



Future of Football 2020+ Recommendations Paper.



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Football 2020+ Summary

The ambitious Future of Football 2020+ journey undertaken by Football Queensland aims to shape a bright future for football in Queensland by unlocking the immense opportunity and potential of the game.

As the largest club-based participation sport in Queensland with over 186,000 participants, it is vital that football addresses the challenges and opportunities facing the game to ensure its ongoing success and viability.

Football stakeholders across Queensland were invited to engage in a six-month state-wide consultation process based on the Future of Football 2020+ Consultation Paper released in May 2020, focusing on four key areas of the game; governance, administration, competitions and affordability.

In order to unite football in the state and establish a strong foundation for the future of the game, each of these areas and their impact on the football ecosystem must be considered.

The feedback gathered throughout the extensive engagement effort was detailed in the Opportunities Paper, with further input from stakeholders culminating in the Recommendations Paper which outlines a series of recommendations to be implemented across the four key areas of the game.

1



Governance

2



Administration

3



Competitions

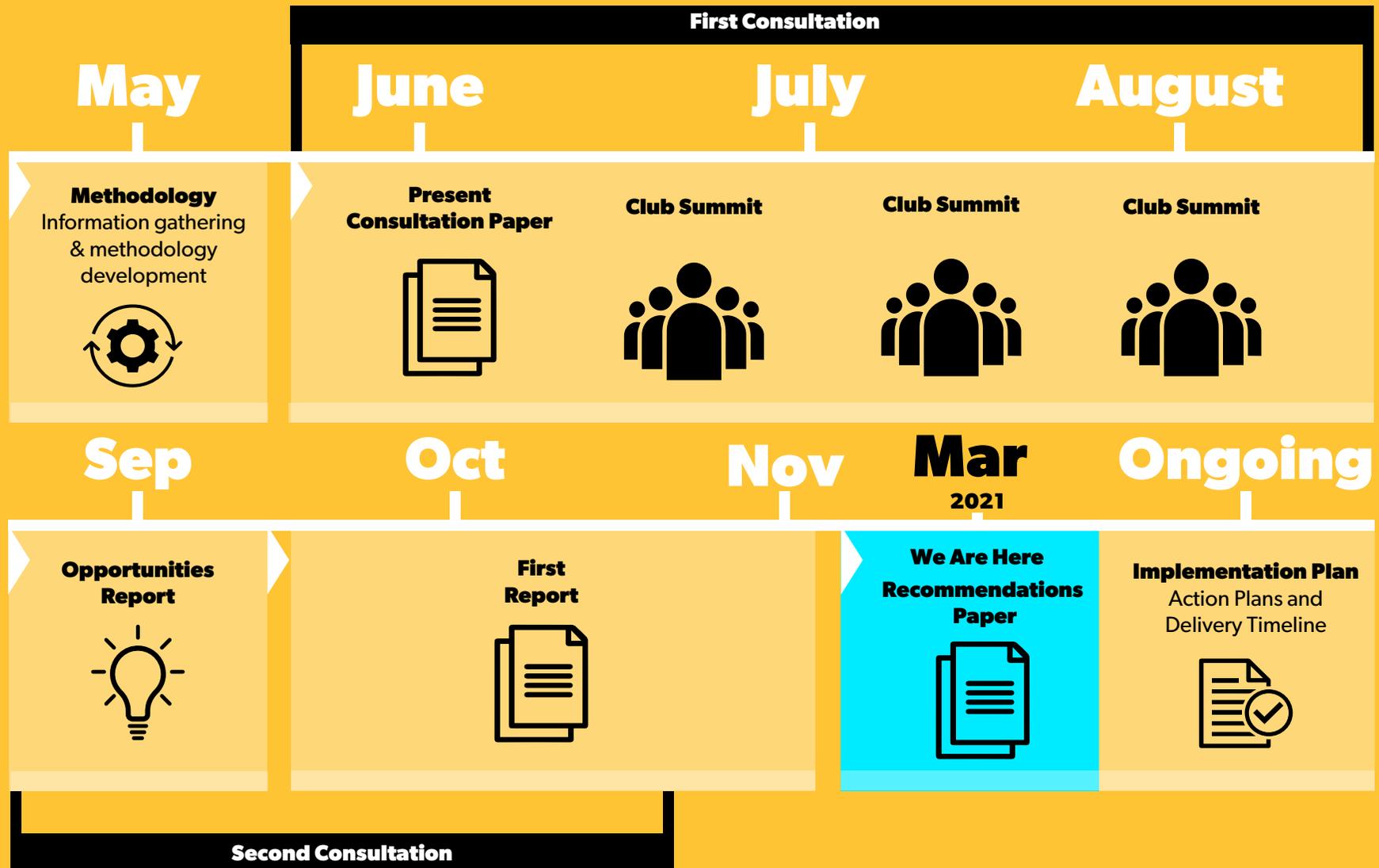
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Affordability

Future of Football 2020+

“Sports that fail to recognise or accept the changing landscape risk losing relevance and ground to others that are willing and able to adapt.”
- Play Sport Australia



The Football Eco System

Everything is connected



Executive Summary

What changes do we need?



ORDER OF FOCUS



Governance

How we **LEAD** the game



Administration

How we **RUN** the game

Embedded 'governance' and 'administration' recommendations impacts...



Competitions & Programs

How we **PLAY** the game



Affordability

How we **FUND** the game

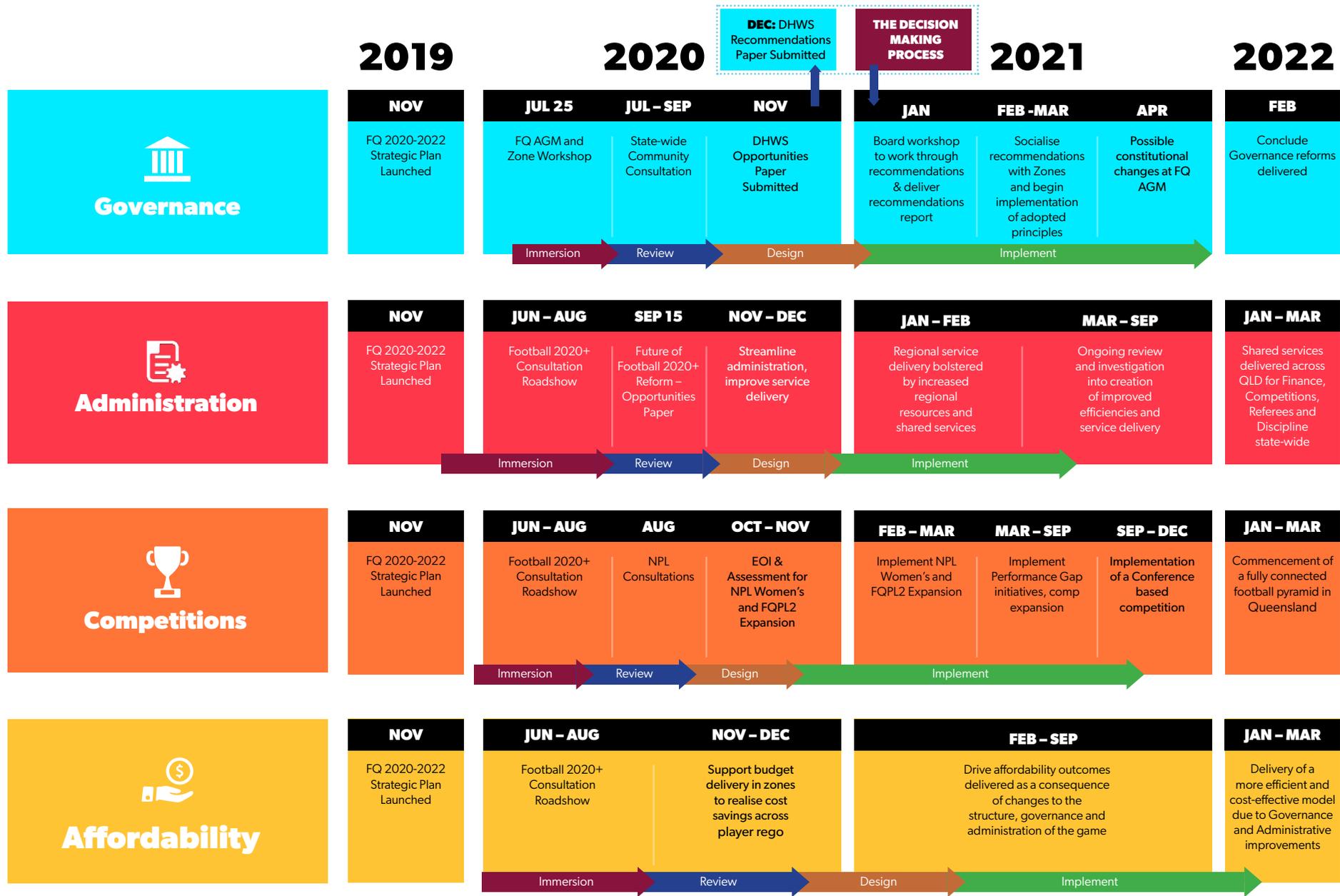
Football in Australia



The LAC's functions are highly localised and mainly involve: maintenance of local shared fields and facilities, operation of bar or canteen, facilitate MiniRoos on game day, Summer Football and other heavily localised competition management

Currently the various LAC's that exist in Queensland are NOT recognised constitutionally by Football Australia, FQ, the 10 administrative Zones within

Football Queensland Reform Process Implementation Plan





HOW WE ANALYSE IT

- Data Driven Analytics
- Business Case
- Quantitative Research
- Expert Opinion (if required)
- Independent Review (if required)

WHO WILL FACILITATE THIS?

FQ Executive under the direction of the CEO to deliver:
Evidence based position

WILL MAKING THIS DECISION?

- Reduce the cost of delivering and administering the game
- Improves the football products and experience being delivered
- Enable the realisation of Strategic Plan KPI's
- Improve football outcomes for the good of the game
- Prepare QLD for the 2023 FIFA WWC in Australia

HOW WILL IT BE ACHIEVED?

FQ Executive working with the support of FQ Region General Managers and working group. CEO will deliver and be responsible for the implementation of the reform

HOW WILL WE COMMUNICATE?

- Weekly** FQ Board update and narrative facilitated through CEO 5 at 5
- Fortnightly** update communication with FQ Zones
- Monthly** FQ staff meetings to provide updates and key messaging
- As required** club consultation sessions & comms on key matters
- Regular** direct communications to key stakeholders on advancements

ONGOING EVALUATION PROCESS

Future of Football 2020+

Opportunities Paper.



Consultation Plan Summary

12 Stakeholder Groups



Participants



Volunteers



FQ Zones



Clubs



Futsal



Women & Girls



Coaches



Referees



Government



Schools



Church Leagues



Sponsors

Following the release of the Future of Football 2020+ Consultation Paper in May 2020, the first stage of consultation kicked off in June, with all members of the Queensland football community invited to provide their feedback to help shape the future of the game.

Football Queensland consulted with 12 stakeholder groups in the first stage of the six-month Future of Football 2020+ consultation process through a range of platforms including Club Summits, surveys and webinars, among others.

In September and October, Football Queensland embarked on the second stage of the Future of Football 2020+ consultation process before compiling the findings to produce a First Report and Recommendations Paper.

An independent review of the governance of the game in Queensland was also undertaken by sport governance experts DHW Simpson Advisory as part of the Future of Football 2020+ consultation process.

Engagement Summary

186,000 participants, 317 clubs and thousands of members of the Queensland football community across the state were provided an opportunity to help shape the future of the game in the first stage of consultation through a series of polls, surveys and Club Summits.

A total of 25 surveys, 17 Club Summits, a Zone Presidents' Summit and an FQ staff consultation session were conducted between June and August 2020 as part of the first stage of the Future of Football 2020+ consultation process.

Football Queensland (FQ) launched a four episode Future of Football 2020+ podcast series in June 2020 to kick off the consultation process featuring FQ Chief Executive Officer Robert Cavallucci. Each episode was accompanied by a survey to allow stakeholders to provide feedback based on the four key areas of the game.

Surveys

Surveys of the wider football community were then distributed throughout June, July and August seeking feedback on the game's governance, administration, competitions and affordability and providing an opportunity for stakeholders including commercial partners, church leagues and schools to contribute.

Two surveys were also produced and distributed specifically for clubs and participants from FQ's competitions, forming part of the review into National Premier Leagues (NPL) competitions and the Future of Football 2020+ process; an NPL Men's, Junior Boys and FQPL survey and an NPL Women's and Junior Girls survey.

Consultation Sessions

The Future of Football 2020+ Club Summits kicked off in Cairns on Saturday, 4 July and concluded with a virtual North West Queensland Club Summit on Wednesday, 9 September. In total, 124 clubs and 241 club and zone administrators, referees, coaches and technical directors were in attendance at the 17 Club Summits held around the state, with clubs represented from community level to the NPL Queensland.

Future of Football 2020+ consultation sessions were also conducted with Football Queensland Zone Presidents and Football Queensland staff members, giving them an opportunity to help shape the game moving forward.

**Feedback
received
from**



25
SURVEYS



17
CLUB SUMMITS



241
ATTENDEES



124
CLUBS

Stakeholders who engaged in the Future of Football 2020+ Club Summits and online surveys:

Far North Queensland

Southside Comets
Edge Hill United
Saints Soccer Club
JCU Strikers
Marlin Coast Rangers
Stratford Dolphins FC
Innisfail United FC
Souths FC Gordonvale
Mareeba United FC
Atherton Eagles
Leichhardt Junior Soccer Club
Leichhardt Lions FC
Football Queensland Far North

North Queensland

Wulguru United FC
Saints Eagles Souths FC
Estates FC
Rebels FC
Riverway Vikings FC
Brothers Townsville FC
Ross River (JCU) FC
MA Olympic
Football Queensland North

North West Queensland

Mount Isa Atlas FC
Parkside United Junior Football Club
Football Queensland North West

Gold Coast

Nerang FC
Gold Coast United
Magic United
Gold Coast Knights
Mudgeeraba SC

Gold Coast cont.

Burleigh FC
Robina City FC
Ormeau FC
Broadbeach United
Coomera Colts
Somerset Spartans FC
FC Barcelona - Barça Academy
Brisbane
Kingscliff Wolves FC
Football Queensland Gold Coast

South West Queensland

Ballandean FC
Tenterfield FC
Stanthorpe United Redbacks FC
Garden City Raiders FC
South Toowoomba Hawks
USQFC
West Wanderers FC
SWQ Thunder
Gatton Redbacks FC
Rockville Rovers FC
Highfields FC
Stanthorpe City FC
Football Queensland South West

Mackay

Magpies Crusaders United FC
Mackay Lions SC
City Brothers FC
Country United FC
Dolphins FC
Whitsunday United FC
Football Queensland Mackay
Regional

Wide Bay

Brothers Aston Villa
United Warriors FC
Wide Bay Buccaneers
Across The Waves FC
Kawungan Sandy Straits Jets
Fraser Flames
Diggers FC
Bingera FC
United Park Eagles FC
Tinana FC
Doon Villa FC
Sunbury Blues FC
Football Queensland Wide Bay

Sunshine Coast

Maleny Rangers FC
Noosa Lions FC
Maroochydore FC
Sunshine Coast Wanderers
Buderim Wanderers
Kawana FC
Woombye Snakes FC
Flinders FC
Gympie Diggers FC
Gympie United FC
Football Queensland Sunshine Coast

Central Queensland

Central FC
Boyne Tannum FC
Clinton FC
Yaralla Junior FC
CQ Wolves FC
Capricorn Coast FC
Gracemere Redbacks
Bluebirds United FC
Nerimbera FC
Frenchville FC
Berserker Bears
Valleys FC
Football Queensland Central

Brisbane

Eastern Suburbs FC
Toowong FC
Southside Eagles
Taringa Rovers
Peninsula Power
North Brisbane FC
The Lakes FC
Samford Rangers
Capalaba FC
Redlands United
Slacks Creek FC
Centenary Stormers FC
UQFC
Logan Lightning FC
Lions FC
Wynnum Wolves FC
Mt Gravatt Hawks
Rochedale Rovers FC
Moreton Bay United
The Gap FC
Western Spirit FC
Brisbane City FC

Brisbane Strikers
Olympic FC
Holland Park Hawks
AC Carina
Clairvaux FC
Ipswich Knights
Mitchelton FC
Newmarket Soccer FC
Oxley United
Redcliffe PCYC Dolphins Soccer
Springfield FC
Arana United
Virginia United FC
Souths United
Brisbane Roar FC
Football Queensland Brisbane

Other Stakeholders

Football Federation Australia
Coaches & Technical Directors
Referees
Futsal
Church Leagues (QCSA & SCCSA)
Schools (GPS & AIC)
Sponsors
Queensland Government
(Queensland Sport and Recreation)
Local Councils
Local Media



REFORM 1:

Governance



Governance



We spoke about what governance is...

- Ultimately responsible for an organisation's actions
- The system by which an organisation is directed and spells out the rules and procedures for making organisational decisions
- Influences how the strategic objectives of the organisation are set and achieved and determines the means of optimising and monitoring organisation performance
- Essential for an organisation to achieve its objectives and drive improvement
- There to provide confidence to the organisation's key stakeholders, such as the members, players, coaches, referees, clubs and others such as Government
- A 'millstone' for any organisation if poorly structured or executed
- In the modern sporting world, distinctly separate from and not to be confused with 'administration'

Governance Challenges



We talked about some of the issues in the existing governance structure of the game:

The challenges to be addressed

- Constrained ability to deliver meaningful and strategic reforms including participation, women & girls, and referees due to fragmented governance structure
- Varying degrees of effectiveness in Zone organisations
- Lack of risk management protocols expose office holders across all levels of governance
- Stakeholders suffer lack of transparency around management decisions due to multiple layers of governance (the optics of who is responsible?)
- Lack of financial accountability and transparency across the little-known governance layers of the game
- Limited ability to optimally leverage and secure government funding opportunities, government requires football to deliver a single point of accountability, a 'unified' brand and strategic approach not currently in existence
- Growing concern that key parts of the Football Family are not represented (particularly females)
- Ensuring that the Football Queensland Board operates at best practice for the benefit of the Football Family in Queensland

What you said

- "There is currently a disconnect between FFA, FQ and local zones." – Cairns club
- "There's confusion around affiliation and governance structures." – Brisbane club
- "Currently there is a lack of uniformity between zones." – Brisbane club
- "Transparency of information and communication across the levels of administration and governance is not forthcoming enough." – Mackay club
- "There are too many layers of governance." – Wide Bay club

We asked the following 3 questions:

- 1 Are there existing structures or practices across the game that you think are inefficient or unwieldy?
- 2 Thinking about the existing governance structure, do you feel you have a say or are heard by FQ?
- 3 If you had the ability to restructure the governance of the game in Queensland, how would you do it? Outline some positives and negatives of what you propose.

What you told us:

“ We need a uniformed, collaborative and united approach. – *Brisbane club* ”

“ Remove all inefficient layers of governance. – *Wide Bay club* ”

“ LACs are inefficient and there is no transparency, we are not unified. – *Stanthorpe club* ”

“ A reduction of layers of governance will enable more cost-effective and quality administration. – *Townsville club* ”

“ Consider the need for all layers of governance and consider streamlining. – *Gold Coast club* ”

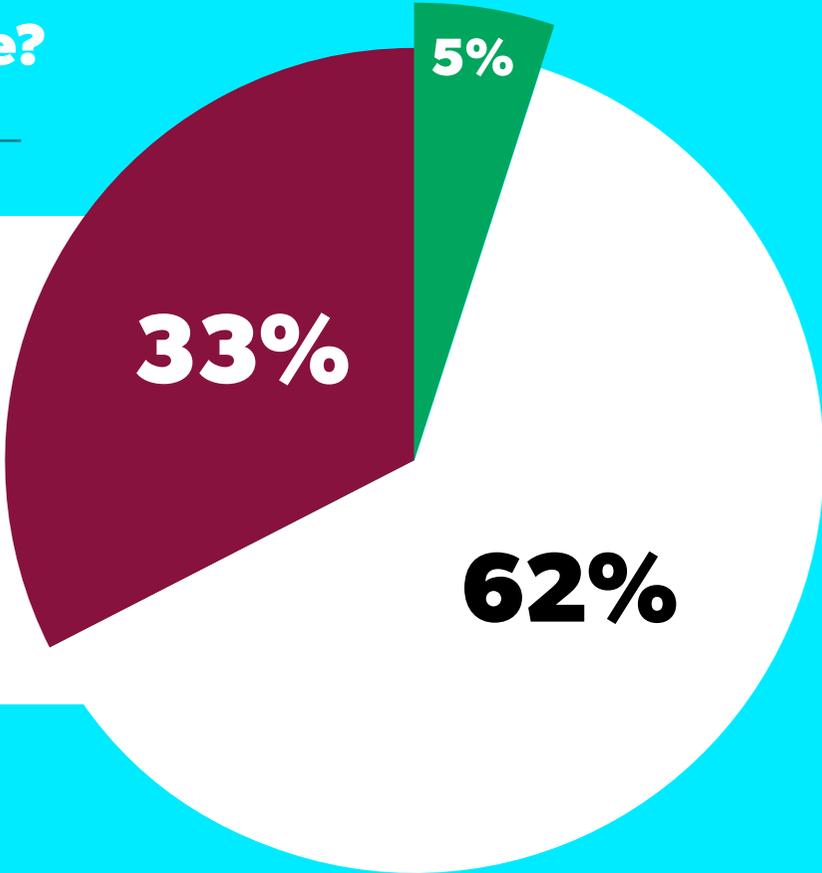
“ Why not have one entity? – *Brisbane club* ”

“ There should be continuity with less layers of governance to allow for cost savings. – *Gold Coast club* ”

“ FQ to become an extension of the FFA model. – *Toowoomba club* ”

Do you feel that the game is in safe hands under the existing governance structure?

Only 5% of respondents believe the game is in safe hands under the existing structure of 5 layers of governance.



- **Yes: 5%**
- **In Part** - But let's streamline the governance model: **62%**
- **No** - We need a root and branch review: **33%**

Governance: What you told us



The Consultation Paper outlined how strong governance can facilitate effective leadership of the game across Queensland.

In a survey conducted by FQ in June 2020, 90% of respondents either agreed or strongly agreed that great governance models lead to stable, effective and efficient administration.

There was considerable feedback throughout the Future of Football 2020+ Club Summits indicating that Queensland and Australia's existing five layers of governance creates an environment of competing interests that undermine the unity and confuse the strategic direction of the game.

Common suggestions for a streamlined approach centred on reducing the layers of governance, which were said to be inefficient and lacking accountability, while multiple groups promoted the view that FQ should effectively become a Queensland-based extension of FFA.

This repurposed FFA Queensland branch, it was suggested, could focus on governance of a streamlined and simplified administrative structure of the game across Queensland. Community club representatives proposed a number of different ideas on how they could be afforded more opportunity to have a say and contribute to the strategic direction of the game.

Common Themes



Streamline the game's governance



Remove or restructure the inefficient layers



Ensure a more effective voice for grassroots

Secondary Themes



Improve turnaround for decision making



Improve uniformity to improve understanding



More representative congress



Governance Reform Opportunity

The Consultation Paper released in May 2020 highlighted how the state's existing governance model was hindering state-wide alignment on strategic planning and blurring accountability of the game's leadership.

These challenges also restrict football's ability to leverage corporate and government funding opportunities, deliver on strategic infrastructure priorities and achieve greater transparency, all important functions for governing bodies.

Stakeholder consultation highlighted and reinforced the need to alleviate competing interests and to resolve the lack of clarity around decision-making processes that has created frustration within the community and led to increasing the cost of leading the game in Queensland.

Stakeholders delivered clear feedback that a streamlined model of the game's governance should be investigated. This also aligns with FQ's Strategic Plan objective for a simplified governance structure. It cannot be overlooked that the grassroots game has advocated for mechanisms that improve stakeholder representation, as well as addressing the role of LACs across the game.

The prevailing view that there are simply too many governance layers presents a clear opportunity to develop a new model which involves fewer obstacles to strategic alignment and one which also comprises a more diverse opportunity for stakeholders to have a say.

Future outcomes that stem from the DHW Simpson independent governance review and the Football 2020+ process will need to propel football in Queensland towards a more fit-for-purpose governance framework which results in better conditions for stable, effective and efficient administration.



REFORM 1

Governance



Football Queensland Independent Governance Review

DHW Simpson
ADVISORY

Background and Context

In 2019 Football Queensland (FQ) launched its 2020 to 2022 Strategic Plan, Anytime, Anywhere. A critical action that FQ committed to under the Leadership and People pillar of that plan was to “review and improve the governance and structure of football in Queensland.”

As a key step in this process, FQ engaged DHW Simpson (DHWS) to undertake an independent review of FQ’s structure, governance and administration (the Review). The purpose of the Review was to make recommendations to improve the structure, governance and administration of football in Queensland.

Phase 1 – Desktop Gap Analysis

- Assessment of internal FQ data and documentation including its Constitution, By-Laws, policies, procedures, systems, processes, strategies, organisational reporting, board records and findings of previous stakeholder engagement
- Assessment of FQ Zones’ governance documentation including constitutions, by-laws and annual financial reports (where available)
- Consideration of the Sport Australia (SportAUS) Sports Governance Framework and supporting resources (released 3 August 2020)
- Consideration of other good governance principles, practices and resources

- High-level assessment of the structure and governance of other Queensland State Sporting Associations (SSAs) via their constitutions, by-laws and consultation with representatives. These SSAs were agreed with FQ
- Consultations with representatives of FQ, government stakeholders and Football Australia

Phase 2 – Validations and Recommendations

- Assessment of relevant, additional FQ documentation
- Consultation with FQ Directors and the CEO
- Consultation with Zone Councils (and at times, employees)
- Consultation with other FQ stakeholders, namely the Futsal Reference Group, referees and non-affiliated Church Associations
- Further consultation with representatives of Football Australia
- A survey of FQ’s affiliated clubs
- Testing of issues and opportunities identified with members of the FQ Board (prior to making recommendations)

Background and Context Cont

Culture of Governance

A strong culture of governance is one where:

- The aspiration for good governance is embraced
- Good governance is supported by way of process and documentation
- Good governance is 'lived' and practiced by the organisation and its leaders

To identify and provide examples of different approaches to sports governance, administration, structures and delivery, case studies were provided by DHW Simpson on three other Queensland SSAs, namely:

1. AFL Queensland (AFLQ)
2. Netball Queensland (NQ)
3. Queensland Rugby League (QRL)

It was noted that the three sports are all also undergoing internal change of their own to varying degrees. The case studies looked at their governance models and consisted of a desktop review of constitutions, by-laws and strategic plans, supplemented by interviews with representatives of each organisation.



Summary of Key Findings and Opportunities

The investigations and consultations undertaken during the second phase of the Review resulted in a number of key findings and identified 22 opportunities, which resulted in 20 recommendations for improvements to the structure, governance and administration of football in Queensland. Along with a number of issues identified from a desktop review of the FQ Constitution and other governance documentation against the SportAUS Sports Governance Framework, these key findings and opportunities constituted the matters that the Review addressed. They are summarised as follows:

Servicing the Whole State

The geographical challenges of Queensland cannot be underestimated. A regionalised, local focus and presence is an important feature in the delivery of some aspects of the game.

Streamlined and Clarified Structure

The structure of football in Queensland is convoluted and needs to be streamlined to improve alignment, efficiency and effectiveness, especially given the ever-increasing challenges associated with the governance and administration of grassroots sport. Some Zones are seeking further support from FQ while others are seeking to transfer responsibilities to FQ.

Clarifying roles and responsibilities is also necessary to improve focus and outcomes.

The recommended model aspires to deliver consistency across the State in terms of governance and service delivery, and an efficient means of doing so.

Local Delivery and Voice

The recommended model aims to ensure quality services are provided to participants across the length and breadth of Queensland. It also aspires to ensure the many and numerous voices of football in the State are heard.

Representation in the Model

Some of FQ's affiliated stakeholders feel that they do not have a meaningful 'voice' in the game.

There are key (non-affiliated) football stakeholders that are not represented under the current model. Allowance needs to be made to demonstrate value and bring them into the structure if that is their desire.

Affordability

Affordability is a key issue for the game. Improving the structure, governance and administration model is one way that this issue can be (at least partially) addressed. Ideally this would lead to savings and/ or benefits to be realised and passed on to participants in the way of reduced fees and/ or improved services.



The Increasing Challenges of Administering Grassroots Sport

Sport at a grassroots level has never been more challenging or complex to administer. This theme is common across the Australian sporting landscape and was prevalent in our consultation with Zones and other stakeholders. Examples of the ever-increasing challenges include:

- Increased compliance for important matters such as member protection
- Other examples of increasing regulation by government at all levels, adding complexity and 'red-tape'
- Additional requirements for local governing bodies operating as companies limited by guarantee (as most of the Zones are)
- A decline in volunteerism and the challenge of recruiting people to help govern or administer sport
- Increasing customer expectations around the quality of products and services received

As SportAUS states in its Governance Principles:

Sporting organisations must comply with multifaceted legal obligations; produce audited financial statements; negotiate partnerships with government and commercial organisations; and meet important obligations for the protection of children and vulnerable people. No longer is a sport's success determined only by the on-field contest. The business of sport is competitive, technical and intense. It takes significant commitment from those who choose to participate in the governance of sport.

These challenges are being felt by a number of Zones. Some Zones acknowledged that these challenges are such that they are struggling to consistently meet the regulatory requirements of their roles, while also servicing clubs and participants. A somewhat consistent theme involved Zones seeking guidance and assistance from FQ to navigate these complex matters. Some Zones also indicated that they would like for ultimate governance responsibility to be transferred to FQ, with Zone responsibilities to become more advisory in nature.

This calls into question the sustainability of the existing structure, particularly given the fact that these complexities and expectations are only likely to increase over time, placing further burden on a dwindling number of (already overworked) volunteers and under-resourced staff.



Towards a Roadmap

Based on the findings of the Gap Analysis and subsequent stakeholder consultations, the DHW Simpson Review identified a series of opportunities for FQ, aimed at addressing major structure, governance and administrative issues for football in Queensland.

To inform the recommendations, DHW Simpson developed a Vision for Change and proposed guidelines that framed the approach to the Roadmap forward. The Vision for Change articulates the overarching aspiration for the outcomes of the Review, while the guidelines have been used to inform and frame the recommendations.

The Vision for Change

Develop a governance and an administration model for football in Queensland that enables consistency in the way the game is offered via its competitions and pathways and ensures protection for those who participate in it, including players, coaches, officials, governors, administrators, volunteers and other stakeholders.

DHW Proposed Guidelines

The guidelines used by DHW Simpson to help frame the recommendations were:

Evolution

The last major structural change for football in Queensland came with the implementation of the recommendations of the Collins Report (2004). That document recognised that football at the time had evolved and the model of the day was inappropriate for a sport looking to reach its potential at both community and elite levels.

The new recommended model for the structure, governance and administration of football in Queensland emanating from the DHW Review takes into account further evolution of:

- Participant needs and expectations
- The regulatory environment
- Standards of governance for sport in Australia

Cognisant of, But Not Constrained by Legal Structure

It is acknowledged there are legal structures in place that provide responsibility and mandate for legal entities to govern football across the State. The recommended model acknowledges those legal structures but has not been constrained by them.

A Model for All of Queensland

The recommended model aspires to deliver consistency across the State in terms of governance and service delivery, and an efficient means of doing so. While there may be a need to compromise for change to progress, once again, the recommended model has not been constrained by this possibility.

Local Delivery and Voice

The recommended model aims to ensure quality services are provided to participants

across the length and breadth of Queensland. It also aspires to ensure the many and numerous voices of football in the State are heard.

Communication is Key

Communication is critical to the efficient and effective operation of any organisation or ecosystem of organisations aiming to achieve the same objectives. Open and mandated communication features in the recommended model.

Clear Accountability

The recommended model aims to ensure that there is clear and unambiguous accountability for those responsible for governing the sport and that there are appropriate checks and balances in place to hold those people to account.

A View to the National Perspective

Football Australia's XI Principles articulate a desire for an aligned approach to administering, governing and providing football in Australia. It specifically calls for a future where, "improved governance structures and operations have strengthened and enhanced the game." Specifically, Principle VII proposes:

"Transition towards a modern, fit-for-purpose governance for football in Australia in line with global standards and best-practice sports governance in Australia"

The Status Quo is Not an Option

Some Zones have expressed to DHW Simpson that their responsibilities for governing and administering football in their area under present arrangements are not sustainable. The recommended model takes this into account and aims to ensure continuity for servicing and protecting the interests of clubs and participants in these Zones.



New Governance Recommendations

Decision Outcomes

-  **ADOPT**
Adopt recommendation 'as is'
-  **ADOPT WITH MODIFICATION**
Adopt an alternative or modified form of the recommendation
-  **REJECT**
Reject recommendation altogether

Approach

Following their independent review of FQ's structure, governance and administration, DHW Simpson Advisory's recommendations were presented to the Football Queensland Board. The following process was then undertaken by the FQ Board:

1. Initial vote on the recommendations
2. Discussion of the recommendations and decision making process
 - Why should it be adopted/modified/rejected
 - Ensure any 'dissenting views' are discussed and considered
 - Discussion to focus more on Rejected or Modified recommendations
3. Second vote

DHW Simpson graded its recommendations on Criticality.

Critical* – These changes relate to: present limitations upon FQ's (and/ or the FQ Board's) autonomy to make necessary changes to improve the efficiency and effectiveness of the governance of football in Queensland, Director independence and/ or increasing risk to the organisation.

Less Critical** – All other recommended Constitutional changes are deemed 'less critical' as they do not materially impact operations, limit Directors' ability to discharge their fiduciary duties or give rise to significant risk.





DHW Simpson Report

20 Recommendations

DHW Simpson
ADVISORY

Recommendation 1: **New Governance Model**



A rationalised governance model for football in Queensland with Football Queensland having ultimate governance responsibility across the State. Zones to become advisory bodies, still representative of the clubs in their area and still responsible for nominating individuals from among their own number to be the voting members of Football Queensland.

Supporting Information

The recommended governance model rationalises the governing bodies, placing sole responsibility and accountability to oversee the game in Queensland with FQ. Zones remain critical in the structure, with responsibilities focusing more on advisory to FQ, electing Board members of FQ, and being a conduit between local clubs and FQ. In the recommended structure, Zones would wind themselves up and become part of the FQ legal entity (enshrined as such in the FQ Constitution).

- Local Area Centres should only be retained in cases where FQ believes them to be necessary and where doing so aligns and does not conflict with the recommendations
- Clubs would continue to operate as they do now



FQ POSITION



Criticality

Critical – To ensure appropriate focus on the strategy of the sport and focus on participants, there needs to be a primary source of governance for football in Queensland.

Justification and Benefit

1. Streamline governance
2. Focus strategy and execution
3. Focus accountability to FQ
4. Lower the costs of overheads
5. Increase football's purchasing power by amalgamating the game's separate legal structures into one
6. Increase football's commercial strength
7. Improve the servicing of participants, including protection (with those services made more consistent in type and quality)
8. Reduce the risk profile of the game's many directors
9. Finally, this recommendation also addresses inconsistencies, misalignment and sub-optimal governance practices among Zones identified in the Gap Analysis.
 - Zone constitutions include evidence of potential sub-optimal governance
 - Some Zone Councillors are not independent by virtue of holding simultaneous governance roles with other entities (e.g. clubs), despite the fact that most Zone constitutions require those nominated for Councillor positions to declare that they are free from any interest or relationship which could materially interfere with their ability to act in the best interests of the Zone
 - Examples of Zone Councillors reporting discomfort with their level of induction to their roles, training or knowledge of their responsibilities and critical governance matters

Proposed Governance Model

Football Queensland

- Peak body for football in Queensland
- Develops statewide strategy (with input from Zones)
- Administers football in Queensland

Zone Committees

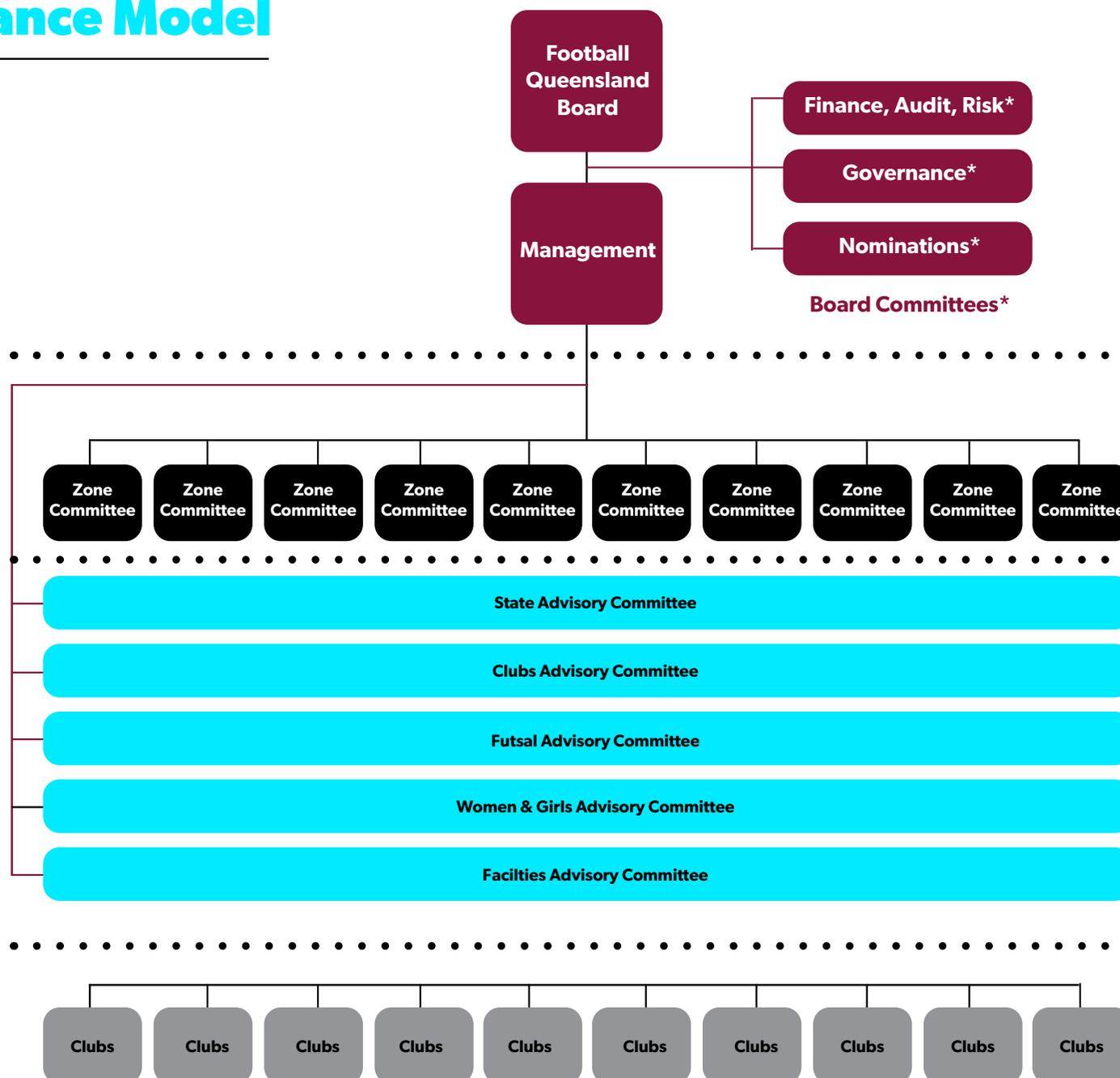
- Non-incorporated advisory bodies
- Nominate individuals to be members of FQ
- Members of FQ, vote in FQ Board elections and General Meeting Resolutions

Advisory Committees

- Statewide Advisory Committees comprising representatives of each Zone Committee
- Provide advice to FQ management to inform decision making and execution in relevant functional areas

Clubs

- Affiliate to Football Queensland
- Elect Zone Committees
- Participate in football competitions and deliver football products



Recommendation 2: **DHW Simpson**
ADVISORY



Roles and Responsibilities

Re-set and document roles and responsibilities for key bodies comprising the governance of football in Queensland.

Supporting Information

Roles and Responsibilities within the New Model recommends a refined, important role for the Zones in the structure of football in Queensland. That role is primarily advisory, giving a voice to the Zone's clubs and stakeholders with FQ, and providing input into strategy development and delivery. Zones will also retain their current right to nominate individuals to become members of FQ with voting rights in the election of Directors for the FQ Board and constitutional change where required.

For clarity, under the new model for football in Queensland, Zones will not have (separate legal) responsibility for governing and administering football in their Zone.



FQ POSITION



IDENTITY	ROLE	RESPONSIBILITIES
FQ	Remain peak body for football in Queensland	<ul style="list-style-type: none"> • Execute national strategy with tailored state strategy incorporating consideration of regional needs • State Body Member of Football Australia, including voting in Football Australia Board elections and in relation to Football Australia constitutional change • Run nationally owned competitions in state under licence of Football Australia • Execute national policy with tailored state needs • Administer the game in Queensland, including: <ol style="list-style-type: none"> 1. Competition management 2. Member protection 3. Club development 4. Participant development 5. State and local government liaison 6. State-level tournaments
ZONES	Advisory bodies and conduits between affiliated clubs and FQ	<ul style="list-style-type: none"> • Representation in relation to Zone matters • Consultation role on key functional elements of the game for FQ, representing views of Zone participants, clubs and other stakeholders • Nomination of individuals to be members of FQ • Voting in FQ Board elections and in relation to FQ constitutional change (via nominated individual FQ members)
LOCAL AREA CENTRES	Competition or facility management (only where co-opted by FQ at its discretion)	<ul style="list-style-type: none"> • Facilities or elements of local competitions where co-opted by FQ
CLUBS	Participate in football competitions and deliver football products	<ul style="list-style-type: none"> • Club operations • Club environment • Training and playing • Football product delivery (where applicable)

Criticality

Critical – Clear and documented roles and responsibilities are critical for any governance model, but particularly in a sport with the array of legal entities with differing purpose and focus involved.

Justification and Benefit

Clearly defined roles and responsibilities:

- Enable those involved in the governance of football in Queensland to be focused, have (or gather) the necessary skills, and be accountable
- Provide clarity for the game's participants

This recommendation addresses the following issues from the Gap Analysis

- Process for aligning FQ and Zone strategic plans (mitigated by the nature of the recommended roles and responsibilities of FQ and the Zones)
- FQ relies on Zones to roll out policies, requirements and messages pertaining to risk and integrity





Zone Structure

Zones undergo structural change to be fit-for-purpose to their revised primary role as advisory bodies.

Supporting Information

- Clubs in Zones to elect the majority of Zone Committee members
- Zone Committees to co-opt members where there are skill gaps
- Zone Committees to have representation based on clear functional lines (and not constrained by independence constraints in relation to other concurrent roles), such as:
 1. Clubs
 2. Futsal (where applicable depending on the Zone)
 3. Women and Girls
 4. Facilities
- Clubs in Zones to also elect the Zone Committee Chair (separate to other roles) who will become a member of FQ for election and constitution change purposes
- Zone Committee to elect a person other than the Zone Chair (of their number) to become the second member of FQ for election and constitution change purposes
- Zone Committees to meet quarterly, focusing on functional and geographical matters, with FQ administration present to coordinate
- Functional Zone Committee members to sit on State Functional Advisory Committees with the exception of referees, as FQ already has in place a State Referees Committee
- Ideally Zone Committees would comprise of one member for each of the functional portfolios adopted plus a Chair



Criticality

Critical – The recommended change in the role and responsibilities of Zones enables a change in legal structure and focus of Zone activities.

Justification and Benefit

A new structure for Zones should:

- Reduce the number of legal entities involved in governing the game in Queensland (therefore streamlining governance)
- Focus accountability to FQ, by:
 1. Reducing the number of governing entities
 2. Retaining the ability of Zones (via their nominated members) to hold FQ to account
- Lower the costs of overheads
- Enable volunteers in Zones to still represent the interests of their Zone, including with FQ, and focus on functional matters that they are passionate about
- Reduce the existing risk profile of the game's many directors (with FQ plus ten Zones)
- Retain the member structure of FQ (two individuals from each of the Zones with voting rights as constituted by FQ)





Board Committees

(4.1) Football Queensland should establish the following Board Committees:

- Nominations Committee
- Governance Committee

(4.2) Football Queensland should enshrine a requirement for the following Committees in its Constitution:

- Nominations Committee
- Finance and Audit Committee
- Risk Management Committee

Supporting Information

FQ needs to ensure that the Board maintains appropriate focus, effort and oversight of key areas of critical importance, including:

- Ensuring that structures and processes are in place to maintain the necessary skills, capabilities, expertise and diversity on the Board
- Closely monitoring the financial position of the organisation and ensuring that appropriate audit controls and processes are in place to meet both internal and regulatory requirements
- Ensuring a clear and documented understanding of the Board's approach to risk and its identification, and closely monitoring and overseeing the key risks to the organisation
- Ensuring that the Board has policies and practices in place to ensure good governance, ethical conduct and transparency
- It is acknowledged that Football Queensland currently has 'Finance and Audit' and 'Risk Management' committees



FQ POSITION



Criticality

Critical – Board Committees should be structured to support the critical decision making of the Board.

Justification and Benefit

Having the right Board Committees in place, including where applicable enshrining a requirement for the Committees in the Constitution can:

- Help ensure that the FQ Board retains an appropriate mix of skills, capabilities, expertise and diversity via access to additional skills in Committees, and addressing skill gaps and succession planning (via the Nominations Committee)
- Provide better governance through stronger focus, effort and oversight of finance and risk management
- Provide additional focus and effort towards the execution of governance reform and good governance practices arising from this Review





New Administration Model

FQ adopts an administration model that concentrates on professional, consistent service delivery, including physical presence across the state. For clarity, the Zones would no longer have administrative responsibility for football in Queensland, including competition management.

Supporting Information

The administration model for football in Queensland also needs to evolve both to remain fit-for-purpose in light of the changes to the governance model, and to address key findings and opportunities. This includes:

- Equipping football to handle the ever-increasing challenges of administering grassroots sport
- Servicing the whole of the State
- Improving consistency, alignment and efficiency
- Addressing the issue of affordability

The administration model for football in Queensland can evolve to better service the game's participants and clubs. At present, the allocation of 'paid' employees (regardless of the employer) is inconsistent across the State, and as such, servicing of the game's customers can only be as such.

This recommendation represents a step-change for football in Queensland, with a move away from volunteer-reliant administration, to more professional operations covering more of the State. This is an ambitious recommendation that sees an evolution of football in Queensland to closer rival the administrative and servicing capability of organisations such as the NRL, AFL and Cricket in Queensland. Such models need to be funded, and as such, as the bearer of the risk of a 'professional administration' model, FQ needs the power to commercialise the game and position registration fees in a more simple and standardised way.

An important consideration for the model is striking the right balance between seeking efficiencies, by way of standardisation or automation of process and centralisation of resources, and seeking tailored services, by way of decentralised, local delivery.

With Recommendation 5 being adopted, a new administrative model for the game was designed and detailed by FQ in the Administration section of the Recommendations report.



FQ POSITION



ADOPTED

Criticality

Critical – A professional administrative model for football in Queensland can improve the standards of, and consistency of servicing of participants. It complements governance reform.

Justification and Benefit

A new administrative model for football in Queensland can:

- Better service participants, and with greater consistency, across the State
- Better protect participants
- Better execute the FQ strategy (and that of Football Australia relevant to Queensland)
- Better deliver critical policy and programs to clubs and participants
- Drive higher commercial returns





FQ Establishes Advisory Committees

- State Advisory Committee
- Clubs Advisory Committee
- Futsal Advisory Committee (or Working Group)
- Women & Girls Advisory Committee
- Facilities Advisory Committee

Supporting Information

These new Advisory Committees will be made up of the relevant functional representatives (or in the case of the State Advisory Committee, the Chair) of each of the Zone Committees. Advisory Committees will act as a conduit between FQ and the relevant stakeholder group.

The purpose of the Advisory Committees will be to provide advice to FQ to inform its decision making and execution in the respective functional areas, briefly summarised as follows:

- **State Advisory Committee:** High level strategic matters or matters of serious consequence. The State Advisory Committee could also have interaction with the FQ Board at times other than General Meetings
- **Clubs Advisory Committee:** Club support, development, governance, regulation, participation and other matters and issues relating to or impacting community football clubs

- **Futsal Advisory Committee (or Working Group):** Support, development and growth of futsal and delivery of programs in support of futsal clubs, coaches and other stakeholders
- **Women and Girls Advisory Committee:** Growth, development and inclusion of women and girls in football
- **Facilities Advisory Committee:** Facilities requirements, demand, provision, utilisation, development and approaches to government

It is envisaged that the committees would meet at least quarterly per year with FQ coordinating the meetings and providing secretarial support.

The Advisory Committees will report to FQ management, with accountability for final decisions, implementation and outcomes across all areas remaining with FQ. This will alleviate potential burden on the Board and ensure that advice is provided directly to those accountable for operational decision making (i.e. management).



FQ POSITION



ADOPTED WITH MODIFICATION

Modification Information

Additional Information Requested

- The Board adopted the recommendation 'in-principle', but has requested further work be done to clarify the specific Advisory Committees required. This could include:
 - A view from Management on what Advisory Committees are required
 - Consideration of the details/ mechanics of Advisory Committees (e.g. subject matter, terms of reference, etc.) as part of the engagement of the Zone Working Group during implementation
 - As noted in Recommendation 3, FQ staff will be linked in with the Zone Committees to ensure secretarial support and connectivity to the organisation

Criticality

Critical – Advisory Committees should be established to provide critical input for management decision making, whilst also providing meaningful and important roles for Zone Committee members.

Justification and Benefit

Establishing functional Advisory Committees will:

- Enable local leaders to exercise their expertise in football related issues and matters
- Give important, practical meaning and function to the Zone Committees, whilst enabling local stakeholders of diverse interest and type input into issues at the State level
- Benefit FQ from those geographic (regional) and functional perspectives



Mandated Engagement for Football in Queensland

FQ develops and adopts a policy stipulating how it engages with key stakeholders.

Supporting Information

To build and maintain effective and trusting relationships with stakeholders, they need to feel engaged and represented. The following recommendation relates to how FQ consults, communicates and shares information with its stakeholders. The recommendation aims to address the key findings and opportunities identified with respect to representation of members and other stakeholders, stakeholder engagement, accountability and transparent governance.

The policy should set out (in broad terms) how FQ plans to communicate to, and engage with, key stakeholders to inform its strategy and operational execution. The purpose of the policy is to ensure that FQ maintains transparent communication with key stakeholders while also seeking relevant input from them.

The policy should encompass communication with stakeholders including:

- FQ Members
- Zone Committees
- Advisory Committees
- Participants in the game (including players, officials, volunteers and parents)
- Football Australia
- Government
- Other non-affiliated stakeholders



FQ POSITION



Criticality

Critical – A documented (and published) stakeholder engagement policy will help to set expectations for stakeholder engagement, promote transparency and hold FQ to account for engaging effectively.

Justification and Benefit

Mandating communications will:

- Help to provide a 'voice' for all stakeholders of football in Queensland
- Set clear expectations as to how FQ will engage with its stakeholders and enforce accountability for doing so





Further Constitutional Change to Align With Good Practice

It is recommended that Football Queensland make the following Constitutional changes to address identified issues. The recommended changes are grouped below into those assessed as 'critical' and 'less critical'

	RECOMMENDATION	ADDITIONAL INFORMATION	FQ POSITION
8.1.1	Limiting the number of consecutive terms for all Directors to three, three-year terms as per the present limit for Elected Directors (clause 10.11)	Director term limits – for clarity, the number of terms should be limited for all Directors regardless of whether the terms served were upon election, appointment by the Board, or a combination of both. The SportAUS principles recommend a total tenure of no more than ten years for any Director	 FQ POSITION  ADOPTED
8.1.2	Allow for all Directors (i.e. both Elected and Appointed) to: A. Vote to elect their Chair (10.9(a)) B. Be eligible to be elected as Chair (10.9(a))		 FQ POSITION  ADOPTED
8.1.3	Remove the ability of Members to veto the Board's election of the Chair (10.9(c) and (d))		 FQ POSITION  ADOPTED
8.1.4	Stipulate that there must be a period of separation of at least twelve months between a person holding an office bearing position in a separately incorporated Zone and that person becoming a Football Queensland Director (new, consequential clause from earlier recommendation)	Period of separation between officebearing positions with other entities – this recommendation mitigates the risk of impaired Director independence (real or perceived)	 FQ POSITION  ADOPTED WITH MODIFICATION



Further Constitutional Change to Align With Good Practice

Football Queensland to make the following Constitutional changes to address issues identified:

Additional Information

The board sought council to align with Football Australia who recently had constitutional change at the EGM last month for '6 month' director eligibility.

Extract from Football Australia's Constitution

15.15 Eligibility

(a) Subject to article 15.16(e), a person who:

(i) is or has been within the three (3) years of the date of their nomination the Chief Executive Officer of Football Australia;

(ii) is or has within the six (6) months of the date of their nomination been an employee (other than the Chief Executive Officer) of Football Australia or a body corporate or organisation in which Football Australia is a shareholder;

(iii) is or has within the six (6) months of the date of their nomination been an employee of a Member or a body corporate or organisation in which the Member is a shareholder;

(iv) is or has within the six (6) months of the date of their nomination been a member

of a Standing Committee; (excluding an existing Director member of a Standing Committee);

(v) holds or has within the six (6) months of the date of their nomination held any Official Position;

(vi) is or has been a Director of the Company and articles 15.12 or 15.16(d) apply such that they are not eligible to serve the additional term as a Director, (each a Disqualifying Position) may not stand for or hold office as a Director.

(b) A Director who accepts a Disqualifying Position must notify the other Directors of that fact immediately and article 15.19(c) applies.

Modification Adopted by Directors

Football Queensland to make the following Constitutional changes to address issues identified in the Gap Analysis:

- Stipulate that there must be a period of separation of at least six months between a person holding an office bearing position in a separately incorporated Zone and that person becoming a Football Queensland Director (new, consequential clause from earlier recommendation)



FQ POSITION



ADOPTED WITH MODIFICATION



Further Constitutional Change to Align With Good Practice

	RECOMMENDATION	ADDITIONAL INFORMATION	FQ POSITION
8.2.1	Increasing the period for which an ex-Director is ineligible after serving the maximum term of office from two years to three years (10.8)	The period for which an ex-Director is ineligible after servicing the maximum term of office – this recommendation is based on the recommendation in the SportAUS Standards. It enables Board refresh and succession planning. The recommended change (to extend from two to three years) is considered a minor matter	 FQ POSITION  ADOPTED
8.2.2	Specify a period for which a departing CEO cannot be appointed or elected to the Board (three years is the recommended period in accordance with the SportAUS Standards) (no relevant clause)		 FQ POSITION  ADOPTED
8.2.3	Clarify the definition of ordinary versus special business (pending legal advice validating the need to do so) (4.5 and 4.8)		 FQ POSITION  ADOPTED



Ensuring Board Skills, Expertise and Diversity

The Football Queensland Board to adopt measures to ensure that appropriate skills, expertise and diversity are maintained on the FQ Board, including by:

- Talent identification and succession planning
- Development of a Board skills and diversity matrix
- Documenting the process for Director appointments
- Establishing formal Director inductions

Supporting Information

The recommendations 9 to 13 focus on changes to Board governance practices to address any issues identified to bring FQ in line with good practice and further enhance a culture of governance.

Criticality

Critical – Maintaining appropriate skills, expertise and diversity on the Board is critical for good governance.

Justification and Benefit

This recommendation addresses Structures and Processes to ensure appropriate skills, expertise and diversity are maintained on the Board.



FQ POSITION



ADOPTED



Controls Around Director Independence

The Football Queensland Board to establish and/ or update documentation and processes to actively monitor and manage Director independence including:

- Establishing a Register of Interests
- Establishing a Director Independence Register
- Reviewing and updating existing relevant (and outdated) documentation as required including the Conflict of Interest Policy, Director Code of Conduct and Board Charter

Supporting Information

This recommendation is less critical and already in the Constitution, and its adoption is recommended to embrace good practice. It is envisaged that establishing and/ or updating these documents and processes would be actioned by the Governance Committee established per Recommendation 4 – Board Committees.

Criticality

Less Critical – While the Constitution already requires Director independence (and as such, it should be accepted that Directors are independent), supporting documentation and protocols will help the Board to ensure compliance.

Justification and Benefit

This recommendation addresses Controls around Director Independence



FQ POSITION



ADOPTED

Recommendation 11: 



Provision of Information to the Board

Board and Executive to agree on expectations for provision of information including:

- The content of Board reports
- The structure and content of Board meeting papers
- The timing of Board meeting agendas, papers and minutes

Supporting Information

Providing consistent and timely information to the Board will help ensure that the Board routinely considers all necessary information in its decision making.

Criticality

Less Critical – This recommendation will serve to improve the effectiveness of the Board.



FQ POSITION



ADOPTED

Recommendation 12:



Director Protections

Football Queensland to ensure that it has appropriate protections in place for its Directors including:

- Access to independent professional advice when required
- Appropriate insurance policies

Supporting Information

FQ needs to ensure Directors are protected and have access to advice where necessary. Ensuring the insurances are in place and adequate should be a priority.

Criticality

Critical – It is vital that Directors are provided with appropriate protection in undertaking their roles.

Justification and Benefit

This recommendation addresses Issues of Director Protections

Modification Adopted

All Directors to be provided with a Deed of Access and Indemnity



FQ POSITION



ADOPTED WITH MODIFICATION



Board and Director Performance Evaluation

The Board to establish and document formal processes and procedures for performance evaluation and professional development for:

- The Chair
- Individual Directors
- The Board (as a whole)

Supporting Information

This recommendation is vital to improve Board and Director effectiveness and is a common feature of good boards.

Criticality

Critical – Performance evaluation and professional development is vital to improve Board and Director effectiveness.

Justification and Benefit

This recommendation addresses issue around Board and Director Performance Evaluation

Modification Adopted

The Board to establish and document formal processes and procedures for performance evaluation **(including consideration of independent involvement in the process)*** and professional development for:

- The Chair
- Individual Directors
- The Board (as a whole) **and Indemnity**



FQ POSITION



ADOPTED WITH MODIFICATION

Bold text indicates modification made*

Recommendation 14:

Zone Governance



Zones that may remain as incorporated entities should:

- Update their Constitutions as required to align with the Constitution and By-Laws of Football Queensland including, for example, Zone Executive Council composition, voting process, and membership
- Review their Constitutions and align with guidance provided by SportAUS
- Review their internal governance practices and adopt good practice in accordance with SportAUS (and other relevant) recommended governance practices

Supporting Information

The following recommendations focus on improvements to Zone governance practices to address issues from the Gap Analysis and improve Zones' alignment with good practice. In addition to addressing issues, these recommendations will also help to address Zone commitment to strong governance.



FQ POSITION



ADOPTED WITH MODIFICATION

Modification Adopted

In order to protect the interests of the football community in Queensland, it is expected that Zones that remain as incorporated entities will:

- Update their Constitutions as required to align with the Constitution and By-Laws of Football Queensland including, for example, Zone Executive Council composition, voting process, and membership
- Review their Constitutions and align with guidance provided by SportAUS
- Review their internal governance practices and adopt good practice in accordance with SportAUS (and other relevant) recommended governance practices

FQ is considering the specific minimum standards it would expect of independently structured Zones, to ensure good governance and the protection of the game and participants in Queensland. These standards would be no less than FQ has set for itself.

Criticality

Critical – Without such measures in place the governance of football in Queensland is compromised, placing relevant Directors and participants at risk.

Justification and Benefit

This recommendation addresses issues around implementing a Culture of Strong Governance

Bold text indicates modification made*



Recommendation 15:  DHW Simpson
ADVISORY



Gender Diversity on Zone Advisory Committees/Councils

Zones (and Football Queensland) should increase their focus on establishing and maintaining appropriate gender diversity on Zone Advisory Committees (or Councils where relevant) and implement appropriate measures to do so.

Supporting Information

Measures could include, for example: formal talent identification and succession planning, adoption of Zone Council/ Advisory Committee skill matrices that include gender (and other relevant diversity attributes) or adoption of gender targets or quotas. Gender diversity on Advisory Committees and Councils is an important issue for all organisations, and particularly for football in Queensland.



FQ POSITION



ADOPTED WITH MODIFICATION

Modification Adopted

Zones (and Football Queensland) should increase their focus on establishing and maintaining appropriate gender diversity on Zone Advisory Committees (or Councils where relevant) and implement appropriate measures to do so. **Specifically, adhering to the 40:40:20 principle will be an aspiration for the FQ Board and all committees (including Board Committees, Zone Advisory Committees and Zone Councils). This aspiration should be constituted in line with Football Australia's constitution.**

An additional recommendation 20 was proposed by the board to enshrine this in the FQ Constitution.

Criticality

Less Critical – Gender diversity (and diversity more generally) among Boards can help inform decision making, however, the current lack of diversity does not necessarily directly give rise to immediate operational, risk or compliance issues.

NOTE: This rating should not be misconstrued as a suggestion that gender diversity (and all diversity) is not important, and football in Queensland should promptly graduate towards greater equity.

Justification and Benefit

This recommendation addresses issue around Culture of Strong Governance

Bold text indicates modification made*





Review of Critical Risk, Compliance and Integrity Documentation

Football Queensland to undertake a review of critical documentation relating to risk management, compliance and integrity to ensure that it is robust, fit for purpose and compliant with regulatory obligations.

Supporting Information

The following recommendations pertain to governance documentation including policies, procedures and document management. These recommendations address identified issues bringing FQ into line with good practice and helping to enhance its culture of governance.

Criticality

Critical – It is the responsibility of Directors to ensure that FQ has robust policies that comply with relevant legislative and regulatory requirements, including those that focus on managing the risk of the organisation. FQ also has a direct or indirect responsibility (depending on view of ultimate legal responsibility) to the participants of the game in Queensland.

Justification and Benefit

This recommendation works to address issues around the ever increasing Challenges of Administering Grassroots Sport



FQ POSITION



ADOPTED



Review of Other Process and Policy Documentation

Football Queensland to:

1. Undertake an audit of its existing policies and procedures
2. Identify any policies and procedures that are not in place, ineffective or requiring update
3. Prioritise the development or update of these policies and procedures in order of importance
4. Develop or update the identified policies and procedures with the support of good practice templates or guidance, and/ or external, expert support

Supporting Information

These recommendations address identified issues bringing FQ into line with good practice and helping to enhance its culture of governance. Whilst it is noted that a review of other process and policy documentation should be prioritised to ensure FQ has robust policies and procedures in place, FQ already has this process underway.



FQ POSITION



ADOPTED WITH MODIFICATION

Modification Adopted

1. Undertake an audit of its existing policies and procedures, **benchmarking against best practice**
2. Develop or update the identified policies and procedures with the support of **best** practice templates or guidance, and/ or external, expert support

Criticality

Critical – The Board needs to ensure that FQ has a robust and good practice suite of policies, procedures and supporting documentation.

Justification and Benefit

This recommendation addresses issues around the increasing Challenges of Administering Grassroots Sport

Bold text indicates modification made*





Establishment of a Document Management System (DMS)

Football Queensland to ensure that it has a system in place to:

- Log, monitor, review and update policies, procedures and governance documentation in accordance with scheduled review dates
- Provide ongoing access to this documentation for Directors (and, as required, staff)

Supporting Information

The following recommendations pertain to governance documentation including policies, procedures and document management. These recommendations address identified issues bringing FQ into line with good practice and helping FQ enhance its culture of governance. It is noted that a DMS is currently in development at FQ and forming part of the implementation of the new Customer Management System.

Criticality

Critical – The Board is responsible for ensuring that FQ has a robust and good practice suite of policies, procedures and supporting documentation. A document management system will help to enable this.

Justification and Benefit

This recommendation addresses issue around Document Management



FQ POSITION



ADOPTED



Documentation of the Board's Delegation to Management

Football Queensland to clearly document the Board's financial and other delegations to management.

Supporting Information

Documentation of the Board's delegation to management should be prioritised, to ensure FQ has robust policies and procedures in place. It is noted that FQ presently has a Delegations Register that contains financial, treasury and employment delegations. An overarching delegations policy should be developed, with consequential changes made to the Delegations Register, including specifying other (e.g. non-financial) delegations.

Criticality

Critical – Delegations ensure there is a clear and commonly understood distinction between the roles of management and the Board and ensure that management has clear authority to execute its role on behalf of the Board.

Justification and Benefit

This recommendation addresses issue around Document Management.



FQ POSITION



ADOPTED

Recommendation 20: **DHW Simpson**
ADVISORY



Gender Diversity on FQ Board and Committees

The FQ Board agreed on a new recommendation to enshrine the aspiration for gender on the FQ Board and Committees in the Constitution. Suggested draft wording for the recommendation is below:

- That FQ enshrines in its Constitution a (non-binding) aspiration that the composition of FQ Board, Board Committees and other advisory committees or working groups adhere to the 40:40:20 principle.



FQ POSITION



ADOPTED



REFORM 2

Administration



Football in Queensland Administrative Model 2020+

Administrative Model 2020+

Why we need administrative reform



Delivery of the KPI's and strategic outcomes of the Strategic Plan are not possible if FQ maintains the current administrative model of the game across the state.

Costs are being driven up by duplication of roles and functions, inefficient and cumbersome processes, lack of process, competency and resource deficiencies across the state.

Reform and other important national and Queensland initiatives are blocked or hampered by inaction, deficient process, or inexperience delivering inconsistent football products across the state.

Risks and their poor management currently expose the directors of Football Queensland, the zones and participants across a variety of areas.

Opportunity to finally unlock the commercial strength of the game's scale. With a professional structure that responds to corporate needs, football in Queensland will realise its true potential. Outcomes with government will also be enhanced with a more agile structure that better understands governments and infrastructure funding delivery.

Administrative Model 2020+

Key Reform Design Principles

Localise and boost Frontline Service Delivery across the state to improve the quality, standard and consistency of product being delivered, repositioning resources for increased local engagement

Regionalise authority – improve agility and speed of decisions by keeping them localised with improved standard of Senior Regional Management deployed

Reduce the cost of servicing the game through efficient deployment of resources – regionalise and centralise specific tasks under empowered regional management

Culture and competency – deliver a ‘state-wide talent based’ organisation that is professionally structured, customer centric and with the right technology, designed to respond to the future needs of football in Queensland, providing depth of service across the entire state with inclusive and accessible staff to benefit all regions and every participant across Queensland

Key Financial Principles

Reduce the overall cost of registration for every player and referee in Queensland

Eliminate registration fees associated with individual player participation in zones

Simplify team entry fees, reduce categories and complexities

Consolidate participant registration fees into a single fee per player state-wide (excluding any fees associated with specific regional facility usage)



Administrative Model 2020+

Key Summary

The repositioning of FQ services has been fundamental to and underpins the delivery of FQ Strategic Plan KPI's and outcomes. We have seen these deliverables materialise over the last 12 months alongside the crucial organisation reforms in practice that have enabled them. Reforms across technology, process, policy and culture represent the bulk of the administration changes required, delivering dramatic lifts in effective utilisation and financial efficiencies.

Overwhelmingly, the new administrative model and strategy detailed in the following report has already been or is in the process of being delivered with only a small component of the administrative reforms that are proposed associated or linked to Governance reform changes.

This will enable the following to occur and unlock the opportunity for further cost savings and service delivery enhancement:



Streamlining administrative authority by employing all staff (currently employed by Zones), under the authority of the FQ CEO



Shifting service delivery, implementation and operational decision making from local boards to the CEO



Accountability through to a single administrator (CEO), removing the multilayered complexity, duplication of services and decision makers



Aligned and professional workforce bound behind a common purpose and organisational culture that reflects a modern, agile and dynamic sporting organisation

Organisational & Cultural Reform

Football Queensland is moving into the 'Talent' business



Roadmap to Becoming a Talent Business

Leadership & People



Where we work



Physical Environment

A workplace to keep talent engaged

- Vibrant
- Collaborative spaces
- Productive
- Wellbeing
- Active working
- Green
- Experiences
- Interactive Tech
- Open & Light

How we work



Technology

Digitise the core

- Improve Collaboration
- Improve Compliance
- Encourage Innovation
- Improve Program delivery
- Improve workplace efficiency
- Reduce Org Costs
- Improved data security redundancy
- Eliminate 'key person' risks

Way we work



Policies & Process

Reward for effort, individually accountable

- Empowering
- Improve Transparency
- Improve Accountability
- Improve Trust
- Improve Inclusivity
- Reason to Care
- Measure efforts
- Legislative protection

Executing our work

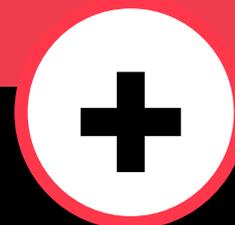


Leadership & Org Structure

Task Allocation, Lines of Responsibility, Supervision, Coordination

- Agile
- Responsive
- Functional Matrix
- Deliverables focussed
- Innovative
- Transparent
- Define desired behaviour

2020+



FQ 2020+

Measure Net Promoter Score across

- FQ Employees
- FQ Stakeholders
- FQ Football Products
- FQ Competitions
- FQ Football Brands

Technology

How we work

Football Queensland implements and manages modern systems to make the game more accessible for the tens of thousands who register each season, while supporting member zones and clubs in the administration of competitions.

Microsoft Dynamics 365



FQ has rolled out a new integrated case management system which will enable the delivery of consistent and connected support to stakeholders throughout the entire customer experience.

The introduction of Microsoft Dynamics 365 will improve key workplace processes by eliminating the need for different technology platforms, and allow FQ to provide a high-quality customer service experience to the football community and its stakeholders.

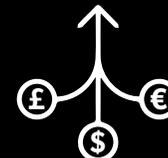
WHY DYNAMICS 365?



Better Customer Service



Stronger Data & Better Protection



Simplified Financial Management

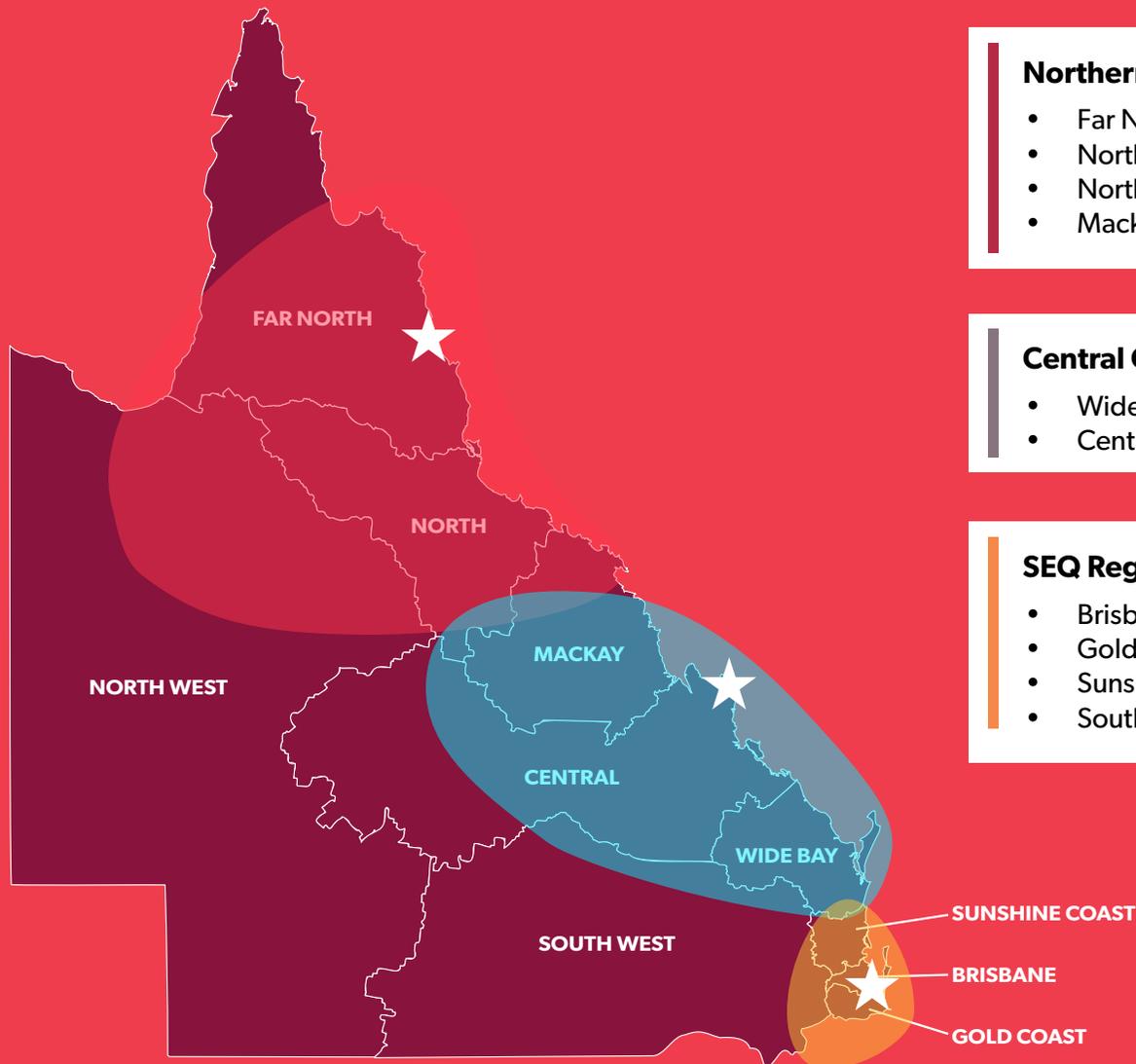
World Sport Action



During the course of 2021 FQ is piloting the use of a new competition management, referee management and registration system, World Sport Action, to make administering competitions easier for member zones and clubs while creating more efficient processes for the administration of the game. We will see full deployment in 2022. WSA will replace the current PlayFootball and Schedules systems whilst introducing a significantly improved user experience.

Leadership & Organisational Structure

Executing our work



Northern Region

- Far North
- North
- North West
- Mackay

Central Coast Region

- Wide Bay
- Central

SEQ Region

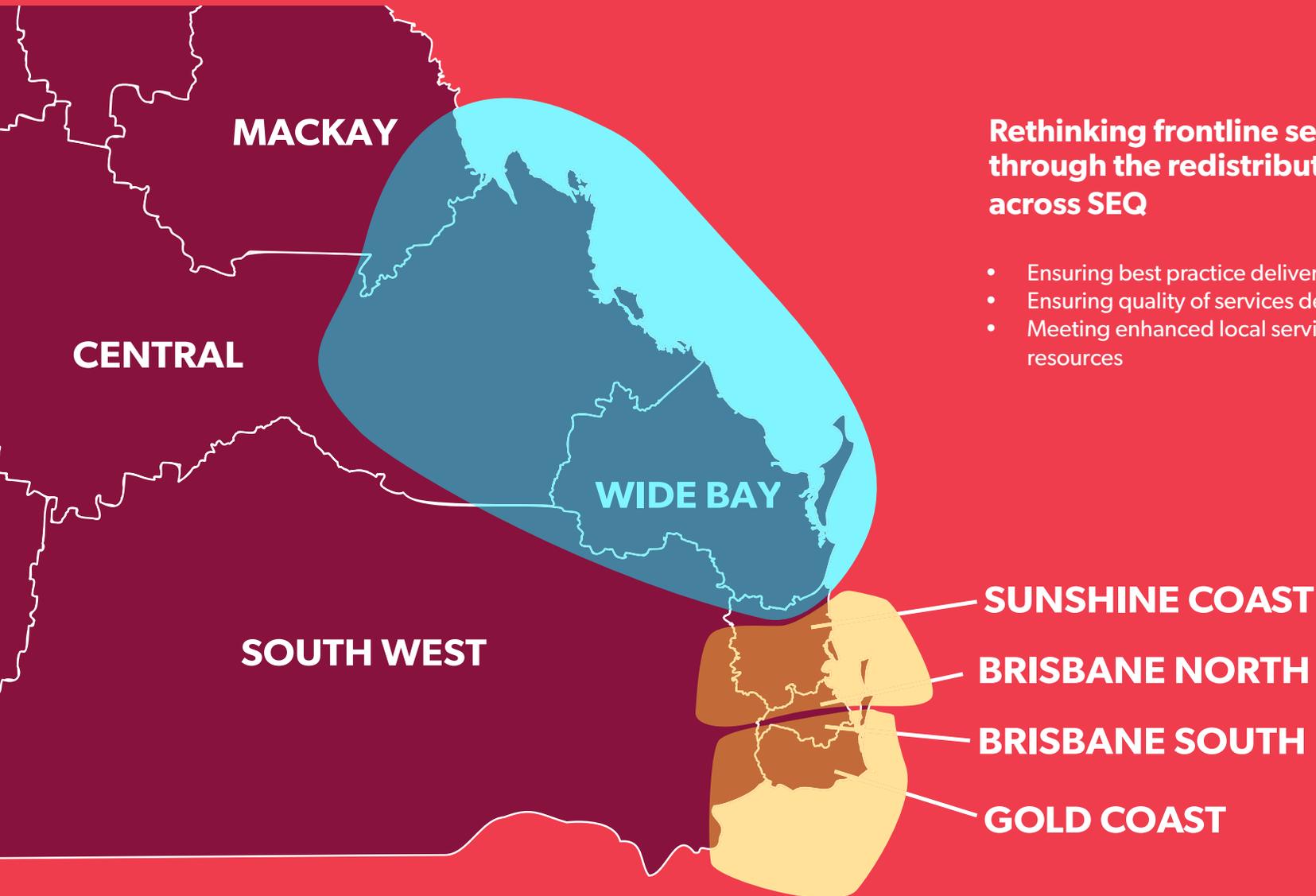
- Brisbane
- Gold Coast
- Sunshine Coast
- South West

Regionalise the management of frontline service delivery through the deployment of Senior 'Regional Management' in three regions across Queensland, that will also align with competition reform.

- Single point of 'local' accountability
- More experienced administrators will oversee Local Administrators and Managers
- Ensuring best practice delivered locally
- Ensuring quality of services delivered locally
- Connect local services needs with the right resources

Leadership & Organisational Structure

Executing our work



Rethinking frontline service delivery through the redistribution of participants across SEQ

- Ensuring best practice delivered locally
- Ensuring quality of services delivered locally
- Meeting enhanced local services needs with more resources

Existing Resourcing Model Across Zones

This page contains a summary of the full time employee (FTE) count that exists in the zones as of January 2021. This FTE count includes FQ paid administrative staff who are located in zones. We note the number of staff do fluctuate to a minor degree from time to time. Approximately 30% of existing staff in zones are currently employed by FQ.

	Current Local	Administration Resources	Technical, Coaching & Football	Referee Appointment & Development	Competitions	Digital, Media, Comms	Finance (internal)	Finance (outsourced)
Brisbane	9	1	0	2	3.5	2.5	0	FQ
South West	2.5	1	0	.5	.5	0	0	.5
Gold Coast	5	2	0	1.5	1	.5	0	FQ
Sunshine Coast	3	1	0	1	.5	0	0	.5
Wide Bay	1.5	1	0	.5	0	0	0	FQ
Central	1.5	1	0	.5	0	0	0	FQ
Mackay	3	2	0	.5	0	0	0	.5
North	2.5	1.5	0	.5	.5	0	0	FQ
Far North	2	1	0	.5	.5	0	0	FQ
Mt Isa	.5	.5	0	0	0	0	0	FQ
Total FTE	30.5	12	0	7.5	6.5	3.0	0	1.5

Proposed Resourcing Model Across Zones

	Existing Zone Resources	Proposed Administration Resources	Proposed Technical Resources		Proposed Referee Resources		Proposed Competitions	Proposed Digital, Media, Comms		Proposed Finance
		Dedicated & Locally Based	Dedicated or Locally Based	Additional FQ Resource Pool Available	Dedicated or Locally Based	Additional FQ Resource Pool Available	Central Pool (managed regionally)	Dedicated to Region	Additional FQ Resource Pool Available	Central Pool
Brisbane	9	N/A	1	8	2	4	8	1	7	5
South West	2.5	1.5	1		.5					
Gold Coast	5	1	1		1.5					
Sunshine Coast	3	1	1		1					
Wide Bay	1.5	1	1	4	.5	8	1	7	5	
Central	1.5	1	1		.5					
Mackay	3	1		4	.5	4	1	7	5	
North	2.5	1	1		.5					
Far North	2	1	1		.5					
Mt Isa	.5	.5			0					

Resourcing Improvements

There are approximately 30 FTE's currently located in Zones across Queensland notwithstanding normal staff movements and flows.

In the proposed administrative reforms the direct local presence would not only be maintained in Zones, we would see local service delivery bolstered by additional 'zone dedicated' staff based at FQ.

This includes services not currently enjoyed or deployed by many zones such as Digital, Media and Competition support.

The updated FQ Org Chart further outlines and details how this would be managed across the state.

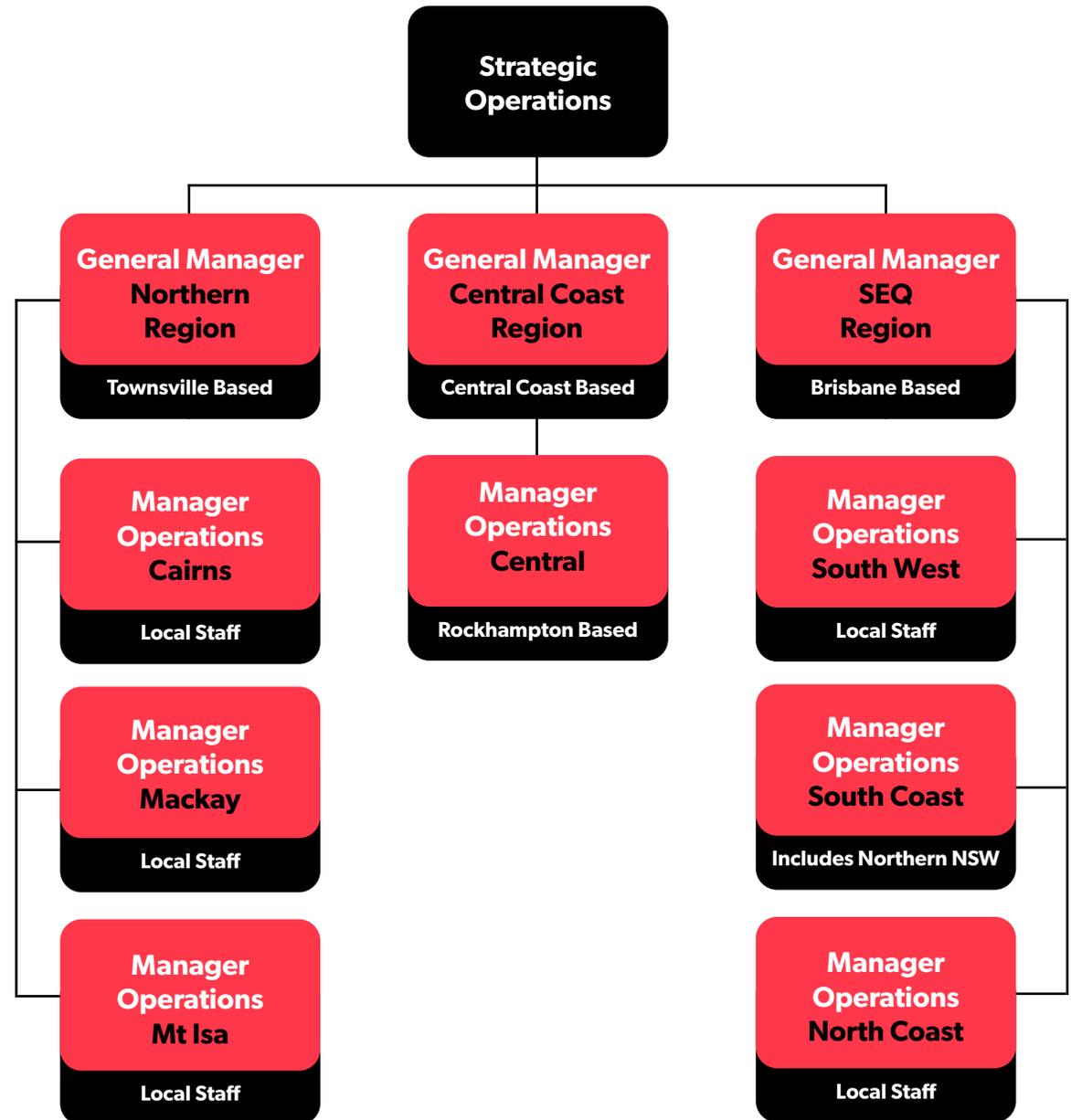
The streamlined and connected administrative model means that regional zones with previously limited resources and capacity, now form part of a larger pool of resources to deliver and improve local services.

	Existing Local Zone Resources	Proposed Dedicated to region	Additional FQ Resource Pool Available
Brisbane	9	4	32
South West	2.5	4	
Gold Coast	5	4.5	
Sunshine Coast	3	4	
Wide Bay	1.5	3.5	
Central	1.5	3.5	
Mackay	3	2.5	
North	2.5	2.5	
Far North	2	2.5	
Mt Isa	.5	1.5	

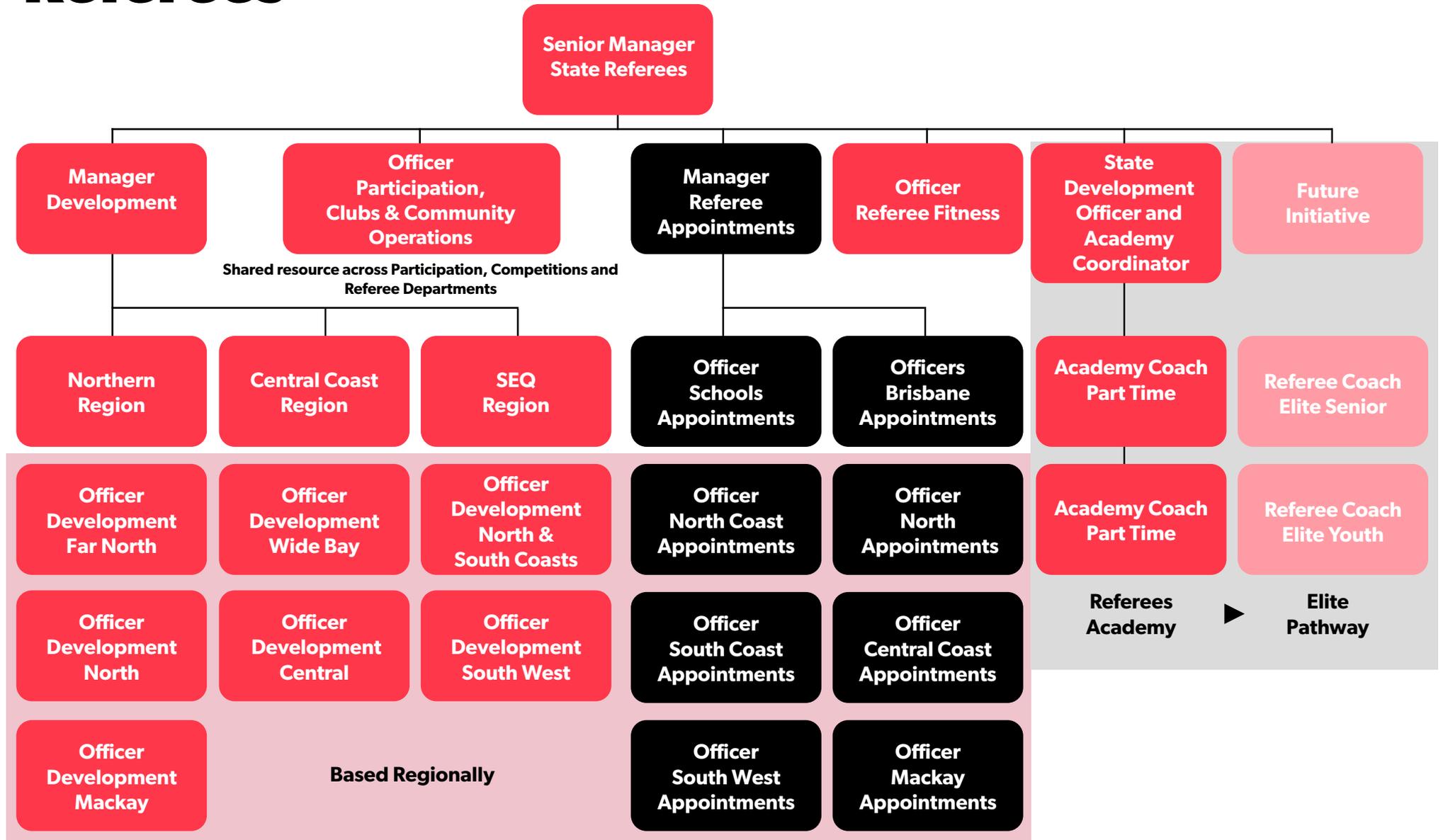
Regional Administration 2020+

Strategic Operations

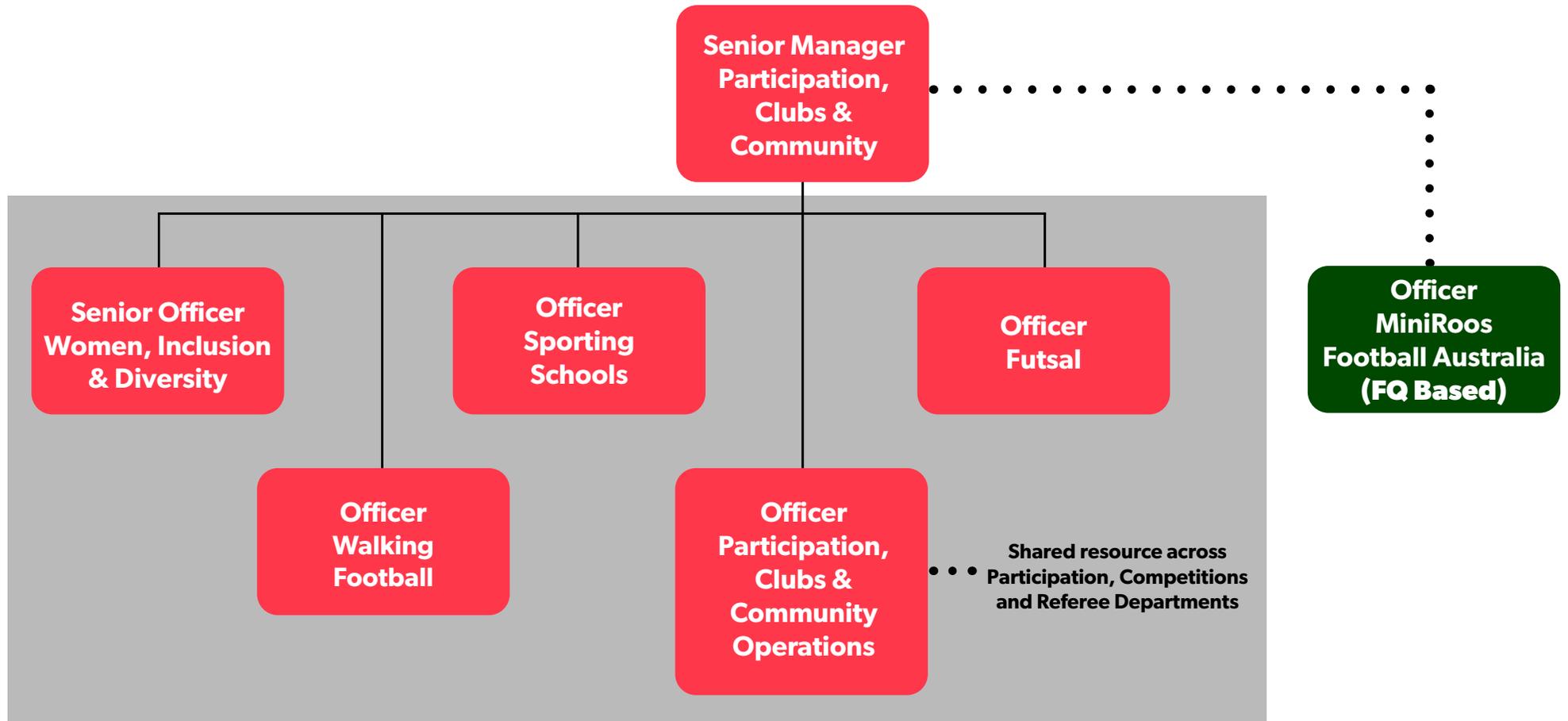
- Co-ordinate Region General Managers
- Ensure quality of services to the regions
- Ensure delivery of best practice across the state
- Ensure each Region GM has the resources they need
- Ensure consistency and systematic delivery of Strategic Plan objectives through the regions
- Region GM's will still report to the CEO



Referees

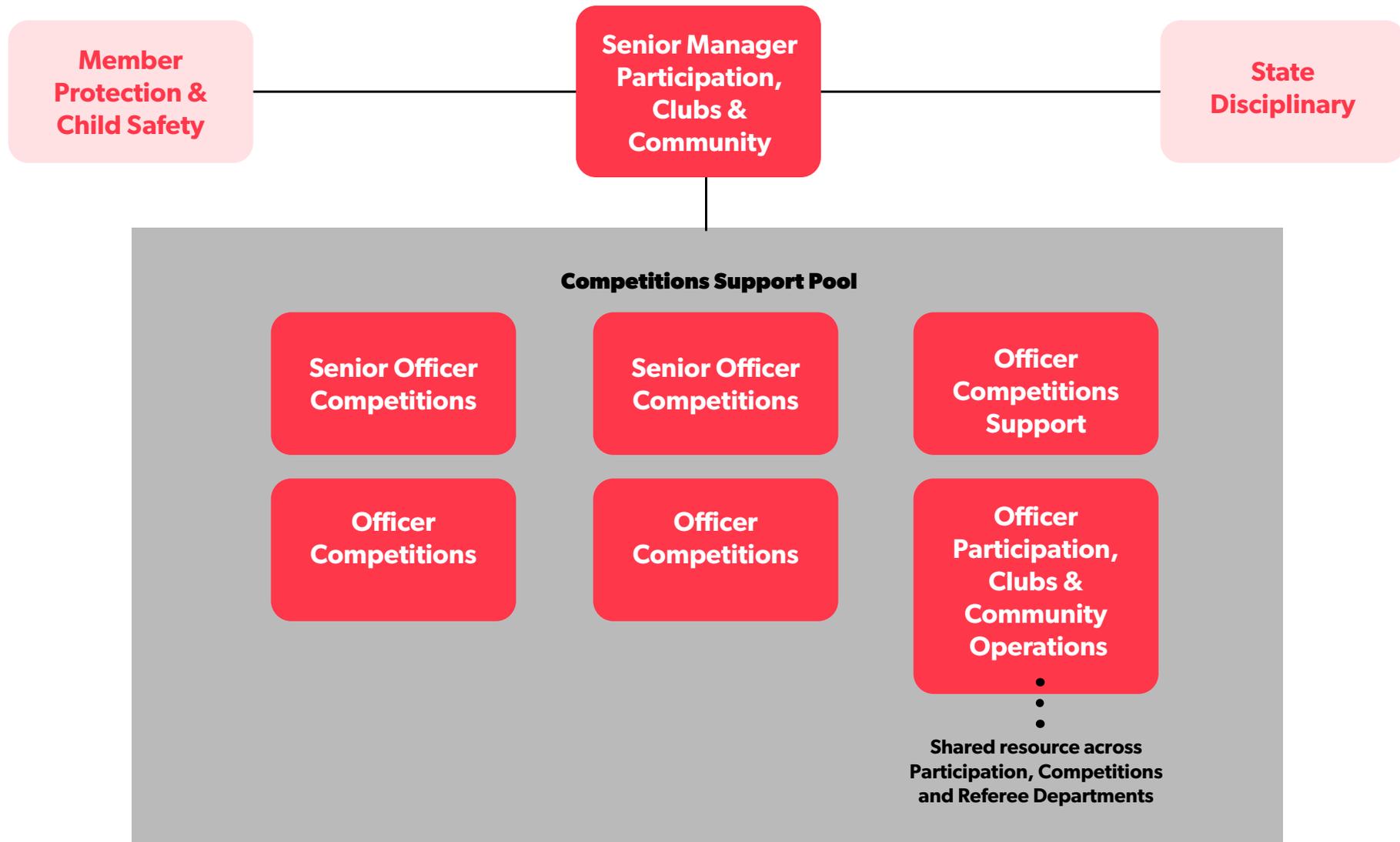


Participation



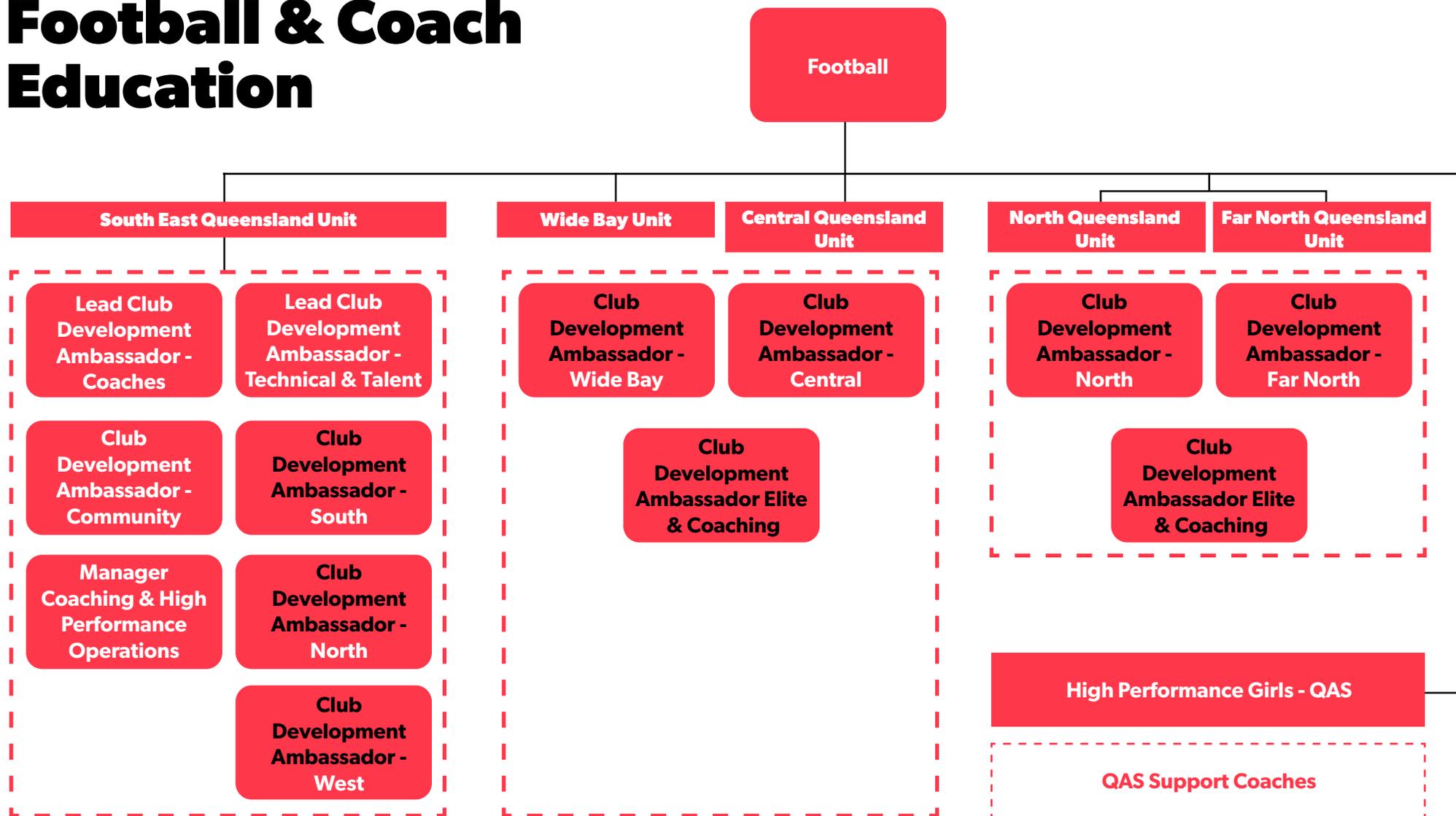
'Participation' acts as a Single Unit with subject matter experts NO MORE SILOS

Competitions



'Competitions' acts as a Single Unit for ALL FQ Competition and Participation Products NO MORE SILOS

Football & Coach Education



Central Club Development Unit:

- Club Technical Audits
- Coach Education
- Licensing
- Compliance
- Club Technical Capacity Building

Black Title Indicates Regionally Based



REFORM 3

Competitions



Strategic Competition Reforms

Strategic Competition Reforms

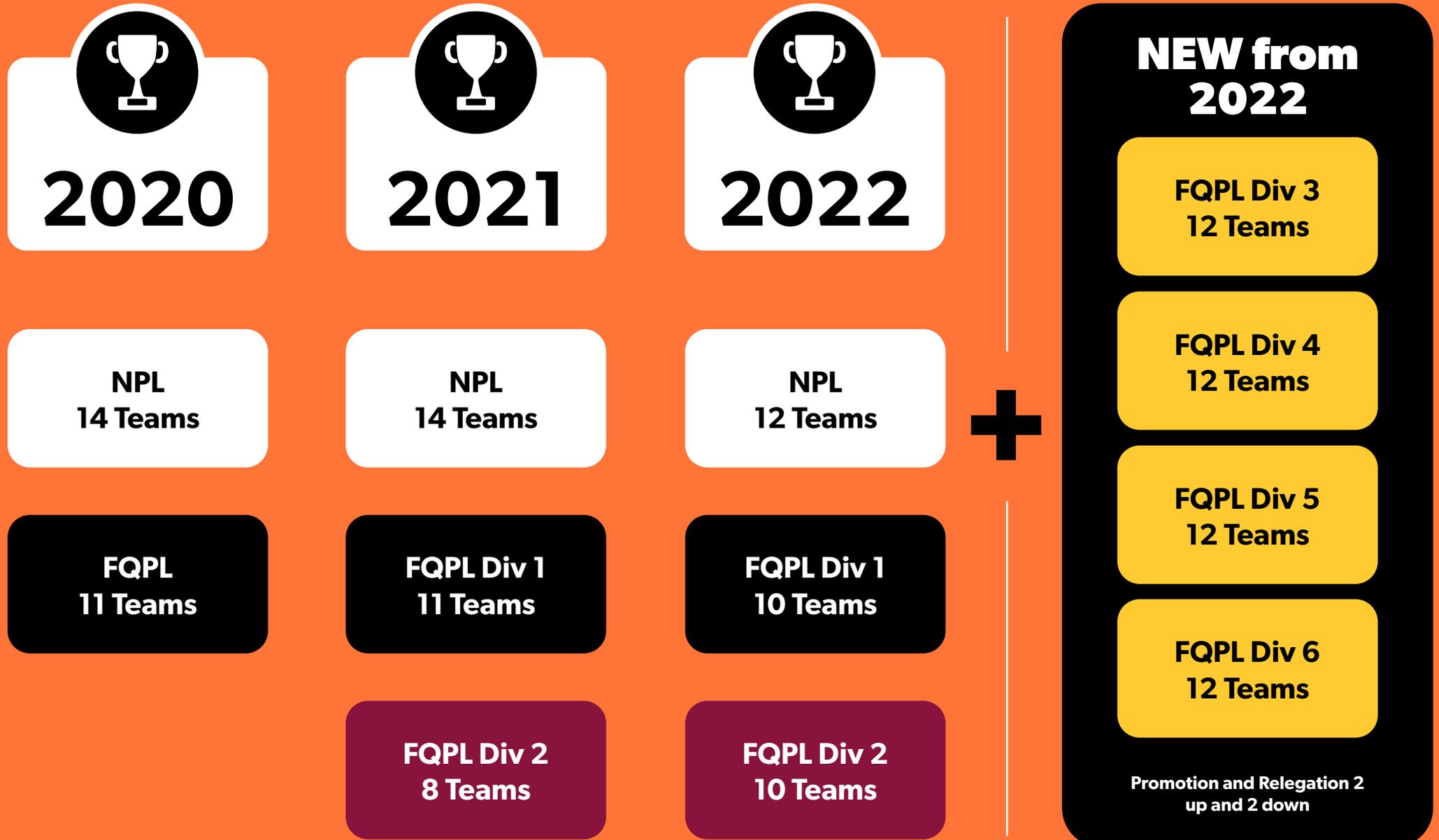
In 2020, after more than 10 months of research and analysis, including Football Australia’s Performance Gap Research and involving experts and technicians from Queensland and nationally, Football Queensland announced the initial suite of Competition Reforms that included an expanded Men’s and Women’s senior competition as well as initial steps to link the football pyramid.

Football Queensland is currently working on and supporting Football Australia on the introduction of the new licensing frameworks that will be functioning in 2023. It is the intention to introduce the licensing management systems during 2021 in preparation for phased changes during 2022. As a consequence:

1. In line with the review into the Club Licensing Frameworks nationally and in Queensland, FQ will be supporting the implementation and management of the new Club Licensing Framework and facilitate development within clubs through the AFC Club Licensing Administration System (CLAS) that will be used consistently by and across the A-League, W-League, Y-Leagues, FFA Cup and AFC Asian Champions Leagues and National Premier Leagues competitions and National Second Division (when launched).
2. All current NPL and FQPL licences will expire at the end of season 2022. As a consequence of licencing reforms and in preparation for the new licence and competition league formats, all clubs seeking ongoing participation will be required to enter a process under the new framework. In some cases there may be a requirement for re-application, however this will be contingent upon the final licence structure. FQ will look to commence these processes at the conclusion of the 2021 season.
3. FQ will complete the next phase of previously developed competition reforms with the addition of new Senior Men’s FQPL Divisions 3, 4, 5 and 6 with a process likely to commence in the second half of 2021.
4. FQ will complete the next phase of competition reforms with the introduction of the FQPL 2 framework in the Northern Queensland Region and Central Coast Region for initial investigation and phased implementation from 2022.
5. FQ will complete the next phase of competition reforms with the expansion of Women’s FQPL Divisions 2 & 3 with a process likely to commence in the second half of 2021.
6. FQ will complete the next phase of competition reforms with the addition of FQPL Junior Divisions (Development, Metro, Metro North and Metro South) for Boys and Girls to sit alongside the NPL Junior framework and support additional FQPL senior frameworks in 2022.
7. FQ will commence work around the potential implementation of low cost or ‘competition fee’ free MiniRoos specifically for younger 3 to 6 age groups. FQ will continue its efforts to develop more affordable products for the U9 - U11 MiniRoos and will consider their application in the medium term.

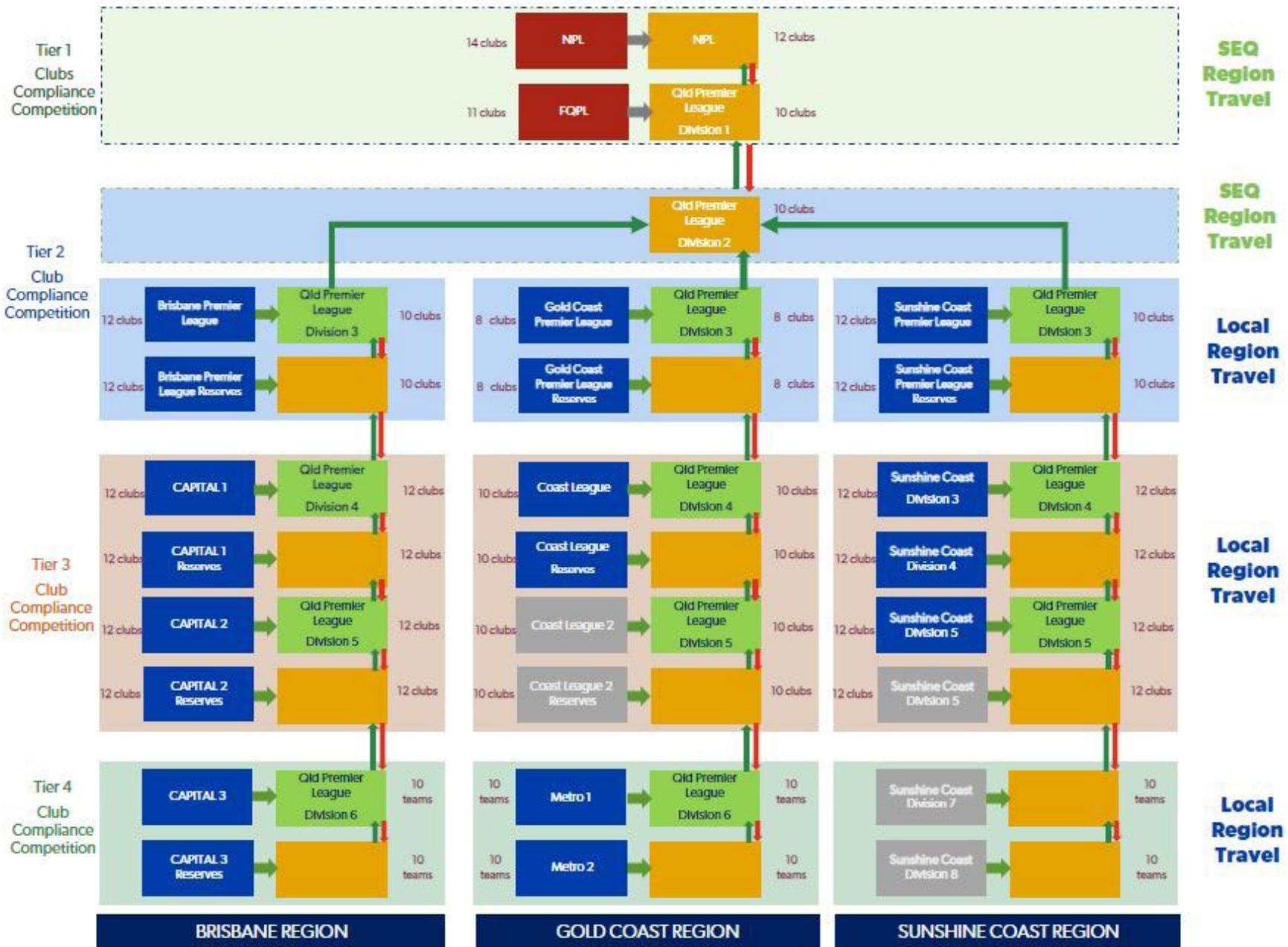


NPL & FQPL Men's 2022 Structure



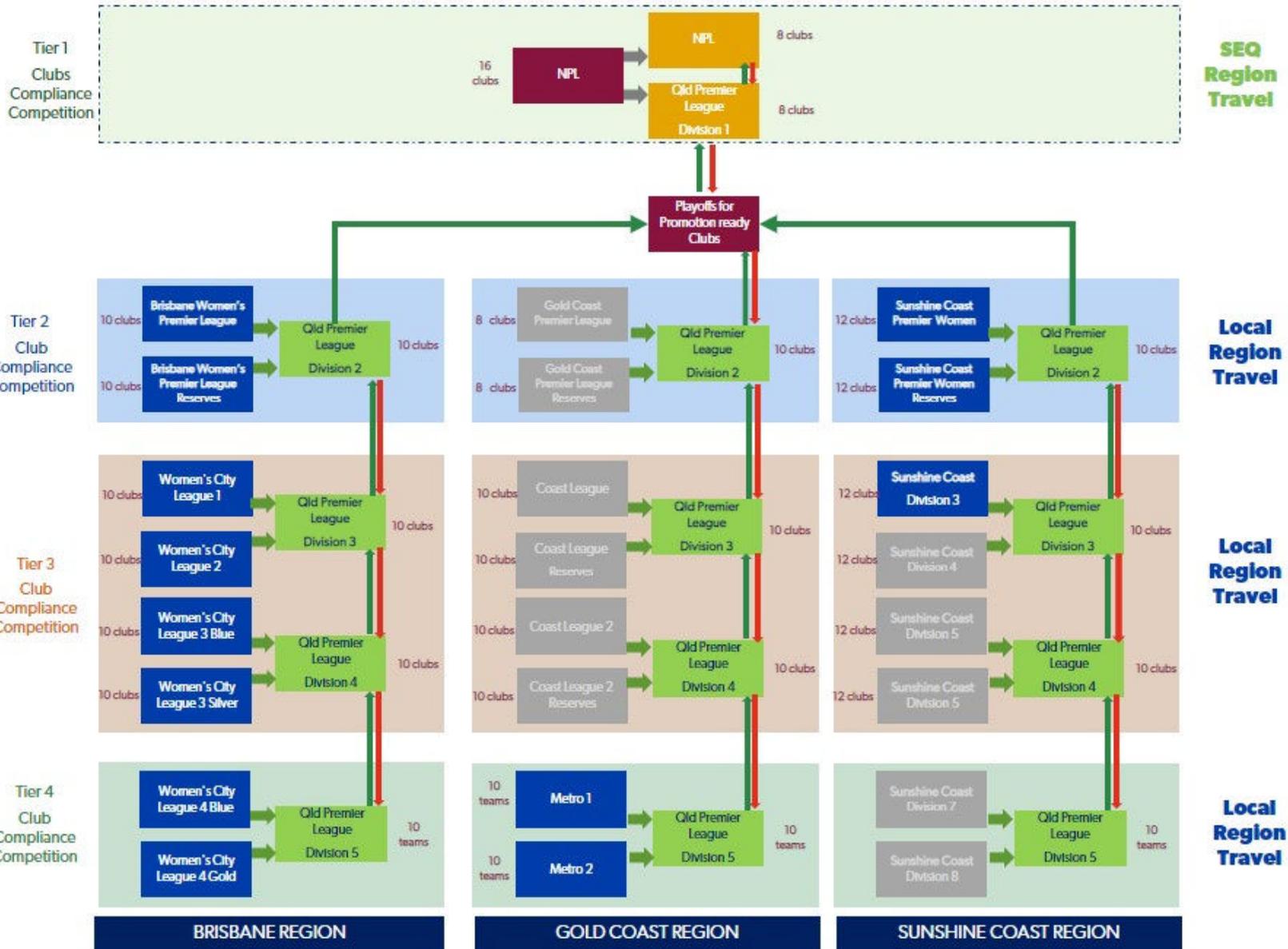
The Football Pyramid

SEQ Men's Conference



The Football Pyramid

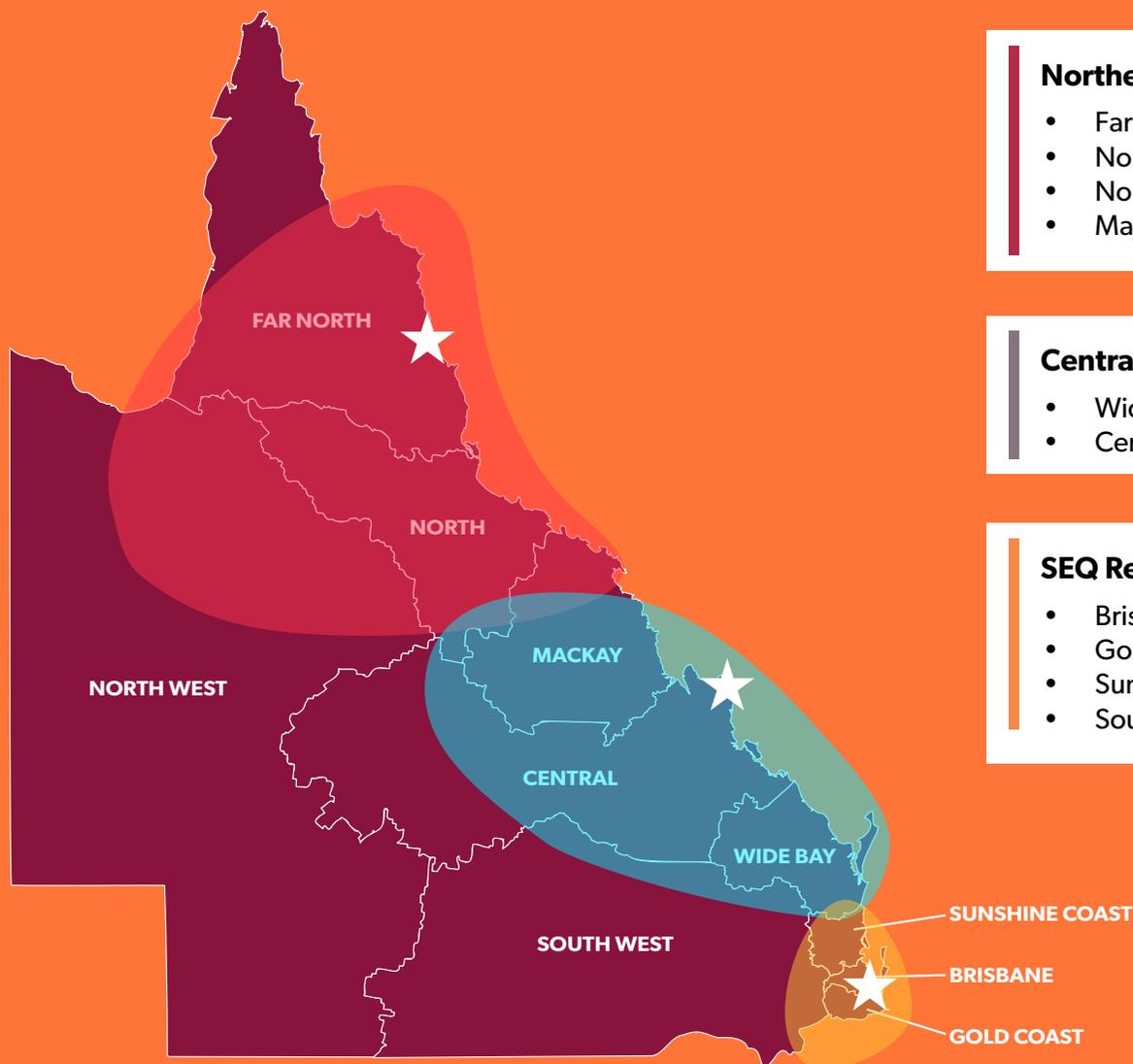
SEQ Women's Conference



*TFL Premier Ladies would also have the opportunity to participate

Competition Conferences

Executing our work



Northern Region

- Far North
- North
- North West
- Mackay

Central Coast Region

- Wide Bay
- Central

SEQ Region

- Brisbane
- Gold Coast
- Sunshine Coast
- South West

Announce the introduction of FQPL 2 in both the Northern Region and Central Coast region being available to clubs from 2022

This is responding not only to the planned competition reforms, but also considers the strong feedback and ambitions from regional clubs seeking to form part of a more comprehensive technical and performance framework to ensure players from the region can develop and continue playing football in the regions.

NPL Boys in 2021

The following **minor changes** to the structure of the NPL Boys competition for season 2021 were designed to improve and simplify competition delivery whilst providing the most meaningful matches for the players:

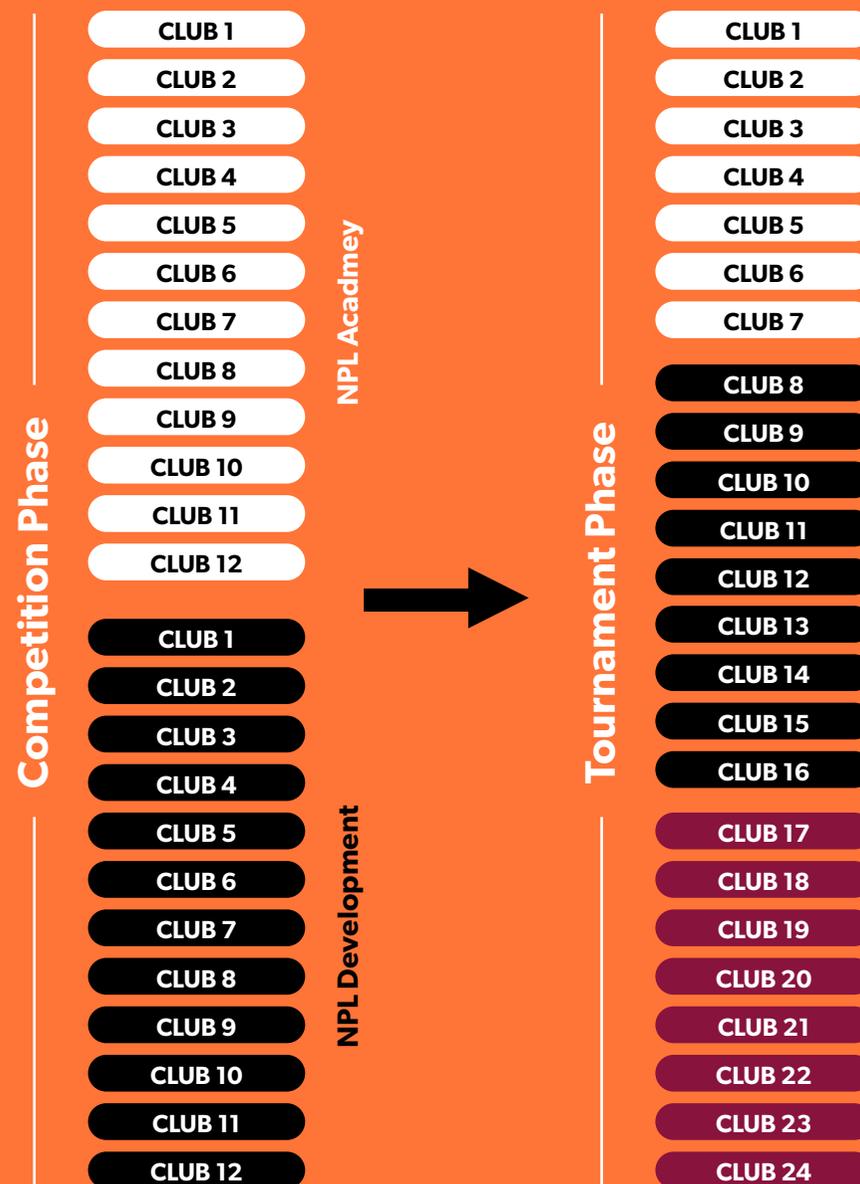
Season to be played across two (2) phases:

Competition Phase

- 2 x Groups of 13/12 teams (25 Teams)
- Determined by previously developed algorithm built around combination of 2020 results and club audit score

Tournament Phase

- 3 x Groups of 8/9 teams
- Determined by finishing position in the Competition Phase



NPL Boys in 2022

In line with the competition reforms in senior football, FQ will connect the football pyramid for junior clubs and players from the 2022 season with the introduction of four (4) FQPL competition divisions to complement the existing NPL Youth Boys program.

The alignment of the junior competitions will deliver a landscape where there is opportunity for more “like v like” and “best v best” while also maintaining a geographical component to minimise the distances that need to be travelled.

Entry in the Junior NPL competition framework means that aspirational clubs and players will have the ability to progress through the leagues as they develop and meet the participation requirements built around best practice, technical outcomes and player development.

Entry into the Junior NPL framework also includes assessment from the Club Development Unit and support for the club to progress its junior programs and build capacity.

A connected junior competition structure will unlock opportunities for participants and flexibility for clubs when it comes to the critical movement of players across teams within their club age group. It will enable players to progress through their club teams so that their individual development needs can be met.

Competition Phase

- 6 x Groups of 13/12 teams (75 Teams)
- Determined by previously developed algorithm built around combination of results and club assessment score

Tournament Phase

- 9 x Groups of 8/9 teams
- Determined by finishing position in the Competition Phase

NPL Academy

NPL Development

NEW from 2022

FQPL Development

FQPL Metro

FQPL Metro North

FQPL Metro South



REFORM 4

Affordability



Driving the Cost of Football Down

Administrative Model 2020+

Key Financial Outcomes

With the adoption of a new Administrative Model forming part of Recommendation 5, Football Queensland has undertaken extensive financial modelling. The modelling builds out the consequential benefits and financial impacts of a more streamlined, efficient, agile and professional state-wide workforce.

The financial modelling shows that implementing the administrative model will significantly reduce the administrative costs across the game by removing service duplication, driving the benefits of resource efficiencies and streamlined workflows which can be passed onto participants in the form of reduced Registration Fees.

Whilst any final positions on Registration Fees have not been determined by the FQ Board, for the purposes of the model a single junior and a single statewide senior registration fee and would replace fees previously charged by zones across Queensland in relation to the administration of the game. The model used **\$50 as Junior Fee and \$115 as the Senior Fee**. For the purposes of this model, the savings have been represented as lower costs of player registration. Whilst passing on savings to players would be the primary objective, future setting of registration fees may consider the funding of targeted investment or specialised service needs of the football community such as referee, coaching or participation programs.

For clarity, these registration fees represent a single state-wide fee, simplifying and replacing existing Zone Administration Fees, and have been set at a level that the model shows will deliver a revenue base that covers the cost base of servicing the game state-wide under the new administrative model.

Areas that include management of specialised playing facilities such as Wide Bay, Mackay, Townsville or Cairns include costs associated with facility management. For the purposes of the tables on this page and for fair comparison the fees associated with managing the local playing facility have been removed and showing the Zone Administrative cost element only. All facility associated fees are incorporated into the model in detail and are outlined in other parts of the report.

Far North	Current FQ Fee	Current Zone Fee	FQ All Inclusive Fee	Reduction
Senior	\$85	\$60	\$115	21%
Junior	\$38	\$30	\$50	26%

North	Current FQ Fee	Current Zone Fee	FQ All Inclusive Fee	Reduction
Senior	\$85	\$70	\$115	26%
Junior	\$38	\$35	\$50	31%

Mackay	Current FQ Fee	Current Zone Fee	FQ All Inclusive Fee	Reduction
Senior	\$85	\$60	\$115	21%
Junior	\$38	\$60	\$50	49%

Refer to page 95 for breakdown of seniors	Central	Current FQ Fee	Current Zone Fee	FQ All Inclusive Fee	Reduction
	Junior	\$38	\$39	\$50	35%
	Wide Bay	Current FQ Fee	Current Zone Fee	FQ All Inclusive Fee	Reduction
	Junior	\$38	\$25	\$50	20%

South West	Current FQ Fee	Current Zone Fee	FQ All Inclusive Fee	Reduction
Senior	\$85	\$79	\$115	29%
Junior	\$38	\$60	\$50	48%

Sunshine Coast	Current FQ Fee	Current Zone Fee	FQ All Inclusive Fee	Reduction
Senior	\$85	\$121.50	\$115	44%
Junior	\$38	\$81	\$50	57%

Brisbane	Current FQ Fee	Current Zone Fee	FQ All Inclusive Fee	Reduction
Senior	\$85	\$79.50	\$115	30%
Junior	\$38	\$26	\$50	22%

Gold Coast	Current FQ Fee	Current Zone Fee	FQ All Inclusive Fee	Reduction
Senior	\$85	\$106	\$115	39%
Junior	\$38	\$66	\$50	31%

Administrative Model 2020+

Key Outcomes

	Current FQ	Current Zones	Proposed Model	Reduction
FTE	50	30	66	17%

As stakeholders would expect the key benefits of a new administrative model of the game is that it can be delivered more effectively and cost effectively with the introduction of administrative reform, stakeholders will see the benefit of the removal of service and resource duplication, placing downward pressure on fees. From the outset the model will see a reduction in the state-wide FTE count of up to approximately 17%.

Key staff in zones across Queensland would be retained to ensure continuity of local service delivery.

Implementation of new technology, organisational structure and business processes has significantly improved the workflow practices and customer service from FQ to our clubs and participants. With the repositioning of FQ staff that has been taking place over the last 12 months into a customer centric and service focused organisation it allows for the maintenance of local frontline service which is critical in ensuring FQ maintains localised service delivery expectations.

Administrative Model 2020+

Key Financial Outcomes | Gold Coast Clubs

	TEAMS							PLAYING NUMBERS					Total Fees 2020	FQ Proposed Fees Structure	Club Saving	
	Miniroos	Juniors	Premier	Coast League	Metro Men	Metro Women	Total Teams	Miniroos	Juniors	Snr Women	Snr Men	Total Players				
Bilambil	13	0	0	0	2	0	15	111	1	0	33	145	\$17,392.50	\$10,255.00	\$7,137.50	Bilambil
Bond Uni	0	0	0	1	0	0	1	0	0	0	44	44	\$8,926.00	\$5,560.00	\$3,366.00	Bond Uni
Broadbeach	7	2	1	1	1	3	15	59	37	41	87	224	\$37,195.00	\$23,100.00	\$14,095.00	Broadbeach
Burleigh	25	11	1	0	1	0	38	223	140	0	54	417	\$48,486.50	\$28,325.00	\$20,161.50	Burleigh
Canungra	5	4	0	0	1	1	11	49	51	9	13	122	\$14,554.00	\$8,330.00	\$6,224.00	Canungra
Coomera	48	19	1	1	1	3	73	427	285	51	77	840	\$98,339.00	\$56,980.00	\$41,359.00	Coomera
GC Knights	3	1	0	0	1	0	5	26	9	0	18	53	\$7,043.50	\$4,145.00	\$2,898.50	GC Knights
GC United	1	0	0	0	0	0	1	8	0	0	0	8	\$-	\$440.00	-\$440.00	GC United
Kingscliff	21	13	0	1	2	2	39	331	203	16	71	621	\$69,982.50	\$40,475.00	\$29,507.50	Kingscliff
Magic	15	12	0	0	0	0	27	147	167	0	0	314	\$31,496.00	\$17,270.00	\$14,226.00	Magic
Mudgeeraba	20	13	1	0	1	1	36	175	185	13	59	432	\$52,213.00	\$30,380.00	\$21,833.00	Mudgeeraba
Murwillumbah	10	4	0	1	0	0	15	99	64	0	32	195	\$22,772.50	\$13,145.00	\$9,627.50	Murwillumbah
Musgrave	15	9	0	1	2	2	29	122	131	28	74	355	\$46,089.50	\$26,745.00	\$19,344.50	Musgrave
Nerang	14	15	1	0	2	2	34	140	222	19	53	434	\$53,017.00	\$30,790.00	\$22,227.00	Nerang
Ormeau	21	6	0	0	1	0	28	190	81	0	12	283	\$29,112.50	\$16,435.00	\$12,677.50	Ormeau
Pacific Pines	26	14	0	1	1	1	43	240	184	13	41	478	\$45,507.50	\$30,330.00	\$15,177.50	Pacific Pines
Palm Beach	35	15	1	0	0	2	53	308	204	27	38	577	\$65,593.50	\$37,935.00	\$27,658.50	Palm Beach
Robina City	27	17	0	1	3	4	52	266	282	56	72	676	\$81,047.00	\$46,410.00	\$34,637.00	Robina City
Runaway Bay	17	14	0	1	0	0	32	227	177	0	31	435	\$46,497.50	\$26,285.00	\$20,212.50	Runaway Bay
Somerset	4	0	0	0	0	0	4	29	0	0	0	29	\$2,791.50	\$1,595.00	\$1,196.50	Somerset
Southern Cross	0	6	0	0	0	0	6	4	89	0	0	93	\$9,674.50	\$5,115.00	\$4,559.50	Southern Cross
Southport	9	5	0	1	1	3	19	68	89	34	54	245	\$33,850.50	\$19,855.00	\$13,995.50	Southport
Surfers Paradise	5	1	1	0	1	2	10	49	28	18	55	150	\$24,082.00	\$15,080.00	\$9,002.00	Surfers Paradise
Tally Valley	17	7	0	0	2	0	26	159	95	0	36	290	\$32,358.00	\$18,410.00	\$13,948.00	Tally Valley
Tamborine Mtn	7	8	0	0	1	0	16	81	111	0	20	212	\$23,308.00	\$13,010.00	\$10,298.00	Tamborine Mtn
TSS	12	0	0	0	0	0	12	104	0	0	0	104	\$9,964.00	\$5,720.00	\$4,244.00	TSS
Tweed Utd	23	10	1	0	1	2	37	205	146	27	46	424	\$51,359.00	\$30,150.00	\$21,209.00	Tweed Utd
	400	206	8	10	25	28	677	3847	2981	352	1020	8200	\$962,652.50	\$562,270.00	\$400,382.50	

2021 Administrative Reforms

Key Financial Outcomes | Club Savings Examples

Club and Zone		2020 Registrations			2020 Fees						Reform Fees			Benefit	
Football Club	FQ Zone	Miniros Registrations	Junior Registrations	Senior Registrations	FQ Junior	Zone Miniros Fee (\$)	Zone Junior Fee (\$)	FQ Senior Fee (\$)	Zone Senior Fee (\$)	Total Current	FQ All Inclusive Junior Fee (\$)	FQ All Inclusive Senior Fee (\$)	Total Reform Fees (\$)	Savings to The Participants	Savings (%)
Albany Creek Excelsior	Brisbane	453	383	89	\$38.00	\$18.00	\$26.00	\$85.50	\$79.50	\$64,565.00	\$50.00	\$115.00	\$52,035.00	\$12,530.00	19.41%
Bardon Latrobe	Brisbane	401	91	77	\$38.00	\$18.00	\$26.00	\$85.50	\$79.50	\$40,985.00	\$50.00	\$115.00	\$33,455.00	\$7,530.00	18.37%
Caboolture	Brisbane	381	315	127	\$38.00	\$18.00	\$26.00	\$85.50	\$79.50	\$62,451.00	\$50.00	\$115.00	\$49,405.00	\$13,046.00	20.89%
Centenary Stormers	Brisbane	113	49	107	\$38.00	\$18.00	\$26.00	\$85.50	\$79.50	\$27,119.00	\$50.00	\$115.00	\$20,405.00	\$6,714.00	24.76%
Holland Park Hawks	Brisbane	283	111	65	\$38.00	\$18.00	\$26.00	\$85.50	\$79.50	\$33,677.00	\$50.00	\$115.00	\$27,175.00	\$6,502.00	19.31%
Mt Gravatt Hawks	Brisbane	67	112	154	\$38.00	\$18.00	\$26.00	\$85.50	\$79.50	\$36,330.00	\$50.00	\$115.00	\$26,660.00	\$9,670.00	26.62%
North Pine	Brisbane	110	82	56	\$38.00	\$18.00	\$26.00	\$85.50	\$79.50	\$20,648.00	\$50.00	\$115.00	\$16,040.00	\$4,608.00	22.32%
Park Ridge	Brisbane	174	139	45	\$38.00	\$18.00	\$26.00	\$85.50	\$79.50	\$26,065.00	\$50.00	\$115.00	\$20,825.00	\$5,240.00	20.10%
Slacks Creek	Brisbane	156	119	105	\$38.00	\$18.00	\$26.00	\$85.50	\$79.50	\$33,677.00	\$50.00	\$115.00	\$25,825.00	\$7,852.00	23.32%
Springfield United	Brisbane	257	188	121	\$38.00	\$18.00	\$26.00	\$85.50	\$79.50	\$46,389.00	\$50.00	\$115.00	\$36,165.00	\$10,224.00	22.04%
The Gap	Brisbane	392	313	95	\$38.00	\$18.00	\$26.00	\$85.50	\$79.50	\$57,659.00	\$50.00	\$115.00	\$46,175.00	\$11,484.00	19.92%
UQFC	Brisbane	663	508	190	\$38.00	\$18.00	\$26.00	\$85.50	\$79.50	\$100,990.00	\$50.00	\$115.00	\$80,400.00	\$20,590.00	20.39%
Western Spirit	Brisbane	58	48	81	\$38.00	\$18.00	\$26.00	\$85.50	\$79.50	\$19,685.00	\$50.00	\$115.00	\$14,615.00	\$5,070.00	25.76%
Wynnum Wolves	Brisbane	126	63	53	\$38.00	\$18.00	\$26.00	\$85.50	\$79.50	\$19,833.00	\$50.00	\$115.00	\$15,545.00	\$4,288.00	21.62%
Highfields FC	South West	276	147	42	\$38.00	\$67.50	\$67.50	\$85.50	\$87.50	\$51,892.50	\$50.00	\$115.00	\$25,980.00	\$25,912.50	49.93%
South Toowoomba Hawks	South West	156	108	28	\$38.00	\$67.50	\$67.50	\$85.50	\$87.50	\$32,696.00	\$50.00	\$115.00	\$16,420.00	\$16,276.00	49.78%
West Wanderers	South West	256	132	72	\$38.00	\$67.50	\$67.50	\$85.50	\$87.50	\$53,390.00	\$50.00	\$115.00	\$27,680.00	\$25,710.00	48.16%
Willowburn FC	South West	83	19	45	\$38.00	\$67.50	\$67.50	\$85.50	\$87.50	\$18,546.00	\$50.00	\$115.00	\$10,275.00	\$8,271.00	44.60%
Bribie Island	Sunshine Coast	178	69	28	\$38.00	\$40.00	\$81.00	\$85.50	\$121.50	\$27,891.00	\$50.00	\$115.00	\$15,570.00	\$12,321.00	44.18%
Caloundra	Sunshine Coast	125	141	141	\$38.00	\$40.00	\$81.00	\$85.50	\$121.50	\$55,716.00	\$50.00	\$115.00	\$29,515.00	\$26,201.00	47.03%
Maroochydore	Sunshine Coast	133	160	141	\$38.00	\$40.00	\$81.00	\$85.50	\$121.50	\$58,601.00	\$50.00	\$115.00	\$30,865.00	\$27,736.00	47.33%
Woombye Snakes	Sunshine Coast	109	116	87	\$38.00	\$40.00	\$81.00	\$85.50	\$121.50	\$40,315.00	\$50.00	\$115.00	\$21,255.00	\$19,060.00	47.28%
Edge Hill	Far North	246	174	52	\$38.00	\$35.00	\$30.00	\$85.50	\$60.00	\$37,356.00	\$50.00	\$115.00	\$26,980.00	\$10,376.00	27.78%
Southside Comets FC	Far North	166	94	79	\$38.00	\$35.00	\$30.00	\$85.50	\$60.00	\$30,004.50	\$50.00	\$115.00	\$22,085.00	\$7,919.50	26.39%
Brothers Townsville FC	North	281	143	94	\$38.00	\$40.00	\$35.00	\$85.50	\$70.00	\$46,974.00	\$50.00	\$115.00	\$32,010.00	\$14,964.00	31.86%
Rebels FC	North	312	178	76	\$38.00	\$40.00	\$35.00	\$85.50	\$70.00	\$49,148.00	\$50.00	\$115.00	\$33,240.00	\$15,908.00	32.37%
Mackay Lions Soccer Club	Mackay	112	84	73	\$38.00	\$60.00	\$60.00	\$85.50	\$60.00	\$29,829.50	\$50.00	\$115.00	\$18,195.00	\$11,634.50	39.00%
Mackay Wanderers FC	Mackay	144	95	63	\$38.00	\$60.00	\$60.00	\$85.50	\$60.00	\$32,588.50	\$50.00	\$115.00	\$19,195.00	\$13,393.50	41.10%
Boyne Tannum FC	Central	194	125	78	\$38.00	\$39.00	\$39.00	\$85.50	\$39.00	\$34,274.00	\$50.00	\$115.00	\$24,920.00	\$9,354.00	27.29%
Clinton FC	Central	213	125	64	\$38.00	\$39.00	\$39.00	\$85.50	\$39.00	\$33,994.00	\$50.00	\$115.00	\$24,260.00	\$9,734.00	28.63%
Across The Waves FC	Wide Bay	137	125	76	\$38.00	\$25.00	\$25.00	\$85.50	\$25.00	\$24,904.00	\$50.00	\$115.00	\$21,840.00	\$3,064.00	12.30%
KSS Jets	Wide Bay	186	112	64	\$38.00	\$25.00	\$25.00	\$85.50	\$25.00	\$25,846.00	\$50.00	\$115.00	\$22,260.00	\$3,586.00	13.87%

Administrative Model 2020+

Key Outcomes

This page outlines some of the complexities around the Football Queensland Central Zone. They have harmonised junior and senior fees. Working closely with FQ's new Regional GM installed in 2020 we have been able to better understand and allocate costs between managing the zone versus managing the facilities.

Central Zone Fees include Zone Fee + Venue Fee + FQ Fee.

Central	Total Current Zone Fee (admin + venue)	Current Zone Venue Fee	Current Zone Admin Fee	Current FQ Fee	Proposed Zone Admin + FQ Fee (ex Venue fee)	Participant Savings
Emerald, Longreach, Biloela, Cap Coast MiniRoos	\$39		\$39	\$38	\$50	-35%
Emerald, Longreach, Biloela Junior Competitive	\$39		\$39	\$38	\$50	-35%
Biloela Seniors (in Gladstone Comp)	\$39		\$39	\$85	\$115	-7%
Gladstone MinRoos	\$110	\$71	\$39	\$38	\$50	-35%
Gladstone Junior Comp	\$110	\$71	\$39	\$38	\$50	-35%
Gladstone Senior	\$110	\$71	\$39	\$85	\$115	-7%
Rockhampton MiniRoos	\$110	\$71	\$39	\$38	\$50	-24%
Rockhampton Junior Comp	\$110	\$71	\$39	\$38	\$50	-24%
Cap Coast Junior Comp	\$110	\$71	\$39	\$38	\$50	-24%

Administrative Model 2020+

Key Outcomes

Here is an example of the complex fee structures currently in place across some zones. Administrative reform would further support the simplification of such fee arrangements. In this example registration categories could be reduced and savings from improved facility management (outsourcing canteens, sharper commercial arrangements) will place downward pressure on local 'Venue Fee' components.

Wide Bay Zone Fees include Zone Fee + Venue Fee + FQ Fee.

Wide Bay	Total Current Zone Fee (admin + venue)	Current Zone Venue Fee	Current Zone Admin Fee	Current FQ Fee	Current Total Fee (FQ + All Zone Fees)	Proposed FQ Venue fee	Proposed Zone Admin + FQ Fee	Proposed Total Fee	Reduction
Bundaberg MiniRoos	\$45	\$20	\$25	\$38	\$83	\$10	\$50	\$60	27%
Bundaberg Junior U12 - U13	\$75	\$50	\$25	\$38	\$113	\$50	\$50	\$100	11%
Bundaberg Junior U14	\$95	\$70	\$25	\$38	\$133	\$50	\$50	\$100	25%
Bundaberg Junior U15/16	\$115	\$90	\$25	\$38	\$153	\$50	\$50	\$100	34%
Bundaberg Junior U18	\$140	\$115	\$25	\$38	\$168	\$50	\$50	\$100	40%
Bundaberg Senior Women's	\$165	\$140	\$25	\$85	\$250	\$140	\$115	\$255	+1%
Bundaberg Senior Mens	\$185	\$160	\$25	\$85	\$270	\$140	\$115	\$255	5%
Maryborough MinRoos	\$45	\$20	\$25	\$38	\$83	\$10	\$50	\$60	27%
Maryborough Junior U12 - U13	\$75	\$50	\$25	\$38	\$113	\$50	\$50	\$100	11%
Maryborough Junior U14	\$95	\$70	\$25	\$38	\$133	\$50	\$50	\$100	25%
Maryborough Junior U15/16	\$115	\$90	\$25	\$38	\$153	\$50	\$50	\$100	34%
Maryborough Junior U18	\$140	\$115	\$25	\$38	\$168	\$140	\$50	\$100	40%
Maryborough Senior Women's	\$165	\$140	\$25	\$85	\$250	\$140	\$115	\$255	+1%
Maryborough Senior Men's	\$185	\$160	\$25	\$85	\$270	\$140	\$115	\$255	5%
Hervey Bay MiniRoos	\$85	\$60	\$25	\$38	\$123	\$50	\$50	\$100	18%
Hervey Bay Junior Comp	\$115	\$90	\$25	\$38	\$153	\$80	\$50	\$130	15%
Hervey Bay Seniors	\$130	\$105	\$25	\$85	\$215	\$80	\$115	\$195	10%



'Football in Queensland United' is more than a vision statement for Football Queensland.

It is, above all else, a reflection of our drive to finally bind the entire game around a common future, with a common purpose and in common effort. It will inspire a shift away from costly, complex, restrictive and divisive administrative and governance practices and deliver a modern, responsive, efficient and effective framework through which football can truly flourish.

As described in the XI Principles, Football Australia is leading the transition to a holistic 'One Football' model that facilitates this essential change. Our game has not undergone reform in 20 years and while everything around it has altered, it is time now for the game to evolve too. It is incumbent upon us all as stakeholders to be committed partners in progress, to align our efforts and to adopt the best-practice approaches that drive affordability and unlock new opportunities.

This is what our game deserves. Importantly, as the Future of Football 2020+ journey has so clearly confirmed, it is what the community demands of us as the game's temporary custodians.

We must listen, we must unite and we must move forward.



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