



LLUNIO CYMRU

Football Association of Wales | Strategy 2026-2036



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OUR WALES – A TRANSFORMED FAW

WNT Qualify for Euros '25
& UEFA Nations League A



CYMRU
FOOTBALL
FOUNDATION

**£30 million
on facilities**



in our
150th
Year



UEFA
NATIONS
LEAGUE

MNT Qualify for
World Cup 2022
& UEFA Nations
League A



120,000 Players



20,000 Female Players

Governance Reform

Sport Organisation of the Year 2023



First UEFA ExCo
Representation

Welsh referee officiated at
Champions league Final



Qualifying for group stages of
the Conference League 2024

FAW Educated a Premier League Winning Coach



WE LISTENED





Our Purpose.

**BUILDING A
CONFIDENT,
SUCCESSFUL,
AND INCLUSIVE
CYMRU THROUGH
FOOTBALL**

**We grow
participation
and successfully
perform on the
world stage
for Cymru**

Our Mission.



VALUES



Excellence

We approach every challenge with determination and a drive to deliver our very best.



Family

We promote a welcoming culture of warmth and belonging where everyone is embraced.



Respect

We believe that different ideas, strengths, interests, and cultural backgrounds are fundamental for success.



Courage

We act with integrity, doing the right thing on and off the pitch.





GAME CHANGERS

- Host Men's Euro 2028, Women's Champions League 2029 & Women's World Cup 2035 - creating a legacy across Cymru.
- 160,000 registered players including 40,000 women and girls.
- There are quality football facilities within 15 minutes of every community in Wales, giving priority to those who need it most.
- 75% of volunteers report feeling supported & equipped to succeed in their role.
- Achieve at least 70% positive perception ('good' to 'excellent') of behaviours in football.
- Retain 95% dual national players in our Youth National Teams.
- 80% of the Men's and Women's National Team players are regular starters in World Top 5 Leagues.
- Increase engagement with National Leagues by 150% over next 5 years.





Purpose: Building a confident, successful and inclusive Cymru through football.

Mission: We grow participation and successfully perform on the world stage – for Cymru.

Values:

**Excellence / Family
Respect / Courage**

Guiding Principles:

- Football at the heart of everything we do
- Celebrate our Welsh Identity
- Drive shared success through collaboration
- Transparent regarding the impact we deliver

LLUNIO CYMRU 2026-2036

People:

- Grow, support and develop the people who deliver football in the community and education on & off the pitch.

Pathways:

- Provide participation opportunities across the community & education to grow and retain the number of people playing.
- Develop modern and flexible playing formats that meet the future needs of community football and pathways.

Places:

- Create safe, welcoming, and positive environments for everyone involved in football.
- Develop inclusive and sustainable football clubs that enhance the lives of their community.
- Ensure everyone has access to quality, inclusive, and sustainable facilities.



People:

- Identify and train high potential coaches and support staff to ensure we focus on being 'the best prepared team in the world'.
- Embed a culture & environment Ensuring Welsh identity is at the forefront of everything we do, who we represent, and how we represent the country.

Pathways:

- Ensure the elite player pathway unites domestic clubs, professional clubs, and national teams to deliver a system that is inclusive, high quality, and sustainable.
- Ensure a consistent playing and coaching philosophy across all national teams and aligned domestic programmes.
- Identify, monitor, recruit and retain high potential players.
- Utilise the power of analysis, data & insights to drive elite performance in match preparation & execution and talent development.
- A fully sustainable domestic football structure.

Places:

- Provide world class integrated performance services and medical frameworks that maximises the potential of our elite players.

ENABLERS

- | | | | |
|--------------------------|--------------------------------|--------------------------------------|-------------------|
| ▪ Coaches & Referees | ▪ Culture | ▪ Equality, Diversity, and Inclusion | ▪ Human Resources |
| ▪ Competitions | ▪ Data & Insights | ▪ Facilities | ▪ Integrity |
| ▪ Commercial & Marketing | ▪ Environmental Sustainability | ▪ Finance | ▪ Safeguarding |
| ▪ Communications | ▪ External Affairs | ▪ Governance & Compliance | ▪ Welsh Language |



PARTICIPATION

Football enhancing lives
in every community.

Objectives

People:

- Grow, support and develop the people who deliver football in the community and education on & off the pitch.

Pathways:

- Provide participation opportunities across the community & education to grow and retain the number of people playing.
- Develop modern and flexible playing formats that meet the future needs of community football and pathways.

Places:

- Create safe, welcoming, and positive environments for everyone involved in football.
- Develop inclusive and sustainable football clubs that enhance the lives of their community.
- Ensure everyone has access to quality, inclusive, and sustainable facilities.

Measure of Success

People:

- Grow the number of affiliated, qualified coaches by 30%.
- 75% of volunteers report feeling supported & equipped to succeed in their role.
- By 2035 every competition match at U12s+ to be officiated by a qualified neutral referee.

Pathways:

- Increase the number of registered players from 120,000 to 160,000 with at least 20,000 of the new players being women or girls.
- 50% reduction in players aged 12-17 leaving the game.

Places:

- Achieve at least 70% positive perception ('good' to 'excellent') of behaviours in football.
- All clubs are actively engaged in a structured development journey.
- There are quality football facilities within 15 minutes of every community in Wales, giving priority to those who need it most.



PERFORMANCE

An admired and competitive nation, prepared to perform on the domestic and world stage.

Objectives

People:

- Identify and train high potential coaches and support staff to ensure we focus on being 'the best prepared team in the world'.
- Embed a culture & environment Ensuring Welsh identity is at the forefront of everything we do, who we represent, and how we represent the country.

Pathways:

- Ensure the elite player pathway unites domestic clubs, professional clubs, and national teams to deliver a system that is inclusive, high quality, and sustainable.
- Ensure a consistent playing and coaching philosophy across all national teams and aligned domestic programmes.
- Identify, monitor, recruit and retain high potential players.
- Utilise the power of analysis, data & insights to drive elite performance in match preparation & execution and talent development.
- A fully sustainable domestic football structure.

Places:

- Provide world class integrated performance services and medical frameworks that maximises the potential of our elite players.

Measure of Success

People:

- 50% representation of female technical and support staff across our Women's and Girl's National Teams.
- Retain 95% dual national players in our Youth National Teams.
- Increase engagement with National Leagues by 150% over next 5 years.

Pathways:

- Establish 4 elite academies within the professional clubs and domestic academies across Wales that provide world class conditions for development.
- Graduate a minimum of 2 players per team each calendar year into our Men's and Women's National Teams.
- 80% of the Men's and Women's National Team players are regular starters in World Top 5 Leagues.
- The senior Men's and Women's National Teams participate in 50% of major international tournaments.
- Reach the knockout stages of the Men's European Championship in 2028 and 2035 FIFA Women's World Cup.
- Grow Domestic Football commercial portfolio to deliver a 300% increase.

Places:

- Improved FIFA rankings to be in the top 20 for the men's national team and top 24 for the women's national team.
- Cymru Premier and Adran Premier to rank amongst top 5 European leagues for youngest average player age.



HER GAME, EI DYFODOL

Women and Girls' Football Plan 2026-2036

THE GAMECHANGERS

- Cymru hosts a UEFA Women's Champions League Final
 - 40,000 women and girls playing football across Wales
- Cymru reaches the knockout stages of the FIFA Women's World Cup 2035
- Every school in Wales offers girls meaningful opportunities to play football
- Record attendance of 25,000 for a Cymru Women's National Team match
 - Double the investment into Women and Girls' football



THE ENABLERS

- Coaches & Referees
- Competitions
- Commercial & Marketing
- Communications
- Culture
- Data & Insights
- Environmental Sustainability
- External Affairs
- Equality, Diversity, and Inclusion
- Facilities
- Finance
- Governance & Compliance
- Human Resources
- Integrity
- Safeguarding
- Welsh Language







THE FAW APPROVED FOOTBALL PATHWAYS

One game. Many pathways. Lifelong opportunities



FAW APPROVED PERFORMANCE PATHWAY



TALENT ID

Identify and support players with potential.



PROFESSIONAL CLUB ACADEMIES

Elite training and development for youth within professional clubs.



FAW ACADEMIES

Talent hubs to develop domestic players within our Welsh Way identity.



PROFESSIONAL FOOTBALL

Compete at the highest level.



DOMESTIC COMPETITIONS

Compete in the domestic game.



REPRESENTING WALES
IN NATIONAL TEAMS



FAW APPROVED PARTICIPATION PATHWAY

FAW AFFILIATED CLUBS



EARLY YEARS

(2-5 years)

Fundamental movement skills and parental engagement.



SMALL-SIDED FOOTBALL

(6-13 years)

Make friends, develop skills and understanding. 6-11 yrs non-competition.



JUNIOR FOOTBALL

(14-17 years)

Develop potential, compete & prepare for adult football.



YOUTH & ADULT FOOTBALL

(16 years +)

Stay active, enjoy the game and support others.

FAW APPROVED FLEXIBLE FORMATS

Example formats available



FUTSAL

Small, sided, fast paced. Technical.



DISABILITY FOOTBALL

Inclusive football for all.



VETERANS FOOTBALL

Football for 35s, 45s, 55s and over.



WALKING FOOTBALL

Stay active, stay involved.



SMALL SIDED FOOTBALL

Health and wellbeing.



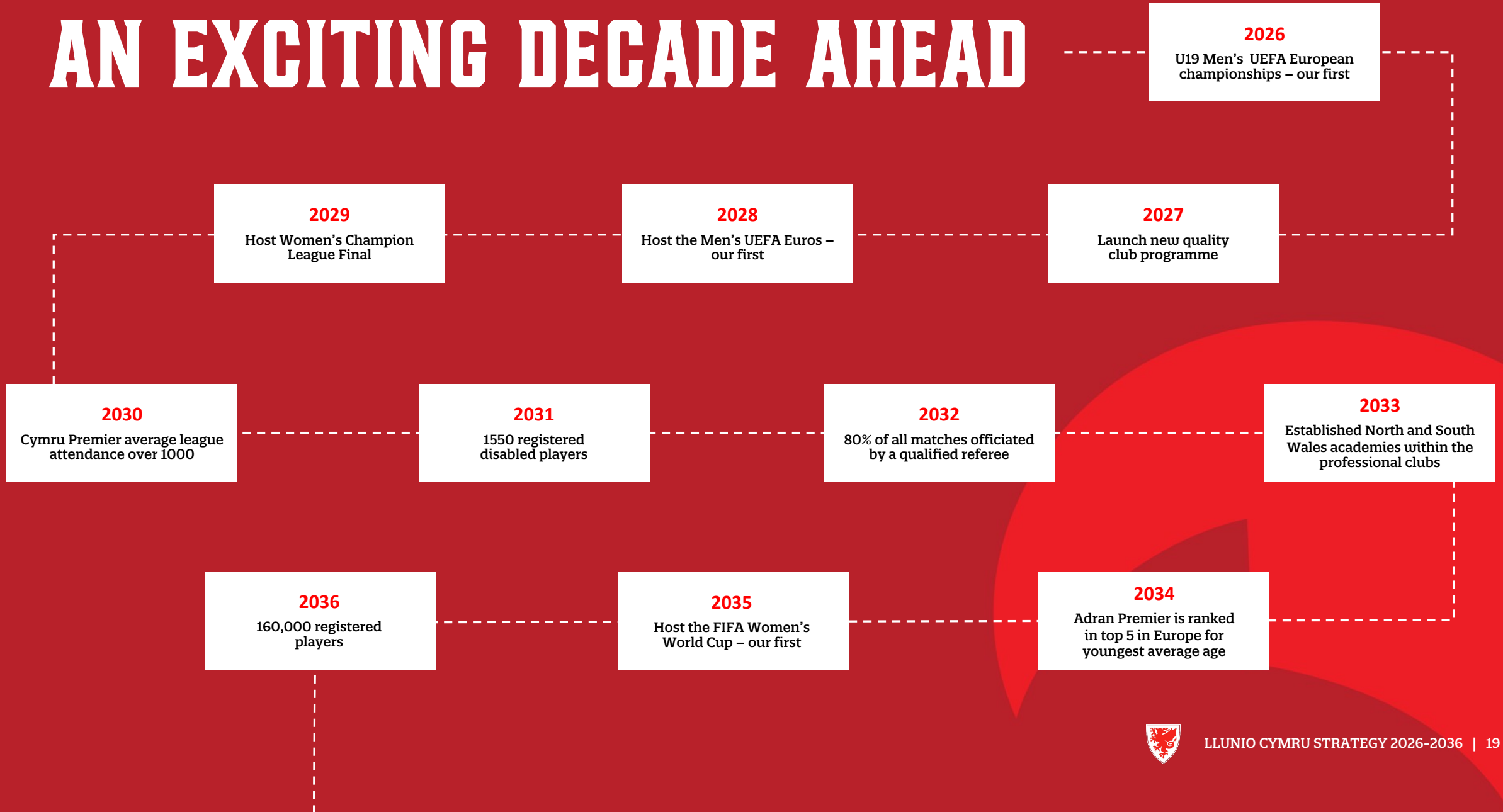
FAW PROGRAMMES

Non-competitive accessible & inclusive.



FOOTBALL
FOR LIFE

AN EXCITING DECADE AHEAD





LLUNIO CYMRU

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