

A stylized red dragon is the background of the entire image. It is facing left, with its head at the top center and its body extending towards the bottom right. The dragon's wings are spread, and its tail is large and curved. The dragon is rendered in a solid red color against a dark grey background.

# FAW REFEREE RECRUITMENT

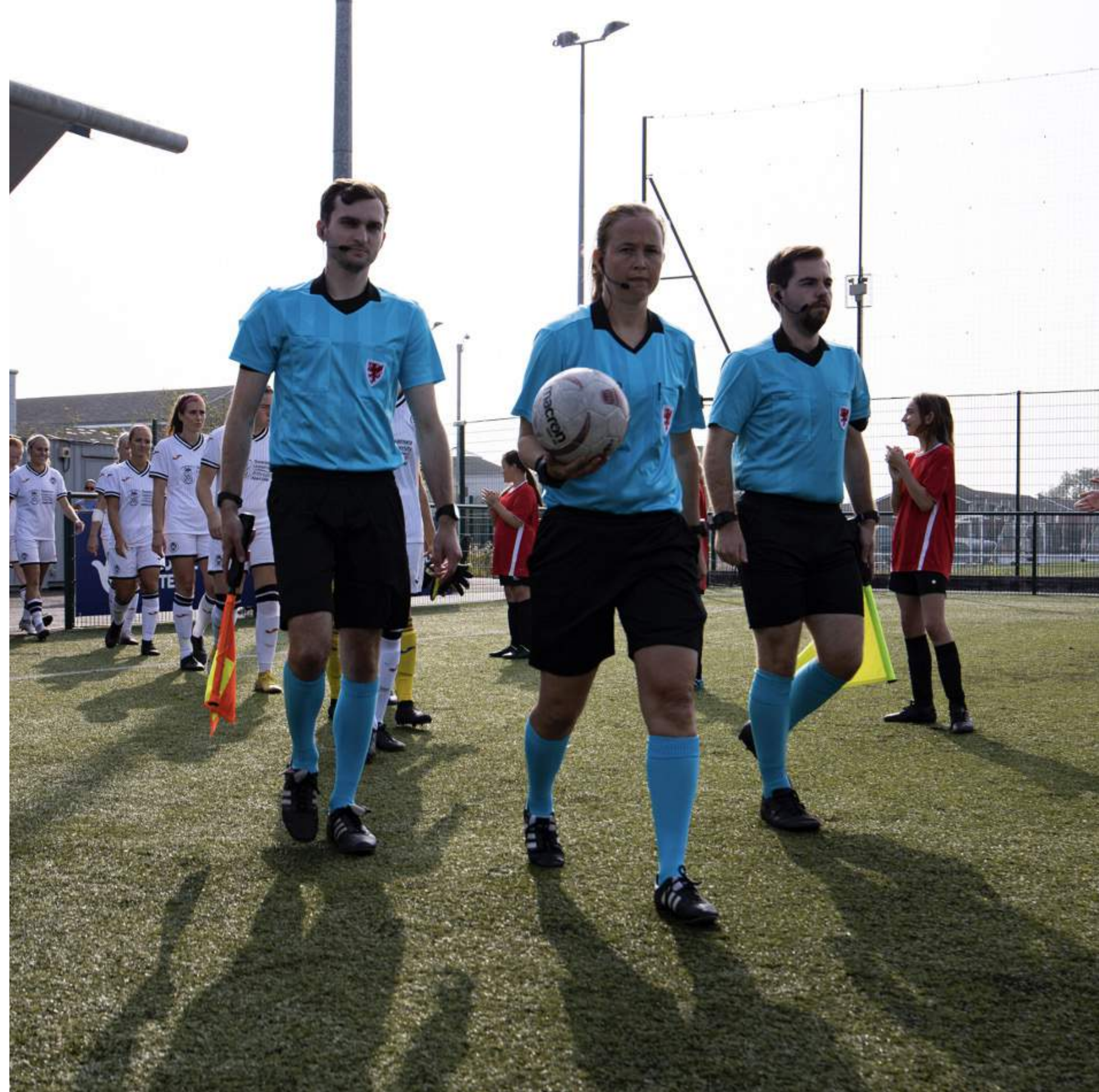
THE FAW'S STRATEGIC PLAN FOR REFEREEING IN  
WALES TO UNDERPIN THE 'OUR WALES' STRATEGY.



# OUR COMMITMENT

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To have one registered referee for every two teams.





# KEY TARGETS

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## INCREASE THE NUMBER OF REGISTERED REFEREES BY 75%

- 1,500 registered referees by 2026 (859 in 2021)

## INCREASED INVESTMENT

- Recruit a full-time Referee Recruitment and Retention Manager and to provide the required resources to deliver this strategy.

## WALES ON THE WORLD STAGE

- A Welsh registered referee officiating in a UEFA Finals tournament having advanced the support available to officials.
- To identify and agree referee prospects and engage with key stakeholders.

## A DIVERSE, SKILLED AND ENGAGED FOOTBALL FAMILY

- Improving engagement throughout Wales to increase the number of officials across the country through a targeted and effective recruitment and retention plan.
- Percentage representation from Ethnically Diverse Communities to be above the Welsh average.





# OUR VISION

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Respect for Referees from all stakeholders in Wales inspires the next generation of referees and contributes to greater retention rates.

# OUR MISSION

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To provide an accessible, inspiring and high performing referee recruitment and retention programme, to develop and sustain the number of referees required, to support the accelerated growth of football in Wales.





# ENABLERS

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The following are the key factors that will allow us to accelerate recruitment and retention of referees in Wales, to fulfil our commitment.

## INVESTMENT

We'll invest time, money, and expertise to develop and grow refereeing in Wales through activities aligned to deliver our recruitment and retention strategy. We'll funnel this investment towards targeted areas for growth and optimise the resources available to secure the long-term success and stability of refereeing.

## INCENTIVES AND BENEFITS

Understanding the intrinsic and extrinsic motivational factors to retain our referees, then providing incentives and benefits for referees to feel a valued part of the Welsh football family.

## RESPECT CAMPAIGN

Using the power of our highest profile role-models, we will launch a National Respect campaign, bringing all stakeholders together to unite and commit to unwavering respect for our referees.

## DATA AND INSIGHTS

Embracing data and insights to understand the needs and desires of referees to make informed decisions to improve the appeal of refereeing.

## PARTNERSHIPS

Collaborating with our partners to develop and grow refereeing in Wales.

## IMAGE

We'll enhance and strengthen the image of refereeing in Wales to showcase the opportunities and fulfilment it brings to match officials from grassroots to the elite. We will highlight the positive personal characteristics that refereeing can develop, especially in young people, which resonates into the personal and professional lives of referees.







# OUR STRATEGIC OBJECTIVES

## RECRUITMENT—RETENTION





# RECRUITMENT — OUR STRATEGIC OBJECTIVES

## OUR GOALS

- By 2026, we will recruit 75% more referees throughout Wales to reach our target of 1,500 and all affiliated competitive matches will be officiated by a qualified match official.
- By 2026, we will recruit and train enough female referees to select a dedicated list of female only match officials, to officiate in the Adran Premier League.
- We will regularly track referee targets for all Area Associations and provide the necessary support to ensure annual targets are achieved.
- We will create and maintain a Referee Recruitment and Retention steering group, who will track progress and ensure the successful delivery of this Strategy.
- Clubs will support the growth of refereeing by actively recruiting match officials as part of the annual Club Accreditation and Club Licensing programmes.
- We will target younger match officials to ensure that by 2026, we reach a target of 50% registered referees being under the age of 35.
- Percentage representation of match officials from Ethnically Diverse Communities to be above the Welsh average.
- We will maximise opportunities with partners who can assist with the recruitment of match officials. This will include, but is not limited to; the Area Associations, Leagues, Clubs, FAW Trust, Universities, Colleges and the Urdd.
- We will convert 25% of referee leaders into fully qualified referees annually.
- A refereeing module will be incorporated in FAW coach education courses in collaboration with the FAW Trust.



# RECRUITMENT — OUR STRATEGIC OBJECTIVES

## MARKETING AND MESSAGING TO DELIVER OUR GOALS

- Increase digital engagement, promoting the achievements of our current match officials.
- Target former referees, players, coaches, fans, teachers, students, inactive players and coaches to become referees.
- Utilise the profile of our international players and staff to promote refereeing.
- Annually host a media-only session, where members of the media try out refereeing.
- Surveying all current match officials to gauge opinions on the issues and challenges and react accordingly.
- Utilise International match officials to go into educational establishments and clubs to promote refereeing.
- Develop digital support, media assets and testimonials that makes refereeing look and feel attractive.
- The Area Associations will be required to promote the referee courses digitally, on at least six occasions per season.
- The Area Associations will be required to meet collectively, quarterly to review their Recruitment strategies and to discuss best practices.
- Promote refereeing as a fulfilling pursuit for a diverse group of people.
- Promote the many positives of refereeing as a job, hobby, for fitness, for personal development, for social development and for the many opportunities that it brings.





# RETENTION — OUR STRATEGIC OBJECTIVES

## OUR GOALS

- We will create and develop a National Respect campaign, in collaboration with the FAW Trust.
- We will create and develop a referee community, through regular engaging digital seminars that serves the needs of the Welsh Referee Family.
- We will provide all encompassing support for ALL match officials in Wales in conjunction with the Area Associations.
- Using insights, we will understand the extrinsic motivational factors that helps referee retention and where possible support these within the resources available.
- We will introduce Sin Bins into Area Association football at adult Grassroots and junior level. Evidence in the UK shows that this immediately leads to a reduction in the level of dissent and abuse towards the match officials.
- We will expand our exchange programmes for Talent and Mentor referees and up to International referee exchanges.
- Increasing the number of female match officials and improving retention through an effective training and development programme, including female-only courses and CPD opportunities
- Area Associations will be required to engage with 100% of referee candidates from the start of their referee journey until they are on the field with a mentor.
- All Newly Qualified Referees (NQR's) will receive the same standardised training programme, a digital welcome pack and the option of a mentor to provide support during the critical first steps of their referee journey.
- All Area Association's will hold a minimum of two training and/or seminar sessions per season for all referees within their area.
- AA's to ensure the T+M programme is delivered in its entirety and re-assess on an annual basis.
- Continue the elite training programmes such as the FAW Talent and Mentor Scheme.
- Standardise Area Association Referee Education, Training, Mentor and Development programmes.
- Develop a national syllabus of a Welsh way of Refereeing, world leading male and female pathway and fast track scheme for new refs keen to progress.





# RETENTION — OUR STRATEGIC OBJECTIVES

## MARKETING AND MESSAGING TO DELIVER OUR GOALS

- The National Respect Campaign will underpin our Retention strategy and the success of this campaign across all stakeholder groups will be critical to the success of this Strategy.
- We will utilise the expertise and profile of our International Match Officials to deliver training seminars and webinars.
- We will encourage referees to utilise the free retention software – [www.refereeing.wales](http://www.refereeing.wales) as well as the closed Facebook group to enhance engagement, development and performance.
- Education to players, coaches and fans to shift mindsets.





# DIOLECH

OUR FUTURE  
OUR RESPONSIBILITY  
OUR WALES.

