sharing arrangement for one season and being promoted on this basis, will automatically be relegated after one season if they are unable to continue the agreement and are unable to confirm their facilities for the following season by April 1st.
- m) The inspection of clubs facilities is the responsibility of the league to which the club will be promoted. That body is solely responsible for ensuring that it complies with the criteria of the superior league. All clubs applying for promotion by the 31st December in each season must pay a ground inspection fee at Level One £250 Level Two £100 and Level Three £50.
- n) Leagues and Area Associations must advise the FAW and each other within 7 days of the notification of promotion that the club has been accepted for promotion and provide details of clubs (if any) that will be relegated as a result of this promotion.

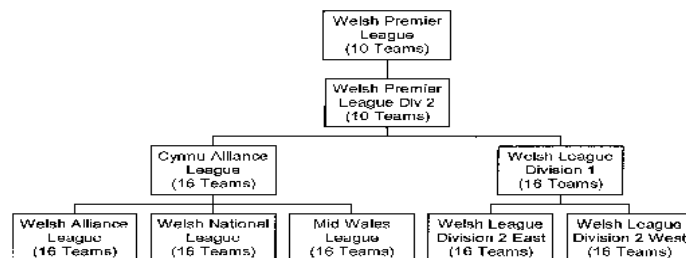


For the Game, For Wales

4. Joint Liaison Committees

- a) The committee shall discuss matters of policy relating to ground criteria and promotion and relegation issues, common to the particular leagues.
- b) The committee shall consist of two representatives of each league, and one representative of the Area Associations involved where appropriate. The FAW will send an independent representative if requested. The chair at meeting shall be taken by a representative of the senior league.
- c) The senior league shall decide when a meeting is to be held and must provide 14 days notice of any meeting, together with the date and venue along with a copy of the agenda, specifying the business to be considered. All Joint Liaison Committee meetings deemed necessary will be held in February and/or May.
- d) The expense of holding meetings shall be shared by each league. The representative's expenses shall be met by their own league.
- e) The FAW shall be responsible for proposals to make boundary adjustments.

Welsh Pyramid Proposal





For the Game, For Wales

APPENDIX 2

NATIONAL WORKING GROUP FOR GIRLS' FOOTBALL:

PROPOSED NATIONAL LEAGUE FOR WOMEN

Introduction

1. The National Working Group for Girls' Football (the Group) was established last year to contribute to the strategic development of the female game in Wales. It is comprised of representatives from the FAW, Area Associations, WFT and Welsh Schools FA. The FAW Vice President who is a member of the UEFA Women's Football Committee chairs the Group. This paper is representative of the Group's views and proposes the formation of a national league for women in the 2009/10 season.

Rationale

2. The development of the girls' football structure is encouraging. There are now approximately 4,000 registered players under the age of 16. Performances and results of the under 19 national team are evidence of an improvement in playing standards too. However, progress in the women's game appears to be stagnating in comparison. There are 1,050 registered senior players at present compared to 600 players six years ago, a 65 per cent increase in senior participation compared to a 300% growth in junior participation for the same period.

3. There is no pathway for ambitious clubs to progress from a local level. This has led to a number of women's clubs joining the English pyramid structure to seek increased competition. Talented players are leaving Welsh clubs for the same reason, affecting playing standards in the domestic structure and threatening the sustainability of existing clubs. A national league would provide a pathway in Wales for ambitious clubs, raise standards in the feeder leagues through increased competition for promotion and give players a target to strive for.



For the Game, For Wales

Structure

4. The proposed league would be formed in August 2009 allowing for a consultation period with key stakeholders. The initial proposal is for the league to consist of eight clubs with an associated cup competition. Eight member clubs would be sustainable in the short term and not adversely affect existing women's league structures. Clubs would have to meet criteria for the FA W Domestic Licence to join the league. A robust business plan would need to be developed to identify potential costs and to seek the necessary funding. The Group would take responsibility for this.

Feeder system

5. Playing standards in the national league would be underpinned by an Area Association Academy structure for girls. Talented players from existing girls' leagues would be identified to attend the Academies for which a programme of fixtures would be arranged. Criteria would be set to ensure a high standard of coaching was maintained. The Academies would provide a mechanism to identify players for the Regional and National Development squads, a significant improvement on the nomination process, which exists at present.

Summary

6. A national league for women would:-
- significantly improve the profile of the women's game in Wales helping to increase participation rates;
 - provide a pathway for ambitious clubs to progress;
 - provide an incentive to retain clubs and players in the domestic structure; raise domestic playing standards to support the development of talented women players;
 - support the future success of the Wales women's team.

The National Working Group for Girls' Football would develop a business plan to support this proposal and undertake consultation with key stakeholders prior to its launch in the 2009/10 season.