

STATEWIDE FACILITIES STRATEGIC PLAN 2018 - 2022

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This project was proudly completed by
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Foreword from the CEO

These are exciting times for all involved with football in Queensland.

2018 saw the launch of a new second-tier football competition known as the Football Queensland Premier League (FQPL). Sitting below the National Premier Leagues (NPL) competition, the FQPL brings statewide promotion and relegation to Queensland for the first time in history.

Grassroots clubs throughout the state are providing more opportunities than ever for men, women, boys and girls of all ages and abilities to get involved in the world game. Our membership is growing consistently and participation in all forms of the game is expanding.

However, Football Queensland is aware that it can do more.

We have 268 affiliated clubs comprising thousands of behind-the-scenes volunteers who work tirelessly to meet the demands of their local football community and we know we can better support these people.

We know that we can provide better guidance for our clubs and zones in improving and developing football facilities for the benefit of all participants. We know that we can offer more appropriate assistance in maintaining high quality infrastructure, following construction. We know that we can more effectively support clubs in reducing barriers to participation.

Great football facilities are a result of great football businesses. Therefore, we acknowledge that we should partner with our affiliated clubs and zones to collectively build our administration, governance and financial management capacity throughout the state.

The body of work presented in this plan has never been completed for football in Queensland. The document includes elements for which our members and other stakeholders have been crying out for many years. We hope that this plan will set a new benchmark for facility analysis, planning and improvement for our great sport.

I sincerely thank all those who have played an important role in the development of this document, including the following:

- Queensland's grassroots football community
- Affiliated zones and clubs
- Local Councils throughout Queensland
- Football New South Wales



Richard Griffiths

CEO Football Queensland

Executive Summary

With 1.15 million participants, accounting for almost 5% of the nation's population, football is the number one club based participation sport in Australia. Strong national participation is reflected in Queensland, with 13.9% of children and 5.4% of adults participating in some form of our game¹.

The Football Family in Queensland is serviced by 268 affiliated clubs across 274 football venues. Many existing venues struggle to meet demand and this plan identifies the need for significant increases in the provision of key facility components to cater for strong and growing participation throughout the state.

Football Federation Australia has identified that if football continues to grow at current rates, the sport will have around 3 million participants by 2030². With Football Queensland expecting that national growth will continue to be reflected locally, it is vital that the state's football facilities are enhanced and maintained appropriately to meet current and future demand.

With this expected growth in mind, Football Queensland collaborated with member zones, associations and clubs, Queensland local government authorities, the Queensland Government and experienced industry professionals to prepare this statewide facilities strategic plan to provide guidance in the maintenance and development of our facility network over the next five years to 2022.

Football Queensland's existing facility network comprises:

- 274 football venues
- 520 full size grass fields
- 544 under size grass fields
- 3 synthetic fields (2 full size and 1 under size)
- 489 fields with lighting
- 689 change rooms
- 236 clubhouses

Football clubs in Queensland are primarily reliant on facilities provided by the public sector, with over 80% of venues situated on government-owned or managed land.

Consultation conducted during preparation of this plan highlighted the following gaps in existing infrastructure provision:

- 99.9% of fields are natural grass (existing synthetic surfaces include 2 full size and 1 under size fields)
- 11% of field surfaces self-assessed by clubs as poor or very poor quality
- 26% of field surfaces self-assessed by clubs as average quality
- 35% of venues have no female or unisex change rooms
- 48% of venues require improved field lighting
- 28% of venues suffer from a lack of suitable irrigation or drainage infrastructure
- 17% of venues have no field lighting
- 13% of venues cater for more than 180 registered players per field

Consultation also uncovered perceived barriers to football participation and gaps in service provision. These include:

- Playing field issues such as poor field management, overuse, lack of field space and limited usability
- Administration, governance and financial management limitations of affiliated clubs and zones, as well as cultural and political issues amongst those involved in the game
- Lack of consistent data regarding field lighting levels
- Significant travel distances between clubs in remote areas of the state
- Sustained periods of inclement weather, extreme heat and drought in the state's north and northwest
- Limited numbers of volunteers at the grassroots level to assist with running successful clubs
- Transient nature of populations in Queensland's mining towns
- Limited access to school-based facilities
- Rising costs of participation in club-based sport

¹Australian Sports Commission 2017, AusPlay Queensland Data Tables.

²Football Federation Australia 2017, Football (Soccer) Participation and a New National Community Facilities Approach: Health, Football and a Community Facilities Plan.

The Football Queensland Statewide Facilities Strategic Plan 2018 – 2022 represents much more than traditional ‘tick-the-box’ planning, such as documents prepared simply to meet the requirements of grant or lease applications and that end up gathering dust on a shelf. Rather, this document reviews and critically analyses the current situation in relation to football facility provision in Queensland and presents guidance for the future by considering the people involved in running football venues, as well as the infrastructure they manage.

Football Queensland has taken account of the many thousands of volunteers on whom our great game relies, as well as the often-ignored challenges faced by these invaluable stakeholders. The plan considers emerging trends likely to impact on football participation and facility provision over the coming five years. These include the explosive growth in female football participation, a societal inclination towards individualised recreation activities rather than formal club-based sports, the professionalisation of sports administration, season creep and a greater focus on facility sharing and maximisation of use, as well as changes in working arrangements, family types, new technologies and Australia’s ageing population.

The plan identifies strategies for alleviating gaps in service provision and capitalising on opportunities. Guiding principles for facility maintenance, development and upgrade are established in this report, to effectively support clubs and zones in conducting localised projects to better meet the specific needs of their customers. This document will be used as a key tool in guiding Football Queensland and its affiliates towards a successful future.

As part of the planning process, Football Queensland has established preferred facility guidelines for state, zone and local football venues. Creation of these guidelines responds to ongoing demand from clubs, zones, Councils and industry partners for clear guidance in relation to desired facility standards. The guidelines offer benchmarks for the provision of appropriate infrastructure at the different levels of the game.

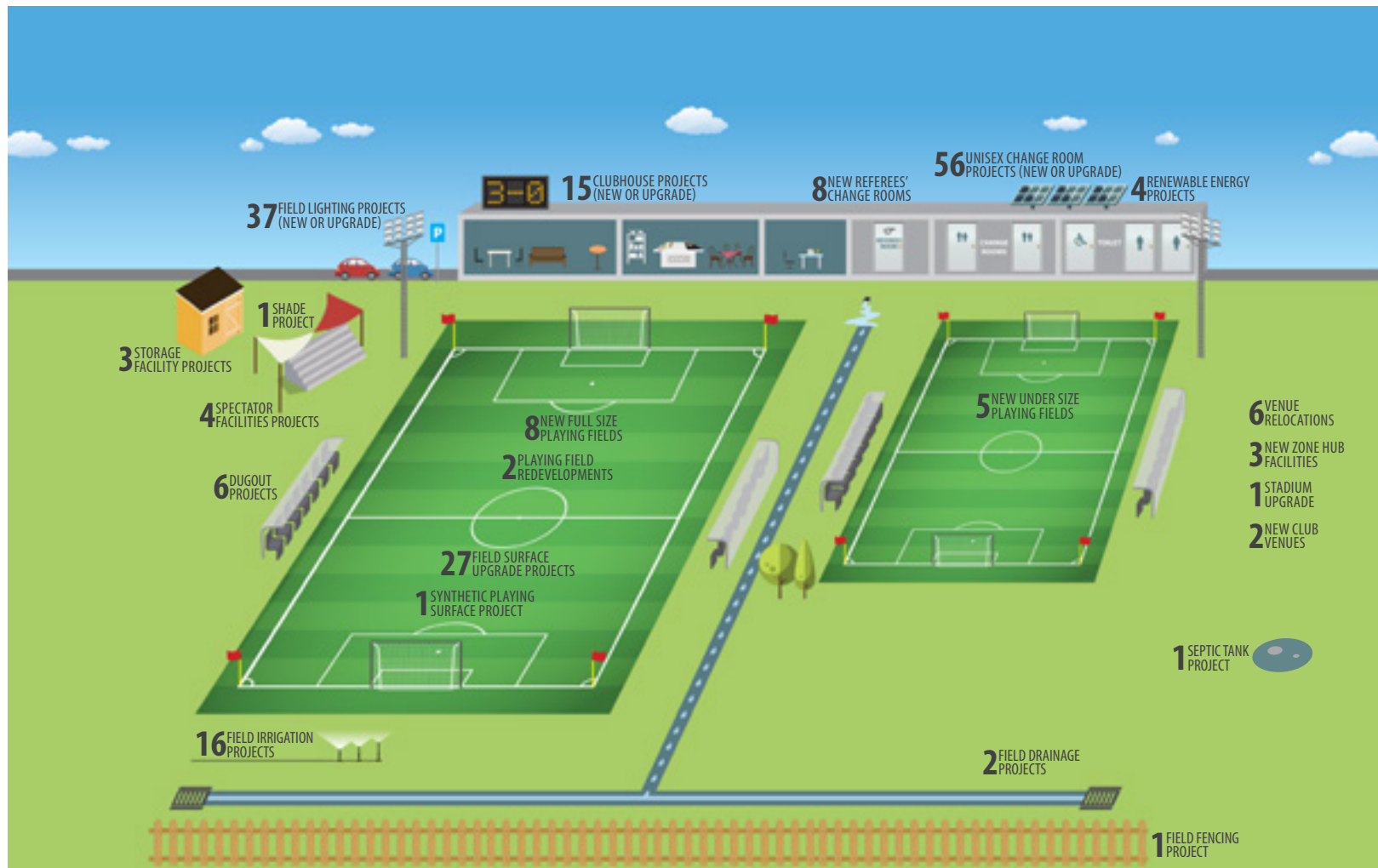
This plan presents individual snapshots and details of desired projects for Football Queensland’s 10 affiliated zones and Meakin Park as Queensland’s Home of Football. Each snapshot identifies existing facilities, a summary of participation and infrastructure provision, tenure details and an overview of facility development and improvement projects desired by affiliated clubs for the next five years.

Football Queensland is supportive of all projects aimed at improving football infrastructure provision across the state and will provide suitable assistance to affiliated zones and clubs to achieve their planned developments.

Through this planning project, Football Queensland identified some facility projects in the state as having a higher level of need, based on analysis of the following factors:

- Priorities of zones
- Participation growth or decline between 2013 and 2017
- Number of players per field and players per change room at each venue
- Existing field and infrastructure condition at each venue
- Demonstrated club proactivity

Taking these factors into account, this plan recommends that the following projects be prioritised for implementation in Queensland by 2022.



FOOTBALL QUEENSLAND PRIORITISED FACILITY PROJECTS 2018-2022

1. Introduction and Background

1.1 Aim and Purpose

The Football Queensland Statewide Facilities Strategic Plan 2018 – 2022 sets out a shared vision for improving the standard of football facility provision throughout Queensland.

Historically, maintaining a coordinated approach to the planning and development of football facilities in a state as large as Queensland and with a participation base as broad as ours has proven difficult. The lack of a statewide plan has led to ad-hoc facility development and has presented significant challenges in the prioritisation of projects throughout the state. The objective of this plan is to improve the quality of evidence-based decision making and strategic planning for football infrastructure across Queensland.

This plan:

- Identifies the composition of Football Queensland's existing network of football facilities across its 10 affiliated zones
- Provides evidence of need and strategic guidance for the improvement and development of football facilities over the next five years
- Establishes preferred facility guidelines for state, zone and local level football venues
- Provides direction regarding facility development and maintenance
- Considers the major trends that are expected to affect football facility provision over the coming five years
- Responds to service gaps that may have presented barriers to participation in football by recommending facility development priorities to fill these gaps
- Considers the role of premier football facilities and how these higher-level facilities support the statewide network of grassroots club facilities
- Will assist affiliated clubs, zones and other partners of Football Queensland to understand how our vision for facility provision aligns with their own planning objectives and policies
- Will guide investment decisions

1.2 Consultation

To ensure the relevance and applicability of the Football Queensland Statewide Facilities Strategic Plan 2018 – 2022, extensive internal and external consultation was conducted during preparation of this report. Consultation included:

- Project team meetings, workshops and teleconferences comprising representatives of Football Queensland, the Queensland Government Department of Housing and Public Works (Sport and Recreation Queensland) and CPR Group
- Online facility planning questionnaire completed by all affiliated clubs
- Workshops with representatives from Football Queensland's 10 affiliated zones
- Engagement with each Queensland Local Government Authority that includes Football Queensland
- affiliated clubs
- Engagement with representatives of Football New South Wales
- Follow-up engagement with clubs to validate existing facility data and planning questionnaire responses
- Provision of draft plan to key stakeholders including affiliated zones and the Queensland Government
- Department of Housing and Public Works (Sport and Recreation Queensland) for review and feedback prior to finalisation

2. Achieving the Vision

Football Queensland's vision for the future of the statewide football facility network is to:

Partner with clubs, zones and facility providers to drive continued growth of our sport at all levels through the provision of facilities that attract, retain and meet the demands of our growing football family.

2.1. Action Plan

The following table outlines Football Queensland's intended actions for achieving its facility network vision for 2022, within the following strategic pillars:

- Growth
- Viability
- Inclusion
- Consistency

The action plan outlines each action, as well as an estimated timeframe for completion of the action. Timeframes are listed as short term (2018-2019), medium term (2019-2021), longer term (2021-2022) or ongoing.

Strategic Pillar	Action	Timeframe
Growth	Partner with affiliated clubs and zones to capitalise on Queensland's projected population growth, particularly amongst school age children, in growing the game.	Ongoing
	Support investment in selected facilities and locations that can be accessed by participants from multiple clubs. This may take the form of central hub facilities (as exist in some zones), through the coordination of facility sharing by clubs or through the merging of existing clubs.	Ongoing
	Assist and support clubs and zones in seeking external grant funding for specific projects that improve facility provision.	Ongoing
	Partner with zones and clubs during establishment of new football clubs, giving due consideration to the location of the proposed club, legitimacy of demand and input of the local Council.	Medium term
	Seek positive partnerships with schools to maximise the potential for clubs and schools to benefit through shared facility access arrangements.	Medium – longer term
	Assist clubs and zones to investigate options for installing synthetic playing surfaces in locations where this is identified as a viable prospect.	Medium – longer term
	Continue working towards establishment of a fully-equipped football centre of excellence in Queensland. This may be achieved through partnership opportunities with affiliated zones and clubs, as well as Councils and schools.	Medium – longer term

Strategic Pillar	Action	Timeframe
Viability	Work consistently with affiliated clubs to proactively educate and upskill grassroots volunteers. Offer training and mentoring programs that focus on improving club governance, facility management and maintenance, volunteer recruitment and retention, and business development.	Ongoing
	Work openly with Councils throughout the state to tackle water supply and cost issues collaboratively.	Ongoing
	Support clubs and zones striving to improve irrigation and drainage infrastructure with a view to enhancing the capacity of playing field surfaces.	Ongoing
	Support the adoption of new field lighting technologies such as LED luminaires and app-controlled switching.	Ongoing
	Support affiliated clubs and zones with the development of clubhouse and canteen infrastructure appropriate to their needs, to support football operations.	Ongoing
	Encourage clubs and zones to improve their environmental sustainability. Initiatives might include installation of solar panels and other viable forms of renewable power generation, as well as energy-efficient appliances and installation of rainwater harvesting systems for irrigation.	Ongoing
	Encourage a focus on lifecycle costs to help ensure longevity of facility provision. Assist clubs and zones to ensure that upgrades and proposed developments are underpinned by appropriate business models and supported by sustainable usage and a robust facility maintenance system.	Ongoing

Strategic Pillar	Action	Timeframe
Inclusion	Maintain a sincere commitment to a culture of collaboration and partnership, focusing on improvement of the game for all.	Ongoing
	Continue to actively promote ongoing dialogue and positive relationships between clubs competing in the National Premier Leagues (NPL), the Football Queensland Premier League (FQPL) and grassroots community football clubs, with a view to fostering positive partnerships for the benefit of the game.	Ongoing
	Drive the proactive establishment of change rooms and toilets with universal design elements, especially to accommodate the growing popularity of female football.	Ongoing
	Fully support initiatives to improve venue accessibility for people with disabilities.	Ongoing
Consistency	Use the newly established Football Queensland Preferred Statewide Facility Guidelines as a key planning tool to inform facility improvements throughout the state.	Ongoing
	Support clubs and zones to work with Councils in striving for optimum facility sharing arrangements to meet the varied facility needs of football and other users.	Ongoing
	Where suitable, advocate on behalf of clubs and zones to secure reasonable tenure conditions, that enable football to thrive.	Ongoing
	Mandate that all affiliated clubs and zones hosting night games be required to commission or conduct an annual lighting audit and submit data to Football Queensland.	Medium term

3. Situation Analysis

3.1. Participation

Leading the Market

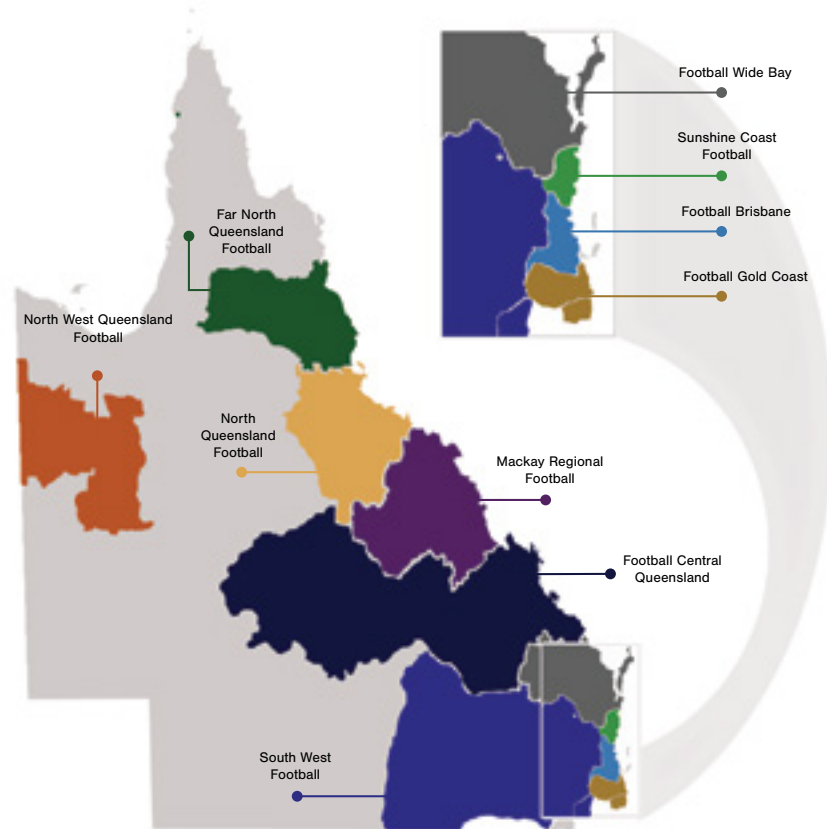
Football is Australia's most popular sport, with more than 520,000 registered players through Football Federation Australia's MyFootballClub database and 1.15 million participants in the game nationwide³. This represents almost 5% of Australia's population. Football also continues to be Australia's largest club-based participation sport by a significant margin, with almost half a million more participants than AFL (673,986 participants) and more than twice as many as cricket (562,107 participants)⁴.

In Queensland, 13.9% of children and 5.4% of adults participate in some form of the game⁵.

In 2017 Football Queensland had 77,663 Full Active Members registered in its social and competitive outdoor football programs⁶. This is greater than Football Queensland's 2017 official outdoor census figure of 69,580 due to the inclusion of participants in social programs such as Over 35's, Summer 6's, pre-season carnivals and events. This figure therefore better reflects actual facility use.

Additionally, Football Queensland catered for 7,000 futsal players, 5,400 coaches and almost 1,200 referees in 2017. There were almost 35,000 participants in Football Queensland's school-based football programs and around 30,000 participants in community football events such as multicultural festivals, Indigenous tournaments, all abilities programs and girls festivals. Thousands of football volunteers are regularly involved in a broad range of activities from administration to facility maintenance across the state.

In 2018, Football Queensland services 268 active clubs across 10 zones. Affiliated clubs include grassroots community football clubs, as well as 14 National Premier Leagues (NPL) clubs and 13 clubs participating in the new Football Queensland Premier League (FQPL).



Football Queensland's participation statistics do not capture people playing recreational football or who participate in non-registered competitions and other forms of the game. Notably, in South-east Queensland both the Sunshine Coast Churches Soccer Association and Queensland Christian Soccer Association cater for more than 12,000 additional junior and female footballers. Non-affiliated football facilities have not been included in this project.

³ Australian Sports Commission 2017, *AusPlay National Data Tables*.

⁴ Ibid.

⁵ Australian Sports Commission 2017, *AusPlay Queensland Data Tables*.

⁶ Queensland Government GIS Sport Planning Tool 2017, *Full Active Members*.

Consistent Growth and Diversity

Between 2001 and 2017, football participation amongst players aged 14 years and older increased by 46% nationally, growing from 428,000 to 623,000⁷. Overall, national football participation is growing at around 5-8% per year, which is much faster than other team sports. Football Federation Australia is confident that this trend will continue and if football consistently grows at current rates, the sport will have around 3 million participants by 2030⁸.

In Queensland, the number of football players registered with Football Queensland as Full Active Members has grown by an average of 1.32% per year since 2013. However, this growth does not take account of significant expansion in Football Queensland's formal social programs.

The combined population growth rate since 2011, across all Queensland local government areas in which football clubs are situated, was 0.96% per annum.

Female football is booming. With around 249,000 total participants, women and girls account for almost one quarter of national football participation⁹. Within Football Queensland, female players account for 14% of all MiniRoos participants (aged 4 – 11 years), 22% of youth participants (12 – 18 years) and 27% of players aged 19 years and over¹⁰.

Football is fundamentally diverse. Football in Australia has participants from over 200 nationalities and ethnic backgrounds and approximately 13% of participants were born in another country¹¹. As the Australian population continues to grow through migration, football is likely to continue to be a strong choice for newly-arrived migrants. "Football is Australia's most accessible sport, as it caters to all genders, across all age groups, all shapes and sizes and seamlessly spans the barriers of language, religion and culture"¹².

3.2. Population

In September 2017, the estimated resident population of Queensland was 4,948,697¹³.

By 2036, the state's population is expected to grow by 35% to more than 6,700,000¹⁴. Unsurprisingly, South-east Queensland is expected to remain the state's most heavily-populated region. Some of the largest population increases are expected in areas situated throughout Ipswich, Logan, Gold Coast, Sunshine Coast and Townsville¹⁵.

In Queensland, there has been consistent growth in the number of primary school age (5 -11 years) and secondary school age (12 – 17 years) children for the past 25 years¹⁶. To offset an ageing national and state population, growth in school age children is projected to remain strong in Queensland until 2036¹⁷, presenting opportunities for football to continue its expansion amongst young players.

⁷ Roy Morgan Research 2017, *Participation Survey*.

⁸ Football Federation Australia 2017, *Football (Soccer) Participation and a New National Community Facilities Approach Health, Football and a Communities Plan*.

⁹ Football Federation Australia 2017, *Football (Soccer) Participation and a New National Community Facilities Approach Health, Football and a Communities Plan*.

¹⁰ Football Federation Australia 2017, *Queensland Participation Summary Infographic*.

¹¹ Football Federation Australia 2017, *Football (Soccer) Participation and a New National Community Facilities Approach Health, Football and a Communities Plan*.

¹² Ibid, p.7.

¹³ Australian Bureau of Statistics 2017, *Australian Demographic Statistics ABS 3101.0*.

¹⁴ Australian Bureau of Statistics 2015, *Queensland Government Population Projections, 2015 Edition, Australian demographic statistics, Mar 2015 (Cat no. 3101.0)*.

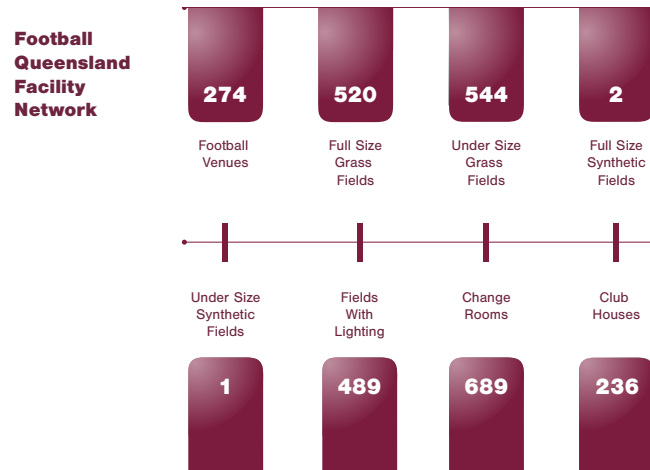
¹⁵ Queensland Government Statistician's Office 2015, *Queensland Government Population Projections 2015 Edition*.

¹⁶ Ibid.

¹⁷ Ibid.

3.3. Facilities

An overview of Football Queensland's existing facility network is presented below:



Football clubs in Queensland are primarily reliant on facilities provided by the public sector, with over 80% of venues situated on government-owned or managed land. Other facility lessors include schools, not-for-profit organisations, universities and private companies.

Based on Football Queensland's existing provision of 1,064 football fields, there is a state average of 4,651 residents and 73 registered active football players per field. There is a state average of 159 players per field with lighting and 113 players per change room. Although there are significant variations to these ratios across Football Queensland's 10 zones, these figures represent a current statewide benchmark.

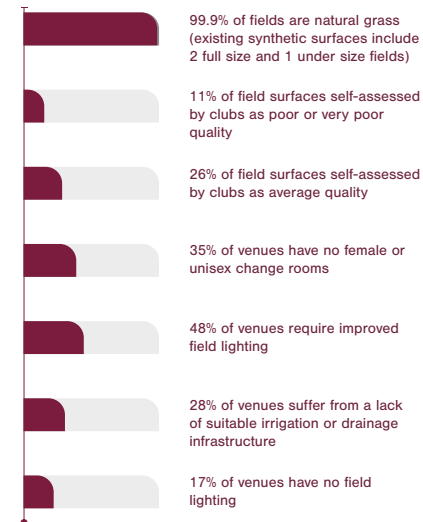
3.4. Existing Infrastructure Gaps

Several Councils in South-east Queensland have established desired standards of service, which strive for a minimum provision of at least one football field per 230 registered players within their respective local government area. Given significant variations in the nature and condition of existing football infrastructure, as well as differing membership profiles and environmental conditions across Football Queensland's 10 affiliated zones, this target may not reasonably apply to the entire state.

Football Queensland has therefore established a desired range for minimum field provision of between 180 – 250 players per field. This range takes account of, for example, the instances where well-established irrigation and drainage infrastructure allow for higher players per field, in contrast to those clubs that suffer from field maintenance and environmental constraints and/or where playing fields are also used as public open space.

A comprehensive survey of all Football Queensland's affiliated clubs, conducted during preparation of this plan, highlighted the following gaps in infrastructure provision:

Existing Infrastructure Gaps



3.5. Barriers to Participation

Challenges faced by clubs around the state are varied and unique. Some clubs are in rural, remote and sparsely populated towns with plenty of land and only limited demands on facilities. Other clubs are in high-growth, densely populated areas with limited open space. Some clubs are running at or near full capacity, while others can meet demand but need to improve facilities that have reached the end of their usable life. Some clubs are satisfied with their existing facilities, but simply struggle to make use of them, given extreme environmental conditions.

Consultation with representatives from each of Football Queensland's 10 zones identified that, in their opinion, the following issues present the most significant barriers to participation in football around the state:

- Poor field management and overuse
- Lack of field space, or lack of usability
- Limited financial capacity of clubs to improve facility provision
- Significant travel distances between clubs in remote areas of the state
- Sustained periods of inclement weather and extreme heat in the state's North and North-west
- Transient nature of population in Queensland's mining towns
- Too few volunteers
- Rising costs of participation in club-based sport

Football Queensland will work consistently with its affiliated clubs to proactively educate and upskill grassroots volunteers in combatting some of the participation barriers identified through preparation of this plan. For example, Football Queensland is providing opportunities for football committees, volunteers and staff members to take part in training and mentoring programs that focus on improving club governance, volunteer recruitment and retention, and business development, to improve the sustainability and viability of the sport at the point where customers connect with the clubs.

3.6. The Elephants – Gaps in Service Provision

Consultation with clubs, zones and Councils conducted during preparation of the Football Queensland Statewide Facilities Strategic Plan 2018 – 2022 identified a series of notable issues hindering football club operation and facility provision. For the purpose of this plan, these issues are referred to as the 'elephants in the room'.

These elephants represent some often-ignored factors impacting club health; they might be the issues sitting at the back of a volunteer's mind during committee meetings, that are simply left there and not discussed openly. Failing to address these issues may impact severely on a club's ability to finance and manage football facility developments and ongoing infrastructure maintenance.

However, the elephants should not be viewed as insurmountable challenges; rather they should be seen as opportunities. If football in Queensland can overcome the issues listed below, the sport stands to benefit significantly.

Administration, Governance and Financial Management

Football Federation Australia's Whole of Football Plan acknowledges the historically fragmented and fractious nature of football administration in Australia and identifies options for streamlining and improving the game's governance¹⁸.

Too many non-profit sporting organisations that are primarily or solely run by volunteers fall into the trap of believing that the legal and compliance requirements placed on them are too stringent. In response to questions asked by governing bodies, Councils or members, volunteers in sport throughout Queensland and Australia are often heard saying, "But we are just volunteers".

Football clubs and zones are, in many cases, responsible for managing millions of dollars worth of public infrastructure, while striving to meet the varying demands of a growing membership base. Volunteers must therefore acknowledge and commit to the need for ongoing organisational improvement and Football Queensland must provide suitable support.

¹⁸ Football Federation Australia 2015, *Whole of Football Plan*.

We live in a user-pays world and whilst the rising costs of participation in any sport are a considerable factor in planning for a successful future, clubs must strive to cover operational expenditure with operational income. For clubs to have the financial capacity to make necessary contributions to facility improvements, they must operate profitably. Clubs should seek ways to capitalise on revenue generation opportunities.

Football Queensland will continue to offer training and mentoring support for club and zone personnel in areas such as:

- Facility management and maintenance
- Governance
- Constitutions and bylaws
- Financial management, record keeping and reporting
- Committee operations and meeting procedures
- Succession planning
- Volunteer management

Clubs and zones will actively participate in local professional development opportunities offered by Football Queensland.

Culture and Politics

From its grassroots to the international level, football suffers from cultural and political influences that are antiquated and irrelevant.

Volunteer board or management committee members should be elected based on their skills, experience and qualifications to fill designated roles, rather than their previous on-field achievements or personal relationships.

Football Queensland, affiliated zones and clubs will maintain a sincere commitment to a culture of collaboration and partnership, focusing on improvement of the game for all.

Football Queensland will continue to actively promote ongoing dialogue and positive relationships between clubs competing in the National

Premier Leagues (NPL), the Football Queensland Premier League (FQPL) and grassroots community football clubs, with a view to fostering positive partnerships for the benefit of the game.

Field Lighting Standards and Consistency

Many clubs have no formal process for gathering data relating to field lighting condition or illuminance. Only two of Football Queensland's 10 zones require field lighting data to be submitted by affiliated clubs to confirm suitability of playing space for night games. This has resulted in limited lighting data being available for analysis during preparation of this plan.

Football Queensland will gradually mandate that all affiliated clubs and zones hosting night games be required to commission or conduct an annual lighting audit. Data will be submitted by clubs to their affiliated zone and by each zone to Football Queensland. In addition, Football Queensland will support moves by clubs and zones to upgrade field lighting to energy-efficient LED systems.

Water Supply and Cost

Parts of Queensland, particularly areas in the South-west, North and North-west, have suffered from drought-like conditions consistently for many years, resulting in an under-supply of water for field irrigation.

In other parts of the state, clubs struggle with the costs of water supply and Council leasing policies which require clubs to cover the costs of field irrigation.

Football Queensland, zones and clubs will work openly with Councils throughout the state to tackle water supply and cost issues collaboratively.

Field Condition

Whilst some football fields in Queensland are maintained professionally by contracted grounds staff engaged either by a club or Council, many clubs rely on the limited availability of volunteers to keep playing

surfaces in an acceptable condition. In some cases, volunteers lack sufficient knowledge of turf management and maintenance.

Given the limited options of use for flood prone land and decommissioned landfill sites, sporting facilities are often established on these areas, including sites that are subjected to frequent inundation and uncontrolled landfill areas that were poorly capped. Damage caused by floods and poor subsurface quality adds to the challenge of providing high-quality football fields.

Through consultation with clubs, zones and Councils, overuse of fields by football clubs, other formal users of shared facilities and the public, were identified as key contributors to degraded playing field surfaces throughout Queensland.

Football Queensland will provide support for affiliated clubs and zones in combatting the unique challenges faced in providing acceptable playing fields.

Tenure Limitations

Of the 77 local government authorities in Queensland, 38 accommodate clubs affiliated with Football Queensland. 224 football venues are situated on land owned or managed by Councils or the Queensland Government, representing more than 80% of all venues in the state. Across these 38 Councils, there are significant variations in leasing and tenure policies and the obligations, roles and responsibilities of clubs that access public land.

Clubs that access fields under arrangements with schools, private clubs, universities and churches often have to satisfy different facility management obligations from those sited on public land.

Where suitable, Football Queensland will advocate on behalf of clubs and zones to secure reasonable tenure conditions, that enable football to thrive.

School Facilities

Notwithstanding the large amounts of field space sited on public and private school land throughout Queensland, schools account for only 7% of all Football Queensland venues. This highlights the significant under-utilisation of school facilities for club sport, which has been acknowledged by the Queensland Government and the sporting sector for more than 20 years.

Facility sharing between clubs and schools can achieve benefits for both parties. Some football clubs, particularly in South-east Queensland, have successfully partnered with schools near their traditional club venue to offer additional training or playing space and thereby accommodate more members. Some schools have established clubs which are now affiliated with Football Queensland and participate in regular club competitions. Club use of school grounds can generate revenue for schools, increase the usage of facilities outside school hours and reduce opportunities for vandalism through activation.

Football Queensland and its affiliated clubs and zones will continue to seek positive partnerships with schools to maximise the potential for clubs and schools to benefit through these arrangements.

3.7. Emerging Trends

Female Participation

Through its AusPlay survey, the Australian Sports Commission has revealed that participation in sport and physical activity among women and girls is strong and growing; 63 per cent of Australian women aged 15 years and over participate in sport and physical activity at least three times a week, compared with 60 per cent of men¹⁹. Whilst adult female participation is still focused primarily on non-organised physical activities rather than club sport, this tendency is starting to change.

Club sport participation for girls peaks between the ages of 9 and 14 years²⁰ and this trend is reflected in Football Queensland's membership, with strong numbers of girls playing in MiniRoos and youth competitions around the state.

Football Queensland prides itself on supporting female participants and officials and the promotion of equal access and gender equity. Football Queensland is committed to guiding affiliated clubs and zones in meeting the changing demands of a growing female player base. This includes improving the usability of playing venues by increasing the provision of unisex change rooms and offering appropriate spectator amenities. Meakin Park precinct has been identified as a potential suitable home for women's football programs.

Individualised Activities

Individualised sport and fitness activities are increasingly attracting people away from formalised club-based sports, with more people fitting sport into their lives to achieve personal health objectives. Involvement in activities such as running, walking and gym memberships has risen notably over the past two decades, while membership numbers in many organised sports have remained stable or declined²¹.

Notwithstanding this shift away from club-based sport, football participation in Australia and Queensland has continued to demonstrate steady growth.

Football Queensland recognises that people are looking for sport and physical activities that are perceived as time efficient, have flexible scheduling of competition structures, provide opportunities for males and females to participate together and are affordable and accessible.

Professionalisation of Sports Administration

Traditionally, sporting clubs and associations have relied heavily on volunteers to provide services to members. Although sport consistently represents the largest category of formal volunteers²², the barriers to volunteering are growing rapidly. These include issues such as time pressures, increased bureaucracy of running voluntary sporting organisations, lack of support, appreciation or recognition and the fear of being sued²³.

Whilst many sporting organisations would inevitably struggle without the consistent, significant support of their volunteers, clubs and associations must recognise that to continue offering high-quality services with a sole reliance on volunteers may be unsustainable. Indeed, the CSIRO has suggested that in time, loosely organised community sports associations are likely to be replaced by organisations with corporate structures and more formal governance systems²⁴.

Football Queensland will continue to provide guidance, advice and support to affiliated clubs and zones in adopting and implementing contemporary governance and operational models that align with good business principles.

Season Creep and Facility Sharing

In Australia's competitive sporting market, the overlap between the traditional summer and winter sporting seasons is increasing each year. Due to a focus on co-location of sporting clubs by Councils around Queensland²⁵, in many cases, this results in significantly reduced availability of field space in the lead up to and early in each football season. Facilities shared with other sports encounter issues such as

¹⁹ Australian Sports Commission 2017, *AusPlay Focus: Women and Girls Participation*.

²⁰ Ibid.

²¹ CSIRO 2013, *The Future of Australian Sport: Megatrends Shaping the Sports Sector Over Coming Decades*.

²² Australian Bureau of Statistics 2011, *Sports and Physical Recreation: A Statistical Overview, Australia* (Cat. no. 4156.0).

²³ Griffith University 2008, *Volunteers in Sport: Issues and Innovation*.

²⁴ CSIRO 2013, *The Future of Australian Sport: Megatrends Shaping the Sports Sector Over Coming Decades*.

²⁵ CSIRO 2013, *The Future of Australian Sport: Megatrends Shaping the Sports Sector Over Coming Decades*.

scheduling, line marking, storage of and access to goal posts, clubhouse access and overuse of playing fields.

While recognising the need for Councils to allocate their facilities equitably between sport and recreation activities, Football Queensland will support clubs and zones to work with Councils in striving for optimum facility sharing arrangements to meet the varied facility needs of football and other users.

Changes in Society and Employment

The fluctuation of the Australian and global economies and consistently high national unemployment rates are having an impact on the discretionary spend of families and individuals, potentially including the available disposable income for leisure, sport and recreation. Volunteer club committees fear that there is a risk that this situation will have a negative impact on participation and membership levels, and lead to decreasing merchandise sales and reduced canteen and bar income. However, this risk is difficult to quantify given the important role that sport plays in the Australian lifestyle. In line with the professionalisation of sports administration, football clubs must appreciate the intrinsic value of their offering and actively mitigate against risks to their profitability by understanding the business nature of sports provision in Australia.

Changed working arrangements are resulting in the decline of the traditional weekend as a result of increased and unusual working hours by many workers, and there still exists a significant proportion of fly-in, fly-out working arrangements throughout Queensland. Additionally, growing numbers of young people, including students, are working part-time during evenings and weekends, in turn influencing leisure participation patterns.

Changing family types and the multicultural nature of Australian society mean that different strategies need to be adopted to ensure equitable delivery of services.

Football Queensland will be mindful of wider social trends when providing facility support for affiliated clubs and zones.

Changes in Technology

New technologies are streamlining the operations of football clubs around Queensland. Innovations such as digital online membership databases are reducing volunteer workloads, while the prolific growth of cloud computing is improving succession. Online and other digital payment options, as well as hosted bookkeeping solutions are transforming financial management.

Advances in technology have resulted in massive changes in the way we receive media, communication and news. Social media can offer fantastic communication benefits for clubs and associations, whilst presenting a new set of challenges for administrators.

Football Queensland will research new technologies and will provide advice as appropriate to ensure that clubs and zones are aware of advances that can improve facility use and management.

Ageing Population

In 2016, 3.7 million Australians were aged 65 years and over, representing approximately 15% of the nation's total population. By 2056, this cohort is projected to grow to 22% of Australia's population (approximately 8.7 million)²⁶.

2016/17 AusPlay data shows that only 44% of older Australians (those aged 65 years and over) participated in sufficient physical activity each week. Of these respondents, 40% said they were active through sport-related activities²⁷.

Football Queensland will take account of Australia's ageing population and its accompanying challenges in successfully engaging new and existing participants through program delivery. This might include initiatives such as walking football.

²⁶ Australian Sports Commission 2017, *Mature-Aged Sport and Physical Activity*.
²⁷ Australian Sports Commission 2017, *AusPlay National Data Tables*.

4. FacilityPlanning

4.1. Preferred Facility Guidelines

During preparation of this plan, feedback from clubs, zones, Councils and industry partners highlighted consistent demand for clear guidance from Football Queensland in relation to desired facility standards for state, zone and local level venues to support the delivery of football programs and activities.

The Football Queensland Preferred Statewide Facility Guidelines (Appendix 1) have been developed to guide the design of new infrastructure and upgrades of existing facilities. Football Queensland acknowledges that many existing facilities across the state may not currently meet the preferred facility guidelines. Where this applies, the guidelines will be used as a key planning tool to inform improvements, but not as a stand-alone reason for limiting or prohibiting the use of these facilities.

The preferred facility guidelines establish benchmarks for the provision of appropriate infrastructure at the different levels of the game. These benchmarks identify the facility components that are scalable to the needs of football, within the limitations of our resources and facilities.

The guidelines have been prepared based on:

- The Football Federation Australia (FFA) Laws of the Game (Law 1: The Field of Play)
- Football Queensland National Premier Leagues (NPL) and Football Queensland Premier League (FQPL) venue standards
- Football Federation Victoria Rules of Competition, Junior Regulations and National Premier Leagues venue standards
- Football New South Wales Facility Guides

4.2. Guiding Principles

High-quality facilities represent a key factor in attracting and retaining players by providing spaces that enable and inspire people to participate.

Football Queensland's vision for the future of its facility network in Queensland is to:

Partner with clubs, zones and facility providers to drive continued growth of our sport at all levels through the provision of facilities that attract, retain and meet the demands of our growing football family.

To meet this vision, Football Queensland has established the following guiding principles for facility maintenance, development and upgrade²⁸.

²⁸ Some guiding principles prepared with the support of Football New South Wales.

Consideration	Guiding Principles
Facility rationalisation	<p>There is a saturation of football clubs in some areas of the state, while some clubs are land-locked and cannot grow despite demand.</p> <p>Financial investment should be directed to projects that provide the most benefit to the sport. The level of funding available is insufficient to provide every club with a facility that meets all its desires.</p> <p>Football Queensland will support investment in selected facilities and locations that can be accessed by participants from multiple clubs. This may take the form of central hub facilities (as exist in some zones), through the coordination of facility sharing by clubs or through the merging of existing clubs.</p>
Playing surface condition and durability	<p>Clubs and zones should be cognisant of the capacity of their playing surfaces when scheduling training and games. To help ensure the durability of fields, facility managers should consider factors such as turf species, soil health, irrigation schedule, drainage characteristics, field maintenance and renovation regimes.</p> <p>Anecdotal evidence suggests that many facility managers limit the total time of field use to a maximum of 30 hours per week for grass fields, including both training and games, suggesting that this provides a suitable benchmark.</p> <p>28% of football venues in Queensland suffer from a lack of suitable irrigation or drainage infrastructure. These two facility components contribute significantly to the quality and availability of playing field surfaces. Football Queensland will support clubs and zones striving to improve irrigation and drainage infrastructure with a view to enhancing the capacity of playing field surfaces.</p> <p>The Football New South Wales Grass Field Maintenance Guide provides practical guidance for clubs and zones wanting to maintain playing fields in the best possible condition in a cost-effective manner.</p>

Consideration	Guiding Principles
Field lighting	<p>As a predominantly winter sport, football is played when daylight hours are short. Across Queensland, both training and games occur during the day and at night. Appropriate field lighting is therefore fundamental to the ability of most football venues to meet demand.</p> <p>Football Queensland will support the establishment and/or upgrade of field lighting infrastructure at football venues where appropriate.</p> <p>Football Queensland will support the adoption of new field lighting technologies such as LED luminaires and app-controlled switching.</p>
Change rooms and amenities	<p>Suitable change rooms and amenities represent core infrastructure for football venues. It is a basic requirement that sporting clubs and associations provide suitable toilets for males, females and people with disabilities.</p> <p>35% of football venues in Queensland currently have no female or unisex change rooms. This includes Meakin Park, Queensland's Home of Football. Establishment of change rooms and toilets with universal design elements, especially to accommodate the growing popularity of female football, will be supported by Football Queensland as a priority over the coming five years.</p>

Consideration	Guiding Principles
Synthetic playing surfaces	<p>There are currently very few artificial turf football fields accessed by Football Queensland-affiliated organisations²⁹, with 2 full size and 1 under size synthetic fields across the state. Other states including New South Wales and Victoria have commenced constructing synthetic football fields, in many cases with positive results.</p> <p>Notwithstanding the significant cost of installing and replacing synthetic playing surfaces, they can accommodate more intensive use than traditional fields with a natural grass surface. These fields can also be used in a wider variety of weather conditions.</p> <p>Although artificial turf solutions may not be suitable for all venues, there are applications where opting for a synthetic surface in place of natural grass may present a more cost-effective solution over the field's usable life. Football Queensland will assist clubs and zones to investigate options for installing synthetic playing surfaces where this is identified as a viable prospect.</p>
Financial sustainability	<p>Government funding availability is likely to continue to decrease while the number of clubs and associations applying for grants is on the rise. Football Queensland will work with clubs and zones to minimise costs and maximise opportunities for generating income.</p> <p>Football Queensland acknowledges the value of grant funding in assisting grassroots clubs to improve facility provision and will support applications for such funding. Nevertheless, clubs and zones will operate as viable businesses, without reliance on government handouts, sponsorship, fundraising and other ancillary income streams to cover their football expenditure.</p>

Consideration	Guiding Principles
Governance and administration capacity	<p>Football Queensland will continue to offer tailored training and mentoring support for club and zone personnel to improve the governance and administration capacity of football's invaluable grassroots volunteers.</p> <p>Clubs and zones will actively participate in local professional development opportunities offered by Football Queensland.</p>
Development and lifecycle costs	<p>Increasingly, government funding providers are seeking reassurance that funding recipients have the capacity to maintain and replace infrastructure at the end of its usable life, prior to their investment.</p> <p>Football Queensland will encourage a focus on lifecycle costs to help ensure longevity of facility provision.</p> <p>Clubs and zones will ensure that upgrades and proposed developments are underpinned by an appropriate business model and supported by sustainable usage and a robust facility maintenance system.</p>
Sustainable growth	<p>Several new football clubs are planned for establishment in Queensland during the next five years. The creation of new clubs will be reviewed by the relevant zone, with due consideration given to the location of the proposed club and the legitimacy of demand. The relevant Council will also be consulted.</p>
Centre of excellence for football in Queensland	<p>Football Queensland will continue working towards establishment of a fully equipped football centre of excellence in Queensland.</p> <p>To achieve this aim, Football Queensland may pursue opportunities for partnerships with affiliated zones and clubs, as well as Councils and schools, to capitalise on strategic football infrastructure developments as opportunities to create a state centre of excellence.</p>

²⁹ Synthetic fields exist at some schools around Queensland. However these have not been included in this project as they are not currently used for Football Queensland-affiliated programs.

5. Future Facility Detail

5.1. Visual Facility Plans and Zone Profiles

At Appendix 2, the Football Queensland Statewide Facilities Strategic Plan 2018 – 2022 presents individual snapshots and details of desired projects for:

- Each of Football Queensland's 10 affiliated zones
- Meakin Park as Queensland's Home of Football

Each snapshot identifies existing facilities, a summary of participation and infrastructure provision, tenure details and an overview of all facility development and improvement projects desired by affiliated clubs for the next five years. Not all projects listed on these visual snapshots have been prioritised based on need. The snapshots therefore present an ideal 'wish list' of club facility developments to 2022.

The following sections present an overview of each zone's current situation relating to population and participation trends, existing infrastructure provision and service gaps. Based on the consultation, research and analysis conducted during the planning process, each profile also prioritises facility development projects in each of Football Queensland's 10 zones.

Notes to the Data

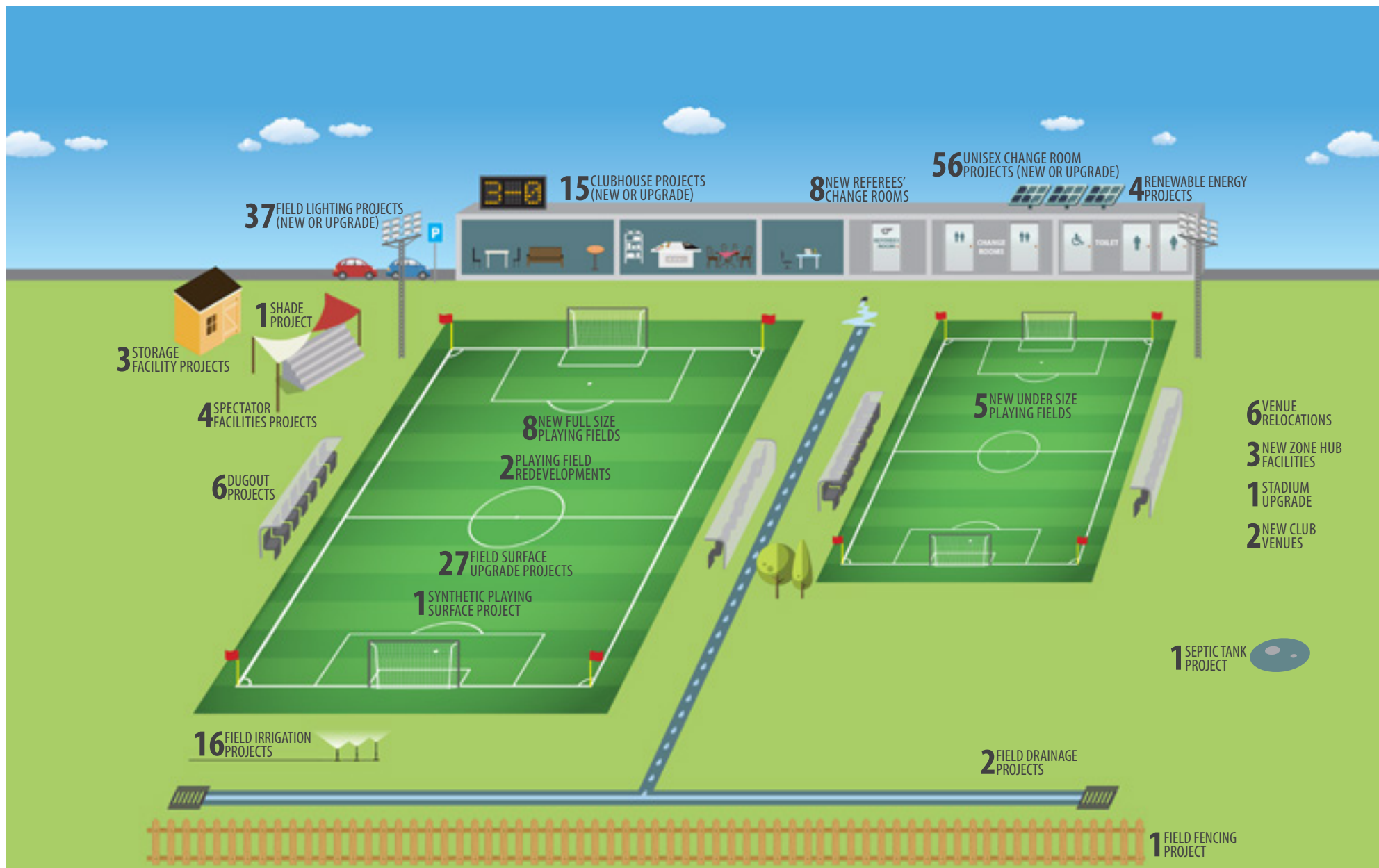
Existing football facility data and tenure information was gathered from the Queensland Government GIS Sport Planning Tool and through direct engagement with affiliated clubs via an online planning questionnaire, email and phone consultation. Significant limitations and data errors were identified during analysis of the Queensland Government GIS Sport Planning Tool. Data validation was therefore conducted in consultation with Football Queensland, zones, clubs and Councils. Football Queensland accepts that a certain level of inaccuracy in a dynamic dataset of this kind is unavoidable.

Details of planned improvement projects were gathered through direct

engagement with zones and clubs via an online planning questionnaire, email, face-to-face and phone consultation.

Population growth data analysed for this project was accessed from the Australian Bureau of Statistics estimated resident populations of Queensland Local Government Areas for the period from 2011 to 2016. Football participation growth data analysed for this project was accessed from Football Queensland's outdoor membership data between 2013 and 2017. Football Queensland acknowledges that the time periods for these two sets of data are not aligned. However, the figures relied upon in the preparation of this report are the most recent figures for each set of data and therefore provide reasonable information for comparison.

Player numbers, the percentage of Queenslanders playing with Football Queensland and players per club, field and change room are based on Full Active Member figures from the GIS Sport Planning Tool. The number of Full Active Members is higher than the corresponding data from Football Queensland's official outdoor census due to the inclusion of participants in social programs such as Over 35's, Summer 6's, pre-season carnivals and events. Full Active Member numbers have therefore been used to better reflect actual facility use.



FOOTBALL QUEENSLAND PRIORITISED FACILITY PROJECTS 2018-2022

5.2. Football Queensland Statewide Profile

Football Queensland comprises 268 affiliated clubs across 274 venues. The number of Full Active Members registered with Football Queensland has grown consistently by an average of 1.32% per year since 2013. The combined population growth rate since 2011, across all Queensland local government areas in which football clubs are situated, was 0.96% per annum. 1.65% of Queensland's population is registered to play with Football Queensland.

Football Queensland caters for 77,663 registered Full Active Members, with a statewide average of 290 players per club, 73 players per field, 159 players per field with lighting and 113 players per change room.

The state's facility network comprises a mix of local, regional and state level facilities. In total, there are 520 full size fields, 544 under size fields, 489 fields with lighting and 689 change rooms. A significant majority of facilities are situated on government-owned or managed land.

There is a statewide undersupply of change rooms suitable for use by females, especially given the strong growth in football participation amongst women and girls.

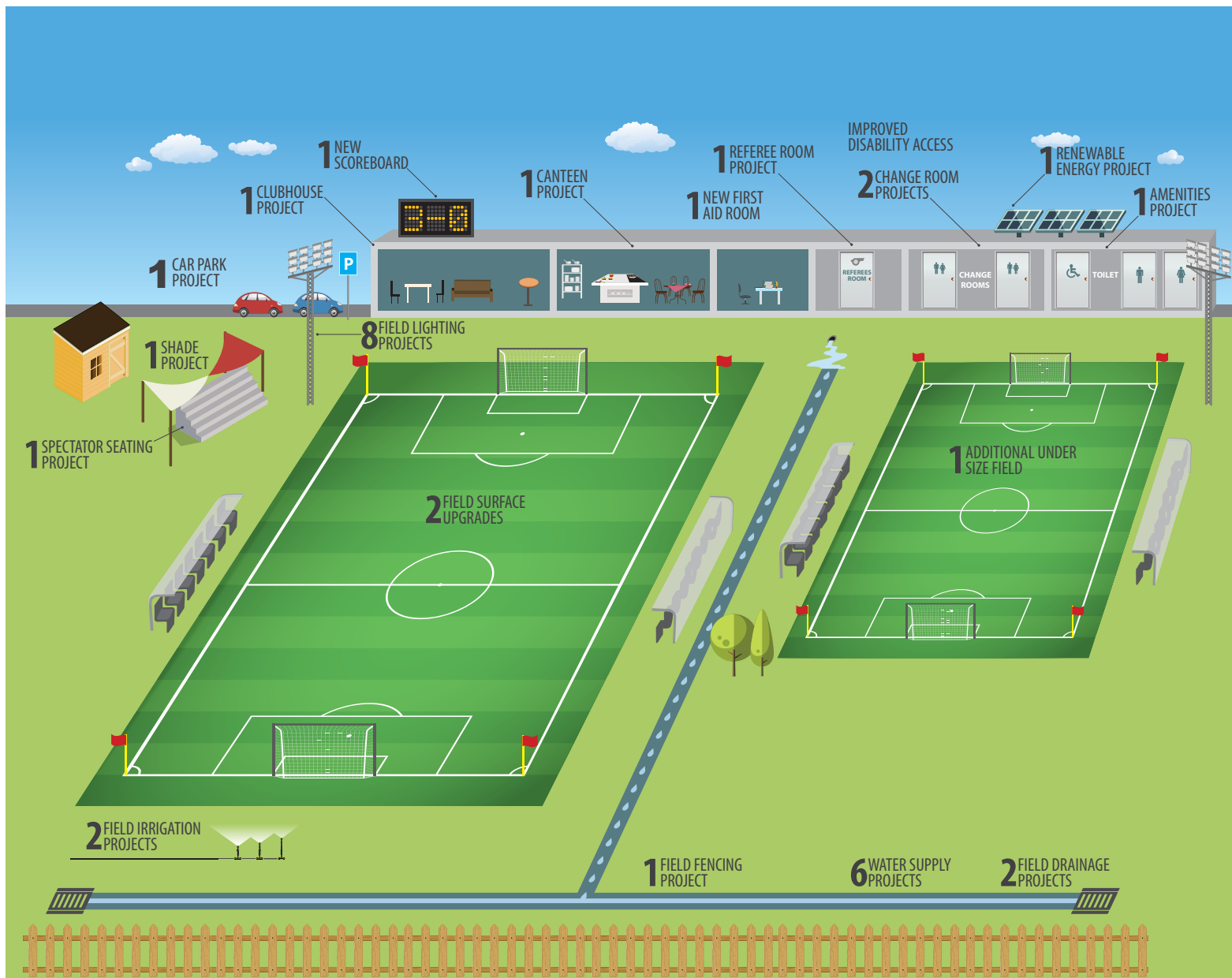
Field lighting upgrades or developments represent the predominant desired project over the next five years, with many clubs intending to make use of LED lighting technology. There are also notable club and zone requirements for field surface upgrades, new or upgraded field irrigation infrastructure, clubhouse buildings, player dugouts and spectator seating.

Football Queensland is supportive of all projects aimed at improving football infrastructure provision across the state and will provide suitable assistance to affiliated zones and clubs to achieve their planned developments. Through this planning project, Football Queensland has developed a whole-of-football list of prioritised facility projects to 2022, based on analysis of the following factors:

- Priorities of each zone
- Participation growth or decline between 2013 and 2017
- Number of players per field and players per change room at each venue
- Existing field and infrastructure condition at each venue
- Demonstrated club proactivity

Football Queensland acknowledges that the factors listed above may change over time and that such changes may impact on project prioritisation. Nevertheless, taking the above factors into account, this plan recommends that the following projects be prioritised for implementation in Queensland by 2022:

- 56 unisex change room projects (new or upgrade)
- 37 field lighting upgrade projects
- 27 field surface upgrade projects
- 16 field irrigation projects
- 15 clubhouse projects (new or upgrade)
- 8 new full size playing fields
- 8 new referees' change rooms
- 6 venue relocations
- 6 dugout projects
- 5 new under size playing fields
- 4 renewable energy projects
- 4 spectator facilities projects
- 3 new zone hub facilities
- 3 storage facility projects
- 2 field drainage projects
- 2 new club venues
- 2 playing field redevelopments
- 1 stadium upgrade
- 1 field fencing project
- 1 synthetic surface project
- 1 shade project
- 1 septic tank project



2018 SNAPSHOT

EXISTING FACILITIES

7 full size fields
6 under size fields
4 fields with lighting
4 unisex change rooms



Tenure limitations
Water supply

NWQ ZONE SUMMARY

8 CLUBS

685 PLAYERS

5 VENUES

114 PLAYERS PER CLUB

53 PLAYERS PER FIELD

171 PLAYERS PER CHANGE ROOM

NWQ ZONE STATISTICS

-0.45% PARTICIPATION DECLINE
PER ANNUM SINCE 2013

-3.11% POPULATION DECLINE
PER ANNUM SINCE 2011*

3.16% OF POPULATION REGISTERED
WITH FOOTBALL QUEENSLAND*

*MOUNT ISA CITY COUNCIL & CLONCURRY SHIRE COUNCIL LOCAL GOVERNMENT AREAS

LESSOR

4 GOVERNMENT

1 SCHOOL



NORTH WEST QUEENSLAND SOCCER ZONE FACILITY IMPROVEMENT DESIRES OF AFFILIATED CLUBS 2018 - 2022

5.3. North West Queensland Soccer Zone Profile

North West Queensland Soccer Zone spans a geographical area including Mount Isa and Cloncurry.

The combined population of the Cloncurry and Mount Isa Local Government Areas (LGAs) in 2016 was 21,703. This represents an average annual population decline of -3.11% since 2011. Nevertheless, football participation in the North West Queensland Soccer Zone has declined by an average of only -0.45% between 2013 and 2017.

3.16% of the population living in the Cloncurry and Mount Isa LGAs are registered to play in formal competitions with Football Queensland, which significantly exceeds the state average of 1.65%.

North West Queensland Soccer Zone has 685 registered Full Active Members, with an average of 114 players per club, 53 players per field, 171 players per field with lighting and 171 players per change room.

The zone currently has one shared facility, known as Sunset Stadium. Cloncurry Football Club, Isaroos Football Club, Parkside United Junior Football Club and Parkside United Senior Football Club operate from facilities of their own.

Within the zone there are:

- 8 affiliated clubs
- 5 football venues
- 7 full size fields
- 6 under size fields
- 4 fields with lighting
- 4 change rooms

Four of the zone's five venues are situated on government-owned or managed land and one facility is situated on school grounds.

North West Queensland Soccer Zone suffers from inadequate infrastructure to support growing football participation and game development. The zone lacks essential participation infrastructure including change rooms, clubhouses and suitable disability access. The zone is restricted in its capacity to expand existing facilities due to tenure limitations. Due to extremely hot and dry conditions in Queensland's north west region, water supply for field irrigation is a key concern.

Football Queensland is supportive of all projects aimed at improving football infrastructure provision in North West Queensland and will provide suitable assistance to the zone and its affiliated clubs to achieve their planned developments. Through this planning project, Football Queensland identified some facility projects in the zone as having a higher level of need, based on analysis of the following factors:

- Priorities of the zone
- Participation growth or decline between 2013 and 2017
- Number of players per field and players per change room at each venue
- Existing field and infrastructure condition at each venue
- Demonstrated club proactivity

Taking these factors into account, this plan recommends that the following projects be prioritised for implementation in North West Queensland by 2022:

- 2 playing field redevelopments
- 1 new clubhouse (comprising core participant, volunteer and spectator amenities)
- 1 field lighting project
- 1 field irrigation project
- 1 solar power project



2017 SNAPSHOT

EXISTING FACILITIES

40 full size fields
56 under size fields
31 fields with lighting
22 clubhouses
8 female change rooms
11 male change rooms
38 unisex change rooms
14 disability access
5 renewable energy infrastructure

FNQ ZONE SUMMARY

26 CLUBS

4,212 PLAYERS

26 VENUES

162 PLAYERS PER CLUB

44 PLAYERS PER FIELD

74 PLAYERS PER CHANGE ROOM

FNQ ZONE STATISTICS

3.09% PARTICIPATION GROWTH
SINCE 2013

0.68% POPULATION DECLINE
SINCE 2011*

1.7% OF POPULATION REGISTERED
WITH FOOTBALL QUEENSLAND*

*WEIPA TOWN AUTHORITY, CASSOWARY COAST REGIONAL COUNCIL, CAIRNS REGIONAL COUNCIL, TABLELANDS REGIONAL COUNCIL, MAREEBA SHIRE COUNCIL, DOUGLAS SHIRE COUNCIL LOCAL GOVERNMENT AREAS

VENUE MANAGEMENT

19 LGA

4 PRIVATE

2 PRIVATE SCHOOL

1 UNIVERSITY

5.4. Far North Queensland Football Zone Profile

The Far North Queensland Football Zone incorporates the LGAs of Weipa Town Authority, Cassowary Coast Regional Council, Cairns Regional Council, Tablelands Regional Council, Mareeba Shire Council and Douglas Shire Council. The combined population of these LGAs in 2016 was 247,630. This represents average annual population growth of 0.68% since 2011. Notwithstanding marginal local population growth, football participation in the Far North Queensland Zone has grown by an average of 3.09% per year between 2013 and 2017. Along with the Sunshine Coast and Gold Coast, this represents some of the strongest growth across all Football Queensland's zones in recent years.

1.7% of the population living in the Far North Queensland Football LGAs are registered to play in formal competitions with Football Queensland.

Far North Queensland Football has 4,212 registered Full Active Members, with an average of 162 players per club, 44 players per field, 136 players per field with lighting and 74 players per change room.

Within the zone there are:

- 26 affiliated clubs
- 26 football venues
- 40 full size fields
- 56 under size fields
- 31 fields with lighting
- 57 change rooms
- 22 clubhouses

21 of the zone's playing venues are situated on government-owned or managed land and two venues are situated on school grounds. There is also one university-based venue, one venue leased from a not-for-profit organisation and one leased from a private owner.

Far North Queensland Football clubs that host night games are not currently required to conduct or report on field lighting audits. Governance limitations, politics and culture have presented difficulties for the zone and some clubs in achieving innovation and development.

35% of Far North Queensland Football venues have no change rooms. Affiliated clubs desire completion of 11 change room projects over the next five years to combat this significant shortage.

During consultation, affiliated clubs also identified 24 desired field

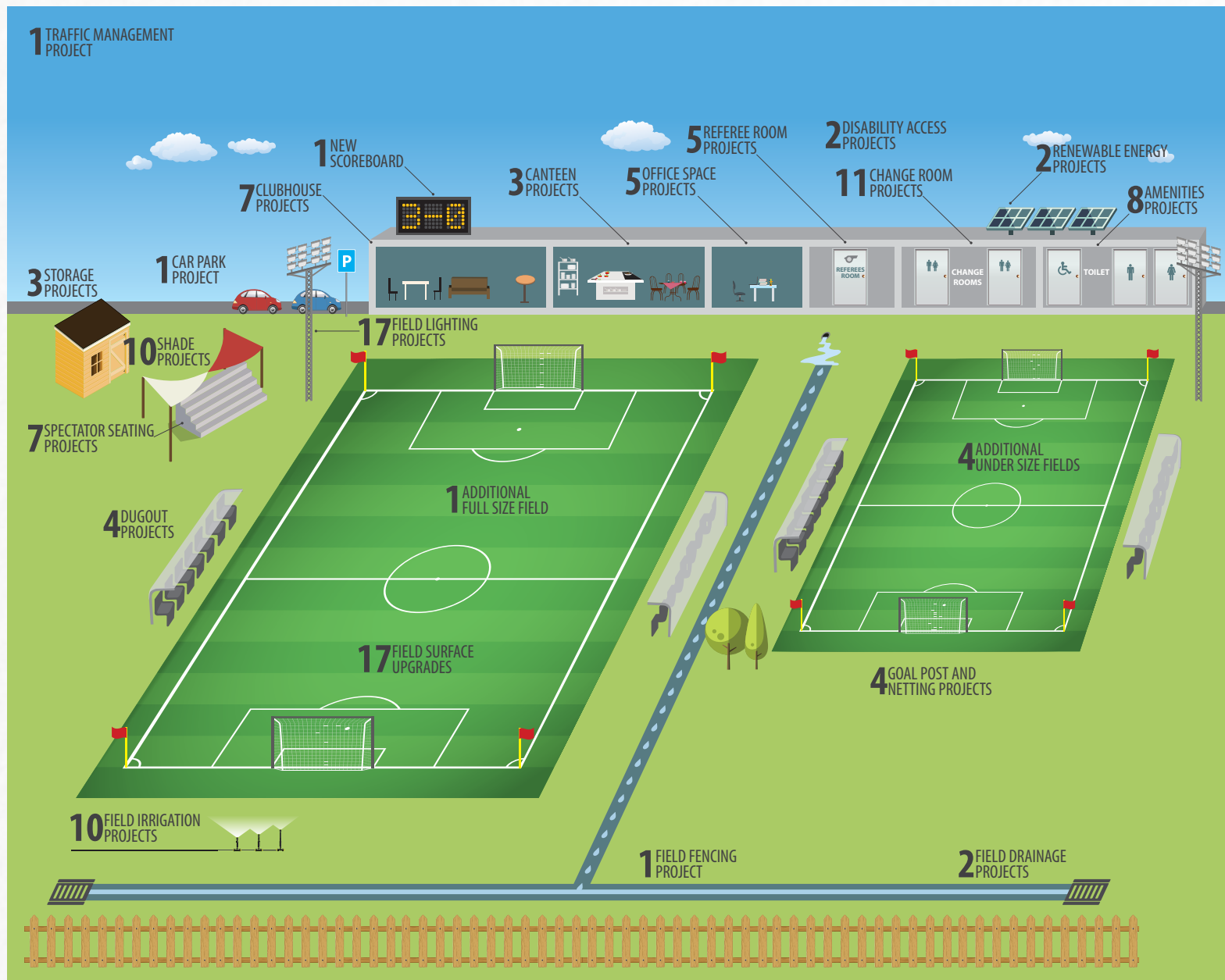
lighting projects, 13 desired field surface upgrades and 10 desired clubhouse projects by 2022. Clubs would like to see three additional full size fields constructed in the zone.

Football Queensland is supportive of all projects aimed at improving football infrastructure provision in Far North Queensland and will provide suitable assistance to the zone and its affiliated clubs to achieve their planned developments. Through this planning project, Football Queensland identified some facility projects in the zone as having a higher level of need, based on analysis of the following factors:

- Priorities of the zone
- Participation growth or decline between 2013 and 2017
- Number of players per field and players per change room at each venue
- Existing field and infrastructure condition at each venue
- Demonstrated club proactivity

Taking these factors into account, this plan recommends that the following projects be prioritised for implementation in Far North Queensland by 2022:

- 4 unisex change room projects (new or upgrade)
- 2 field lighting projects (new or upgrade)
- 2 field surface upgrade projects
- 2 dugout projects
- 2 storage facility projects
- 1 club relocation
- 1 clubhouse upgrade
- 1 field irrigation project
- 1 field fencing project
- 1 spectator seating project



2018 SNAPSHOT

EXISTING FACILITIES

28 full size fields
40 under size fields
25 fields with lighting
18 clubhouses
5 female change rooms
5 male change rooms
28 unisex change rooms
10 disability access
2 renewable energy infrastructure



Financial management
Water supply

NQ ZONE SUMMARY

15 CLUBS

3,490 PLAYERS

18 VENUES

233 PLAYERS PER CLUB

51 PLAYERS PER FIELD

92 PLAYERS PER CHANGE ROOM

NQ ZONE STATISTICS

-2.06% PARTICIPATION DECLINE
PER ANNUM SINCE 2013

0.4% POPULATION GROWTH
PER ANNUM SINCE 2011*

1.54% OF POPULATION REGISTERED
WITH FOOTBALL QUEENSLAND*

* TOWNSVILLE CITY COUNCIL, BURDEKIN SHIRE COUNCIL, HINCHINBROOK SHIRE COUNCIL
& CHARTERS TOWERS REGIONAL COUNCIL LOCAL GOVERNMENT AREAS

LESSOR

16 GOVERNMENT

1 UNIVERSITY

1 NFP



NORTH QUEENSLAND FOOTBALL FACILITY IMPROVEMENT DESIRES OF AFFILIATED CLUBS 2018 - 2022

5.5. North Queensland Football Zone Profile

The North Queensland Football Zone incorporates the LGAs of Townsville City Council, Burdekin Shire Council, Hinchinbrook Shire Council and Charters Towers Regional Council. The combined population of these LGAs in 2016 was 226,592. This represents average annual population growth of 0.4% since 2011. Football participation in the North Queensland Zone has declined by an average of -2.06% per year since 2013.

1.54% of the population living in the North Queensland Football LGAs are registered to play in formal competitions with Football Queensland.

North Queensland Football has 3,490 registered Full Active Members, with an average of 233 players per club, 51 players per field, 140 players per field with lighting and 92 players per change room.

Within the zone there are:

- 15 affiliated clubs
- 18 football venues
- 28 full size fields
- 40 under size fields
- 25 fields with lighting
- 38 change rooms
- 18 clubhouses

16 of the zone's playing venues are situated on government-owned or managed land, one venue is situated on university land and one venue is leased from a not-for-profit organisation.

Recently, North Queensland Football has struggled financially; an issue which is currently being tackled proactively by zone and Football Queensland personnel. Limited water supply due to prolonged periods of drought is a significant challenge for the zone and its clubs in maintaining safe, high quality playing fields. This is highlighted by the relatively large number of field surface upgrades (17) and irrigation projects (10) desired by clubs in the zone.

50% of North Queensland Football venues have no change rooms and clubs desire completion of 11 change room projects over the next five years to combat this significant shortage.

During consultation, affiliated clubs also identified 17 desired field lighting projects, 10 desired shade projects, five desired referee room projects and two renewable energy projects by 2022. Clubs would like to see one additional full size field and four additional under size fields constructed in the zone.

Football Queensland is supportive of all projects aimed at improving football infrastructure provision in North Queensland and will provide suitable assistance to the zone and its affiliated clubs to achieve their planned developments. Through this planning project, Football Queensland identified some facility projects in the zone as having a higher level of need, based on analysis of the following factors:

- Priorities of the zone
- Participation growth or decline between 2013 and 2017
- Number of players per field and players per change room at each venue
- Existing field and infrastructure condition at each venue
- Demonstrated club proactivity

Taking these factors into account, this plan recommends that the following projects be prioritised for implementation in North Queensland by 2022:

- 6 field lighting projects (new or upgrade)
- 2 unisex change room projects (new or upgrade)
- 2 field irrigation projects
- 1 field surface upgrade projects
- 1 club relocation



2018 SNAPSHOT

EXISTING FACILITIES

37 full size fields
65 under size fields
26 fields with lighting
13 clubhouses
1 female change room
3 male change rooms
37 unisex change rooms
11 disability access
5 renewable energy infrastructure



Participation decline
Governance and culture

MACKAY ZONE SUMMARY

17 CLUBS
2,982 PLAYERS
17 VENUES
175 PLAYERS PER CLUB
29 PLAYERS PER FIELD
73 PLAYERS PER CHANGE ROOM

MACKAY ZONE STATISTICS

-2.27% PARTICIPATION DECLINE
PER ANNUM SINCE 2013
-0.22% POPULATION DECLINE
PER ANNUM SINCE 2011*
1.76% OF POPULATION REGISTERED
WITH FOOTBALL QUEENSLAND*

*WHITSUNDAY REGIONAL COUNCIL, MACKAY REGIONAL COUNCIL & ISAAC REGIONAL COUNCIL LOCAL GOVERNMENT AREAS

LESSOR

14 GOVERNMENT

2 NFP

1 SCHOOL



MACKAY REGIONAL FOOTBALL ZONE FACILITY IMPROVEMENT DESIRES OF AFFILIATED CLUBS 2018 - 2022

5.6. Mackay Regional Football Zone Profile

Mackay Regional Football Zone incorporates the LGAs of Mackay Regional Council, Whitsunday Regional Council and Isaac Regional Council. The combined population of these LGAs in 2016 was 169,687. This represents an average annual population decline of -0.22% since 2011. Football participation in the Mackay Regional Football Zone has also experienced decline, decreasing by an average of -2.27% per year since 2013.

1.76% of the population living in the Mackay Regional Football Zone LGAs are registered to play in formal competitions with Football Queensland.

Mackay Regional Football Zone has 2,982 registered Full Active Members, with an average of 175 players per club, 29 players per field (which is particularly low compared with the state and other zone averages), 115 players per field with lighting and 73 players per change room.

Within the zone there are:

- 17 affiliated clubs
- 17 football venues
- 37 full size fields
- 65 under size fields
- 26 fields with lighting
- 41 change rooms
- 13 clubhouses

14 of the zone's playing venues are situated on government-owned or managed land, two venues are leased from not-for-profit organisations and one venue is situated on school grounds.

The zone faces the challenge of countering local population decline, which can be partly attributed to changes in the mining sector and which is being reflected in decreasing football membership and participation. Governance limitations, politics and culture have presented difficulties for the zone and some clubs in achieving innovation and development.

During consultation, affiliated clubs identified 30 desired field lighting projects, 21 desired field surface upgrades, 16 desired field irrigation projects and nine desired goal post and netting projects by 2022.

Clubs would like to see the construction of three additional full size fields in the zone.

Football Queensland is supportive of all projects aimed at improving football infrastructure provision in the Mackay region and will provide suitable assistance to the zone and its affiliated clubs to achieve their planned developments. Through this planning project, Football Queensland identified some facility projects in the zone as having a higher level of need, based on analysis of the following factors:

- Priorities of the zone
- Participation growth or decline between 2013 and 2017
- Number of players per field and players per change room at each venue
- Existing field and infrastructure condition at each venue
- Demonstrated club proactivity

Taking these factors into account, this plan recommends that the following projects be prioritised for implementation in the Mackay region by 2022:

- 4 field surface upgrade projects
- 1 new field lighting project
- 1 new field drainage project



2018 SNAPSHOT

EXISTING FACILITIES

42 full size fields
 56 under size fields
 23 fields with lighting
 21 clubhouses
 1 female change room
 1 male change room
 40 unisex change rooms
 15 disability access



Governance and culture
 Financial management
 Flood prone land
 Tenure issues

CQ ZONE SUMMARY

24 CLUBS

5,175 PLAYERS

28 VENUES

216 PLAYERS PER CLUB

53 PLAYERS PER FIELD

123 PLAYERS PER CHANGE ROOM

CQ ZONE STATISTICS

-1.92% PARTICIPATION DECLINE
 PER ANNUM SINCE 2013

0.27% POPULATION GROWTH
 PER ANNUM SINCE 2011*

2.32% OF POPULATION REGISTERED
 WITH FOOTBALL QUEENSLAND*

* ROCKHAMPTON REGIONAL COUNCIL, BANANA SHIRE COUNCIL, GLADSTONE REGIONAL COUNCIL, LONGREACH REGIONAL COUNCIL, CENTRAL HIGHLANDS REGIONAL COUNCIL & LIVINGSTONE SHIRE COUNCIL LOCAL GOVERNMENT AREAS

LESSOR

22 GOVERNMENT

3 NFP

2 SCHOOL

1 PRIVATE



FOOTBALL CENTRAL QUEENSLAND FACILITY IMPROVEMENT DESIRES OF AFFILIATED CLUBS 2018 - 2022

5.7. Football Central Queensland Zone Profile

The Football Central Queensland Zone incorporates the LGAs of Rockhampton Regional Council, Gladstone Regional Council, Banana Shire Council, Longreach Regional Council, Central Highlands Regional Council and Livingstone Shire Council. The combined population of these LGAs in 2016 was 223,436. This represents average annual population growth of 0.27% since 2011. Football participation in the Central Queensland Zone has declined by an average of -1.92% per year since 2013.

Despite the recent decline in participation, 2.32% of the population living in the Football Central Queensland LGAs are registered to play in formal competitions with Football Queensland. This significantly exceeds the state average of 1.65%. Football Central Queensland has 5,175 registered Full Active Members, with an average of 216 players per club, 53 players per field, 225 players per field with lighting and 123 players per change room.

Within the zone there are:

- 24 affiliated clubs
- 28 football venues
- 42 full size fields
- 56 under size fields
- 23 fields with lighting
- 42 change rooms
- 21 clubhouses

22 of the zone's playing venues are situated on government-owned or managed land, three venues are leased from not-for-profit organisations, two venues are situated on school grounds and one venue is privately owned. Recently, Football Central Queensland has struggled financially. Zone, club and Football Queensland personnel are currently working together to improve financial management. Norbridge Park, which is a major hub for football in Rockhampton, suffers from major flood issues. Governance limitations, politics and culture have presented difficulties for the zone and some clubs in achieving improvements for the game locally.

33% of Football Central Queensland venues have no change rooms and clubs desire completion of 13 change room projects over the next five years to combat this shortage.

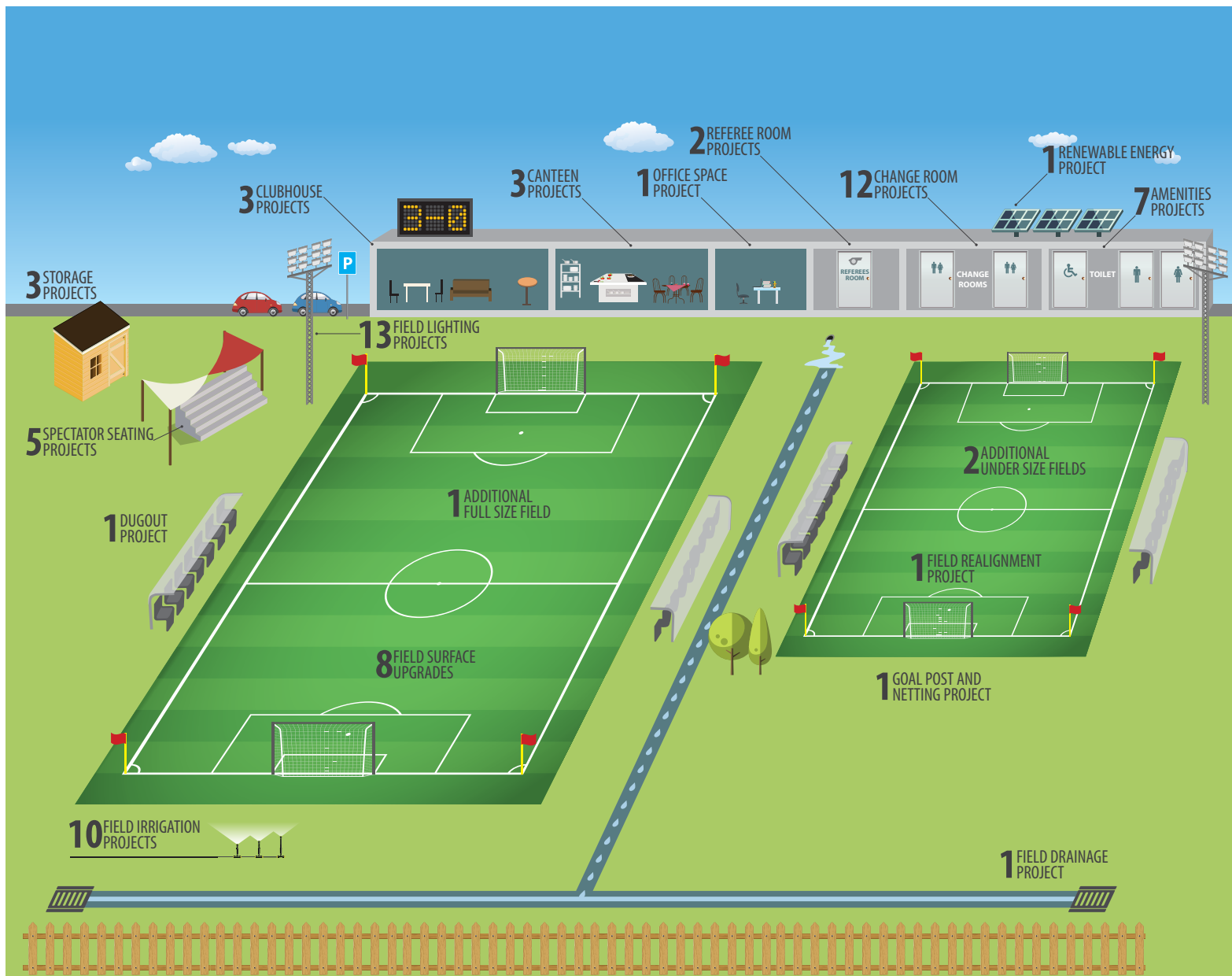
During consultation, affiliated clubs also identified 15 desired field lighting projects, 11 desired field irrigation projects, 10 desired field surface upgrades, four desired renewable energy projects and three desired referee room projects by 2022. Clubs would like to see two additional full size fields and one additional under size field constructed in the zone.

Football Queensland is supportive of all projects aimed at improving football infrastructure provision in Central Queensland and will provide suitable assistance to the zone and its affiliated clubs to achieve their planned developments. Through this planning project, Football Queensland identified some facility projects in the zone as having a higher level of need, based on analysis of the following factors:

- Priorities of the zone
- Participation growth or decline between 2013 and 2017
- Number of players per field and players per change room at each venue
- Existing field and infrastructure condition at each venue
- Demonstrated club proactivity

Taking these factors into account, this plan recommends that the following projects be prioritised for implementation in Central Queensland by 2022:

- 5 field lighting projects (new or upgrade)
- 3 unisex change room projects (new or upgrade)
- 1 new referees' change room
- 1 field surface upgrade project
- 1 storage facility project
- 1 venue relocation
- 1 clubhouse upgrade
- 1 field irrigation project
- 1 shade project
- 1 solar power project
- 1 new full size playing field
- 1 new under size playing field



2018 SNAPSHOT

EXISTING FACILITIES

44 full size fields
35 under size fields
29 fields with lighting
15 clubhouses
3 female change rooms
3 male change rooms
40 unisex change rooms
10 disability access
2 renewable energy infrastructure



Governance
Financial management

WIDE BAY ZONE SUMMARY

23 CLUBS

4,726 PLAYERS

21 VENUES

205 PLAYERS PER CLUB

60 PLAYERS PER FIELD

103 PLAYERS PER CHANGE ROOM

WIDE BAY ZONE STATISTICS

0.68% PARTICIPATION GROWTH
PER ANNUM SINCE 2013

0.59% POPULATION GROWTH
PER ANNUM SINCE 2011*

1.86% OF POPULATION REGISTERED
WITH FOOTBALL QUEENSLAND*

* BUNDABERG REGIONAL COUNCIL, FRASER COAST REGIONAL COUNCIL, NORTH BURNETT REGIONAL COUNCIL & GYMPIE REGIONAL COUNCIL LOCAL GOVERNMENT AREAS

LESSOR

16 GOVERNMENT

4 SCHOOL

1 NFP



FQ WIDE BAY

FACILITY IMPROVEMENT DESIRES OF AFFILIATED CLUBS 2018 - 2022

5.8. Football Queensland Wide Bay Zone Profile

The Football Queensland Wide Bay Zone incorporates the LGAs of Bundaberg Regional Council, Fraser Coast Regional Council, North Burnett Regional Council and Gympie Regional Council. The combined population of these LGAs in 2016 was 254,365. This represents average annual population growth of 0.59% since 2011. Football participation in the Wide Bay has increased by an average of 0.68% per year since 2013.

1.86% of the population living in the Football Queensland Wide Bay Zone LGAs are registered to play in formal competitions with Football Queensland.

Football Queensland Wide Bay has 4,726 registered *Full Active Members*, with an average of 205 players per club, 60 players per field, 163 players per field with lighting and 103 players per change room.

Within the zone there are:

- 23 affiliated clubs
- 21 football venues
- 44 full size fields
- 35 under size fields
- 29 fields with lighting
- 46 change rooms
- 15 clubhouses

16 of the zone's playing venues are situated on government-owned or managed land, four venues are on school grounds and one venue is leased from a not-for-profit organisation. Limited club governance capacity and inadequate financial management are affecting the ability of some clubs to improve football opportunities in the Wide Bay Zone.

76% of all football venues in the Wide Bay Zone have no change rooms and clubs desire completion of 12 change room projects over the next five years to combat this significant shortage. During consultation, affiliated clubs also identified 13 desired field lighting projects, 10 desired field irrigation projects, eight desired field surface upgrades and seven desired amenities projects by 2022. Clubs would like to see one additional full size field and two

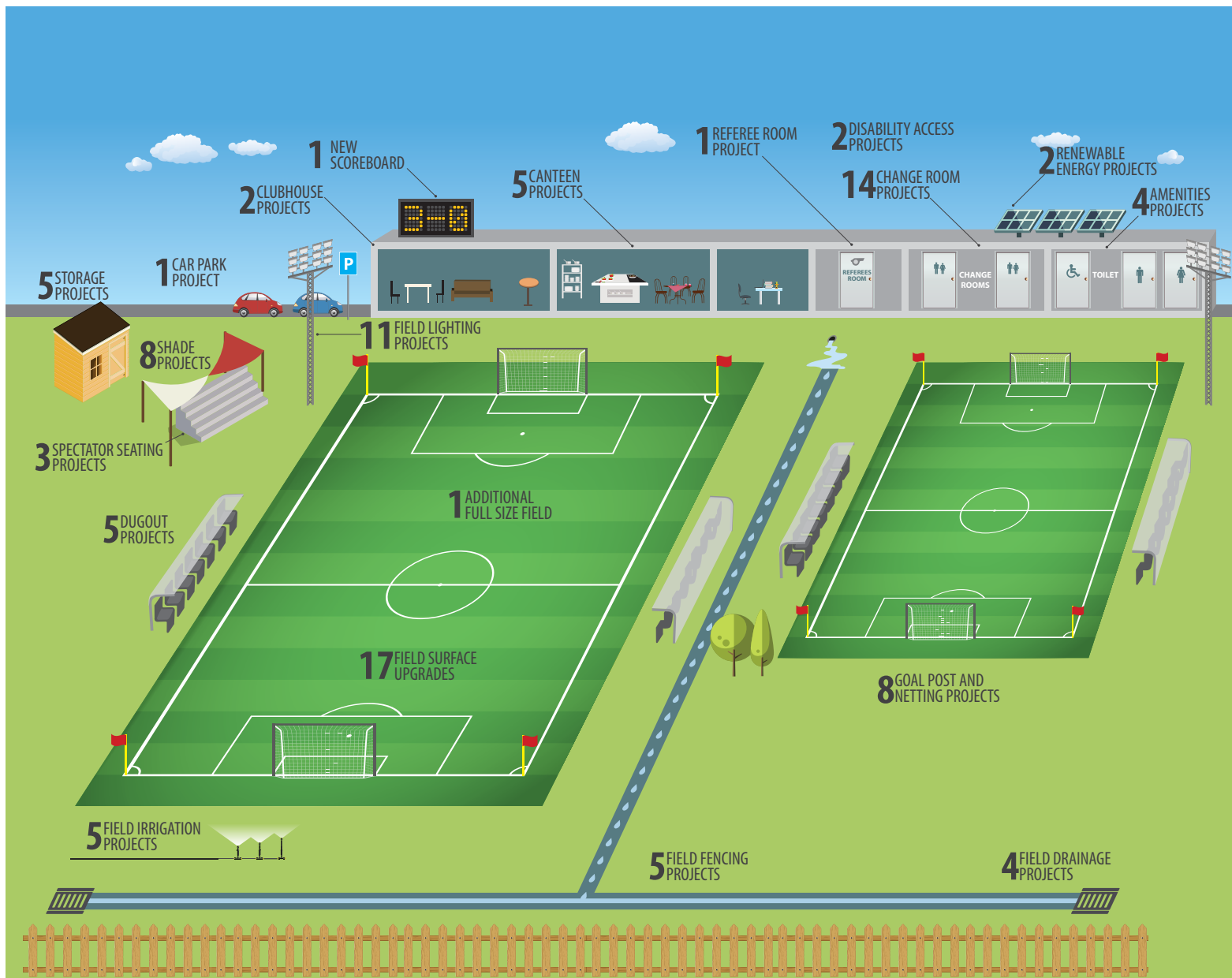
additional under size fields constructed in the zone.

Football Queensland is supportive of all projects aimed at improving football infrastructure provision in the Wide Bay and will provide suitable assistance to the zone and its affiliated clubs to achieve their planned developments. Through this planning project, Football Queensland identified some facility projects in the zone as having a higher level of need, based on analysis of the following factors:

- Priorities of the zone
- Participation growth or decline between 2013 and 2017
- Number of players per field and players per change room at each venue
- Existing field and infrastructure condition at each venue
- Demonstrated club proactivity

Taking these factors into account, this plan recommends that the following projects be prioritised for implementation in the Wide Bay region by 2022:

- 5 field surface upgrade projects
- 4 field lighting projects (new or upgrade)
- 4 clubhouse projects (new or upgrade)
- 3 unisex change room projects (new or upgrade)
- 3 field irrigation projects
- 1 new zone hub facility
- 1 new referees' change room
- 1 solar power project
- 1 new full size playing field
- 1 new under size playing field
- 1 spectator seating project



2018 SNAPSHOT

EXISTING FACILITIES

46 full sized fields
44 under sized fields
44 fields with lighting
16 clubhouses
13 female change rooms
17 male change rooms
26 unisex change rooms
17 disability access
2 renewable energy infrastructure



Club governance

SCF SUMMARY

19 CLUBS

6,063 PLAYERS

19 VENUES

319 PLAYERS PER CLUB

67 PLAYERS PER FIELD

108 PLAYERS PER CHANGE ROOM

SCF STATISTICS

3.59% PARTICIPATION GROWTH
PER ANNUM SINCE 2013

1.71% POPULATION GROWTH
PER ANNUM SINCE 2011*

1.75% OF POPULATION REGISTERED
WITH FOOTBALL QUEENSLAND*

* SUNSHINE COAST COUNCIL & NOOSA SHIRE COUNCIL LOCAL GOVERNMENT AREAS

LESSOR

16 GOVERNMENT

3 SCHOOL



SUNSHINE COAST FOOTBALL FACILITY IMPROVEMENT DESIRES OF AFFILIATED CLUBS 2018 - 2022

5.9. Sunshine Coast Football Zone Profile

The Sunshine Coast Football Zone incorporates the LGAs of Sunshine Coast Regional Council, Noosa Shire Council and one club in the Moreton Bay Regional Council. The combined population of these LGAs in 2016 was 346,516. This represents average annual population growth of 1.71% since 2011. Football participation on the Sunshine Coast has grown by an average of 3.59% per year since 2013. Along with Far North Queensland and the Gold Coast, this represents some of the strongest growth across all Football Queensland's zones in recent years.

1.75% of the population living in the Sunshine Coast Football LGAs are registered to play in formal competitions with Football Queensland.

Sunshine Coast Football has 6,063 registered Full Active Members, with an average of 319 players per club, 67 players per field, 138 players per field with lighting and 108 players per change room.

Within the zone there are:

- 19 affiliated clubs
- 19 football venues
- 46 full size fields
- 44 under size fields
- 44 fields with lighting
- 56 change rooms
- 16 clubhouses

16 of the zone's playing venues are situated on government-owned or managed land and three venues are situated on school grounds. Limited governance capacity is affecting the ability of some clubs to improve football opportunities on the Sunshine Coast.

During consultation, affiliated clubs identified 17 desired field surface upgrades, 14 desired change room projects, 13 desired field lighting projects, eight desired goal post and netting projects and two desired renewable energy projects by 2022. Clubs would like to see one additional full size field constructed in the zone.

Football Queensland is supportive of all projects aimed at improving football infrastructure provision on the Sunshine Coast and will provide suitable assistance to the zone and its affiliated clubs to achieve their planned developments. Through this planning project, Football Queensland identified some facility projects in the zone as having a higher level of need, based on analysis of the following factors:

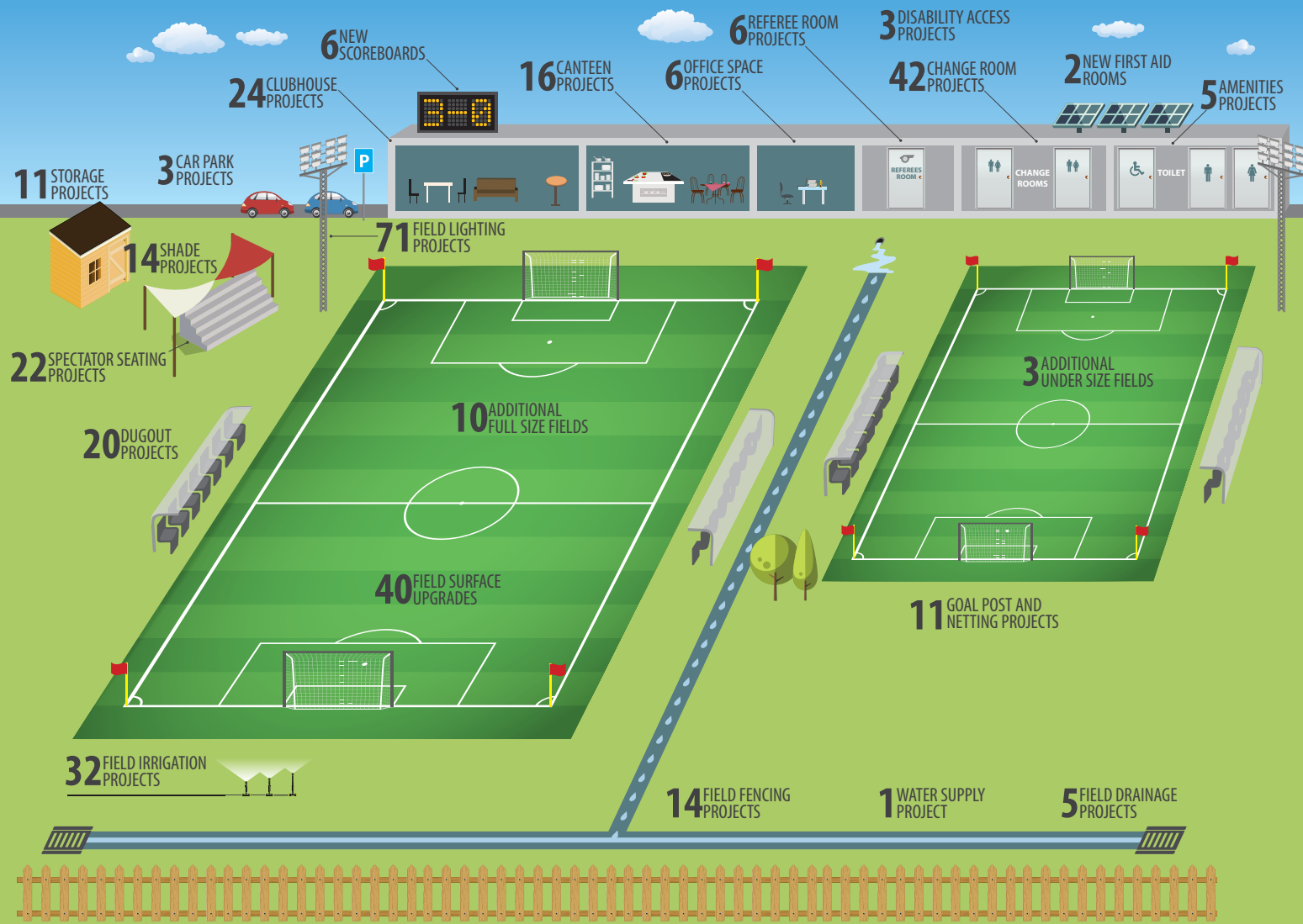
- Priorities of the zone
- Participation growth or decline between 2013 and 2017
- Number of players per field and players per change room at each venue
- Existing field and infrastructure condition at each venue
- Demonstrated club proactivity

Taking these factors into account, this plan recommends that the following projects be prioritised for implementation on the Sunshine Coast by 2022:

- 7 unisex change room projects (new or upgrade)
- 5 field lighting projects (new or upgrade)
- 3 field surface upgrade projects
- 2 field irrigation projects
- 1 new referees' change room
- 1 solar power project
- 1 spectator seating project
- 1 septic tank project
- 1 player dugout project

3 MEDIA TOWER PROJECTS
2 CLUB RELOCATIONS
4 GYM PROJECTS
2 WORKSHOP PROJECTS
3 PLAYGROUND PROJECTS
2 ALTERNATE WATER SOURCE PROJECTS

2 MERCHANDISE SHOP PROJECTS
3 PEDESTRIAN ACCESS PROJECTS
1 PRAYER ROOM PROJECT
1 UNDERCOVER AREA PROJECT
1 NEW VENUE



2018 SNAPSHOT

EXISTING FACILITIES

179 full size fields
140 under size fields
210 fields with lighting
81 clubhouses
21 female change rooms
47 male change rooms
192 unisex change rooms
64 disability access
12 renewable energy infrastructure



Field availability / overuse

Water costs

Club governance / financial management

BRISBANE ZONE SUMMARY

79 CLUBS

34,240 PLAYERS

85 VENUES

433 PLAYERS PER CLUB

106 PLAYERS PER FIELD

132 PLAYERS PER CHANGE ROOM

BRISBANE STATISTICS

1.25% PARTICIPATION GROWTH
PER ANNUM SINCE 2013

1.1% POPULATION GROWTH
PER ANNUM SINCE 2011*

1.56% OF POPULATION REGISTERED
WITH FOOTBALL QUEENSLAND*

* BRISBANE CITY COUNCIL, MORETON BAY REGIONAL COUNCIL, IPSWICH CITY COUNCIL,
REDLAND CITY COUNCIL AND LOGAN CITY COUNCIL LOCAL GOVERNMENT AREA

LESSOR

68 GOVERNMENT

8 SCHOOL

6 NFP

2 UNIVERSITY

1 PRIVATE



FOOTBALL BRISBANE LTD FACILITY IMPROVEMENT DESIRES OF AFFILIATED CLUBS 2018 - 2022

5.10. Football Brisbane Zone Profile

Football Brisbane is by far the largest zone in Queensland and accounts for 44% of the state's registered Full Active Members.

The Football Brisbane Zone incorporates the LGAs of Brisbane City Council, Moreton Bay Regional Council, Ipswich City Council, Redland City Council and Logan City Council. The combined population of these LGAs in 2016 was 2,200,586. This represents average annual population growth of 1.1% since 2011. Football participation in the zone has grown by an average of 1.25% per year since 2013.

1.56% of the population living in the Football Brisbane LGAs are registered to play in formal competitions with Football Queensland. Football Brisbane caters for 34,240 registered Full Active Members, with a zone average of 433 players per club (the state's highest average), 106 players per field, 163 players per field with lighting and 132 players per change room.

Within the zone there are:

- 79 affiliated clubs
- 85 football venues
- 179 full size fields
- 140 under size fields
- 210 fields with lighting
- 260 change rooms
- 81 clubhouses

68 of the zone's playing venues are situated on government-owned or managed land, eight venues are situated on school grounds, six venues are leased from not-for-profit organisations, two venues are on university grounds and one venue is privately owned. Football Brisbane's new, state-of-the-art training and competition facility at Logan Metro Sports Complex was officially opened in March 2018. This venue provides a home for the zone and for the first time, offers the Brisbane Roar a permanent base. Limited field availability and field overuse are significant issues, with areas of the zone suffering significant underprovision. This is leading some clubs to consider synthetic playing field surfaces. High water costs in some LGAs place strain on club financial reserves, particularly in the case of clubs which have historically struggled to apply appropriate financial management. Limited club governance capacity is affecting the ability of some clubs to improve football opportunities.

During consultation, affiliated clubs identified 42 desired change room projects, 32 desired field irrigation projects, 24 desired clubhouse upgrades or developments, 20 desired player dugout projects and 14 desired field fencing projects by 2022. Clubs would like to see 10 additional full size fields and three additional under size fields constructed in the zone.

Football Queensland is supportive of all projects aimed at improving football infrastructure provision in the Football Brisbane zone and will provide suitable assistance to the zone and its affiliated clubs to achieve their planned developments. Through this planning project, Football Queensland identified some facility projects in the zone as having a higher level of need, based on analysis of the following factors:

- Priorities of the zone
- Participation growth or decline between 2013 and 2017
- Number of players per field and players per change room at each venue
- Existing field and infrastructure condition at each venue
- Demonstrated club proactivity

Taking these factors into account, this plan recommends that the following projects be prioritised for implementation in the Football Brisbane zone by 2022:

- 23 unisex change room projects (new or upgrade)
- 6 field lighting projects (new or upgrade)
- 6 field surface upgrade projects
- 6 new full size playing fields
- 5 field irrigation projects
- 4 referees' change room projects (new or upgrade)
- 3 clubhouse projects (new or upgrade)
- 3 spectator facilities projects
- 3 player dugout projects
- 2 new under size playing fields
- 1 stadium upgrade
- 1 field drainage project
- 1 synthetic playing surface project
- 1 club relocation



FOOTBALL GOLD COAST **FACILITY IMPROVEMENT DESIRES OF AFFILIATED CLUBS 2018 - 2022**

5.11. Football Gold Coast Zone Profile

The Football Gold Coast Zone incorporates the LGAs of City of Gold Coast, Scenic Rim Regional Council and Tweed Shire Council (New South Wales). The combined population of these LGAs in 2016 was 689,251. This represents average annual population growth of 1.46% since 2011. Football participation on the Gold Coast has grown by an average of 4.47% per year since 2013. This represents the strongest growth rate of all Football Queensland's zones during this period.

1.49% of the population living in the Gold Coast Football LGAs are registered to play in formal competitions with Football Queensland

Football Gold Coast has 10,284 registered *Full Active Members*, with an average of 381 players per club, 101 players per field, 187 players per field with lighting and 134 players per change room.

Within the zone there are:

- 27 affiliated clubs
- 27 football venues
- 56 full size fields
- 46 under size fields
- 55 fields with lighting
- 77 change rooms
- 23 clubhouses

25 of the zone's playing venues are situated on government-owned or managed land, one venue is on university land and one venue is leased from a not-for-profit organisation.

Poor field condition and inadequate financial management are affecting the ability of some clubs to improve football opportunities on the Gold Coast.

During consultation, affiliated clubs identified 18 desired field lighting projects, 11 desired clubhouse projects, nine desired field irrigation projects, nine desired change room projects, two desired club relocations and six desired field fencing projects by 2022. Clubs would like to see seven additional full size fields and three additional under size fields constructed in the zone.

Football Queensland is supportive of all projects aimed at improving football infrastructure provision on the Gold Coast and will provide suitable assistance to the zone and its affiliated clubs to achieve their planned developments. Through this planning project, Football Queensland identified some facility projects in the zone as having a higher level of need, based on analysis of the following factors:

- Priorities of the zone
- Participation growth or decline between 2013 and 2017
- Number of players per field and players per change room at each venue
- Existing field and infrastructure condition at each venue
- Demonstrated club proactivity

Taking these factors into account, this plan recommends that the following projects be prioritised for implementation on the Gold Coast by 2022:

- 7 unisex change room projects (new or upgrade)
- 5 field lighting projects (new or upgrade)
- 5 clubhouse projects (new or upgrade)
- 1 field surface upgrade project (including potential synthetic surface)
- 1 spectator facilities project
- 1 club relocation
- 1 new football club
- 1 new zone hub facility



2018 SNAPSHOT

EXISTING FACILITIES

38 full size fields
56 under size fields
39 fields with lighting
25 clubhouses
9 female change rooms
11 male change rooms
36 unisex change rooms
19 disability access
10 renewable energy infrastructure



Field condition variation
Lighting audits

SW ZONE SUMMARY

30 CLUBS

5,806 PLAYERS

27 VENUES

194 PLAYERS PER CLUB

62 PLAYERS PER FIELD

104 PLAYERS PER CHANGE ROOM

SW ZONE STATISTICS

1.08% PARTICIPATION GROWTH
PER ANNUM SINCE 2013

0.5% POPULATION GROWTH
PER ANNUM SINCE 2011*

1.74% OF POPULATION REGISTERED
WITH FOOTBALL QUEENSLAND*

*TOOWOOMBA REGIONAL COUNCIL, LOCKYER VALLEY REGIONAL COUNCIL, SOUTHERN
DOWNS REGIONAL COUNCIL, TENTERFIELD SHIRE COUNCIL, BALONNE SHIRE COUNCIL,
MARANOVA REGIONAL COUNCIL, GOONDIWINDI REGIONAL COUNCIL, SOUTH BURNETT
REGIONAL COUNCIL, WESTERN DOWNS REGIONAL COUNCIL LOCAL GOVERNMENT AREAS

LESSOR

20 GOVERNMENT

5 NFP

1 UNIVERSITY

1 SCHOOL



SOUTH WEST FOOTBALL ZONE FACILITY IMPROVEMENT DESIRES OF AFFILIATED CLUBS 2018 - 2022

5.12. Football Queensland South West Zone Profile

The Football Queensland South West Zone incorporates the LGAs of Toowoomba Regional Council, Lockyer Valley Regional Council, Southern Downs Regional Council, Tenterfield Shire Council, Balonne Shire Council, Maranoa Regional Council, Goondiwindi Regional Council, South Burnett Regional Council and Western Downs Regional Council. The combined population of these LGAs in 2016 was 334,408. This represents average annual population growth of only 0.5% since 2011. Football participation in the South West Zone has increased by an average of 1.08% per year since 2013.

1.74% of the population living in the Football Queensland South West Zone LGAs are registered to play in formal competitions with Football Queensland.

Football Queensland South West has 5,806 registered Full Active Members, with an average of 194 players per club, 62 players per field, 149 players per field with lighting and 104 players per change room.

Within the zone there are:

- 30 affiliated clubs
- 27 football venues
- 38 full size fields
- 56 under size fields
- 39 fields with lighting
- 56 change rooms
- 25 clubhouses

20 of the zone's playing venues are situated on government-owned or managed land, five venues are leased from not-for-profit organisations, one venue is on university land and one venue is on school grounds. Significant variation in field condition is affecting the ability of some clubs to improve football opportunities. South West zone clubs that host night games are not currently required to conduct or report on field lighting audits and this is recognised as a shortcoming in facility provision.

During consultation, affiliated clubs identified 32 desired change

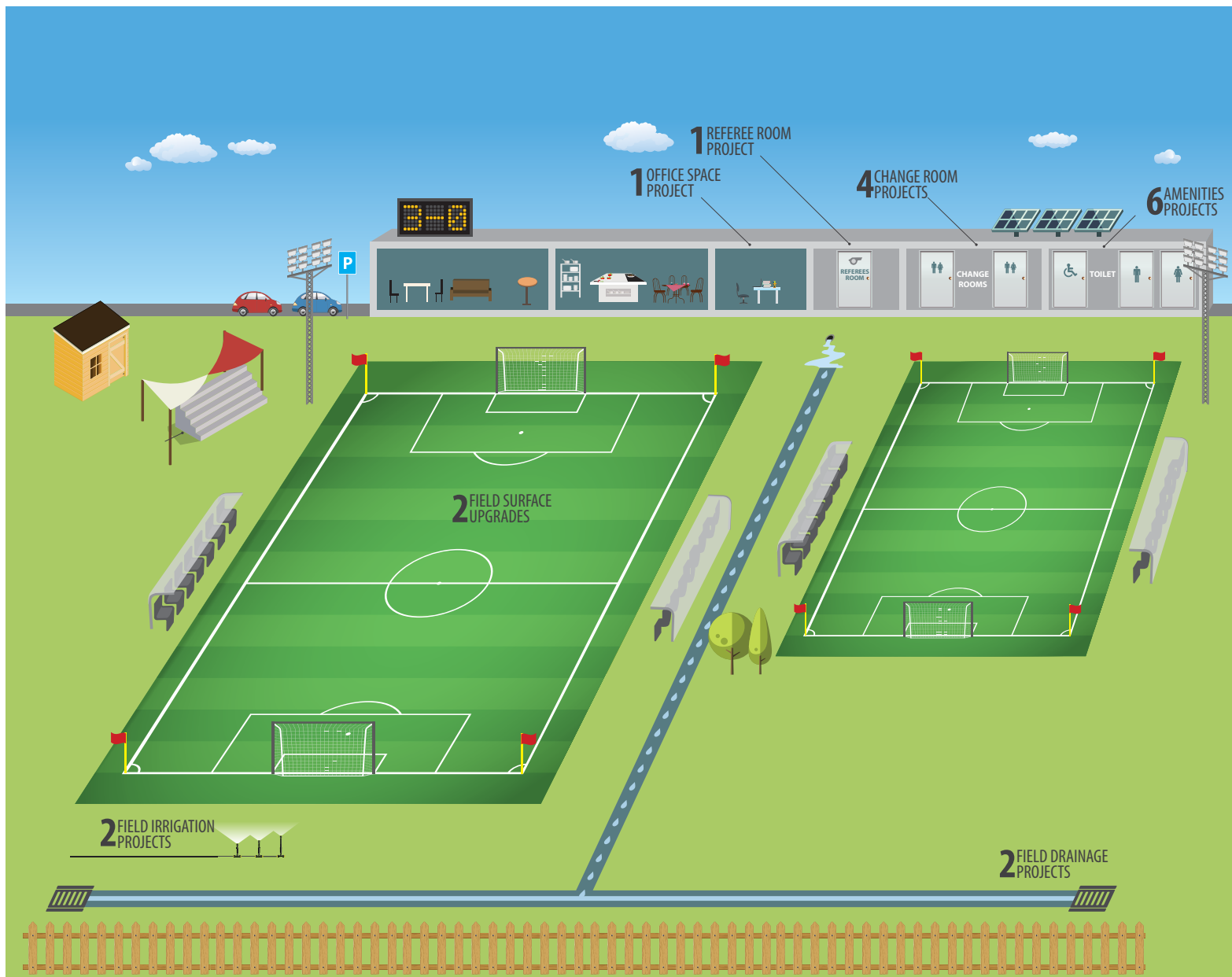
room projects, 18 desired field lighting projects, 14 desired player dugout projects, 13 desired field irrigation projects and 11 desired field surface upgrade projects by 2022. Clubs would like to see 11 additional full size fields and five additional under size fields constructed in the zone.

Football Queensland is supportive of all projects aimed at improving football infrastructure provision in the South West zone and will provide suitable assistance to the zone and its affiliated clubs to achieve their planned developments. Through this planning project, Football Queensland identified some facility projects in the zone as having a higher level of need, based on analysis of the following factors:

- Priorities of the zone
- Participation growth or decline between 2013 and 2017
- Number of players per field and players per change room at each venue
- Existing field and infrastructure condition at each venue
- Demonstrated club proactivity

Taking these factors into account, this plan recommends that the following projects be prioritised for implementation in the South West zone by 2022:

- 7 unisex change room projects (new or upgrade)
- 4 field surface upgrade projects
- 2 field lighting projects (new or upgrade)
- 1 field irrigation project
- 1 referees' change room project (new or upgrade)
- 1 new under size playing field
- 1 club relocation
- 1 new club venue
- 1 new zone hub facility



2018 SNAPSHOT

EXISTING FACILITIES

3 full size fields
3 fields with lighting
2 clubhouses
4 male change rooms
Disability access



Significant flooding issues
Ageing infrastructure

LESSOR

LOGAN CITY COUNCIL



FOOTBALL QUEENSLAND - MEAKIN PARK FACILITY IMPROVEMENT DESIRES OF AFFILIATED CLUBS 2018 - 2022

5.13. Meakin Park – Queensland’s Home of Football

Meakin Park is currently recognised as the Home of Football in Queensland. The facility includes three full size fields, two clubhouses and four male change rooms.

Football Queensland acknowledges that the site is constrained by significant flooding issues and ageing infrastructure and is working towards the significant upgrade of this facility. Prioritised facility plans for Meakin Park over the next five years include the renovation of all player and referee change rooms to cater for universal design principles, two field irrigation and drainage projects, an office fit-out project and construction of new toilets.

Football Queensland has identified Meakin Park as a potential suitable home for women’s football programs.

Future strategic project considerations for the site may include establishment of one or more synthetic playing fields and significant flood-mitigation works.

6.0. Appendices

APPENDIX 1 – FOOTBALL QUEENSLAND PREFERRED STATEWIDE FACILITY GUIDELINES

STATEWIDE FACILITIES GUIDELINES

Contents

1. Introduction and Background	3
2. Statewide Facility Hierarchy	4
3. Facility Components	5
4. Playing Fields	6
5. Clubhouse and Amenities	8
6. Additional Facilities	10

1. Introduction and Background

Existing facility provision at football venues throughout Queensland varies widely in quality and standards, with poor infrastructure likely impacting the ability of affiliated clubs to attract and retain members. Football Queensland acknowledges that not all football venues need to be developed to the same standard and as such, has prepared these preferred facility guidelines for state, zone and local football venues.

This resource is not intended to be a compliance document for auditing or critiquing the suitability of existing facilities for competitions. Rather, the Football Queensland Preferred Facility Guidelines have been developed to guide clubs, zones, Councils, schools and other venue providers in the design of new football infrastructure and upgrade of existing facilities. Football Queensland acknowledges that many existing facilities across the state may not currently meet the preferred facility guidelines. Where this applies, the guidelines should be used as a key planning tool to inform improvements. In other cases, individual clubs or zones may decide to provide additional facilities or larger sizes of facility components, depending on specific local requirements on a case-by-case basis.

The preferred facility guidelines establish benchmarks for the provision of appropriate infrastructure at the different levels of the game in Queensland. These benchmarks identify the facility components that are scalable to the needs of football, within the limitations of our resources and facilities.

2. Statewide Facility Hierarchy

Football Queensland's statewide facility hierarchy has been established to guide future facility planning and is a framework that can be used with reference to club and zone size, membership, participation and facility demand. The facility hierarchy will assist in identifying facility needs and gaps in infrastructure provision.

The three levels of the statewide facility hierarchy are defined below.

State	The home ground for a club competing in either the National Premier Leagues (NPL) or Football Queensland Premier League (FQPL) competition. State venues should be provided and maintained to a high standard, with emphasis on meeting the needs of spectators, given that these venues accommodate the highest levels of competition below the national A-League. State venues may also host one-off events at higher levels of competition, such as pre-season A-League matches. In these instances, the venue may have additional facilities and equipment bumped-in for the duration of the event, to meet higher national facility standards.
Zone	The home base for a zone or competition administrator, providing a hub for competition and training for some or all clubs in the zone. Zone venues should be capable of hosting large gala days, carnivals, talent camps, school holiday programs and finals series. Zone venues should comprise a minimum of three full size football fields with good quality playing surfaces, which may be segmented into smaller under size fields for junior competition. Zone venues may also host events such as state championships, with the possible temporary addition of further facilities and equipment to meet the short-term demand of the event.
Local	The club home ground, providing a base for local level club competition, training and administration. Local venues may comprise club-managed facilities, as well as venues situated on school, university or other land.

3. Facility Components

Football Queensland has identified three categories of facility components to support football activities and participation throughout the state, as below:

- Playing fields
 - * The field of play, where the action takes place
- Clubhouse and amenities
 - * Core ancillary infrastructure to support players, coaches, referees, officials, volunteers and spectators.
- Additional facilities
 - * Desirable facilities to support the functional requirements of the game

4. Playing Fields

	Details / Characteristics			Essential / Desirable			
Facility Component	State	Zone	Local	State	Zone	Local	Comments and Specifications
Playing fields – full size	Yes	Yes	Yes	Essential	Essential	Essential	<p>In accordance with the FFA Laws of the Game, full size fields must be 90-120m in length and 45-90m in width.</p> <p>For state venues, fields must be 100-105m in length and 60-68m in width.</p> <p>Zone venues should comprise a minimum of three full size fields.</p>
Playing fields – under size	Yes	Yes	Yes	Essential	Essential	Essential	<p>Fields for the 6-7 year age group should be 30m in length and 20m in width, with no penalty area.</p> <p>Fields for the 8-9 year age group should be 40-50m in length and 30-40m in width, with a penalty area 5m deep and 12m wide.</p> <p>Fields for the 10-11 year age group should be 60-70m in length and 40-50m in width, with a penalty area 5m deep and 12m wide.</p>
Technical areas and team benches	Seating for 10 people	Seating for 10 people	Seating for 7 people	Essential	Essential	Essential	<p>Two technical areas (one for each team) must be marked on the same side of the field, on opposite sides of, and equidistant from, the half-way line.</p> <p>Each technical area must comprise a team bench at ground level, with cover to protect players from hot or inclement weather, with minimal viewing obstruction to spectators. The technical area must be marked with line marking and set back at least 3m from the touchline.</p>
4th official bench	Yes	Optional	Optional	Essential	Desirable	Desirable	At state venues, a table and chair must be provided for the 4th official, situated on the half-way line between the player benches. Zone and local venues may require a 4th official bench for some events.
Playing surface quality	Very Good	Good - Very Good	Good	Essential	Essential	Essential	<p>The playing field must be even and flat without trip hazards and with a complete coverage of grass. Either natural grass or FFA approved artificial grass may be used. The surface must be free of potholes, foreign objects and protrusions of any kind through the surface, or any deviations that could be hazardous to players or officials. Natural grass playing fields should have a planned maintenance program relative to the standard of competition and should consider seasonal top-dressing, aeration and fertilisation.</p> <p>For zone and local venues, a playing field may include a natural turf cricket wicket within the field of play. In these cases, the turf must be grown out sufficiently to cover the hard soil surface. The edges of the wicket must not protrude from the ground or in any way cause a tripping hazard. The field of play must be configured to ensure the cricket wicket is not located within either penalty area.</p>
Playing field run-off	3m	3m	3m	Essential	Essential	Essential	All venues must ensure a minimum playing field run-off area of 3m to any tripping hazard or solid obstruction, including fences and player benches.
Line markings	Yes	Yes	Yes	Essential	Essential	Essential	Playing fields must be clearly marked in accordance with the FIFA Laws of the Game. Only products such as agricultural limestone or water-based spray paint or other similar material which will not endanger ground users or damage turf grasses may be used for line marking. Lines must not exceed 12cm in width and be clear and accurate. Extraneous line markings may be permitted for junior fields and junior field marking may be achieved using markers.
Corner and half-way flags	Yes	Yes	Yes	Essential	Essential	Essential	Corner posts and flags must be in accordance with the FFA Laws of the Game. Posts must not be metal or spring-loaded. They may be constructed of plastic, timber or other approved material and stand a minimum of 1.5m above the ground with a non-pointed top.

	Details / Characteristics			Essential / Desirable			
Facility Component	State	Zone	Local	State	Zone	Local	Comments and Specifications
Field perimeter fence	Yes	Yes	Optional	Essential	Essential	Desirable	At state and zone venues, a permanent chain wire fence around the main playing field, meshed to the ground with a minimum height of 1m and at least 3m from the field is essential. Where it is impossible or impractical to provide a permanent fence, a temporary rope or bunting, which meets the required dimensions of a permanent fence, may be permitted.
Goal posts	Yes	Yes	Yes	Essential	Essential	Essential	<p>Goal posts and nets must be in accordance with the FFA Laws of the Game. Goal posts and crossbar must be constructed from timber, metal or other approved material. They may be square, rectangular, round or elliptical in shape and must not be dangerous to players. Goal posts and the crossbar must be white, must have the same width and depth and must not exceed 12cm. Goal nets must be securely attached to the posts and ground behind the goals to ensure the ball is trapped. Nets must be pulled back to allow sufficient safe space within the goal space. Permanent and semi-permanent goals must conform to Australian Standard AS4866.1-2007 – Playing Field Equipment – Soccer Goals. Portable goals must be compliant with the Australian Competition and Consumer Commission's Consumer Protection Notice No.28, 2010.</p> <p>For full size fields, the distance between the inside of the goal posts is 7.32m and the distance from the lower edge of the crossbar to the ground is 2.44m.</p> <p>Goals for the 6-7 year age group should be 1.5-2m wide and 0.9-1m high.</p> <p>Goals for the 8-9 year age group should be 2.5-3m wide and 1.8-2m high.</p> <p>Goals for the 10-11 year age group should be 4.5-5m wide and 1.8-2m high.</p>
Field drainage	Very Good	Good - Very Good	Good	Essential	Essential	Essential	Appropriately-designed surface and sub-surface drainage and a good overall maintenance plan for sports field drainage is important for enhancing the player experience and maximising the use of the facility, resulting in fewer cancellations.
Scoreboard	Yes	Yes	Optional	Essential	Essential	Desirable	At state venues, a fully functioning scoreboard clearly visible to players, coaches, the majority of spectators, coaches and the media platform is essential. Electronic scoreboards are preferred at state venues. At zone and local levels, a fully functional scoreboard is preferred.
Emergency access	Yes	Yes	Yes	Essential	Essential	Essential	Playing fields must have an accessible point for ambulance or any related access in the event of an emergency.
	Training: 100 Lux Games: 200 Lux	Training: 50 Lux Games: 150 Lux	Training: 50 Lux Games: 100 Lux	Essential	Essential	Essential	At all venues that accommodate training and games at night, appropriate field lighting is essential to maximising facility use and participation. Highquality, uniform field lighting can also reduce localised overuse of playing fields. Average Lux ratings provided are consistent with Football Queensland's interpretation of the <i>Australian Standard AS2560.2.3 – 2002 Sports Lighting – All Football Codes</i> .

5. Clubhouse Amenities

Facility Component	Details / Characteristics			Essential / Desirable			Comments and Specifications
	State	Zone	Local	State	Zone	Local	
Players' change rooms and amenities	40m ²	30m ²	30m ²	Essential	Essential	Essential	<p>At state venues, four lockable change rooms per full size field are essential. At zone and local venues, two lockable change rooms per full size field are essential. At all levels, bench seating should be provided around the room perimeter, with clothing and bag hooks on walls. Change rooms should provide direct access to the field of play and be inaccessible to the public and media. Rooms should be well-ventilated, with easily cleanable non-slip floors and walls of hygienic material.</p> <p>Each change room requires its own showers with hot and cold water, located as far as possible from the change room entrance to separate wet and dry areas and to minimise direct sight lines from adjoining areas. State facilities should incorporate at least 4 shower cubicles per players' change room. Zone and local facilities should incorporate at least 2 shower cubicles per players' change room. Cubicle showers are preferred to cater for mixed use.</p> <p>Player toilet provision should be based on 2 pedestals and 2 washbasins per players' change room. Urinals should be replaced by pedestals to cater for mixed use.</p> <p>State venues should provide at least 1 massage table, 1 whiteboard and 1 refrigerator per players' change room.</p>
Referees' change rooms and amenities	20m ²	20m ²	15m ²	Essential	Essential	Essential	<p>At all venue levels, referees should have exclusive access to a lockable change room with bench seating, clothing and bag hooks. The room should have direct access to the field of play and be inaccessible to the public and media. State and zone facilities should have at least 2 shower cubicles, 1 pedestal and 1 washbasin. Local facilities should have at least 1 shower cubicle, 1 pedestal and 1 washbasin. The referees' change room should be accessible without passing through any players' change room which is in use.</p>
First aid room	10m ²	10m ²	10m ²	Essential	Desirable	Desirable	<p>At state venues, a first aid room must be provided, along with basic first aid equipment, which must be kept clean and sterile. For zone and local facilities, an area which can be made private using curtains, screens or similar, is acceptable.</p>
Public toilets	45m ²	35m ²	35m ²	Essential	Essential	Essential	<p>Public toilets should incorporate male, female and disabled and should be safe and hygienic. Toilets should be situated no further than 50m from the playing field, easy to access and signed appropriately. The size of public toilets should be based on crowd history and relevant planning and/or building codes.</p>
Administration / office / meeting space	20m ²	15m ²	15m ²	Essential	Essential	Essential	<p>At all venue levels, there should be an administration area for club management. The room should provide access to internet, telecommunications, include appropriate desk space and shelving.</p>
Kitchen and canteen	40m ²	30m ²	20m ²	Essential	Essential	Essential	<p>"An appropriate standard kitchen and canteen facility is required to support catering and food and beverage sales. Where possible kitchens and serveries should enable volunteers working in these areas to view the playing field. All areas must meet relevant health requirements."</p>
External covered viewing area	100m ²	75m ²	50m ²	Essential	Essential	Desirable	<p>"Adequate space for viewing the playing field with sufficient protection from hot or inclement weather is essential at state and zone venues and preferred at local venues. Sizes of covered viewing areas may depend on likely crowd attendance."</p>
Internal storage	15m ²	10m ²	10m ²	Essential	Essential	Essential	<p>Internal storage is essential for club materials and equipment such as uniforms, merchandise and stock.</p>

	Details / Characteristics			Essential / Desirable			
Facility Component	State	Zone	Local	State	Zone	Local	Comments and Specifications
External storage	30m2	25m2	20m2	Essential	Essential	Essential	Adequate externally accessible storage space is required for sport-related equipment and maintenance items.
Utility / cleaners' store	5m2	5m2	5m2	Essential	Essential	Essential	A lockable cupboard for cleaning materials is the minimum provision required. Ideally this store room comprises an appropriate cleaners' sink, hot and cold water, shelving, hooks and drainage.
Social / community room	150m2	100m2	75m2	Essential	Essential	Essential	Social / community rooms are recommended at all venue levels. These rooms facilitate social interaction and provide opportunities for generating revenue, social capital and club sustainability. The room should have large windows for viewing the playing field. Social areas may include specialised bar facilities. Flexibility of the space is preferred to enable it to cater for a variety of community uses. Total sizes may be influenced by likely average crowd attendance.
Media and operations viewing area	5m2	5m2	5m2	Essential	Desirable	Desirable	At state venues, a media and operations area with unobstructed views of the playing field and scoreboard is essential. The media and operations viewing area must be able to accommodate at least eight people. The area must be set up to enable media representatives to view the match and work on a computer and include access to power outlets and a writing desk or table and chairs.
Media platform	4m2	4m2	4m2	Essential	Desirable	Desirable	At state venues, a stable platform for filming on the half-way line of the playing field is essential. The platform must be at least 3m higher than the playing field and comprise a minimum working area of 2.5m wide x 1.5m deep. The platform must be covered, safe to access and work from, protected from inclement weather and be provided with power. The camera must have a direct view, without glass, to the playing field. If scaffold is used for the platform it must comply with PN11186 Scaffolding Code of Practice 2009.
Utilities / plant room	5m2	5m2	5m2	Essential	Essential	Essential	A separate utilities / plant room should be provided for any essential facility services such as electrical switchboard.

6. Additional Facilities

	Details / Characteristics			Essential / Desirable			
Facility Component	State	Zone	Local	State	Zone	Local	Comments and Specifications
Car parking	According to Council standards	According to Council standards	According to Council standards	Essential	Essential	Essential	Adequate car parking is required at all venues to cater for anticipated levels of use, including spectators. Car parking may be sealed or unsealed as appropriate and off-street parking is preferred. Disabled parking bays should be as close as possible to the clubhouse and amenities and include accessible curbs and pathways leading to the facility.
Spectator seating	Grandstand or tiered seating, corporate hospitality facilities	Bench seating	Bench seating	Desirable	Desirable	Desirable	At state venues, grandstand or tiered seating is preferred. At zone and local venues, the provision of bench seating is preferred. Where seating is provided, some undercover seating is preferred. The total number of spectator seats will depend on the level of competition, anticipated crowds and site appropriateness. At state venues, corporate hospitality facilities are preferred.
Stretcher	Yes	Yes	Yes	Essential	Essential	Essential	One stretcher suitable for first aid and emergency use should be placed at the half-way line prior to the commencement of each game. The stretcher must remain inside the field fence / barrier in a safe and accessible position for first aid staff, for the duration of the game.
Public Address (PA) system	Yes	Yes	Yes	Essential	Desirable	Desirable	At state venues, a fully functional PA system is essential. The PA system must be clearly audible to all areas of the venue and operated on match day to make announcements to introduce players, announce scorers and provide emergency instructions to patrons.
Site fencing	Yes	Optional	Optional	Essential	Desirable	Desirable	At state venues, site fencing with entry points to facilitate ticket sales are essential to control crowd access and management.
Water harvesting and ESD	Optional	Optional	Optional	Desirable	Desirable	Desirable	Inclusion of environmentally sustainable design (ESD) features in a facility can reduce operating costs and the environmental impact of a facility and are encouraged. This may include the use of natural light, installation of solar panels and water harvesting.

**For more information regarding the Statewide Facilities
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