



FOOTBALL
QUEENSLAND



2020-2022

Strategic Plan

Anytime, Anywhere

FOREWORD

We are excited to deliver this strategic plan for Football in Queensland. This plan is the result of multiple state-wide facilitated strategy sessions undertaken to understand the opportunities for football throughout our great state.

The next three years will see a focus on bettering the experience for all involved with the game. We will work hard to deliver greater value. We will showcase our wonderful game and inspire others with the love that we all have for football.

To get to where we want to be, there are a number of things that are critical:

- We must significantly increase the number of referees and coaches across Queensland through greater support, development and appreciation
- We need more volunteers. They are our lifeblood and must be nurtured and respected as such
- We cannot emphasise enough that women and girls are the future. We will develop infrastructure, pathways and opportunities to embrace the potential for women and girls in football, now.

This document defines the high-level strategic priorities to be delivered over the next three years, underpinned by the values necessary to drive the positive change.

We look forward to working with everyone involved in football today and welcoming those that will join our football family tomorrow. Together we will unlock the potential of the greatest game in the world in Queensland by delivering upon this strategic plan.

Thank you for your support and encouragement. We are optimistic for the future as we increase the pace of change to embrace all the future opportunities ahead.



Ben Richardson
President, Football Queensland

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OUR VISION

Football in Queensland united. The game of choice, for all, for life



Football has a long and proud history in Queensland. The passion for the game is immense, but we haven't always worked together to achieve a common goal.

Our vision is twofold.

The first part is to unite football in Queensland. This is to happen based on our common love of the game and desire for a great future for football in the state, where all involved in the game are working towards common goals.

Secondly, but not secondary, is that the game is always at the forefront. We see a future where football is the game of choice – to play, to coach, to referee, to watch, to follow and to love. Where we provide high-quality, accessible football experiences that mean anyone can be involved, regardless of age, gender, location or cultural background.

This vision will be realised through improved governance of football in Queensland, and more people focusing on developing and promoting the game itself.

We know that achieving our vision will mean changing how we do things and asking others to do the same. We know that might be hard. But we also believe that what we have in common is stronger than any of our differences and that by working together we can raise football to the heights it deserves.



OUR PURPOSE

To inspire
Queenslanders
through football



Whoever you are, whatever your age, wherever you're from, whatever your story, football has the power to inspire and unite.

Football Queensland exists to develop and grow the game by leading and supporting our clubs, volunteers, coaches, referees and stakeholders to provide exciting, enjoyable experiences for all Queenslanders – anytime, anywhere.

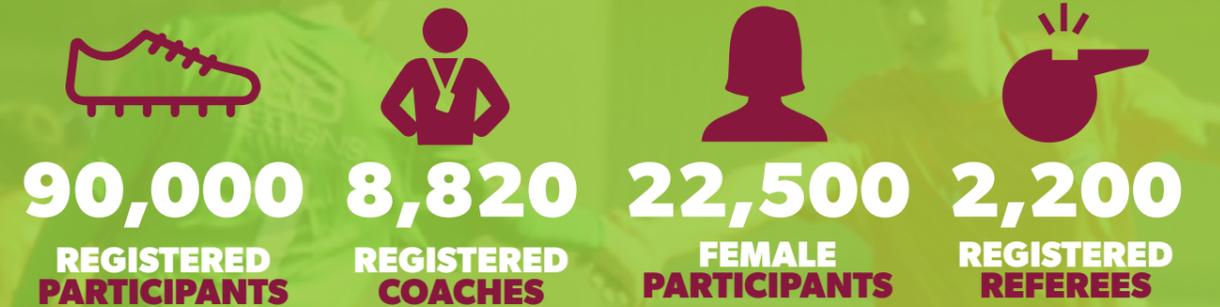
As the peak body for football in Queensland, we focus on:

- **Uniting football in Queensland**
- **Making playing and administering football easier, creating efficiencies**
- **Providing quality and consistent products and services that deliver value for money**
- **Improving and streamlining governance and management of the game**
- **Engaging with all of our members, stakeholders, partners and government**

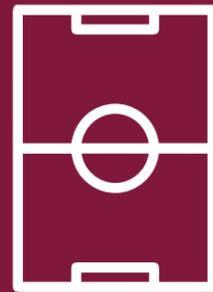
STRATEGIC PILLARS

KEY TARGETS

PARTICIPATION



INFRASTRUCTURE



- New community pitches
- Female-friendly facilities
- Establish centres of excellence

CLUBS & COMMUNITY



- Shared services model established
- FQ Club Development Division established
- NCDP club ratings
- Minimum standards for competition hierarchy

LEADERSHIP & PEOPLE



- Streamlined governance and administration model for football in Queensland.
- Net Promoter Index score among our participants and stakeholders

The Pillars

PARTICIPATION

KEY TARGETS

REGISTERED PLAYERS

90,000 

20,000 more players by 2022

REGISTERED COACHES

8,820 

3,000 more coaches by 2022

WOMEN & GIRLS PARTICIPATION

22,500 

7,500 more women & girls by 2022

REGISTERED REFEREES

2,200 

Double the number of referees by 2022

Our participants are at the heart of what we do, be they players, coaches, referees, volunteers, parents, spectators or administrators. Everything we do is about growing the game in an affordable, sustainable and enjoyable manner for our current and prospective participants. As such, we understand that the growth of the game is, and always will be, underpinned by the quality and number of coaches and referees.

We will...

- Provide high-quality participation experiences
- Provide opportunities for everyone to participate in football regardless of their age or life stage (with focus on women and girls); people from multicultural backgrounds, Indigenous Australians and people with a disability
- Develop a deep understanding of our customers, and improve and communicate our value proposition accordingly
- Develop new products to realise market opportunities e.g. schools programs, new formats and products for women and girls
- Seek to commercialise participation assets and databases for reinvestment in the game
- Improve coach and referee development opportunities and increase their numbers
- Develop a school engagement strategy

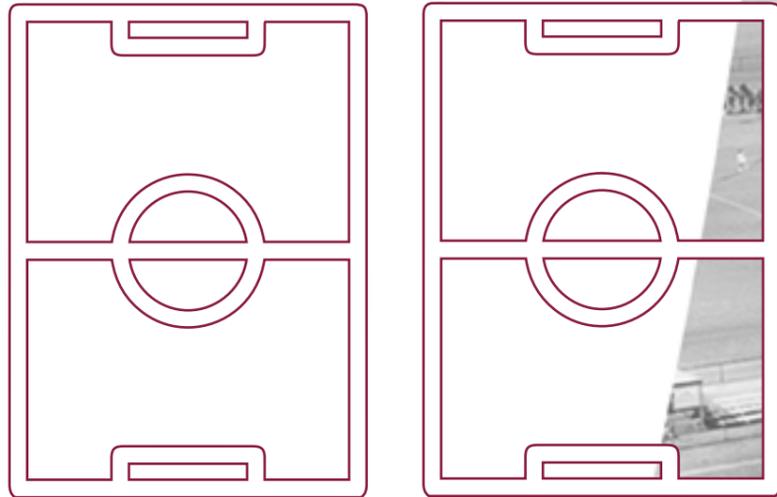
We will measure our success by:

- Growth in the number of registered participants: players, coaches, referees
- Growth in female participants
- Participation in our key programs (e.g. social programs and walking football)
- The diversity of our participation base
- Participation in school football
- Improving participant retention

The Pillars

INFRASTRUCTURE

KEY TARGETS



New community pitches

Initiatives in place to ensure all football facilities are female-friendly

Establish centres of excellence

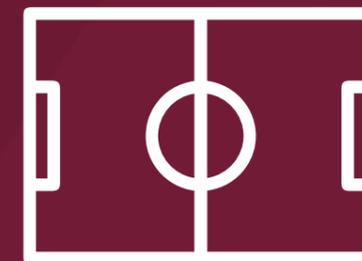
Infrastructure is vital to support the ongoing growth of our game at all levels. We need more places to play, and we need those places to be of a suitable quality to ensure our participants have great experiences. But we can't do this alone. We need to secure the support of government and other partners to help deliver on football's infrastructure needs. We know one critical need is female-friendly facilities across our state.

We will...

- Clearly identify and quantify football's state-wide facilities requirements (especially those to meet the fast growing demand of women and girls)
- Strategically engage with government to secure facilities funding to improve the state of the game in Queensland
- Develop a home for football in Queensland
- Investigate the feasibility of a 20,000 seat football-focused stadium to support the professional game in Queensland
- Develop Regional Centres of Excellence in strategic locations

We will measure our success by:

- Securing new pitches in strategic locations across the state (with targets set and communicated once the actual need is understood)
- Ensuring football facilities in Queensland are female friendly
- Determining the feasibility of establishing Centres of Excellence throughout Queensland



The Pillars

CLUBS & COMMUNITY

KEY TARGETS



Shared services model established

FQ Club Development Division established

NCDP club ratings baseline set for NCDP club ratings with year on year growth

Minimum standards in place for entry into competition hierarchy

Our clubs and our community are our lifeblood – football in Queensland doesn't happen without them. We must make the job easier, and thus more attractive, for the volunteers who run our clubs, manage our teams, coach our players, referee our matches, staff our canteens and much, much more. We must also make sure that these clubs are organised in a way that is connected and integrated, offering opportunities for 'casual' and talented footballers alike.

We will...

- **Improve our support of volunteers**
- **Implement the National Club Development Program and Academy Star ratings for our clubs**
- **Design minimum standards for clubs across the various levels of football**
- **Implement promotion and relegation across our senior competitions**
- **Invest in resources to better engage with and support our clubs, for example through the National Club Development Program**
- **Provide education and development opportunities for coaches, referees and administrators**
- **Develop a shared services model to make managing and administering football easier and more efficient**
- **Provide accessible talent pathways for all**
- **Connect and integrate competitions and pathways**

We will measure our success by:

- **The establishment of shared services models for financial, competitions, referees and marketing**
- **The National Club Development Program and Academy Star Ratings of our clubs**
- **High standards for clubs to participate in our competitions**
- **Promotion and relegation in place for our competitions**
- **The establishment of a Club Development division of Football Queensland**
- **The successful roll-out of Indigenous, culturally diverse and all abilities programs**

The Pillars

LEADERSHIP & PEOPLE

KEY TARGETS



Streamlined governance and administration model for football in Queensland in place

Net Promoter Score among our participants and stakeholders with year-on-year growth

Our people are essential to our game. Whether they be Football Queensland staff; or zone, competition, club or school coaches, officials and volunteers, each person involved in football has the capacity to lead and inspire. We aim to be a positive voice for these people in every aspect of growing the game.

We will...

- Review and improve the governance and structure of football in Queensland
- Lead and support volunteers at all levels based on good governance practices and policies
- Develop strategy focused on improving recruitment, reward and retention of volunteers and staff
- Improve our communication and Football Queensland brand presence
- Investigate options and support for additional A-League/W-League teams to provide more access to the professional game

We will measure our success by:

- A streamlined governance model
- Net Promoter Index score among a survey of all participants and stakeholders
- An increase in the diversity among leadership positions within Football Queensland, Zones, competitions and clubs (including governance representation)
- Improved staff retention and reduction of 'regrettable turnover'

WHAT WE VALUE

RESPECT



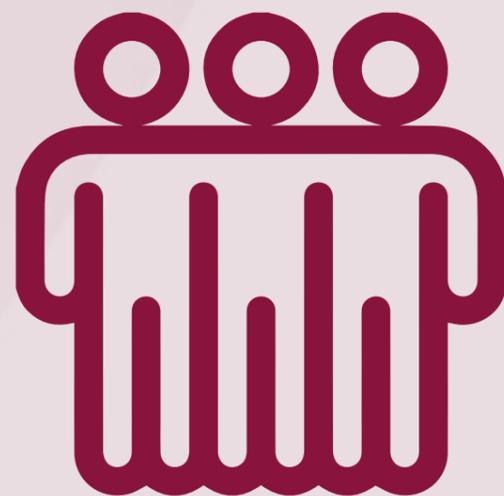
PRIDE



INTEGRITY



UNITY



HOW WE BRING OUR VALUES TO LIFE



RESPECT

For the game and everyone involved

- We value all participants and stakeholders and treat them well
- We welcome and accept everyone
- We acknowledge and are grateful for all contributors



PRIDE

We're proud of football and of everything we do

- We work for the good of the game and put the 'bigger picture' first
- We celebrate and communicate our successes
- We embrace our history and our diversity, always looking forward



INTEGRITY

The non-negotiable foundation for how we conduct ourselves

- We act and communicate honestly and with transparency
- We are accountable and embrace feedback
- We tackle problems head on – 'no sweeping under the carpet'



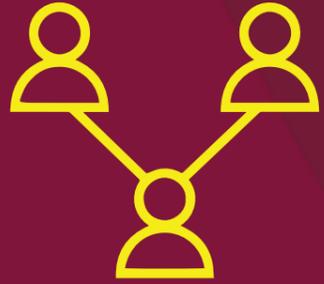
UNITY

We are united, working together for football

- We engage, collaborate, co-operate and share
- We work as one team, representing one game
- We work towards common goals

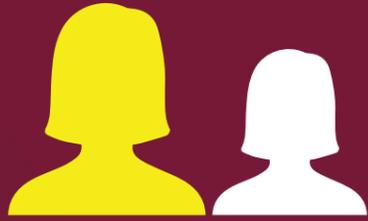
OUR FOCUS

We have five areas of focus across everything we do:



CONNECTED COMPETITIONS

Pathways for players and great clubs



WOMEN & GIRLS ARE THE FUTURE

Embracing the potential of women and girls in football, now



TRANSPARENCY & ACCOUNTABILITY

The new normal for the way we work



ACCESSIBILITY FOR ALL

Opportunities for all, anytime, anywhere



LOVE THE GAME

This is why we do it; our lifelong love of football and giving others the opportunity to experience the same



FOOTBALL IN QUEENSLAND

Anytime, Anywhere

Our Vision

Football in Queensland united.
The game of choice,
for all, for life

Our Purpose

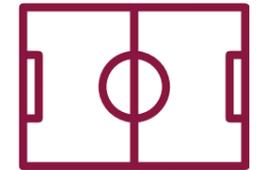
To inspire Queenslanders
through football

Strategic Pillars and our Key Targets

Participation



Infrastructure



New community pitches
Female-friendly facilities



Establish centres of excellence

Clubs & Community



Shared services model established
FQ Club Development Division established
NCDP club ratings baseline set for NCDP club
ratings with year on year growth
Minimum standards for competition hierarchy

Leadership & People



Streamlined governance and administration
model in place.
Net Promoter Index score from our
participants and stakeholders

Our Focus

Connected Competitions
Women & Girls are the Future
Transparency & Accountability
Accessibility for All
Love the Game



Our Values

Respect



Pride



Integrity



Unity





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