



FOOTBALL
QUEENSLAND

INVESTING IN THE FUTURE OF FOOTBALL

FQ SERVICES GUIDE FOR FQ MEMBERS & AFFILIATES



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INTRODUCTION

On behalf of Football Queensland (FQ), we are pleased to present the 2021 FQ Services Guide, developed to provide improved insights into the many functions and services delivered by FQ to our members and affiliates and demonstrate how FQ is building a better future for football in Queensland.

FQ operates within the wider football ecosystem as the peak governing body for football in Queensland. FQ's primary role involves all aspects of the game's governance and administration in Queensland. In a considered and deliberate way, FQ delivers strategies that grow community football participation, develops young players and trains coaches and referees whilst delivering professional support to the participants, volunteers and administrators who help make football the most popular club-based participation sport in Australia.

These overarching objectives are distilled into a diverse set of day-to-day duties – from confirming insurance coverage to creating player pathways to regional programs – all of which are outlined in this FQ Services Guide.

It speaks to the four strategic pillars – Participation, Infrastructure, Clubs & Community, and Leadership & People – which comprise our 2020-2022 Strategic Plan.

With this structure in place, we can narrow our focus on accomplishing the projects that enable us to unite the game across Queensland, introduce efficiencies that place downward pressure on fees, meaningfully engage with members and provide quality products and services.

We have openly stated our ambition to have 90,000 participants – including 22,500 female participants – 8,820 coaches and 2,200 registered referees involved in Queensland football come the conclusion of the current Strategic Plan.

FQ is striving to reach these targets by improving the standard of delivery at all levels and thereby improving the overall experience for our members.

There is now a greater emphasis than ever on bringing communities together by developing community club capabilities and, crucially, on creating the efficiencies needed to make football more accessible.

We are finding fresh ways to bring our vision to life through initiatives such as the shared services model, making managing and administering football across the state easier and more efficient.

More information on these initiatives and the ways in which FQ supports the community can be found throughout the FQ Services Guide.

Robert Cavallucci
Chief Executive Officer



Strategic Pillars

 **Participation**

 **Infrastructure**

 **Clubs & Community**

 **Leadership & People**

Key Targets



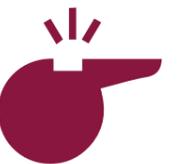
90,000
REGISTERED PARTICIPANTS



8,820
REGISTERED COACHES



22,500
FEMALE PARTICIPANTS



2,200
REGISTERED REFEREES

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

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

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



GOVERNANCE STRUCTURE IN QUEENSLAND



313 CLUBS 10 ZONES
ONE STATE

Australia's Governing Body



- Development of pathways
- Community football & participation programs
- Commercial/government partnerships on national level
- National teams

State Member Federation



- Peak governing body and regulator
- All strategic aspects of the game and its delivery across Queensland
- Commercial partnerships
- Responsibility for Government engagement across all 3 levels
- Participation programs and growing the game
- Delivery of elite pathways and competitions
- State-wide referee responsibility



ADMINISTRATION ZONES



Local competition management and referee appointments

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



BUILDING CAPABILITY IN CLUBS

Education, training and development at federation, zone and club level is essential for football to solidify its position as Australia’s most popular club-based participation sport. As such, FQ seeks to share knowledge, increase support and raise standards at the grassroots and above. This commitment to capability building underpins a growing number of development initiatives.

Club Support Hub

The Club Support Hub provides a single destination for Queensland clubs to easily access a range of support measures including club fact sheets, marketing guides, retention and recruitment strategies, graphic design assistance and promotional material for coach and referee courses. The Club Support Hub has been designed to provide additional support for clubs and volunteers throughout the state while building capacity within clubs.

CLUB SUPPORT HUB
GUIDES, GRAPHICS & RESOURCES

FOOTBALL QUEENSLAND

PLAY FOOTBALL

JOIN OUR TEAM

COME AND TRY DAY
LFCFC
DATE 22 FEBRUARY

JOIN OUR TEAM

TOURNAMENT
AJ KELLY PARK, REDCLIFFE
DATE 30 JANUARY

JOIN OUR TEAM

SIGN ON DAY
BROTHERS ASTON VILLA
DATE 30 JANUARY
TIME 9AM-4PM

JOIN OUR TEAM

COACHING COURSE
WILLOWBRIANTC
DATE 6 MARCH
TIME 10AM-3PM

PLAY FOOTBALL CLUB SUPPORT
GRAPHIC REQUEST FORM

JOIN OUR TEAM

COME AND TRY DAY
LFCFC
DATE 22 FEBRUARY
TIME TEXT HOLDER

JOIN OUR TEAM

SIGN ON DAY
BROTHERS ASTON VILLA
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COACHING COURSE
WILLOWBRIANTC
DATE 6 MARCH
TIME 10AM-3PM

FOOTBALL QUEENSLAND

MARKETING GUIDE

CLUB SUPPORT

CLUB MARKETING PORTAL
ENTER THE PORTAL

PLAY FOOTBALL CLUB SUPPORT
REQUEST GRAPHICS

JOIN OUR TEAM

COME AND TRY DAY
LFCFC
DATE 22 FEBRUARY
TIME TEXT HOLDER

JOIN OUR TEAM

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WILLOWBRIANTC
DATE 6 MARCH
TIME 10AM-3PM

COACHING COURSE
REQUEST GRAPHICS

MINIROOS COACHING COURSE

SKILL TRAINING CERTIFICATE COURSE

FUTSAL COACHING CERTIFICATE
IPSWICH

REFEREE COURSES
REQUEST GRAPHICS

REFEREE COURSE BLITZ

LEVEL 4 COURSE

REFEREE COURSES

Facilities Hub

The dedicated FQ Facilities Hub is designed to provide guidance and support to clubs across Queensland on the development and upgrade of facilities and infrastructure. A go-to spot for clubs and volunteers across the state to access up to date and relevant information covering a variety of infrastructure and facility areas, the Facilities Hub also houses a series of infrastructure-specific facilities guides for clubs.



Facilities Guides

FQ has developed a series of facilities guides to support clubs in the development and upgrade of facilities and infrastructure. The guides cover a range of infrastructure areas including field construction, dimensions and line marking, shelter and grandstands, modular sporting facilities and solar power among others.



Club Development Unit

The Club Development Unit has been established by FQ to work with and support clubs across three key focus areas: Technical, Governance and Administration, and Member Services. Drawing on the full breadth of FQ's expertise, the Club Development Unit implements support measures and offers guidance to clubs to achieve growth. It focuses on consultation and capability building, empowering clubs and giving their representatives the tools to strengthen the overall standard of delivery.

Club Shield

The Club Development Unit is intrinsically linked to the Club Shield, an initiative introduced in 2020. The Club Shield is a digital design which conveys how clubs are performing against crucial criteria. Its purpose is to give participants and parents clarity around the services on offer and to serve as a mechanism for ensuring fees represent value. Each club can download their unique Club Shield and has the chance to improve standards with help from the Club Development Unit.



Club Development Ambassadors

FQ recently created new full-time positions responsible for supporting club development in line with the 2020-2022 Strategic Plan, which identifies the need to improve the standard of football delivery at all levels in Queensland. The roles are separated into either the Talent category or the Coaching category and are designed to lead positive change within clubs and implement FQ's club development initiatives in South-East Queensland and regional areas. The Club Development Ambassador – Talent is tasked with contributing to FQ's quality control procedures along with strengthening talent identification and player development practices among a range of responsibilities. The Lead Club Development Ambassador – Coaching focuses on coach identification, improving the technical knowledge of coaches in club and state programs and creating better opportunities for community and aspirational coaches. Club Development Ambassadors across the state assist over 50 clubs to develop good practices through the Skill Acquisition Phase Community Club (SAP CC) program that was introduced in 2021.





WOMEN & GIRLS ARE THE FUTURE

FQ emphasises that women and girls are the future for our game. We are developing infrastructure, pathways and opportunities to embrace this potential. These efforts will all help to unlock the opportunity of the 2023 FIFA Women’s World Cup in Australia and New Zealand and the huge growth in registrations that is expected to follow. Below are just some of the ways FQ supports participation among women and girls.

Female Football Week

Female Football Week is a nationwide initiative aimed at celebrating the immense growth of women’s football and acknowledging the important role women and girls play in developing the game. FQ wholeheartedly endorses the Female Football Week spirit and organises dozens of activities with a view to improving participation, awareness and gender equality, themes that all align with the 2020-2022 Strategic Plan’s heavy emphasis on women and girls’ football.

Women’s Working Group

FQ has established a Women’s Working Group chaired by FQ Board Member Amy Chapman to grow, promote and develop the women’s game across Queensland at all levels. The Women’s Working Group brings together highly experienced and passionate members with vast experience in women’s football and in sport more broadly.

QAS Girls Academy

Established in 2019, the QAS Girls Academy is a full-time development program for girls belonging to the Under 13 to Under 18 age bracket who aspire to reach a high level in the game. FQ partners with the Queensland Academy of Sport to deliver this program.

Unlocking the Legacy

FQ has developed a 2021-2023 Women and Girls Strategy to unlock the legacy of the 2023 FIFA Women’s World Cup while growing the women’s game through increased participation opportunities for women and girls, investment in improved infrastructure and additional support for clubs across Queensland.

Female-Only Coaching and Referee Courses

FQ’s strong focus on growing the game’s connection with women and girls includes coaching and refereeing. Female-only courses create a comfortable learning environment for both beginners and more advanced coaches and match officials. These courses take place throughout the state, typically during Female Football Week.

Participation Manager

To help drive the growth of the women’s game, FQ employs a Participation Manager to work solely within the Women & Girls space. This role has been crucial in the delivery of a number of engagement strategies including Female Football Week, Yeh the Girls Galas, MiniRoos Kick-Off for Girls programs and the Kick Start Girls Active Program, a six-week health and wellness course for young women enrolled at Yeronga State High School.

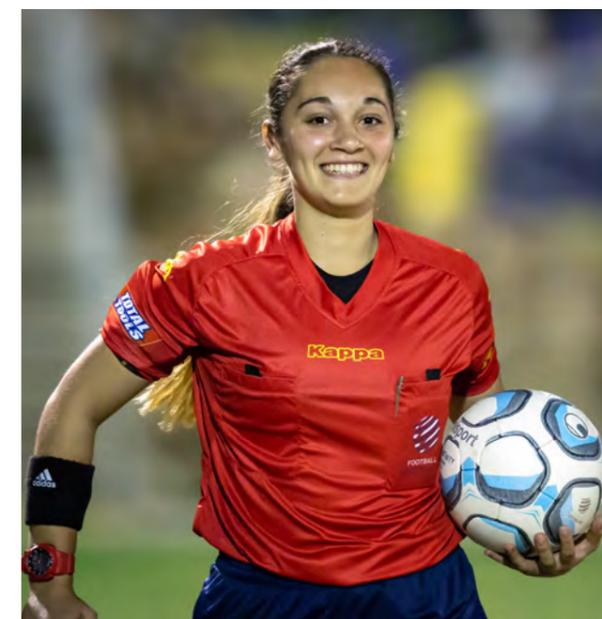
2020 PARTICIPATION

15,937
WOMEN & GIRLS
PARTICIPANTS



KEY STRATEGIC TARGET

22,500
WOMEN & GIRLS
PARTICIPANTS



SUPPORT FOR ALL FORMS OF THE GAME



FQ's purpose is to inspire Queenslanders through football and this ethos underpins the following initiatives, programs and new participation opportunities that FQ has developed to ensure football is accessible for everyone regardless of age, location or background.

All Abilities Football

FQ endorses the Brisbane Paralympic Football Program (BPPF) as the state's Inclusive Football Provider. Formed in 2006, BPPF promotes fun, fitness and friendship for all ages and abilities while also serving as a platform for the Queensland State Paralympic Football Team. FQ's endorsement means registered BPPF participants are insured under the NIP.

Indigenous Football

FQ is proud to support Indigenous football events in Queensland including the Australian Indigenous Football Championships, which FQ helped stage when it was last held in 2019. In 2021, FQ has provided its support to a new showcase of Indigenous footballing talent and culture by supplying match officials and endorsing a sanctioned event held in Redcliffe in February.

Football Foundation Queensland

The Football Foundation Queensland was established by FQ in 2018 to make the sport as inclusive and accessible as possible. Its mission is to provide opportunities, create community connections and support participation through five guiding principles: Every Income, Every Gender, Every Ability, Every Background, Every Indigenous Queensland.

Futsal

Futsal, the indoor five-a-side version of the game, is played in FQ affiliated clubs and centres from Atherton in Far North Queensland to Toowoomba. Registered players can take part socially or play competitively, with opportunities to compete in the FQ State Titles and represent the state at the National Futsal Championships. FQ's 2020-2022 Futsal Strategy outlines a strong and clear direction for futsal.

Multicultural Football

FQ is committed to providing playing opportunities for all Queenslanders through collaborative multicultural initiatives. The Inclusive Communities Program sees FQ, as the program manager, engage new and emerging communities in partnership with Welcome to the Game and Access Community Services. FQ also partners with Multicultural Australia to promote social inclusion by delivering the Connecting Through Sport program for newly arrived migrants and refugees. In addition to community-based initiatives, the Q-League competition launched in 2020 celebrates diversity in a structured, professionally administered league format while providing a pathway into club football for players who might not otherwise be registered.



Masters Football

The FQ Masters League provides clubs and members with an affordable, high-quality insured and accessible competition format for Women's Over 35, Men's Over 35s and Men's Over 45s divisions. FQ delivers the competition on Brisbane's northside as part of a broader Masters Football structure incorporating Queensland Masters Football (QMF), delivered by Lions FC on Brisbane's southside.

Summer Football

Played outside the traditional winter season schedule and taking place on smaller fields with reduced team sizes, Summer Football is the relaxed option for those who want to have fun and stay fit. FQ works with clubs and zones to sanction Summer Football programs, dozens of which now exist throughout the state.

Walking Football

Football Australia's national Walking Football programs are run in partnership with Active Ageing Australia and Member Federations. This social, small-sided version of football suits older Australians who want to remain active. FQ works with Queensland clubs to implement Walking Football programs and promote the inherent physical and mental health benefits.



PROMOTING FOOTBALL THROUGH SCHOOLS



With quality participation experiences in all settings a crucial strategic objective, FQ conducts the below programs and activities within the school environment to introduce students to the game at a young age and encourage them to transition into club football.

Sporting Schools

Sporting Schools is Australia's largest school-based sports participation program. FQ and Brisbane Roar are the accredited Sporting Schools providers in Queensland, tasked with delivering quality football experiences in a safe and educational environment.

MiniRoos Schools Program

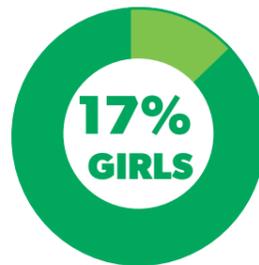
FQ also conducts MiniRoos Kick-Off programs in primary schools. MiniRoos Kick-Off introduces children to football and promotes safety, inclusivity and fun.

GPS Partnership

FQ is now partnered with The Great Public Schools' Association of Queensland (GPS). FQ provides match officials for GPS football games and offers development opportunities for referees and coaches operating within the GPS environment. The partnership forms part of FQ's efforts to forge greater engagement with schools, an objective outlined in the 2020-2022 Strategic Plan.



MINIROOS
30,452
TOTAL PARTICIPANTS



MINIROOS

MiniRoos is designed for kids aged 4-11 years old and focuses on learning new skills, being active, making life-long friends and potentially even unearthing the next generation of national team players. Playing options include Kick-Off, an introductory program with short game-based sessions, Club Football for Winter season team-based football and For Girls, all female Kick-Off and Club Football programs.

FQ ROAD TRIP

FQ staged highly popular MiniRoos Road Trips in 2018 and 2019 which saw staff members travel the state and deliver participation opportunities for children of all skill levels aged 4-11. The MiniRoos element continued to be a key component as the initiative grew into an all-encompassing FQ Road Trip in 2020, which additionally involved clinics and workshops for coaches, referees and club administrators.





Participation

COACH EDUCATION & DEVELOPMENT

FQ's recently released Strategic Plan sets the goal to have 8,820 registered Queensland coaches by 2022 and the organisation invests in the following initiatives and systems along with other ongoing measures to increase numbers and development opportunities.

State Technical Director

FQ employs an experienced and highly qualified State Technical Director to lead the technical department, implement best-practice coach education initiatives and improve junior development structures.

Courses and Workshops

Coach education in Australia is divided into two streams: the community coaching pathway and the advanced coaching pathway. Community courses are low-cost, easily accessible and teach basic principles. Advanced courses are generally tailored towards career coaches who aspire to work professionally in football. FQ's technical department plans and delivers courses and workshops throughout the state to develop Queensland coaches. These can extend to customised opportunities for school teachers, teams of young players or community groups looking to get started in the game.

Club Coach Coordinator Program

FQ recognises the challenges community coaches face and seeks to develop grassroots support networks through the Club Coach Coordinator (CCC) program. The initiative helps confident, respected club-based coaches become mentors to those with less experience. CCCs undergo an induction process and are encouraged to foster a positive club coaching culture.



203

COURSES DELIVERED

2753

PARTICIPANTS ENGAGED

REFEREE EDUCATION & DEVELOPMENT



Participation

FQ's dedicated referee department works in tandem with zone-based administrators and coaches to deliver education opportunities for new and experienced match officials. Queensland referees boast a proud history on national and international stages and FQ will continue this tradition through the state's constantly improving referee pathways and support programs, which provide momentum behind the 2022 registration target of 2,200 match officials.

Referee Pathway

To support its objective to achieve 2,200 registered match officials by 2022, FQ oversees a comprehensive referee development program in Queensland. The State Referee Manager and State Referee Coach liaise with zone administrators and instructors to deliver courses from Level 4 to Level 1, while assessors throughout the state study performances and provide feedback. The FQ Referee Academy, launched in July 2020, brings together 33 of Queensland's most talented young referees and fast-tracks their progress across a two-year mentorship focusing on technical, professional and physical development.

E-Learning Platform

In an effort to overcome geographical obstacles, FQ has developed an interactive e-learning platform to give registered referees easy access to valuable education materials. The online hub is housed on fqreferees.com.au and features expert tutorials, videos for analysis and accreditation courses.

Supporting Young Referees

FQ has actively explored ways to strengthen the recruitment, retention and support of referees since finalising the 2020-2022 Strategic Plan. The November 2019 introduction of the teal shirt initiative, which promotes respect and understanding for new referees, marked the first of many progressive programs to be rolled out. The free-of-charge first year referee pack followed, giving first-time referees the essentials needed to get started. A pink armband is included in the pack for those under 18, a new kit addition to be worn as a visual reminder for players, coaches and spectators that the match official is a minor.

FQ State Referee Conference

The FQ State Referee Conference takes place before each season and gives new and experienced match officials the chance to hear from guest presenters and receive updates while reinforcing the supportive Third Team culture.

Referee Coach & Development Officers

FQ's ongoing commitment to referee development has seen additional investment in the form of Referee Coach & Development Officers, who have been appointed in seven out of 10 Queensland zones to support the delivery of referee education and initiatives.



67

COURSES DELIVERED

902

PARTICIPANTS ENGAGED

CREATING PLAYER PATHWAYS



Participation

FQ's status as Queensland's primary developer of elite male and female talent necessitates rigorous talent identification and high-quality training programs, ranging from the Skill Acquisition Phase through to the National Training Centre setup and the state's involvement at the National Youth Championships.

Connecting the Football Talent Pathway

Through Football Queensland programs and competitions, registered participants are provided access to the Australian football pyramid. Connected pathways provide aspirational players around the state with the opportunity to progress from grassroots competitions all the way to selection in Australia's national teams.

Players' progress in South East Queensland is supported by National Premier Leagues clubs, the Brisbane Roar Boys Academy and the QAS Girls Academy. Football Queensland aims to provide similar opportunities for regional players, with FQ operating state-wide SAP and Talent Support Programs in seven regional centres (Cairns, Townsville, Rockhampton, Gladstone, Bundaberg, Hervey Bay and, in cooperation with the local NPL club, also in Mackay).

TALENTED PLAYER PATHWAY 2021





FQ Community Cup

The FQ Community Cup is a state-wide junior football tournament which gives boys and girls the opportunity to represent their region in a competitive setting. The major five-day event welcomes over 500 players from across regional and South East Queensland and also acts a valuable development opportunity for young referees from around the state.

National Youth Championships

All development roads lead to the National Youth Championships (NYC), two separate week-long tournaments for boys and girls held every 12 months. FQ selects and trains metropolitan and regional squads to represent the state against the very best from Football Australia's other Member Federations, potentially leading to national team selection.

National Training Centre

For the state's most talented female footballers, the National Training Centre (NTC) serves as an important pathway to national team and Brisbane Roar recognition. NTCs are full-time training programs for girls aged 13 to 17 and exist in most capital cities across Australia. FQ operates Queensland's NTC program with support from the Queensland Academy of Sport, which lends its name to the program.

Training Compensation and Solidarity Payments

FIFA mandates a training compensation and solidarity contribution system whereby grassroots clubs receive compensation for developing players when these players are transferred between clubs. FQ works with its member clubs and Football Australia to ensure these payments, where appropriate, are processed in a timely and coordinated manner.

Queensland's Under 14 Girls were crowned age group champions at the Westfield National Youth Championships for Girls tournament in 2019 after recording four wins from five matches during their week-long campaign. The team scored 16 goals and featured players from Far North Queensland down to the Gold Coast and South West Queensland.

Skill Acquisition Phase (SAP)

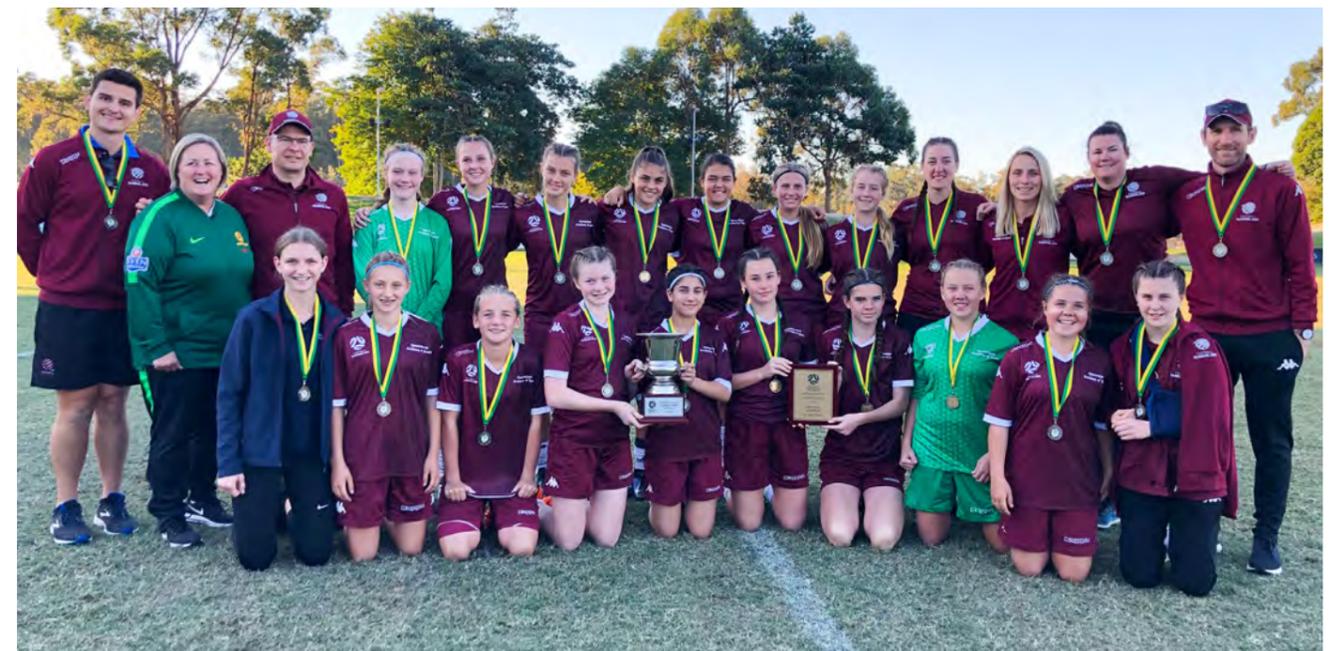
Children aged 9 to 12 are described as being in the Skill Acquisition Phase (SAP), the golden period for learning technique and game-related functional skills. To capitalise on this opportune time for education, FQ distributes licences to clubs which are deemed ready to conduct full-time or part-time SAP training programs. SAP state carnivals, MiniSeries events and SAP Leagues are held at various intervals to give players the chance to compete against each other in games.

Skill Acquisition Phase Reforms

Having previously introduced a new grading process for licensees, FQ enacted further SAP reforms in 2020. The changes enable grassroots clubs to obtain SAP Community Club (SAP CC) accreditation, to be distinguished from Advanced SAP accreditation. Free training session plans, video coaching guides and more are being made available to every club in Queensland, giving them the resources and support needed to deliver the best possible training to SAP-aged children.

Talent Support Programs (TSP)

Promising young Queenslanders who have concluded the Skill Acquisition Phase may be invited to join one of FQ's Talent Support Programs, which provide another high-performance training layer for 13-16 year old boys and girls involved in club football. These programs are located in South East Queensland, Central Queensland, North Queensland and Far North Queensland and adhere to Football Australia's individual and team playing principles.



DELIVERING COMPETITIONS ACROSS QUEENSLAND



Football in Queensland extends far and wide. To create competitive opportunities, FQ administers carnivals, events and competitions which build on the community leagues taking place around the state. Participating clubs increase their registration bases and, in turn, referees and coaches have room to grow. Here are the major competitions that fully or partially fall under FQ's administrative control.

Following a comprehensive review, FQ moved to decouple the NPL and FQPL junior and senior age groups from 2020. This decision means senior promotion, relegation and ladder positions no longer impact junior teams. FQ's Technical Working Group supported this restructure.

National Premier Leagues Queensland: Juniors



FQ oversees NPL Boys and Girls competitions as part of the development pathway for the next generation. The journey begins at Under 13s and encompasses multiple age groups, linking elite senior footballers to those who aspire to join their ranks.

National Premier Leagues Queensland: Seniors



The National Premier Leagues (NPL) serves as the second tier for football in Australia and as the sport's pinnacle in each state. In Queensland, FQ administers respected Men's and Women's competitions for elite male and female footballers. Both leagues encompass home-and-away seasons and a Finals Series, while promotion and relegation adds an extra competitive edge to the Men's competition.

Football Queensland Premier League



Introduced in 2017, the Football Queensland Premier League (FQPL) sits directly beneath the NPL Men's competition and the two are connected through promotion and relegation. The FQPL 2 further connects the football pyramid through promotion and relegation by serving as a transitional men's third tier beneath the FQPL 1. Movement between the divisions incentivises team and club development.

FFA Cup



The FFA Cup is an annual knockout competition run nationally. FQ oversees Queensland's Preliminary Rounds, which determine the four clubs that will represent the state in the Round of 32 and beyond. Qualifying begins at local zone level and is open to every single affiliated club.



The 2020 NPL Men's, NPL Women's and FQPL Grand Finals attracted 3,480 fans in attendance and almost 7,000 online viewers on NPL.TV.



Kappa Women's Super Cup

The Kappa Women's Super Cup is an historic new state-wide women's knockout tournament for women and girls in Queensland, developed with support from official apparel partner Kappa. Teams are arranged into North, Central and South East Queensland conferences to deliver competitive inter-regional matches in the lead-up to a Finals Series.

Kappa Festival of Football

The Kappa Festival of Football showcases the state's top male and female talent, with matches played against New South Wales Men's and Women's teams and Brisbane Roar's A-League and Westfield W-League sides in its inaugural year in 2020. The Kappa Festival of Football provides a much-desired opportunity for Queensland's leading male and female players to represent their state.

F-League

Introduced in 2021, The F-League is a conference-style futsal competition for men and women, serving as the highest level of competitive futsal in Queensland. The F-League runs throughout the year in an annual two-season format.

SEQ Futsal Premier League

Launched in 2016, the SEQ Futsal Premier League showcases Queensland's finest young futsal talent, and considerably strengthens the state's player pathway. Multiple boys and girls age groups in the SEQ Futsal Premier League underpin the elite men's and women's competitions in the F-League, drawing entrants from Brisbane, Ipswich, the Sunshine Coast, Gold Coast and South West Queensland. Matches typically begin in October and culminate in a showpiece Finals Series in December.

FQ Futsal State Titles

The showpiece event on the state's annual futsal calendar is the State Titles. Teams from across Queensland compete for Champion status and to be identified for representative squads. Standout players go on to represent the state at the Football Australia National Futsal Championships.



BUILDING THE FUTURE OF FOOTBALL IN QUEENSLAND

Infrastructure is vital to support the ongoing growth of our game at all levels and, with requirements defined and priorities in place, FQ is leading the game towards achieving essential objectives.

Football is the number one club-based participation sport in Australia and FQ engages with all levels of government and key stakeholders to secure facilities that reflect this status.

The Strategic Infrastructure Plan 2020-2024, released in September 2020, outlines the infrastructure and funding needed to drive progress towards the game's critical needs.

In the document, FQ identifies three important infrastructure priorities aligned to the forthcoming FIFA Women's World Cup which all recognise that women and girls are the future.

The first priority is to establish a Home of Women's Football in Queensland & Women's Centre of Excellence at Meakin Park.

The second is to develop Regional High Performance Centres in Townsville and Mackay to deliver equal opportunities for all participants across the state.

The third is to construct a boutique 15,000-seat rectangular stadium in Brisbane to accommodate major sporting events and potentially serve as a training base for visiting national teams before and during international tournaments.



1

PRIORITY

Home of Women's Football in Queensland & Women's Centre of Excellence

Estimated Cost:
\$9.2 million



2

PRIORITY
Regional High Performance Centres

Estimated Cost:
\$2.51 million (North)
\$2.225 million (Central)



3

PRIORITY
Boutique Stadium

Estimated Cost:
\$100 million - \$130 million

MEETING THE DEMAND



QUEENSLAND GOVERNMENT FOOTBALL INFRASTRUCTURE FUND:

\$60 MILLION OVER 4 YEARS

FQ's advocacy for football, which centres on a data-driven and needs-based approach to facilities, includes working with councils, government and other partners to significantly increase the number of female-friendly facilities and community football pitches in all areas of Queensland.

We are working to secure a Queensland Government Football Infrastructure Fund that would invest \$60 million over four years into delivering real outcomes on projects throughout the state that are identified, important and awaiting action.

FQ's understanding of the landscape and position as the game's governing body in Queensland strengthens our ability to drive what would be significant change for women and girls and those locked out of football in regional and metro areas due to insufficient spaces to play. As we liaise with key stakeholders on these issues, FQ will continue to explore funding avenues that unlock the opportunity in our game and enable clubs to meet participation demands.



Leadership & People

HOW WE SUPPORT & SERVICE OUR GAME

FQ plays an important role in providing administrative support and professional services to its member zones, clubs and participants while striving to achieve unity, efficient game delivery, value for money and sound governance.

Shared Services Model

FQ has successfully developed a shared services model to strengthen processes and extend more practical support to Queensland zones than in the past. The initiative makes managing and administering football across the state more cost effective and removes duplication. Crucially, it creates considerable efficiencies across the finance, competitions, refereeing, digital and marketing departments, with resources now shared more effectively.

Financial shared services will deliver savings of approximately \$200,000 into zones across the state, allowing the game to become more accessible, while WordPress multi-site functionality promotes uniform messaging by creating a bridge between the FQ website and those belonging to multiple zones.

Key staffing appointments, coupled with FQ's service of competition fixturing being provided in certain regions, support the ongoing efforts to remove historic structural costs, streamline operations and increase investment into the game.

SERVICES



MARKETING



FINANCE



COMPETITIONS



TECHNOLOGY



REFEREES

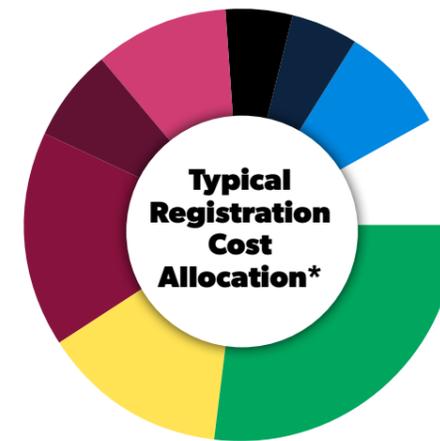


Registration Fees

To invest in the development of football and provide professional administrative support to the community, FQ derives revenue from a number of sources including a modest registration fee levied on each player and referee. This fee goes back into the game and complements the organisation's other revenue streams, which include sponsorship, grants and additional commercial activities.

In 2021, FQ's registration fees total \$38 for junior players and \$85.50 for adult players. FQ charges \$59 for referees aged under 18 and \$98 for adult referees, with all first year referees receiving a free referee pack. These fees support each participant's insurance coverage. The proportion of registration fees allocated to FQ services changes on an annual basis. The figures shown are based on a typical year.

2021 FQ REGISTRATION FEES



- 27%** INSURANCES (COVERING CLUBS & PLAYERS)
- 14%** COMMUNITY & PARTICIPATION PROGRAMS
- 16%** COACH EDUCATION (COMMUNITY & ADVANCED)
- 7%** REFEREE EDUCATION (COMMUNITY & ADVANCED)
- 10%** REGIONAL PROGRAMS
- 5%** MEMBER PROTECTION / CHILD SAFETY
- 5%** REGISTRATION SERVICES
- 8%** PROMOTING THE GAME
- 8%** DELIVERING THE GAME

The proportion of registration fees allocated to FQ services changes on an annual basis. The figures shown are based on a typical year.



- \$3.25M (38%)** REGISTRATIONS
- \$280.5K (3.3%)** COMMUNITY PROGRAMS
- \$325.5K (4%)** COURSES & EDUCATION
- \$800K (9.5%)** COMMERCIAL PARTNERSHIPS
- \$300K (4%)** GRANTS
- \$1.3M (15%)** REPRESENTATIVE PROGRAMS
- \$1.7M (20%)** ADVANCED COMPETITIONS
- \$230K (3%)** EVENTS
- \$20K (0.2%)** MERCHANDISE
- \$270K (3%)** OTHER REVENUE

HOW TECHNOLOGY & SYSTEMS BENEFIT FOOTBALL



Leadership & People

Community participants are at the heart of everything we do and FQ implements and manages modern systems to make the game more accessible for the tens of thousands who register each season. These technological and governance structures benefit players, coaches, referees and volunteers and bring uniformity to administration in Queensland and Australia.

Dynamics



FQ has rolled out a new case management system which will enable the delivery of consistent and connected support to stakeholders throughout the entire customer experience. The use of Microsoft Dynamics 365 will help FQ to provide high-quality customer service to the football community.

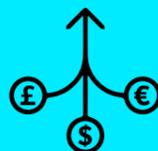
WHY DYNAMICS 365?



Better Customer Service



Stronger Data & Better Protection



Simplified Financial Management

Competition Management System

Administering competitions at community level is made simpler by SportsTG's competition management system. This online tool can be used to draft and share fixtures, results, tables and statistics. Utilised across Queensland, the SportsTG software is free for all member zones and clubs. SportsTG will be transitioned out in 2021, with FQ to pilot a new competition management, referee management and registration system.

Customer Service

FQ has now introduced a comprehensive customer service policy outlining our detailed customer service principles and standards. The new policy ensures FQ has the right framework to deliver on its Strategic Plan objectives of being both customer centric and customer focused.

Play Football

FQ members benefit from access to the national online registration portal: www.PlayFootball.com.au. The website provides a streamlined registration process for participants and administrators and additionally enables clubs and zones to access valuable data concerning their constituency. Thousands of active and inactive registration records reside on PlayFootball, making it a powerful tool for analysing demographics and behaviours.

Member Protection & Policy Development

FQ applies robust policies and procedures which, among a range of practical uses, generate safe environments within member zones and clubs and ensure all participants enjoy positive experiences in football.

National Registration Regulations

Football Australia's National Registration Regulations (NRRs) provide the overarching framework for football competitions and matches in Australia. Every registered club and player participating in an FQ-affiliated competition does so under the NRRs, which provide nationwide uniformity around eligibility, registration, contracting, payments and player movements. FQ ensures clubs, zones and players comply with their obligations under the NRRs.

International Transfer Certificates

Football in Australia is bound by regulations issued by FIFA, the game's international governing body. FIFA's Regulations on the Status and Transfer of Players apply to organized football globally and deal with, among other things, International Transfer Certificates (ITCs). Players registered within one National Association may only be registered with a new National Association once an ITC has been exchanged. FQ's critical role is to work closely with clubs, zones and Football Australia to obtain and complete ITCs.

Representation to Football Australia, State Government & Local Councils

FQ serves as Queensland's foremost advocate for football in strategic discussions with Football Australia, State Government, local councils and business leaders. FQ is active in engagement and collaboration with other sporting codes, engaging in constructive dialogue with the state's other major sporting administration bodies.

Qualification Management System

Clubs and zones within the football family also have access to the Qualification Management System, a national platform through which FQ is able to record, schedule and manage all coach and referee courses and accreditations.

PlayFootball, QMS and SportsTG are valuable systems used throughout the state. To complement Football Australia's user assistance avenues, FQ proactively embarks upon education initiatives, incorporating administrator training into the annual state-wide Road Trip.



HOW FQ PROTECTS CLUBS & PARTICIPANTS



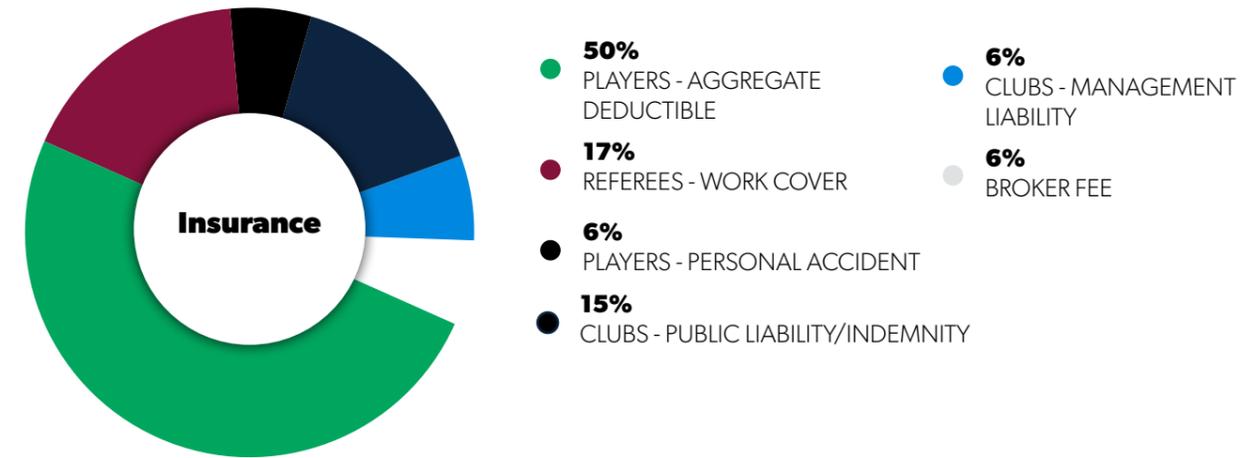
Leadership & People

Our people are essential to our game. Through affiliation or registration, FQ is able to protect clubs and participants under Football Australia's National Insurance Programme (NIP) and a range of other essential procedures and practices.

Insurance Scheme

The NIP encourages grassroots clubs to implement effective risk management practices and a large component of every participant's registration fee contributes to Personal Injury, General Liability (Public and Products Liability), Professional Indemnity and Management Liability insurances, plus WorkCover, of cover for players and others participating in football for:

- Permanent injury or death cover;
- Non-Medicare Medical Expense Cover; and
- Income replacement cover



General Liability (Public and Products Liability) Insurance

Protects the player and their club for legal liability for compensation arising from personal injury or property damage.

Professional Indemnity Insurance

Protects the player's club for legal liability for a breach of professional duty in the sport by reason of an act, error or omission committed by or on behalf of the club and competition administrator.

Management Liability Insurance

Protects the player's club against legal actions or civil proceedings made against their club or its officials for any wrongful act, employment breach and/or employee fraud.

In addition to those directly involved in sanctioned matches and tournaments, NIP coverage extends to individuals such as team managers, committee members, office bearers and physiotherapists, increasing its viability and value to the football community.

Certificate of Currency

When leasing facilities from councils or staging activities on external premises, clubs may be asked to produce a Certificate of Currency as evidence of their Public Liability Insurance. Affiliated clubs can request a Certificate of Currency through Gow-Gates, the insurance brokers appointed to oversee the NIP. This form and the full claims process can be accessed online.

Match, Tournament and Tour Sanctioning

One of FQ's key functions is to sanction appropriate trial and friendly matches. This service ensures the players, coaches and referees involved are covered under the NIP. Certain tournaments and tours also require sanctioning and FQ assists clubs with meeting their obligations. This process minimises risk for all parties – participants should not take part in games, tournaments or general football activities that have not been formally sanctioned.

No Badge, No Bench, No Play

The 'No Badge, No Bench, No Play' policy supports the safeguarding children measures in place across Queensland by mandating the display of an official identification pass for all coaches at every level of the game. The policy provides increased visibility and reassurance for parents and participants by clearly identifying registered coaches and their blue card and Football Australia numbers.





**Leadership &
People**

AWARDS & RECOGNITION

To acknowledge those who have achieved success or simply to shine a light on unheralded heroes, FQ stages events and coordinates initiatives which pay tribute to people involved at the very heart of football.

Academy of Awesome

Football thrives due to its passionate volunteers who devote time and energy to the game they love. The Academy of Awesome recognises these contributions. Each month, one nominee is chosen to be the Volunteer of the Month. Their picture and personal story is added to the Academy of Awesome's virtual Wall of Fame.

Football in Queensland Awards Night

Players, coaches, referees, administrators and volunteers come together annually for the Football in Queensland Awards Night, now a prominent occasion on the footballing calendar. The event is a chance for the community to celebrate the outstanding achievements of individuals and clubs from the grassroots through to FQ's premier competitions.



PARTNER BENEFITS

From match balls to kitwear to construction, FQ works to secure funding and strategic partnerships which deliver benefits to member zones, clubs, participants and the wider football family.

Kappa

FQ is proud to partner with iconic kitwear provider Kappa, the organisation's official apparel partner. In addition to providing a broad catalogue and customisation for clubs, Kappa offers a high-quality, high-performance range for registered referees. The partnership spawned the first year referee pack, a new initiative for 2020.

Ultra Football

Queensland clubs benefit from special rates on select Nike match and training balls thanks to Ultra Football, FQ's official ball partner and preferred ball supplier. The state-wide partnership provides every Queensland club with access to a range of high-quality balls to suit clubs at all levels of the game.

Ausco Modular

The value of FQ's relationship with official modular facilities partner Ausco Modular was evident in the construction of Queensland's first high-specification modular football clubhouse and change rooms in Hervey Bay in 2019. The facilities were delivered in just 20 weeks and boast multiple unisex compliant change rooms with cubicle showers for player privacy, public amenities, meeting rooms, storage areas, referee and first aid rooms, and a canteen.

Garmin

With support from innovative technology company Garmin, FQ has launched the FQ Shop, giving the entire Queensland football community exclusive access to discounted prices on quality wearable technology including smartwatches and fitness trackers.

Flight Centre

Flight Centre, FQ's official travel and accommodation partner, utilises extensive experience to organise group travel for all representative teams, tours and staff.

Thrifty Vehicle Hire

Thrifty, an Australian-owned company and FQ's official car rental partner, supports the football community by offering all FQ members a 10 per cent discount on the best available rate of the day on all vehicle hire booked through the Thrifty website.

Allsports Physiotherapy

As part of FQ's alliance with its official physiotherapy partner, Allsports Physiotherapy Group, all registered members are entitled to exclusive discounts on physiotherapy, podiatry and massage services at locations throughout Queensland.

PLAYR

Queensland players and coaches at all levels have the chance to obtain professional-standard performance data as a result of FQ's partnership with PLAYR, the football GPS tracking system designed by leading elite sports tech brand Catapult Sports.

PILA

PILA, Australia's largest goal posts manufacturer and FQ's official goal posts provider, supports affiliated clubs with discounted pricing and exclusive product offers.

T2 Electrical & Data

FQ's official lighting and social partner, T2 Electrical & Data is a leading service provider of electrical and data installations specialising in sports field and outdoor lighting. In partnership with T2, FQ has developed two facilities guides to support clubs in the development of best-practice and cost efficient infrastructure; the Football Lighting Guide and the Solar Power Guide.

Green Options

Green Options is FQ's official field construction and maintenance partner, and a leader in sports turf, garden and open-space management. In partnership with Green Options, FQ has developed the Field Construction and Management Guide and Line Marking Guide, providing clubs with guidance and recommendations on the care of their fields.

Felton Industries

FQ's official shelter and grandstand partner, Felton Industries is a supplier of premium seating solutions for community, sporting and commercial environments. With support from Felton Industries, FQ has developed the Shelter and Grandstands Facility Guide to provide clubs with a range of shade and seating options to strengthen the football experience for members and spectators.

SOCIAL & DIGITAL STATISTICS 2020

FACEBOOK REACH



22 MILLION+
120% GROWTH

INSTAGRAM REACH



2.6 MILLION+
80% GROWTH

LIVE STREAMED MATCHES



464
44% INCREASE

WEBSITE PAGE VIEWS



1.6 MILLION+
30% GROWTH

EMAIL DATABASE



130,000+
SUBSCRIBERS

PROMOTING THE GAME


24 MILLION+
PEOPLE REACHED
EACH YEAR

FQ's commercial, digital and communications team works in a collaborative manner with Football Australia, zones and clubs to improve football's appeal, broaden its digital footprint and serve strategic objectives.

Play Football Campaign

Football Australia and state Member Federations join forces on an annual basis to communicate the 'Play Football' marketing message. This registration campaign centres on recruiting and retaining players, coaches, referees and volunteers, with a specific focus on MiniRoos. FQ coordinates a multi-channel approach which capitalises on the organisation's digital capabilities.

Competition Coverage

FQ provides extensive coverage of its competitions by live streaming all matches across the three senior premier competitions; the NPL Men's, NPL Women's and FQPL. Fans can also watch highlights from each match as well as match replays in addition to live matches on NPL.TV.

NPL.TV Platform

FQ joined with Football NSW and sports media agency Sportradar to launch a landmark new streaming service in 2020. Dubbed NPL.TV, the over-the-top platform is an industry-first within the Oceania region. It provides a dedicated home for Queensland football fans to access free, live and on-demand games from FQ competitions and those run by Football NSW, plus additional content including classic matches and the FQ Podcast.

Staying Connected

FQ has consistently found innovative ways to connect with the footballing community through highly creative digital content. Newer initiatives and programs like the engaging MiniRoos Recess and Backyard Drills & Chills videos have proved popular with younger audiences and inspired them to get active in their own backyards. The eight-part FQ Podcast series likewise broke new ground as high-profile guests from the local football scene shared engaging insights into their unique experiences. With polished skills spanning video, audio, image and editorial production, FQ is fully equipped to continue building interest around football in Queensland with the development of new and innovative content moving forward.







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