

FOOTBALL QUEENSLAND

# 2023 - 2026 STRATEGIC PLAN

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**ANYTIME, ANYWHERE**



FOOTBALL  
QUEENSLAND

WHOEVER YOU ARE, WHATEVER YOUR AGE, WHEREVER YOU'RE FROM

WHATEVER YOUR STORY  
FOOTBALL HAS THE POWER TO

**INSPIRE  
& UNITE**

**FOOTBALL**

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### Acknowledgement of Country

Football Queensland acknowledges the First Nations people whose lands we play on. We embrace the Traditional Owners' continued cultural and spiritual connection to Country and pay respect to their ancestors and descendants who continue to inspire us.



# ANYTIME, ANYWHERE

## 2023 - 2026

### OUR COMMON PURPOSE

Bringing communities together through football; connecting Australia to the world.

### OUR UNITED VISION

A leading Football nation where everyone is inspired to live and love the game.



# FOREWORD

We are excited to look ahead to the next four years as we continue to shape a bright future for football in Queensland and focus on improving the football experience for all involved, delivering greater value and driving the number of players, coaches, referees and volunteers while providing high quality, accessible football experiences for all Queenslanders.

Following the successful implementation of the transformative Future of Football 2020+ reforms that brought a generational shift in the way the game is governed and administered, we delivered upon the objectives of the 2020 – 2022 strategic planning period with unparalleled growth in every part of the state over the last three years.

Football Queensland's new 2023 – 2026 Strategic Plan defines the high level strategic priorities to be delivered in line with Football Australia's One Football model as we work together to unlock the potential of our game in Queensland and Australia.

The national strategy for Football Australia is supported by the nine Member Federations and is critical in shaping the ambitions, focus areas and measures of success for each of the Federations moving forward as we work together with a common purpose and united vision for the game with a focus on four pillars: **Participants and Clubs, Elite Teams and Pathways, Fans, and Unifying Football.**

Ben Richardson, Chair  
Football Queensland





## THE OPPORTUNITY FOR THE GAME

Shaping The Future

# Built around a COMMON PURPOSE & UNITED VISION

## Football Australia's OneFootball Plan - Strategic Pillars



### 1. Participants & Clubs

#### Our Ambitions

To be the most accessible sport in Australia where everyone can play any time, anywhere.

#### Our Focus Areas:

1. Drive participation retention & growth, especially among women and girls
2. Support clubs & volunteers as football's front line
3. Find or create more places to play for everyone

#### What success will look like:

- 2% year-on-year increase in grassroots Net Promoter Score (NPS)
- 400,000 additional women & girls playing football
- Improving the football product/experience
- 60% of the change rooms nationally are "female-friendly"
- Our programs will promote social cohesion, improve health outcomes and celebrate diversity in Australian society



### 2. Elite Teams & Pathways

#### Our Ambitions

To reimagine the Australian football player development ecosystem.

#### Our Focus Areas:

1. Produce world class teams, players, coaches and referees
2. Redefine and strengthen pathways & competitions
3. National team programs including Futsal, ParaRoos, ParaMatildas

#### What success will look like:

- FIFA Top 5 Matildas
- FIFA Top 25 Socceroos
- Representation at all World Cups for National Teams
- A modern domestic transfer system
- An established National Second Tier competition
- Build state-wide national academies



### 3. Fans

#### Our Ambitions

To attract and grow an inspired fanbase who love and are invested in Australian football properties.

#### Our Focus Areas:

1. Grow passion for our national teams
2. Optimise the fan experience
3. Establish innovative products to drive fan engagement

#### What success will look like:

- Increase in the Net Promoter Score (NPS) for fans
- Australia's favourite national teams
- A thriving National Team Membership Program
- Minimum 70% capacity in average of all Matildas and Socceroos home matches
- 5% year-on-year increase in average spend per fan



### 4. Unifying Football

#### Our Ambitions

To unite the game and unlock football's true potential.

#### Our Focus Areas:

1. FA and MFs will work together to define and implement One Football
2. Administration will be improved to maximize operational efficiencies
3. Governance will be enhanced to achieve greater alignment and focus

#### What success will look like:

- Created a new and fit-for-purpose governance and administration model for Australian football
- Streamlined service delivery and removed duplication across Australian football structures
- Increased revenues for the game, and lowered the cost of football for participants
- Improved service levels to the grassroots

Enablers

We will reshape the game  
for Women & Girls

We will leverage the FIFA  
Women's World Cup 2023™

We will align our digital  
and data strategies

# BACKGROUND AND CONTEXT

As leaders of the game, if we are to deliver an improved ‘football experience’ to meet the targets and ambitions of a united, national strategy, it is incumbent on us to streamline governance and administration and integrate critical strategic and operational functions and workstreams to remove administrative burden and support the execution of whole of sport initiatives.

The transition towards an agile, modern, fit-for-purpose framework for football is in line with global standards and best practice sports governance in Australia.

Football Queensland worked closely and collaboratively with Football Australia and other Member Federations to unite the game behind a common purpose and shared vision with a One Football approach.

The 2023 - 2026 Strategic Plan outlines Football Australia’s vision including focus areas and measures of success across four key pillars, providing context from a national perspective while also detailing plans for execution at the state level to deliver strong outcomes for football in Queensland.

## OneFootball

In order to **optimize** the whole, we must **improve** the **relationship** among the parts.

### This is OneFootball



#### Football First

Decisions must reflect the best interests of football in Australia



#### Unify

The game behind a common purpose, a single culture for football, single points of accountability



#### Localise

Frontline services, regionalise authority and decisions, centralise core functions



#### Reinvent

Services to be Club centric



#### Reposition

Resources to deliver customer focused high-performance administration



#### Improve

The football product through process refinement and implementation of best practice



#### Remove

Duplication and fragmented service delivery



#### Increase

Revenue, deliver economic efficiencies, lower the cost for football participants



#### Harness

The skills and knowledge across the ecosystem to maximise the power of football

# THE GAME OF CHOICE FOR ALL, FOR LIFE.

## FOOTBALL



# WOMEN & GIRLS ARE THE FUTURE

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Football Queensland fundamentally believes that women and girls are the future, with female participation a Football Queensland and national focus for the game as a whole.

Football Queensland is committed to achieving 50/50 gender parity in participants, referees, committees and club officials by 2027. This is our game's national target and across Queensland we are determined to leave a lasting legacy for future generations of Queenslanders by embracing the potential for women and girls across all parts of our game, making it the game of choice, for all, for life.

Meeting the increasing demand of the rapidly growing participation base is key to supporting the growth of football in Queensland.

This is important now, more than ever as we prepare to welcome the FIFA Women's World Cup 2023™ to our shores. It is crucial that we ensure the next generation of female participants have an opportunity to join our game by developing the right pathways, building the right infrastructure and strengthening our support of clubs to deliver outcomes across the state.

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# 50/50 GENDER PARITY

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## THE GAME'S **OBJECTIVE**





PILLAR 1

# PARTICIPANTS & CLUBS

FROM 2023 - 2026



Our National Ambition:

**TO BE THE MOST ACCESSIBLE  
SPORT IN AUSTRALIA WHERE  
EVERYONE CAN PLAY  
ANYTIME, ANYWHERE.**



# 1. Participants & Clubs

## Our National Ambition

To be the most accessible sport in Australia where everyone can play any time, anywhere.

## Our Focus Areas

### NATIONAL



Drive participation retention & growth, especially among women and girls



Support clubs & volunteers as football's front line



Find or create more places to play for everyone

### QLD



Transform FQ's Women and Girls Strategy by integrating it with FQ's Strategic Infrastructure Plan and Schools Strategy to supercharge growth



Evolve FQ's Referee Strategy and enhance the Referee Academy, delivering more referees, of higher standard and quality



Expand FQ's Futsal Strategy, Club Development Program, Club Support Hub and Coaching Knowledge Base

## What Success Will Look Like

### NATIONAL



2% year-on-year increase in grassroots Net Promoter Score (NPS)



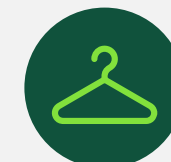
400,000 additional women & girls playing football



More women & girls refereeing, coaching, and volunteering in Australian football



Improving the football product / experience



60% of the change rooms nationally are "female-friendly"



Our programs will promote social cohesion, improve health outcomes, and celebrate diversity in Australian society

### QLD



128,000 club based participants and 200,000 social participants by 2026, keeping player retention rates above 80% each year with a 2% increase in the Net Promoter Score (NPS)



50/50 equal gender participation by 2027 with 62,000 club based female participants by 2026



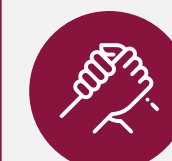
3,600 referees across the state with 1,250 more female referees & 1,000 more female coaches by 2026



100% of Queensland club boards, committees and FQ members meeting the 40/40/20 gender representation by 2027



20 new enabling infrastructure projects delivered each year, ensuring no barriers to participation, with every club in Queensland having female-friendly changerooms



Deliver an Indigenous and All Abilities strategy to ensure football in Queensland is and remains accessible to all with equality of opportunity, including Walking and Beach Football





## Participants & Clubs - Queensland Key Targets



QUEENSLAND  
REGISTERED  
PARTICIPANTS

**328,000**

Social Players  
**200,000**

Current Progress\*

**150,000**

Club Based Participants  
**128,000**

Current Progress\*

**85,330**

\*Progress Recorded October 2022\*



QUEENSLAND  
REGISTERED  
COACHES

**9,400**

Current Progress\*

**7,280**

\*Progress Recorded October 2022



QUEENSLAND  
WOMEN & GIRLS  
PARTICIPANTS

**62,000**

Current Progress\*

**25,723**

\*Progress Recorded October 2022



QUEENSLAND  
REGISTERED  
REFEREES

**3,600**

Current Progress\*

**2,201**

\*Progress Recorded October 2022

# 2026

Football Queensland has determined its key targets and KPI's above based on Queensland's required contribution to the national focus areas and measures of national success.





PILLAR 2

# ELITE TEAMS & PATHWAYS

FROM 2023 - 2026



Our National Ambition:

# TO REIMAGINE THE AUSTRALIAN FOOTBALL PLAYER DEVELOPMENT ECOSYSTEM.





## 2. Elite Teams & Pathways

### Our National Ambition

To reimagine the Australian football player development ecosystem.

### Our Focus Areas

#### NATIONAL



Produce world class teams, players, coaches, and referees



Redefine and strengthen pathways & competitions



National team programs including Futsal, ParaRoos, ParaMatildas

#### QLD



Build capacity in strengthened pathways for improved player outcomes by delivering technical best practice into clubs through an expanded FQ Academy and integrated Club Development program



Deliver a coaching-led revolution through the state-wide FQ Academy network of coach and referee educators, with a focus on higher standards and improved quality



Expand education for TDs, analysts, and administrators with a digitalised education platform and a data analytics system across advanced senior premier leagues for talent tracking

### What Success Will Look Like

#### NATIONAL



FIFA (Fédération Internationale de Football Association) Top 5 Matildas



FIFA Top 25 Socceroos



Representation at all World Cups for all National Teams



A modern domestic transfer system



We have established new national competitions: Women's Australia Cup; Schools Australia Cup; National Second Tier Men's competition



Build state-wide national academies

#### QLD



Delivered by 2026, Queensland's Home of Football project remains FQ's number one strategic infrastructure priority



Build on the established FQ Academy and deliver state-wide talent ID to integrate into new National FA Academy



20% QLD representation at a national level across all national teams, the Matildas, Socceroos, Futsalroos, Pararoos, Young Matildas and Joeys, reflecting Queensland's position as second largest federation and representative of our participation base nationally



Deliver a Club Value Index – representation of FQ Club Assessment and Club Rating versus Player Registration costs



Promote and support the progression of established advanced clubs who appropriately qualify to progress from NPL into a National Second Division



Deliver an FQ Academy for Futsal, adding to the existing, comprehensive and integrated FQ State Academy





## Elite Teams & Pathways - Queensland Key Targets



**20%**

Queensland representation at the national level across all national teams, the Matildas, Socceroos, Futsalroos, Pararoos, Young Matildas and Joeys, better reflecting Queensland as the second largest federation and proportionally representative of our national participation



**15**

Advanced Coaching Courses (C, B, A) educating over 300 Advanced coaches each year, delivering a quality coaching-led revolution through the coach educators across the FQ Academy



**#1**

Home of Football project delivered before 2026. Football in Queensland's number one strategic infrastructure priority will meet the existing need of our advanced female pathway and state academy programs



**25**

Advanced female technical directors and female technical staff in key roles across Queensland by 2026







PILLAR 3  
**FANS**  
FROM 2023 - 2026



Our National Ambition:

**TO ATTRACT AND GROW AN  
INSPIRED FANBASE WHO LOVE  
AND ARE INVESTED IN AUSTRALIAN  
FOOTBALL PROPERTIES.**





# 3. Fans

## Our National Ambition

To attract and grow an inspired fanbase who love and are invested in Australian football properties.

## Our Focus Areas

### NATIONAL



Grow passion for our national teams



Optimize the fan experience



Establish innovative products to drive fan engagement

### QLD



Improve FQ's connectivity in delivering national team and international content across the state to drive fan interest for showcase or exhibition games



Curate new fan engagement around existing and newly established leagues, championships, series and competition products



Shape new and existing state-wide content around the Domestic Match Calendar and Connected Competitions to optimize the fan experience

## What Success Will Look Like

### NATIONAL



Increase in the Net Promoter Score (NPS) for fans



Australia's favourite men's and women's national teams



25,000-strong National Team Membership Program



Minimum 70% capacity in average of all Matildas and Socceroos home matches



5% year-on-year increase in average spend per fan

### QLD



Deliver annual increases in fan attendance and engagement at Finals Series, Festivals and Championships across all conferences



The football experience must be easily accessible and value for money



Work with active supporters' group to improve the football experience



Development of a Tier 2 stadium with a 15,000-seat capacity in the inner city of Brisbane



Deliver end of year family carnivals and celebrations of football in every region across Queensland





## Fans - Queensland Key Targets



### 15,000-seat Capacity Tier 2 Stadium

Built in the inner city of Brisbane, to unlock the fan experience and release the factors constraining the establishment of a second A-Leagues club in Brisbane



### Convert

Convert passive fans to active participants through the deployment of FQ developed transition programs



### Celebrate

Expand the touchpoints with community, drawing new participants to the game, by celebrating and recognising the achievements of the community football experience



### Festivals

Festivals of Football, Finals and Championships Series designed to drive the fan and football experience, inspiring the next generation of footballers, coaches, referees and volunteers





**PILLAR 4**

# UNIFYING FOOTBALL

FROM 2023 - 2026



Our National Ambition:

## TO UNITE THE GAME AND UNLOCK FOOTBALL'S TRUE POTENTIAL





## 4. Unifying Football

### Our National Ambition

To unite the game and unlock football's true potential.

### Our Focus Areas

#### NATIONAL



FA and MFs will work together to define and implement One Football



Administration will be improved to maximize operational efficiencies



Governance will be enhanced to achieve greater alignment and focus

#### QLD



National shared services designed and supported to drive efficiency, reduce cost and duplication and improve the football experience



Club 'shared services' explored and designed to support club development and capacity building, to unlock the achievement of critical strategic objectives



Mature the functional roles of FQ Region Member committees (club engagement / feedback responsibilities / local understanding / improve services)

### What Success Will Look Like

#### NATIONAL



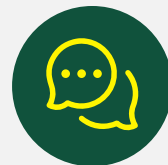
Created a new and fit-for-purpose governance and administration model for Australian football



Streamlined service delivery and removed duplication across Australian football structures



Increased revenues for the game, and lowered the cost of football for participants



Improved service levels to the grassroots

#### QLD



A One Football collaboration with Football Australia and other Member Federations to unite the game behind a common purpose and shared vision



Continue to expand our technology and systems to further streamline operations, lowering service costs and improving customer service outcomes



Create value with new events, programs and services, delivering growth in commercial partnerships, brands and IP, unifying football with the commercial sector



Enhance Queensland's governance framework by consolidating the strategic roles of the FQ Region Member committees, integrating the feedback of the football community, and maximise the impact of the functional advisory groups







## Unifying Football - Queensland Key Targets



### Football First

Football first decisions reflecting the best interests of football in Australia



### Deliver

Deliver an agile, modern, fit-for-purpose framework for football in line with global standards and best practice sports governance in Australia



### Reposition

Reposition resources to be a club and participant focused high-performance administration



### Increase

Increase revenue, deliver economic efficiencies, deliver value for football participants



# WHAT WE VALUE



## RESPECT

For the game and everyone involved

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



## PRIDE

We're proud of football and of everything we do

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



## INTEGRITY

The non-negotiable foundation for how we conduct ourselves

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



## UNITY

We are united, working together for football

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



# FOOTBALL IN QUEENSLAND UNITED

## FOOTBALL





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