

**FOOTBALL
ASSOCIATION
OF IRELAND**
STRATEGY
2022–2025





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OUR VISION

USING FOOTBALL TO INSPIRE
THE NATION AND CONNECT
COMMUNITIES

Transforming football
facilities and infrastructure

1

Driving Grassroots football
as the heart of the game

2

Nurturing Football
Pathways for All

3

Developing the full potential of
football for Women and Girls

4

Framing the Future of
our League of Ireland

5

Building for
International success

6

OUR MISSION AND STRATEGIC PILLARS



SUPPORTING OUR:



Players



Fans



Coaches

OUR PURPOSE

TO ENRICH THE LIVES OF
ALL THROUGH POSITIVE
FOOTBALL EXPERIENCES

**WHICH
WILL BE
ENABLED
BY:**



1

Building a best-in-class,
fit-for-purpose organisation

2

Embracing Digital Technologies

3

Building a Trusted and
Respected brand

4

Driving Investment to
achieve our Strategy

5

Developing a collaborative
and inclusive culture



Administrators



Referees



Volunteers

OUR COMMUNITY FOOTBALL VIEW



CATHY MURRAY
BALLYOULSTER UNITED
AFC COACH



I think it's so important to encourage girls as much as possible at the introductory age, especially if they are new to a sport, or anything for that matter. Positive energy and engagement throughout is so important. It would be great to see all the girls continue on their journey and become part of teams at Ballyoulster United, hopefully even being involved at Senior level and falling in love with the sport and our club.



DEREK BYRNE
IRELAND FAN



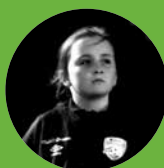
Supporting Ireland is a way of life. Home or away the collective spirit when you are supporting Ireland is unmatched. From grassroots through the LOI and into the international arena, the Irish football supporter brings a unique spirit, passion and attitude that has brought nothing but credit to our nation. The power of football in this country to inspire people, young and old, to make and to create friendships is beyond words.



MARGARET GODWIN
WALKING FOOTBALL PLAYER



I look forward to a Wednesday morning when I'm getting up and getting the stuff together before I go to football. It's great exercise and a bit of fun. My oldest grandson thinks it's great that Grandma is playing football, I hope I'm acting as a role model for all of my grandchildren.



CAOIMHE NANNERY
CAMBRIDGE FC
PLAYER



Football is amazing. I love playing with my friends and teammates - on the road and with Cambridge FC. Every day when I get home, I can't wait to get out playing. I dream of being Katie McCabe someday - I eat, sleep and breathe football.



GERARDINE NAGLE
KILLARNEY ATHLETIC AFC
AND KERRY DISTRICT LEAGUE
ADMINISTRATOR

“ Our club is at the centre of our community in Killarney, we have a hugely committed group of administrators that strive to give our members the best possible experience. We do it for the love of the game and to see those smiling faces coming through the gates each week.



DAVID GALLAGHER
REFEREE

“ Players are out there playing because they love the game, we're out there facilitating because we love the game. If we can all go in harmony then we are laughing together. Whether its under 12 or League of Ireland, you enjoy it all the way up. We all have a responsibility to make sure that the beautiful game, is kept beautiful.



EDDIE KENNEDY
FOOTBALL FOR ALL
COORDINATOR, CAHIR PARK
AFC VOLUNTEER

“ Our Football for All programme has been running for over a decade now. It helps instil confidence and a healthy lifestyle in the players, gives them a social outlet to meet and make new friends and compete in sport which they may not have the opportunity to do elsewhere. It's all made possible by the fantastic group of volunteers who give up their time every week.



BRENDAN CLARKE
SHELBOURNE FC
GOALKEEPER AND
PFAIRELAND CHAIR

“ Football is everything to me, from growing up checking my schoolboy fixtures in the paper to being a professional footballer for nearly 20 years. I've seen it all, the highs and the lows. To say it's my job to play football on the same pitches as my LOI heroes is an absolute honour. There's no getting away from the emotion the game brings. Whether you're a schoolboy/schoolgirl or a professional footballer, for those 90 minutes, we are all equal.

WELCOME FROM PRESIDENT AND CHAIR

On behalf of the Board of the Football Association of Ireland, we want to thank all those who have contributed in any way to the production of our FAI Strategy 2022-2025. We are sure you will agree that this is a most comprehensive and inspirational map for the future of Irish football.

In recent months those charged with producing this Strategy have reached out to all strands of the game and engaged with the stakeholders who will now help us to mould the future of the FAI. That work, we can assure you, has the full backing of the FAI Board.

This is a progressive document and we are now very much a progressive Board, shaped by the recent Governance changes and embracing independent directors alongside traditional football representatives like never before.

Thanks to the make-up of this new look Board we believe, we will deliver the change on and off the pitch that is demanded by all our members across every facet of Irish football to bring this plan to life. We are certainly totally committed to this transformation and we will deliver it in a transparent, productive and engaging manner.

Success on the field is something we all aspire to for all our teams but the success of this FAI Strategy 2022-2025 will be measured in so many other ways. It will demand focus to deliver on the pillars and enablers contained within and we must all be held accountable in that delivery, for the lifetime of this Strategy and beyond. We all owe that much to Irish football.

AS A BOARD WE LOOK
FORWARD TO **SHARING THIS
JOURNEY WITH YOU ALL.**

Ní neart go cur le chéile

Gerry McAnaney
President

Roy Barrett
Chairman







MESSAGE FROM CEO, JONATHAN HILL

Football is the biggest sport in Ireland and the FAI is responsible for delivering the Strategy contained in this document to 2025 and beyond – welcome to the future, our future together.

It is, by its very definition, an exciting future for the number one participation sport in the country and we should all be proud and excited of the part we have to play now in shaping that future.

Over the next four years and the lifespan of this FAI Strategy 2022-2025, we have the opportunity and the responsibility to develop, transform and inspire an Association that can unite and deliver across all our pillars for all our members.

In the coming pages you will read how we intend to develop Irish football for men and women, boys and girls, at all levels of our game.

That will be a challenge and opportunity so, I hope, you will see a little bit of yourself in the pages of this Strategy as well. You will discover how you can aspire to do your best in an Irish context for the best game in the world, how you can take ownership of our future.

This is the FAI Strategy 2022-2025 and it is our Strategy, yours and mine. It belongs to me, to you and to every administrator, coach, fan, player, referee and volunteer from Malin Head to Mizen Head.

It is up to all of us now to deliver this new and progressive FAI, to capitalise on the governance reforms, the transparency and the clarity of thought and vision that have followed the events of recent years.



Jonathan Hill
Chief Executive Officer

We are now an Association for the future. And to deliver a fitting future for every girl and boy taking their first footsteps on their own field of dreams over the lifetime of this Strategy, we must come together like never before.

We must work together, without division or rancour or historical prejudice, to deliver to our full potential in every club, every community, every village, town and city in Ireland. We must give the Irish people a game to be proud of.

As we continue our Centenary celebrations of the past 100 years so we should look to the next four years, the next decade and the next hundred years with optimism and determination.

Along with our Board, I look forward to working with you all to deliver on the promise contained in this strategy.

WE ARE THE FAI.
#WEAREONE

OUR GAME IN NUMBERS

1,186
GRASSROOTS
CLUBS



530

Clubs offering Women and Girls football

405

Clubs Registered for Club Mark

190

Football For All Clubs and Groups nationwide

120

Club Mark Entry Level clubs



75
LEAGUES

39

Leagues offering Women and/or Girls football



221,500
REGISTERED
PLAYERS



22,621

female players

3,000+

players supported by our Football For All Programmes



80,000
VOLUNTEERS



REFEREES



1,500

grassroots referees

585

referee course participants in 2021, a new record



COACH EDUCATION

11,400

coaches participating in 475 planned courses since 2016



SCHOOLS

32,042

children engaged annually in Primary school programmes



7,436

students engaged annually in Secondary school programmes

RECENT PEAK TV AUDIENCES



905,000

Men's National Team (V Portugal, 2021)

340,000

Women's National Team (V Georgia, 2021)



SPORTS CAPITAL AND EQUIPMENT PROGRAMME

96%

increase in funding applications for football since 2018





OUR STRATEGIC PROCESS

WHO WE TALKED TO...

 Players

 Fans

 Coaches

 Administrators

 Staff

 Media

 Parents

 Referees

 Volunteers

 General public

WHAT WE DID...

9
Regional Town Halls

44
Meetings, consultations and in-depth interviews conducted

535+
Members of the football community engaged

40
Written submissions received from the football community

5,709
Respondents to our research survey across multiple stakeholder cohorts

1000's
Of data points analysed from our research

WHAT WE SET OUT TO DO...

Identify and address the challenges Irish football is facing

Ensure our priorities are mandated from Irish football, for Irish football

Analyse societal and domestic trends impacting the football community

Evaluate the potential and appetite for new technologies to grow the game

OUR STRATEGIC PROCESS

WHAT YOU SAID....

GRASSROOTS FOOTBALL



92% of volunteers feel the FAI's most important role is to manage and grow grassroots football within local communities.

6 in 10 coaches, parents, players and volunteers identified enhancing the relationship and links with schools and colleges as an area the FAI should prioritise.

"Football should be accessible for everyone, no matter what their circumstances are. More than any other sport, football has the ability to bring people together and better communities."



THE ROLE OF DIGITAL TECHNOLOGIES



86% of all stakeholders want digital technologies delivered which improve the organisation and administration of the grassroots game as a clear and immediate priority.



HARNESSING THE DESIRE FOR LIFE-LONG PARTICIPATION

7 in 10 administrators, coaches and volunteers cite growing the game within their community and love for the game as their primary motivators for participating in football.

77% of players already volunteer or want to in the future to continue to participate in the game.

75% of referees actively participate as a way to stay involved in football.

WOMEN AND GIRLS



6 in 10 of all groups surveyed recognise the FAI as an organisation that invests in and promotes Women and Girls football.

“Every club in the country should endeavour to have a girls’ team as a priority. The FAI and support for Women and Girls football across Irish football can act as part of the solution to a variety of societal issues’.”



COLLABORATION AND ENGAGEMENT



Increased connectedness and alignment between grassroots and League of Ireland clubs is heavily favoured by **coaches, volunteers and parents** who believe strengthened links are critical to growing Irish football.

“Football has some amazing young players and role models from across the country - Chiedozie Ogbene, Katie McCabe, Gavin Bazunu, Amber Barrett and more – who appeal to a new Ireland and a new generation of fans and players.”

FACILITIES



Over 5 in 10 coaches, players, referees and volunteers have identified improving the quality of pitches as the top thing the FAI could do to make football more enjoyable for players.

6 in 10 players, volunteers, parents and coaches emphasised the importance of development of infrastructure and facilities across all levels of the game in collaboration with Government and local authorities.

Over 6 in 10 of all stakeholders recognise the positive promotion of safety, diversity and inclusivity by the Association and Irish football stakeholders.

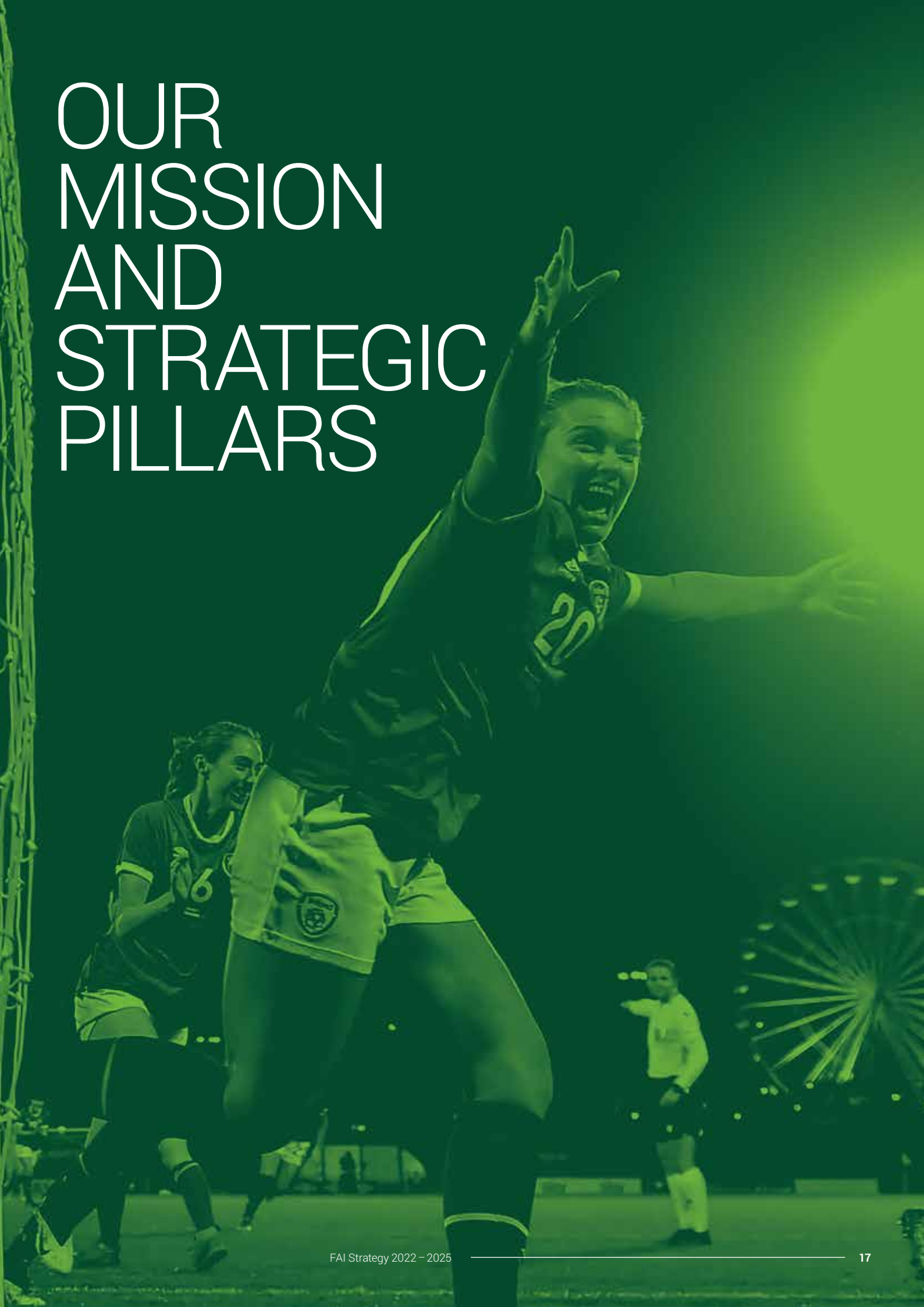


BUILDING ON SUSTAINABILITY, DIVERSITY AND INCLUSION





OUR MISSION AND STRATEGIC PILLARS





TRANSFORMING FOOTBALL FACILITIES AND INFRASTRUCTURE

We will provide high-quality, safe, accessible and welcoming facilities for all who want to play, attend or otherwise participate in our sport.

BETWEEN 2022 AND 2025 WE WILL:

Work with central and local government to co-create and co-fund a long-term investment strategy so football has the right infrastructure to meet demand.

Support Affiliates, Leagues and clubs - in particular, Club Mark holders to develop local master plans for infrastructure development and improvements.

Educate Affiliates, Leagues and clubs to better understand the funding opportunities available and application processes.

In partnership with local authorities audit and address our clubs' community requirements for full-size artificial and natural turf pitches throughout every county.

Work with central government, UEFA and FIFA to fund the development of the academy and training ground infrastructure of our LOI clubs to further develop young Irish talent.

Enhance the focus on the development of a new, modern, sustainable FAI HQ together with Sport Ireland, to ensure the FAI offices and National Training Centre have the necessary facilities for growth.

Together with central and local government, review the funding of the ongoing development and upgrade of LOI stadia enhancing the match-day experience and setting the foundations for an improved LOI brand offering.

Ensure that our owned assets, such as the Aviva Stadium, are modernised, maintained to the highest standards and utilised to their full potential, whilst upholding high standards of sustainability with particular focus on our carbon reduction planning.



HOW WE WILL MEASURE OUR PROGRESS

WHAT WE NEED TO DO:

Nationwide Facilities audit

Complete a Nationwide facilities audit to quantify existing infrastructure covering all aspects and levels of the game.

LOI Infrastructure Plan

Produce an LOI Infrastructure Plan encompassing stadia, training grounds and academies with needs analysis agreed and costed to secure necessary investment.

Facilities Development and Investment Strategy

Deliver and implement a long-term Facilities Development and Investment strategy in partnership with government and Sport Ireland to provide appropriate, strategically-located facilities.

National and Regional Centres of Excellence

Review the appropriate infrastructure for player development on an ongoing basis, including Regional Centres of Excellence and the potential for a National Centre according to need and affordability.

Grassroots Football guidelines

Publish nationwide Grassroots football guidelines for all playing facilities across our eight regions.

Facilities and Infrastructure manuals

Update our Facilities and Infrastructure manuals to reflect modern, best-in-class standards of safety, accessibility and sustainability.

Funding

Engage with the Irish football community to deliver an increase in Sports Capital and Equipment Programme submissions.

KEY PERFORMANCE INDICATORS

Audit to be completed by the end of 2022

Infrastructure Plan to be developed by the end of 2022
Implementation to commence from 2023

Engagement with stakeholders to commence in 2022
Strategy to be developed in 2023 following Nationwide audit

Broader football development infrastructure review process to start from 2022, under the guidance of the Director of Football

Criteria to be agreed in 2022
Implemented by 2025

Manuals to be developed in 2023
Implemented by 2024

Deliver increased volume of workshops and educational materials to Affiliates, Leagues and clubs annually
15% increase per funding round





OUR MISSION - STRATEGIC PILLAR 2

BETWEEN 2022 AND 2025 WE WILL:

Work collaboratively with Affiliates, Leagues and clubs

to attract, develop and retain players, coaches, referees and volunteers.

Pro-actively expand our Club Mark programme

to support the sustainable development and growth of the game.

Digitally transform the administration of football

and have direct, effective communication with players, parents, coaches, volunteers, referees and administrators.

Change the culture in our game

to ensure everyone understands and respects the integral role of our referees. No Ref. No Game.

Commit to raising standards within Grassroots and recreational football

as part of a long-term Facilities Development and Investment strategy.



Work hand in hand with the education sector

to provide our teachers and students with the tools to play, enjoy and learn through football.

Make provision for those who want to play recreational football

where, when and how they want to.

In partnership with colleges and universities enhance the offering of third-level football to students

and utilise existing facilities to benefit all areas of the game.

Develop and deliver annual education workshops and initiatives

across our Affiliate, League and club network.

Promote Football For All,

increasing the opportunities for players with additional needs to play the game.



**DRIVING
GRASSROOTS
FOOTBALL AS
THE HEART
OF THE
GAME**

We will continue to develop football as the most popular sport in Ireland by harnessing the powerful role clubs play within their communities.



HOW WE WILL MEASURE OUR PROGRESS

WHAT WE NEED TO DO:

Participation

Grow the number of registered football players on the FAI player registration system (FAInet).

Referees

Double the number of qualified referees and achieve a retention rate of 50% per annum.

Club Mark

Expand our Club Mark programme outreach to ensure all clubs are engaged in the programme enabling the delivery of:

- A definitive measurement of members (playing and non-playing) within our clubs
- Development and implementation of minimum affiliation criteria in line with the common governance framework

Volunteers

Deliver a Volunteer recruitment campaign and subsequent volunteer education workshops nationwide with specific focus on increasing the level of female administrators.

Schools football

Increase our reach within the education system to deliver record numbers of Primary and Secondary schools engaged in FAI programmes.

KEY PERFORMANCE INDICATORS

300,000 registered players by the end of 2025

An increase of 28,500 male players and 50,000 female players by the end of 2025

3,000 qualified referees by the end of 2025

50% retention rate in qualified referees 12 months following course completion year on year

1,186 clubs registered for Club Mark by the end of 2025

30 new Entry Level clubs per annum

20 new One Star clubs per annum

8 Two Star clubs per annum from 2023

Volunteer recruitment campaign to commence in 2022

Growth and retention targets to be formulated in 2023 via new FAInet

50% increase in number of active participants engaged in schools programmes by the end of 2025

75% of Primary schools nationwide engaged in FAI programmes by the end of 2025

50% of Secondary schools nationwide engaged in FAI programmes by the end of 2025





NURTURING FOOTBALL PATHWAYS FOR ALL

We will enable every player, coach, referee and volunteer regardless of age, ability or gender, the opportunity to reach their full potential and enjoy football in a safe and supportive environment.

BETWEEN 2022 AND 2025 WE WILL:

Consult with all Affiliates, Leagues, clubs and players

to create a comprehensive football pyramid aligning all areas of the game.

Develop a clearly-defined, seamless player pathway

that is understood across the whole of the game, recognising the different development needs and aspirations of players and one that also takes into account the non-linear nature of player development.

Increase the number of qualified coaches at all levels

with a particular focus on female and age-specific coaches.

Continue to develop our Coach Education pathway

to increase participation, development and retention of coaches at every level of the game.





Align our Coach Education delivery

within existing grassroots football club structures.

Maximise the number of opportunities available to our players, through existing ETB and Transition Year programmes,

to partake in full-time football while fulfilling their education requirements.

Grow the volume of educational opportunities available to our volunteers and administrators

that supports their progression and recognises their integral role in the game.

Enhance the existing referee education pathway

resulting in more qualified officials operating at every level of the game.

Support the development and growth of recreational football

and other formats of the game.



HOW WE WILL MEASURE OUR PROGRESS

WHAT WE NEED TO DO:

Football structures

Support the establishment of a pyramid structure and aligned player development pathways across Irish football.

Football and Player Development Plan

Deliver a refined football and player development plan following extensive review and consultation with our stakeholders.

Coach Education

Introduce individual age and level specific qualified coaches for every team nationwide.

Referee pathway

Grow our panel of National League Match Officials, whilst ensuring we have the required number of dedicated officials across all levels of the game.

Player Passport and ID system

Create a Player Passport and ID system that tracks and records the status and progress of all players.

KEY PERFORMANCE INDICATORS

Commence consultation by Q4, 2022

Agreed and transformed football pyramid structure in place across all Irish football by 2025

Commence consultation by Q4, 2022

Embedded and agreed football and player development plan to be published in 2023

Baseline to be measured in 2023 via new FAInet data

Growth and retention targets to be formulated in 2022

To be delivered as part of new FAInet platform from 2023





OUR MISSION - STRATEGIC PILLAR 4

BETWEEN 2022 AND 2025 WE WILL:

Develop and deliver innovative introductory programmes in clubs and schools to ensure every girl has the chance to play, learn and enjoy our game.

Retain and develop young female players through the creation of innovative and thriving competition structures.

Identify, develop and promote our most talented female players and coaches through targeted player identification and coach education programmes.

DEVELOPING THE FULL POTENTIAL OF FOOTBALL FOR WOMEN AND GIRLS

We will inspire women and girls of all ages and backgrounds to participate in football, growing the game on and off the pitch to support players and leaders in realising their full potential.



Attract and retain women and girls of all ages and abilities to play

by providing a fun and inclusive experience in clubs, schools and through new recreational activity.

Promote gender balance and provide opportunities for women at all levels of the game

– the General Assembly, Board, Committees, staff and among Affiliates, Leagues and clubs.

Build on the momentum of our historical equal pay agreement and make an organisational commitment

to promoting our world class coaching team and players as an inspiration to young girls across Ireland.

Increase the profile of the women's game

by developing bespoke marketing activities centered around our players and targeting a new generation of fans.

Invest in and maximise media, commercial and brand partner opportunities,

promoting all levels of the women's game from grassroots to Women's National League and the Women's National team.





HOW WE WILL MEASURE OUR PROGRESS

WHAT WE NEED TO DO:

Women and Girls Football Development Plan

Develop, launch and implement a dedicated Women and Girls Football Development Plan 2022 – 2025.

Introductory programmes

Grow participation at introductory age levels through the Disney Playmakers programme increasing the volume of programmes per annum to 2024.

Clubs

Support growth of the female game through more clubs offering Women and Girls football within their communities.

Female coaches

Increase the number of female UEFA coaching licence holders, identifying them and supporting their progress through the Coach Education pathway.

Women in Leadership

Develop further opportunities for female staff and volunteers, with a specific focus on increasing the level of female administrators within the game through new and existing programmes.

Promotion

Deliver bespoke marketing activities centered around players and maximise opportunities with broadcast and commercial partners.

KEY PERFORMANCE INDICATORS

Delivered in 2022

Specific targets to be agreed as part of plan to 2025

60 programmes delivered in 2022

120 programmes delivered in 2023

240 programmes delivered in 2024

750 clubs nationwide offering Women and Girls football by 2025

300 female UEFA licence holders by 2025 in line with the FAI Coach Education Strategy

Volunteer recruitment campaign to commence in 2022

40% female representation across FAI Board, General Assembly and Committees by the end of 2023

40 graduates from the UEFA/FAI Women in Leadership programme in 2022

60 graduates from the UEFA/FAI Women in Leadership programme per annum by end of 2025

Minimum 75% attendance at all WNT fixtures

Peak TV audience on RTÉ to exceed 750,000 for a Women's National team fixture

Peak TV audience to exceed 50,000 viewers for a Women's National League fixture via respective broadcaster

100% growth in the number of fans following Women's football across our social media platforms





OUR MISSION - STRATEGIC PILLAR 5

BETWEEN 2022 AND 2025 WE WILL:

Be radical, innovative and open in our approach to growing and developing both men's and women's League of Ireland football.

Plan and support the transformation of League of Ireland club facilities (stadia, training grounds and Academies) in partnership with all key stakeholders, in particular central and local Government and our clubs and players.

Market a new League of Ireland brand to target a bigger, even more diverse and engaged audience, maximising opportunities across all commercial activities.

Work with clubs to create a talented, engaged, skilled and experienced full-time workforce in both business and football positions, including players, as we work towards creating a full-time football industry.



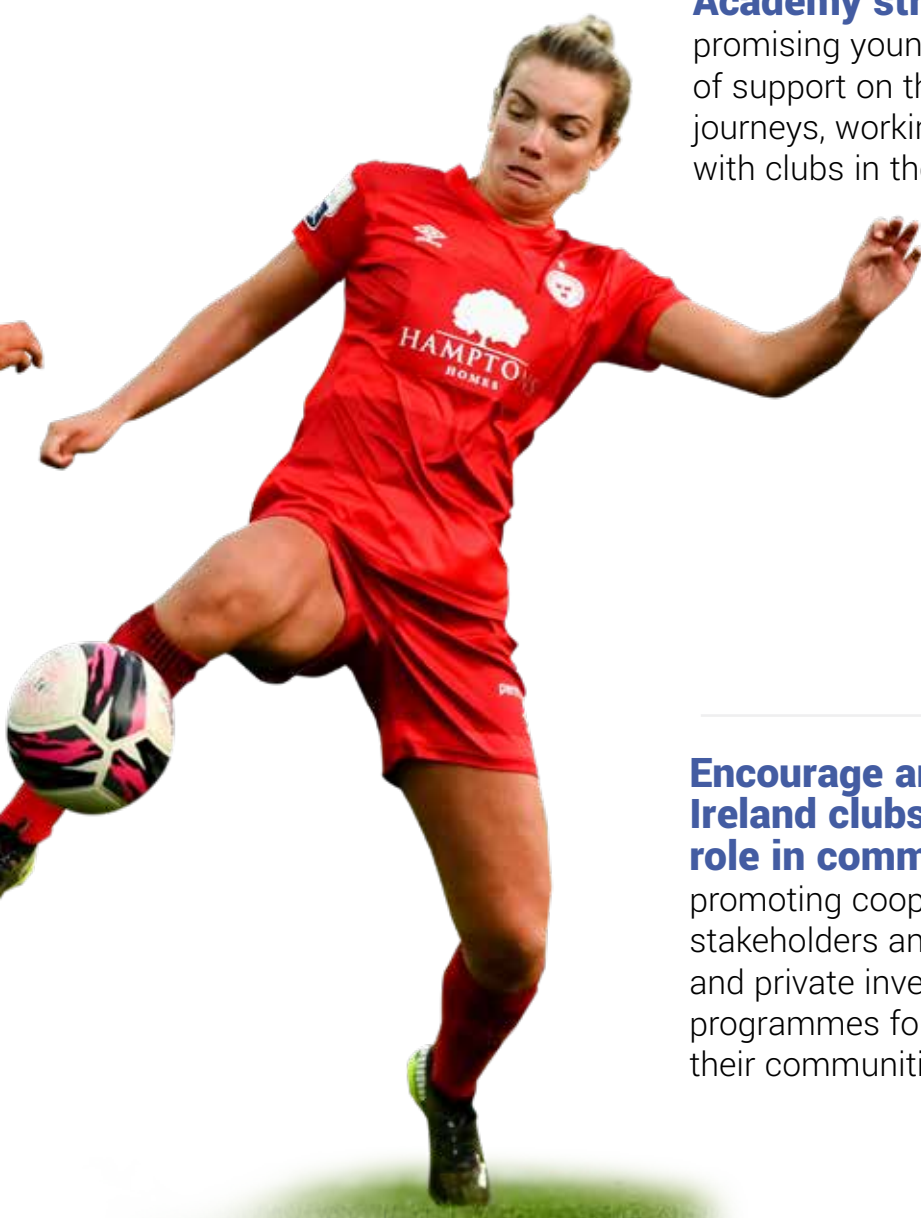
FRAMING THE FUTURE OF OUR LEAGUE OF IRELAND

We will facilitate investment into the men's and women's League of Ireland in consultation with the clubs and players to deliver a sustainable, well-structured league that serves the needs of communities and football in every region, creating a unique and quality experience for players and fans.

Further develop the existing LOI Academy structure to offer our most promising young players increased levels of support on their football and education journeys, working closely and collaboratively with clubs in their catchment areas.

Collaborate pro-actively with clubs and fans to recognise and sustain the vibrant supporter culture within the League of Ireland.

Encourage and enable League of Ireland clubs to play a more active role in community development by promoting cooperation with wider community stakeholders and fans, driving public and private investment in club-led social programmes for the good of the clubs and their communities.





HOW WE WILL MEASURE OUR PROGRESS

WHAT WE NEED TO DO:

Competition structures

Work with our clubs to develop additional tiers in the Men's and Women's National Leagues.

LOI Infrastructure Plan

Produce an LOI Infrastructure Plan encompassing stadia, training grounds and academies with needs analysis agreed and costed to secure necessary investment.

UEFA coefficient

Support LOI clubs to be competitive in all UEFA competitions.

Brand Identity

Create a new brand identity for the LOI by 2023, with Men's, Women's and Underage League of Ireland football represented under one umbrella.

Attendances

Increase average attendances at domestic League and Cup matches in the LOI.

Full-time industry

Support the development of LOI Clubs and Academies to increase the number of full-time staff.

Football in the community

Collaborate with LOI clubs to continue to develop Football Social Responsibility (FSR) strategies.

KEY PERFORMANCE INDICATORS

Men's third-tier by 2023

Women's second-tier by end of 2025

Infrastructure Plan to be developed by the end of 2022

Implementation to commence from 2023

Top 30 UEFA league co-efficient position for the LOI by the end of 2025

Identity developed by end of Q3, 2022

Launched ahead of 2023 season

Aviva Stadium sold out for the Men's FAI Cup Final by 2025

Tallaght Stadium sold out for the Women's FAI Cup Final by 2025

Full-time staff targets to be agreed as part of ongoing development discussions

Academy certification system introduced within the League of Ireland by 2023

All clubs to have FSR Strategies in place by 2023

Programmes and initiatives rolled out from 2024



CHAMPIONS 2021



BUILDING FOR INTERNATIONAL SUCCESS



To produce competitive international teams at all levels to qualify for tournaments on a regular basis.

BETWEEN 2022 AND 2025 WE WILL:

Be consistently competitive at all age levels and deliver success in each qualification phase/tournament we participate in.

Commit to delivering the optimum level of on-field contact and playing time for our international players in a post Brexit environment.

Build strong and transparent relationships through our International Managers and High-Performance coaches with Grassroots and LOI club staff and volunteers to improve player development.

Provide the highest standards of facilities, medical, performance analysis, logistical, operational and administrative support to each of our core international teams and continue to support affiliate teams through advice and guidance.



Drive forward our Talent ID and scouting operations, both within Ireland and abroad, ensuring we identify all qualified players to have the best possible international teams.

Develop our ongoing relationship with coaches and technical staff across the global football community to support and guide all of our international teams.

Revitalise the relationship and connection between our fans (in Ireland and abroad), our international players and the Association, driving our #WeAreOne philosophy ensuring supporter engagement is at the core of what we do.

Utilise best-practice research capabilities to optimise player development and performance of our International teams, led by our Director of Football.



HOW WE WILL MEASURE OUR PROGRESS

WHAT WE NEED TO DO:

International targets

Be consistently competitive at all age levels and deliver success in each qualification phase/tournament we participate in.

International activity

Deliver increased on-field contact and playing time for our international players, while being cognisant of financial constraints.

Geographical spread

Increase the geographical spread of our home underage International fixtures, where feasible.

Supporter engagement

Appoint a Supporters Liaison Officer/function to build on the relationship between supporters, League of Ireland clubs, International teams and the Association.

KEY PERFORMANCE INDICATORS

UEFA EURO 2024 qualification

Qualification for FIFA Women's World Cup 2023 and/or UEFA Women's EURO 2025

Qualification for a minimum of two final tournaments per competition cycle at competitive underage level.

Consistent top 30 UEFA ranking for each of our Senior International teams.

Consistent top 20 UEFA ranking for all of our competitive underage International teams.

Successful delivery of a calendar of international activity each year including selection days, training camps, friendlies, competitive matches and tournaments

20% minimum average of underage international fixtures spread geographically across Ireland per annum to 2025.

Dedicated resources in place by 2023

Increase our engagement with supporters improving year on year on relevant metrics



OUR ENABLERS







OUR ENABLER 1

BETWEEN 2022 AND 2025 WE WILL:

Cascade good governance principles and practice throughout the entire Association and to each of our National Bodies, Provincial Associations, Leagues and clubs with compliance evident at all levels of the game.

Give confidence to our members by continuing to build a modern, diverse, inclusive, fit-for-purpose Association which is respected by all Stakeholders and continually strives for excellence.

Continue to implement best practice corporate and financial governance and risk management and comply with Sport Ireland's Governance Code for Sport.

BUILDING A BEST-IN-CLASS, FIT-FOR-PURPOSE ORGANISATION

We will continue to rebuild trust in the FAI by maintaining strong relationships with all stakeholders, and by demonstrating that the FAI is an effective and progressive National Governing Body.



Ensure long term financial sustainability

by growing revenues, controlling costs, managing our debt effectively and investing strategically, with support from Government and other stakeholders, to support the growth of the game.

Be a trusted administrator and efficient regulator of the game,

applying and communicating rules and disciplinary regulations in a fair, robust, and consistent manner.

Protect the integrity of the game

through clear policies and education on club ownership, match-fixing and anti-doping.

Provide fun, safe and inclusive environments

for our administrators, coaches, fans, players, referees, and volunteers by promoting inclusivity, equality, diversity and fair play, tackling discrimination and abuse.

Implement robust child welfare and safeguarding practices

that ensures everyone in our game can feel safe while enjoying football.





HOW WE WILL MEASURE OUR PROGRESS

WHAT WE NEED TO DO:

Quality and Integrity

Ensure the FAI is perceived as a high-quality organisation run with integrity and a high standard of governance.

Common governance framework

Deliver a common governance framework, including playing and disciplinary regulations with clearly defined roles, responsibilities and rights, implemented and enforced by all Affiliates, Leagues and clubs.

Financial model

Develop a sustainable business model with predictable and consistent income, good cost-control, strategic commercial relationships and investment secured from Government and other stakeholders for facilities and other strategic investments.

Football Social Responsibility

Publish Football Social Responsibility (FSR) strategies incorporating equality, diversity and inclusion and best environmental, social and governance (ESG) practices.

Child Welfare and Safeguarding

Achieve UEFA's Gold Standard Safeguarding criteria and ensure positive outcomes to all FIFA and Sport Ireland Child Welfare and Safeguarding audits.

KEY PERFORMANCE INDICATORS

Improvement year on year on relevant metrics:

Quality: > 60%

Integrity: > 60%

Governance resources and training made available to Affiliates, Leagues and clubs within 2022

Common framework adopted by all Affiliates, Leagues and clubs by 2025

By the end of 2025:

Turnover to exceed €50m

Ringfenced cash reserves of €6m

Deferred income below €10m

EBITDA Margin (EBITDA/Revenue) to exceed 10%

Associated strategies to be developed in 2022

Strategies to be launched in 2023

Achieved on an annual basis.





EMBRACING DIGITAL TECHNOLOGIES

We will use digital technology to transform our administration, organisational decision-making and better serve our administrators, coaches, fans, players, referees, volunteers and other stakeholders.

BETWEEN 2022 AND 2025 WE WILL:

Administration and Internal

Transform our Football Management System (FAInet)

to manage Leagues and competitions, player registration, pitches and referees through user friendly digital, web and mobile platforms.

Transform the Association's business processes, Communications and Finance functions

using digital software. Develop a well-resourced and skilled IT department to support that transformation and ensure the integrity and safety of our data.

Upgrade our digital platforms and introduce new apps that fundamentally transform the experience of the game and our understanding of players and spectators driving direct and two-way engagement.



Be best-in-class in embracing new digital technologies

and social media platforms to engage audiences with the best possible content.

Use digital technologies to increase commercial revenues.

Improve our digital marketing capabilities by embracing CRM to build a single customer view, fully digitise our ticketing process and maximise media and streaming opportunities.

Drive direct and two-way engagement with fans

of both the LOI and International teams fundamentally transforming fan experiences and interaction with new audiences.

Build our global reach by using new digital tools and products

to create engagement with the Irish diaspora and increase our audience, creating connections and commercial value.





HOW WE WILL MEASURE OUR PROGRESS

WHAT WE NEED TO DO:

Football Management System (FAInet)

Fully implement a new, fit-for-purpose Football Management System.

Data management

Create a central data warehouse that covers all aspects of Association business.

Digital transformation

Establish a standalone digital transformation division.

Website and apps

Launch a new, user friendly, compatible FAI website and associated apps.

Data governance

Implement necessary data governance processes and procedures, improving how we securely manage our information and data.

KEY PERFORMANCE INDICATORS

Fund and deliver a new system in 2022

Football Management System operational in 2023

Initial rollout to commence in 2022

Full data warehouse in place by the end of 2025

Dedicated resources in place by 2023

Website developed by 2023

App development on an ongoing basis

ISO 27001 certification process to be commenced in Q3, 2022





BUILDING A TRUSTED AND RESPECTED BRAND

We will enhance the reputation of the FAI as a trusted and respected brand, reinforcing football's position as the most popular sport in Ireland.

**BETWEEN
2022 AND 2025
WE WILL:**

Deliver consistent brand, marketing and communications strategies

that clearly articulate our vision, mission, purpose, values and objectives to key audiences.

Communicate with all audiences including media to build positive and frequent engagement with our brand.





Use research and insights to drive two-way communication with our stakeholders and to help inform our long-term objectives and decision-making.

Implement targeted brand and marketing campaigns to support all aspects of football and maximise commercial return from our brands.

Attract new, diverse audiences through efficient CRM and insight-led marketing campaigns, making our matches “must see” events.

Build our standing within the global game by bidding for and hosting major men’s and women’s football events.



HOW WE WILL MEASURE OUR PROGRESS

WHAT WE NEED TO DO:

Brand Strategy

Develop a new Association brand strategy encompassing logo, identity, position and values.

Communications framework

Produce a communications framework to support consistent and accurate messaging across our programmes and activities and with our stakeholders.

Brand Identity

Create a new brand identity for the LOI by 2023, with Men's, Women's and Underage League of Ireland football represented under one umbrella.

Major events

Ensure close cooperation with UEFA and our local partners in delivering the UEFA Europa League Final 2024.

Football experiences

Deliver an improved experience for participants and fans through regular feedback and implement Net Promoter Score (NPS) tracking specific to Irish football.

KEY PERFORMANCE INDICATORS

Developed in 2022

Launched and implemented by 2023

In place by the end of 2022 latest

Identity developed by end of Q3, 2022

Launched ahead of 2023 season

Successful UEFA Europa League final delivery

Annual improvement in our NPS per annum across programmes and activities



**BETWEEN
2022 AND 2025
WE WILL:**

Proactively engage key stakeholders including central and local government, FIFA, UEFA and Sport Ireland in the development and implementation of our strategy so they continue to support the financing of football and in particular creating a focused plan for growing capital investment into our game.

DRIVING INVESTMENT TO ACHIEVE OUR STRATEGY

Grow new and existing revenues for all aspects of the game through a robust, sustainable, and long-term investment strategy.





Deliver a progressive and innovative approach to existing and new commercial revenue streams including partnerships/ sponsorships, broadcast, content, retail, licensing and ticketing.

Identify, secure and inspire new and existing commercial partners to create mutually beneficial partnerships which both support our strategic mission and provides tangible benefits back to the Association and our Affiliates, Leagues and clubs.

Review and challenge the cost base of the organisation, maintaining current levels of investment and identify how we can prudently pay down our debts, balancing the needs of ongoing strategic investment requirements.

WHAT WE NEED TO DO:

Primary partner

Secure a new Primary partner for our Men's National team.

Commercial revenue

Increase commercial revenue every year including growth within the following areas:

- Partnerships/sponsorship
- Broadcast and content
- Retail and licensing
- Ticketing including hospitality

Investment and funding

Secure investment from new and existing funding programmes that support our strategic mission from sources including Government, FIFA, UEFA, Sport Ireland and the EU.

Connected partnerships

Deliver integrated and connected partnerships that:

- Support our mission
- Provide tangible benefit back to the FAI, including our Affiliates, Leagues and clubs

Cost-control

Execute a sustainable cost-control model with savings delivered across key areas.

KEY PERFORMANCE INDICATORS

New partner to be secured in 2022

Partnerships/sponsorship revenue +50% by the end of 2025

Broadcast and content revenue +50% by the end of 2025

Retail and licensing +100% by the end of 2025

Ticketing including hospitality +25% by the end of 2025 (versus 2019 base)

Initial positions agreed with key stakeholders across 2022

Ongoing, targets to be agreed

Savings by key areas to be agreed on an annualised basis





BETWEEN 2022 AND 2025 WE WILL:

Agree and commit to our Vision, Mission, Purpose and Values that connect and inspire our staff and the wider football community to work together proudly for the greater good of Irish football.

Embed a new, high-performing culture amongst our staff that exhibits leadership, trust and open communication across all levels of the organisation and takes the game forward collectively in an environment free from fear.

Work to eliminate behaviours within the football community that negatively impact our ability to succeed on and off the pitch and limits the positive contributions from our staff and volunteers through actively applying our common governance framework.

Develop and grow our central FAI HR and people resources to ensure that we have a high-quality, representative and diverse workforce.

Directly invest into our education and recognition programmes, to grow a talented, engaged and passionate workforce and stakeholder network producing people capable of assuming football and business leadership positions domestically and internationally.



DEVELOPING A COLLABORATIVE AND INCLUSIVE CULTURE

We will embrace and embed a new, more collaborative and inclusive culture across Irish football, with the FAI leading from the centre as a progressive organisation that makes decisions and takes action for the good of the game in line with our values.



Implement a performance management process that is aligned with our strategic mission and will set clear KPIs for departments and for individuals and be the basis for future staff progression.

Inspire the next generation of volunteers to participate in football at all levels by tapping into a desire for connection and community.



HOW WE WILL MEASURE OUR PROGRESS

WHAT WE NEED TO DO:

Values and behaviours

Embed our new Association values and behaviours both within the organisation and across the football community.

Staff engagement

Give every staff member the opportunity to contribute to a proactive and impactful staff communication forum.

Leadership

Encourage the emergence of leaders across all levels of the organisation to drive higher standards and better behaviours through a Change Champion network.

Staff culture

Deliver an annual independent staff culture audit with yearly improvements achieved.

Recognition

Recognise the collective and individual achievements, milestones and contributions made by staff and the Irish football community in driving the game forward.

Strategy implementation

Produce and communicate clear annual business plans and report on our progress to the General Assembly with specific KPIs published each year across key areas.

Young Leaders

Establish an FAI Young Leaders Council in 2022.

KEY PERFORMANCE INDICATORS

Values to be agreed in 2022

To be established in 2022 with specific targets agreed to 2025

To be established in 2022

Further targets to be agreed to 2025

Audit to be conducted in 2022

Further targets to be agreed to 2025

Initiatives to be developed in 2022

Developed in 2022

Implemented in Q1, 2023

Specific KPIs to be published each year across key areas

Initiative to be developed in 2022

Implemented in 2023

RESPECT



OUR APPROACH TO STRATEGY IMPLEMENTATION



SHARED RESPONSIBILITY

We will lead from the centre to give the Irish football community confidence that our strategy is being delivered effectively and efficiently.

We encourage stakeholders to engage with the strategy, to take time to understand what it means for them and football generally and to consider how they can work with us to achieve our objectives.



OUR APPROACH

We will do this together through a centralised planning approach, underpinned by an implementation framework and processes that ensure accountability in delivery of and frequent reporting against objectives.

We encourage stakeholders to recognise that, while being led by the Association, responsibility is shared across the entire football community and each one of us within Irish football has a role and responsibility to undertake that will help us deliver football in the most effective way.



REPORTING PROGRESS

We will present our business plans to the General Assembly and wider membership in which we will set our priorities and targets for the year for each objective in the strategy.

We encourage stakeholders to embrace and enable collaboration, ensuring their views remain at the forefront of this strategy and execution is a collective effort that sets a standard for Irish football to be recognised as leading and progressive both within Irish sport and internationally.





