

FOOTBALL QUEENSLAND

# 2024 - 2026 GAME DEVELOPMENT STRATEGY

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QUEENSLAND

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## 50/50 THE GAME'S OBJECTIVE GENDER PARITY

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 work to leverage on the back of the FIFA Women's World Cup 2023™ that came to our shores last year. 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.



### **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.

# FOREWORD

The 2024 – 2026 Game Development Strategy is underpinned by the profound importance of embracing diversity at all levels of our game, ensuring that all participants foster a strong sense of community regardless of their geographical or demographical backgrounds.

Just as every player contributes to the game, each member of our football community plays an integral role in shaping the landscape of football in Queensland. At its core, our strategy seeks to dismantle barriers and cultivate a culture of unity and support throughout our game. We must champion diversity and inclusion and ensure that every voice is not only heard but valued equally.

Our objectives are ambitious yet attainable: by 2026, we aspire to achieve 50/50 gender parity in participation across our game. The impact of hosting the biggest ever edition of the FIFA Women’s World Cup™ has been felt across the nation, and the time has now come for us to embrace change and propel our game to unprecedented heights to ensure a lasting legacy.

Additionally, we strive to see over 128,000 registered outdoor participants and 200,000 social football participants actively engaged. Together, our collective mission is to foster innovation, creativity, ambition, and sustainability, ensuring our programs cater for everyone, at all times.

As you explore the intricacies of this strategy, we encourage you to envision the opportunities that lie ahead and consider your role in shaping the future of football in our state. Together, we can embark on a journey of change and make our game truly inclusive.

We are confident that through our collective efforts we can achieve our objectives and become the catalyst for the change our game needs.



**Andy Allan**  
General Manager – Strategic  
Game Development & Referees



**Robert Cavallucci**  
Chief Executive Officer  
& Company Secretary

# OBJECTIVES



**50/50 Gender Parity - 64,000  
female participants in Queensland**



**128,000 registered  
club football participants**



**200,000 registered  
social football participants**



**Deliver an Indigenous and All  
Abilities strategy, inclusive of  
Walking and Beach Football**



# PRINCIPLES



## ENGAGE

Drive player engagement through continuous innovation, dynamic delivery and evolving participant experiences.



## EMBRACE

Embrace inclusivity through thoughtful program design, ensuring that all program offerings cater to diverse audiences and provide welcoming experiences for all, whilst having our ambition of 50/50 gender parity at the forefront of our work.



## SUSTAIN

Ensure each program is sustainable and focused on our commitment to excellence. Work with our clubs to build capacity and capability giving each program the best opportunity for long term success.



## UNIFY

Unify participants by fostering a strong sense of community, and shared experiences delivering opportunities for all participants regardless of their geographical or demographical backgrounds.

# STRATEGIC PILLARS

Objective: 128,000 registered club participants & 200,000 registered social participants by 2026



## 1. Recruitment & Opportunity

### Our Ambitions

We strive to reimagine how we recruit and attract a diverse community of players through deliberate and targeted recruitment campaigns, and program development and implementation.

Ensuring that we look outside of what has always been done, we aim to break barriers and challenge the 'status quo'.

It is key that we have opportunities for new participants to join all year round at any age.



## 2. Delivery & Experience

### Our Ambitions

All programs to be delivered of high standard ensuring that our participants have a quality experience no matter the level.

Embrace technology to ensure we can support our workforce statewide which in turn will give our participants a positive playing experience and increase the level of delivery.

Create a community of coaches that share a passion for football and want to develop and grow.



## 3. Retention & Transition

### Our Ambitions

Show a clear and well-articulated player journey with many different entry points, giving our participants a clear understanding of how they can get involved in football and how they can stay involved in football for life.

It is paramount that we work with our stakeholders to ensure there is opportunities for all participants no matter the age to transition into football programs all year round.



## PILLAR 1

# RECRUITMENT & OPPORTUNITY

## Our Commitment

We will achieve 50/50 Gender Parity, 128,000 outdoor participants and 200,000 social participants by 2027. To achieve this, we understand the importance of creativity and inclusivity. We will actively seek and promote our game across different geographical and demographical communities, implementing engaging programs catered to the participants wants and needs. Our goal is to ensure everyone has an opportunity to play our game, anytime and anywhere. We are committed to being innovative, breaking barriers and creative.

## What We'll Do

1. Conduct a demographical and geographical review to identify strategic growth areas.
2. Formalise and implement a strategy for schools and higher education inclusive of; after and before school program offerings statewide, along with a partnership program with universities and other higher education entities.
3. Expand our Girls United program offerings to encompass all age groups.
4. Develop a clear and well-articulated recruitment plan for all ages including re-engagement strategies.
5. Expand Social Football, Summer Football, Beach Football, Walking Football and Holiday Clinic offerings in key markets..
6. Expand our Q League product to include women and girls, schools and youth offerings.
7. Create an integrated action plan and calendar that considers all of Game Developments functions and actions
8. Implement a referral program that encourages current participants to bring new members into football.
9. Conduct regular surveys to understand the barriers of entry and tailor programs accordingly along with regularly analysing participation data and surveys for patterns and opportunities.
10. Develop a clear program offering that incorporates flexible formats, programs and products that cater for participants from diverse backgrounds.
11. Ensure promotional materials and collateral better reflect our diverse state and football community.
12. Strengthen relationships between schools, clubs, communities and other governing bodies to leverage and create more participation opportunities.
13. Collaborate with internal departments to increase female coaches and referees.
14. Implement the club changer framework to support clubs in building welcoming and inclusive cultures, and educate them on positive environments for players, coaches, volunteers, and officials while planning for long term viability and success.
15. Conduct 'Women in Leadership' programs to identify and develop current and future female leaders across the state which in turn will recruit more coaches and ambassadors.
16. Strategically partner with organisations that have expertise in certain communities/demographics to learn more and deliver alongside.

## What Does Success Look Like



Achieve 50/50 gender parity by 2027.



Reach 128,000 outdoor participants by 2026.



Reach 200,000 social participants by 2026.



Have a more diverse mix of participants actively engaged in our programs.



Successfully launch our Q-League for Schools, Women and Girls & Youth leagues with over 64 teams across all facets .



Grow Girls United programs to have a total of 7,300 participants.





## PILLAR 2

# DELIVERY & EXPERIENCE

## Our Commitment

All participants deserve an excellent player experience no matter what program they may be involved in. We are committed to providing all participants with a 10/10 experience, thus giving them the opportunity to learn and develop. We also understand the crucial element that our coaching workforce hold on giving our participants a top experience at all of our programs. We will ensure that our coaches receive quality training, upskilling opportunities, and the ability share best practice between each other. We will embrace technology to create modern and accessible learning opportunities for both players in our programs and our coaches, bringing all our workforce on the same journey no matter their location. We are committed to ensuring that our programs are the best in the country.

## What We'll Do

1. Conduct regular coaching workshops and opportunities for professional development of our workforce and community club coaches.
2. Quality assurance and consistency across program delivery to ensure that no matter where a program is, or who is running it, our participants have an enjoyable and safe experience.
3. Create a feedback loop for participants to share their experiences and suggestions.
4. Implement a reward and recognition program for our casual workforce.
5. Recruit and highlight a dedicated group of coaches that support our core participation products via delivery.
6. Improve our registration platforms and online experience to ensure seamless and straightforward processes for participants and families.
7. Develop an online resource centre for participants to access training materials.
8. Recruit & appoint coaches to programs with cultural awareness (CALD), disability education & context.
9. Deliver end of year carnivals and celebrations of football in every region across Queensland.
10. Continue alignment with Football Australia to extend resourcing across a joint casual workforce.
11. Develop standardised processes that accommodate existing and future Football Queensland workforce (EOI submissions, central document, communication templates etc.).
12. Collaborate with the FQ Marketing department to create a dedicated strategy that will support recruitment and recognition of our coaching workforce.
13. Develop and establish products that are financially viable to our target audiences, inclusive of age, ability, demographic and/or geographic identities.
14. Conduct post program surveys and NPS surveys to better understand the participants experience.
15. Expand current program and clinic participant communication protocols consistently across all game development programs to ensure program participants can expect the same information and communication process from FQ regardless of the program.

## What Does Success Look Like



A yearly increase in Net Promoter Score on end of program and end of season surveys.



Dedicated, skilled group of deliverers of our core participation products.



90% of our workforce attend regular workshops and development opportunities.



20% uptake on our post program surveys.





### PILLAR 3

# RETENTION & TRANSITION

## Our Commitment

We are dedicated to fostering an inclusive football community where every participant feels valued, supported and empowered throughout their footballing journey. Our strategies are data-driven and personalised to each program offering we have. We cannot underestimate the importance of creating welcoming and inclusive environments that enhance the overall player experience. We are committed to developing clear and concise retention and transition strategies which will achieve 80% retention rates throughout QLD. We strongly believe that retaining participants and reducing the churn rates of participants is paramount to the ongoing success of our game, with statistics indicating that retention is arguably more important than recruitment, focusing on engaging participants as life-long lovers of the game. We will think outside the 'box' and deliver unique opportunities to our participants to keep them engaged for life.

## What We'll Do

1. Develop and maintain a centralised player database that tracks participant engagement and history, using this data to identify patterns and areas for improvements.
2. Utilise data to support clubs with understanding their churn rates and develop strategies to reduce the churn % in each club.
3. Design a comprehensive player lifecycle engagement plan that caters for our players at different stages of their football journey.
4. Forge strategic partnerships with organisations that can support player retention and growth i.e. our current TAFE partnership.
5. Conduct exit surveys to establish and understand what experiences have driven and drive participants away from football.
6. Support clubs with capacity building by utilising the Club Changer program, which will provide resources and support for club development.
7. Partner with organisations to support in the delivery of Cultural Awareness & Gender Equity training and resources to clubs/organisations.
8. Develop a transition plan dedicated to our CALD communities and take a targeted and personalised approach.
9. Develop and establish a transition plan that assists participants in finding a sustainable long-term way to remain engaged in football.
10. Regularly review participation trends, survey results, and feedback to refine and adapt our programs.



## What Does Success Look Like



Achieve retention rates of 80% year on year.



60% clubs uptake our educational workshops.



Increased club capacity and capability around recruitment, retention and transition strategies



# HOW WE WILL MEASURE SUCCESS

To measure success of FQ's game development strategy, the following key performance indicators (KPIs) can be considered. Regularly assessing and analysing these KPIs will provide valuable insight into the effectiveness of the game development strategy and identify areas for improvement whilst ensuring the ongoing growth and success of all game development programs in Queensland.



**PARTICIPATION NUMBERS:** Track the number of outdoor and social registered players over the 3 year period. Monitoring the progress toward the target of 128,000 outdoor players and 200,000 social players by 2026.



**PARTICIPANT RETENTION RATE:** Calculate the percentage of participants that remain registered to our outdoor football registrations and measure the number of participants that transition from outdoor to social programs and vice versa.



**CLUB PARTICIPANT CHURN RATE:** Calculate the percentage of participants that leave a club but remain in football but go to another club. Work with clubs with high churn rates to create strategies to lower the regrettable player churn.



**DEMOGRAPHIC DIVERSITY:** Track the representation of traditionally underrepresented groups in our football community in both CALD and all ability communities.



**50/50 GENDER PARITY:** Track our progress to 50/50 gender parity by 2027 and continually reassess our strategies we have in place to achieve our goal.



**FEEDBACK AND SURVEYS:** Conduct regular surveys or other feedback mechanisms to gather input and experience of all participants, clubs and other stakeholders. Measure satisfaction levels through an NPS score.



**COACHING QUALITY:** Evaluate coach quality and effectiveness through regular participant feedback and coach evaluations. Conduct a minimum of quarterly coach workshops and quality assurance checks.



**TRANSITION SUCCESS:** Tracking transition of participants between social programs and club-based programs. Development of a clear player lifecycle with many different entry and transition points.

# TARGETS

Strategic Pillar	Measure	2024 Target	2025 Target	2026 Target
1. Recruitment & Opportunity	Achieve 50/50 Gender Parity by 2027.	23,750	28,262	33,066
	Grow Girls United Programs to have 7300 participants by 2026.	5230	6224	7300
	Grow Q-League Leagues to have 1280 participants by 2026.	740	960	1280
2. Delivery & Experience	90% of our workforce attending quarterly training sessions.	70%	80%	90%
	20 % uptake on our end of program participant survey.	20%	20%	20%
3. Retention & Transition	Achieve a retention rate of 80% across our player group.	70%	75%	80%
	60% of clubs attending FQ workshops	50%	55%	60%



**2024 - 2026  
GAME DEVELOPMENT STRATEGY**