

ONE FOOTBALL STRATEGY

2022-26



FOOTBALL
WEST



FOOTBALL
VICTORIA



FOOTBALL
TASMANIA



FOOTBALL
SOUTH
AUSTRALIA



FOOTBALL
QUEENSLAND



FOOTBALL
NORTHERN
TERRITORY



NORTHERN
NSW
FOOTBALL



FOOTBALL
NSW



CAPITAL
FOOTBALL



FOOTBALL
AUSTRALIA

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ACKNOWLEDGEMENT STATEMENT

We will begin by acknowledging the Football Australia Headquarters are located on the lands of the Gadigal people - the Traditional Custodians of the land now known as Barangaroo.

Today and always, we recognise and acknowledge Aboriginal and Torres Strait Islander peoples as the first inhabitants of Australia and that sovereignty was never ceded.

We extend this respect and honour to all elders, past, present and for future generations as we continue to grow with their guidance and wisdom.



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WELCOME FROM THE CHAIRMAN

CHRIS NIKOU

On behalf of our Football Australia Board, we want to thank our nine Member Federations which have contributed in an exceptional way to the creation of the One Football Strategy 2022-26.

The One Football Strategy 2022 – 2026 provides a framework by which we can now measure success as a game. It will require a collective focus, progressive thinking and discipline from the game’s governing bodies to bring this plan to life.

We are committed to this Strategy and will deliver it with our Member Federations and stakeholders in an effective and impactful manner.

I am confident that as you enjoy the One Football Strategy 2022-26, you will be inspired by the future

of football in Australia, and you will be proud to come on this journey with us.

On behalf of the Football Australia Board, it is my pleasure, to share the One Football Strategy 2022-26.

CHRIS NIKOU
CHAIRMAN OF FOOTBALL AUSTRALIA



MESSAGE FROM THE CEO

Over the past 20 years, football has been the fastest growing sport in Australia, and it remains the largest club-based participation sport in the country today.

In 2020, we articulated a 15-year vision for the game, the 'XI Principles for the Future of Australian Football'. Since publishing the XI Principles, Football Australia has set out on its journey to transform Australian football with the XI Principles acting as a guiding star, leading the game forward on this fresh and exciting path.

The future is bright for Australian football and with significant change already taking place, we enter the most exciting period the sport has seen in its history. Our Subway Socceroos will soon compete at the FIFA World Cup Qatar 2022™ and our Commbank Matildas will compete at the FIFA Women's World Cup Australia & New Zealand 2023™ on home soil in July next year. Together with our burgeoning participation base, Australian football has a unique opportunity to leverage these major events to set up Australian football for generations to come.

We are living the vision in the XI Principles and have breathed life into our Legacy 23 plan, launched in 2021, which will be vital to ensuring that we create lasting tangible benefits for the football community from our co-hosting of the FIFA Women's World Cup Australia & New Zealand 2023™.

As the governing bodies of the game in Australia, Football Australia and each of the State and Territory Member Federations have expressed a common desire to work collectively for the good of the game. The One Football Strategy 2022-2026 is an expression of this unified position and draws down from the XI Principles to articulate a roadmap for the next five years for Australian football.

The One Football Strategy 2022-2026 establishes a strategic framework of four Pillars along with three underlying Enablers. The framework also establishes national targets that each Member Federation will align to. It allows for localised delivery and acknowledges the diversity of Australian football, giving the Member Federations the opportunity to drive local strategy towards common objectives in innovative and creative ways.

We thank and congratulate our Member Federations on this significant achievement.

Welcome to One Football!

James Johnson
CEO OF FOOTBALL AUSTRALIA



WHAT FOOTBALL IN AUSTRALIA LOOKS LIKE IN 2026

IMAGINE

In pursuing our Vision to become “a leading Football nation where everyone is inspired to live and love the game”, this is what the Australian football landscape looks like in 2026

1

We are on track to hit our target of 50/50 gender parity in participation by 2027

2

A National Men's 2nd Tier Competition is established and continues to evolve

3

A Women's Australia Cup has been established and connects the pyramid for women's football

4

The A-League Men and Women has expanded and continues to provide valuable match minutes for player development

5

Our clubs are excelling in Asian competitions

6

Club Licensing is raising the standards of clubs nationally

7

A modern and progressive domestic transfer system is driving the domestic football economy

8

An aligned and coordinated domestic match calendar connects and unites Australian football

9

Our National Teams are qualifying regularly for World Cups

10

A digital transformation has taken place throughout the game

11

Australian football structures are more streamlined and effectively servicing the football community

12

Our fans are more engaged through innovative products and world class experiences

OUR GAME IN NUMBERS

THE **FASTEST GROWING** OF ANY SPORT IN AUSTRALIA SINCE 2001*

1,421,804
PARTICIPANTS

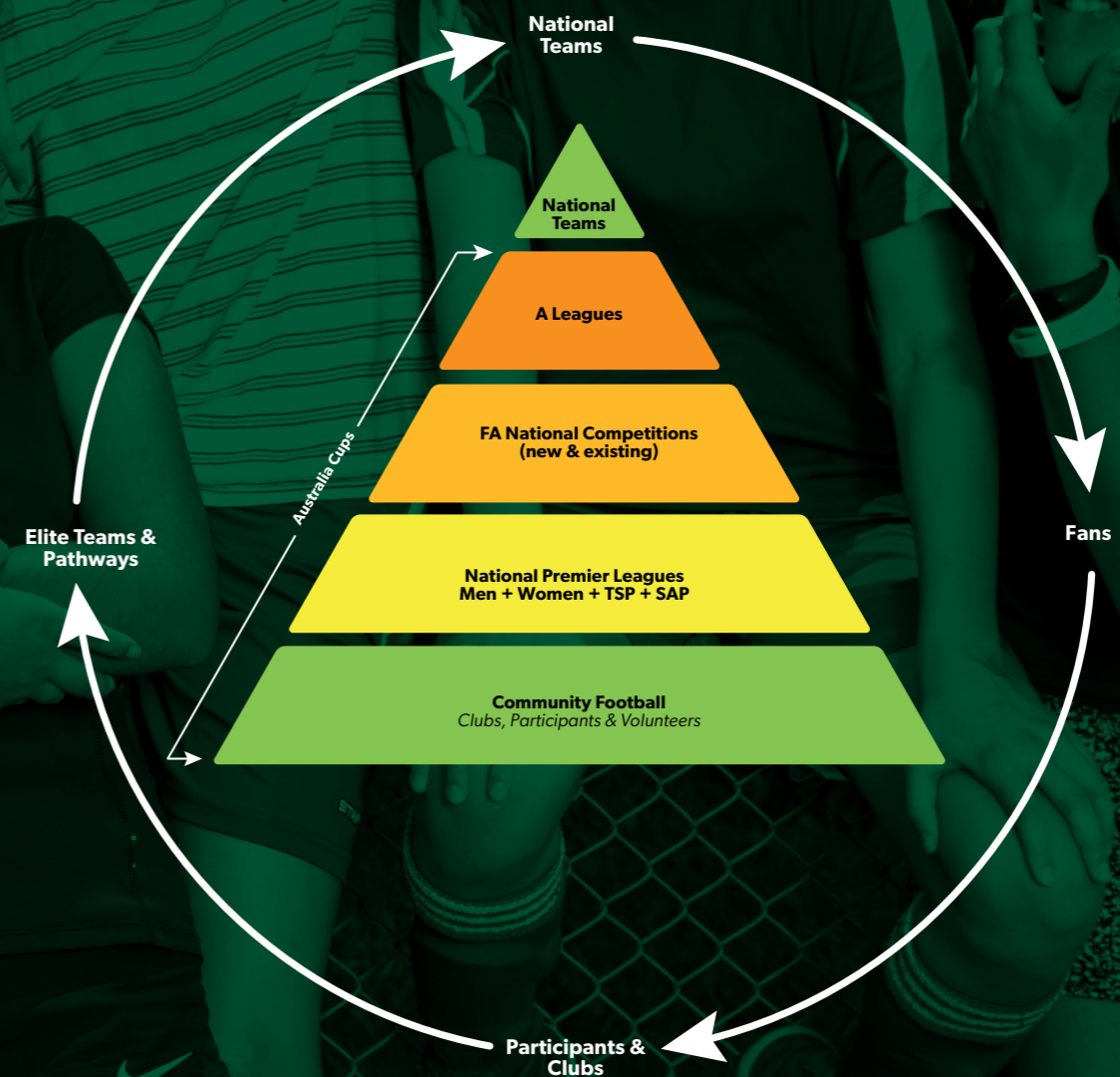
130,251 **417,415**
FEMALE OUTDOOR PARTICIPANTS **MALE OUTDOOR PARTICIPANTS**

2,345 **CLUBS**

2021 Football Australia National Participation Survey
*AusPlay National Data. Child Participation rate aged 0-14.

THE OPPORTUNITY FOR AUSTRALIAN FOOTBALL:

A CONNECTED AND UNITED FOOTBALL PYRAMID



The 'football flywheel' explores the relationship between Australia's National Football Teams and the Australian football community.

The National Teams serve as a high visibility entry point for someone into football, before they are connected to the Australian football community, who show and provide opportunities to play the game. From there, someone may opt to enter pathway programs, with the intent of making National Team selection themselves – inspiring a future generation of Australian football fans.



ONE FOOTBALL STRATEGY 2022-26

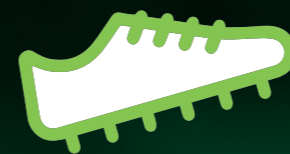
OUR SHARED PURPOSE

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

OUR SHARED VISION

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

STRATEGIC PILLARS



PARTICIPANTS & CLUBS



ELITE TEAMS & PATHWAYS



FANS



UNIFYING FOOTBALL



ONE FOOTBALL STRATEGIC FRAMEWORK

Unified by a shared Purpose and Vision for Australian football

OUR PURPOSE

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

OUR VISION

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

OUR 4 PILLARS

1. PARTICIPANTS & CLUBS

Our Ambition

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% YOY increase in grassroots NPS
- 400,000 additional women & girls playing football
- Improving the football product/ experience
- 60% of the change room nationally are "female-friendly"
- Our programs will promote social cohesion, improve health outcomes and celebrate diversity in Australian society



2. ELITE TEAMS & PATHWAYS

Our Ambition

To reimagine the Australian football player development ecosystem.

Our Focus Areas:

1. Produce world class teams, players, coaches, administrators, 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 Ambition

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

Our Focus Areas:

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

What success will look like:

- Increase in the NPS score 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% YOY increase in average spend per fan



4. UNIFYING FOOTBALL

Our Ambition

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 lower the cost of football for participants
- Improved service levels to the grassroots



ENABLERS

We will reshape the game for Women & Girls

We will align our digital and data strategies

We will leverage the 2023 FIFA Women's World Cup

1. PARTICIPANTS & CLUBS



Our Ambition is

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

Football is the largest club-based participation sport in Australia and despite the challenging circumstances of the last two years, continues to grow. As co-hosts of the FIFA Women's World Cup Australia & New Zealand 2023™, we have fantastic opportunity to continue to drive our participation numbers, particularly amongst women and girls which remains our greatest opportunity for growth.

'Our Legacy 23' plan sets an ambitious target of 50/50 participation across all areas of the game by 2027 and Pillar 1 places our participants and clubs at the centre of that journey. Together with our Members and Federal and State Governments, we believe we can transform the Australian sporting landscape and make football the most accessible sport in Australia where everyone can play any time, anywhere.

OUR FOCUS AREAS:



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

WHAT WE WILL DO:

Establish a national participation strategy which considers, amongst other things, the following:

- How we best articulate football's value to Australian society as a driver of diversity and inclusivity, social cohesion and improved health outcomes
- The introduction of a new community digital platform
- Support for club and volunteer capacity-building
- How we engage with non-affiliated participants and convert them to registered participants
- Expand participation offerings for all market segments
- Strengthen school-to-club transition pathway
- Lower cost to play / increase value delivered
- A complementary strategy to increase the number referees and a national facilities strategy
- Build a National Home of Football and the Home of Matildas
- Work with Member Federations to establish 'State Football Centres' nation-wide

WHAT SUCCESS LOOKS LIKE:

2% YOY INCREASE IN GRASSROOTS NPS

400,000

ADDITIONAL WOMEN & GIRLS PLAYING FOOTBALL

MORE

WOMEN & GIRLS

REFEREEING, COACHING & VOLUNTEERING IN AUSTRALIA FOOTBALL

IMPROVING

THE FOOTBALL PRODUCT/ EXPERIENCE

60% OF ALL CHANGE ROOMS ARE "FEMALE-FRIENDLY"

OUR PROGRAMS WILL PROMOTE SOCIAL COHESION, IMPROVE HEALTH OUTCOMES AND CELEBRATE DIVERSITY IN AUSTRALIAN SOCIETY



2. ELITE TEAMS & PATHWAYS



Our Ambition is

to reimagine the Australian football player development ecosystem

The Australian football ecosystem is unique in that we have to overcome many challenges not seen by other Football Associations around the world. The global football ecosystem also continues to evolve, and as competition throughout Asia increases, it is essential that we take the next step in our journey as a football nation.

Our iconic national teams are a source of joy and inspiration to many. A key

component in serving our common purpose is to ensure that they continue compete successfully at the international level.

Under Pillar 2, our task is to reimagine the Australian football development ecosystem to create a bespoke and fit for-purpose development environment through building upon global best practice and innovative thinking.

WHAT WE WILL DO:

Establish a technical vision for Australian football and a complementary strategy which considers, amongst other things, the following:

- How we structure development pathways to promote more match minutes for talented young players
- Enhancing the NPL competitions for girls and boys
- Enhancing methods of player identification and tracking
- How we optimise player education and development
- How we support clubs to deliver higher quality development experiences for players
- How we improve opportunities for coaches
- Reviewing and updating the national curriculum
- How we utilise big data to drive player development across the football ecosystem
- Establish new national competitions to create more opportunities for players to gain valuable match minutes at a national level
- Continue to stand up and drive national team programs

WHAT SUCCESS LOOKS LIKE:

FIFA TOP 5 MATILDAS

FIFA TOP 25 SOCCEROOS

REPRESENTATION AT ALL WORLD CUPS QUALIFICATION FOR 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

OUR FOCUS AREAS:



Produce world class teams, players, coaches, administrators, and referees



Redefine and strengthen pathways & competitions



National team programs including Futsal, ParaRoos, ParaMatildas



3. FANS



Our Ambition is

to attract and grow an inspired fanbase who love and are invested in Australian football

With Australia's Subway Socceroos qualifying for a fifth consecutive FIFA World Cup in Qatar, the CommBank Matildas taking to the field in Australia as hosts for the FIFA Women's World Cup 2023, and more youth national team content on home soil than ever before, it's an exciting time to be a fan of football in Australia.

Under Pillar 3, our task is bring you more opportunities to see football – at all levels of the pyramid – and ensure anyone attending matches has a quality experience that makes you want to come back for more.

WHAT WE WILL DO:

- Map the Australian Football Fan Journey
- Implement an innovative fan membership model
- Develop a clear fan-focused product strategy
- Integrate participation with National Team events
- Develop a nationally-aligned commercial strategy
- Support a compelling viewing experience through our broadcast platforms
- Align the match calendar to reduce the clashes that occur between community football fixturing and National team matches, and allow fans to consume the game when and how they want it.
- Collaborate with A-Leagues to accelerate fan development

WHAT SUCCESS LOOKS LIKE:

INCREASE IN THE NPS SCORE FOR FANS

AUSTRALIA'S FAVOURITE MEN'S & WOMEN'S NATIONAL TEAMS

25,000 - STRONG NATIONAL TEAM MEMBERSHIP PROGRAM

70% MINIMUM CAPACITY IN AVERAGE OF ALL MATILDAS & SOCCEROOS HOME MATCHES

5% YOY INCREASE IN AVERAGE SPEND PER FAN

OUR FOCUS AREAS:



Grow passion for our national teams



Optimize the fan experience



Establish innovative products to drive fan engagement



4. UNIFYING FOOTBALL



Our Ambition is

to unite the game and unlock football's true potential

Football is the largest participation sport in Australia, and participants of the game are playing the game everywhere across the vast land we call home – supported by Football Australia, Member Federations, Zones and Volunteers.

Under Pillar 4, our task is to unify everyone working to deliver the game across Australia – finding ways we can work better together, ultimately delivering a better quality experience for the Australian football community.

OUR FOCUS AREAS:



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



Administration will be improved to maximise operational efficiencies



Governance will be enhanced to achieve greater alignment and focus

WHAT WE WILL DO:

- Define the One Football roadmap
- Implement One Football workstreams to consult with our stakeholders on reform:
 - Participation & Programs
 - Structure & People
 - Finance, Systems & Technology
 - Domestic Competitions & Pathways
 - Governance
 - Strategy
- Deliver the 2023 Legacy Strategy

WHAT SUCCESS LOOKS LIKE:

CREATED A NEW,

AGREED AND FIT-FOR-PURPOSE GOVERNANCE & ADMINISTRATION MODEL FOR AUSTRALIAN FOOTBALL

STREAMLINED SERVICE DELIVERY AND REMOVED DUPLICATION ACROSS AUSTRALIAN FOOTBALL STRUCTURES

INCREASED REVENUES FOR THE GAME, AND LOWER THE COST OF FOOTBALL FOR PARTICIPANTS

IMPROVED SERVICE LEVELS TO THE GRASSROOTS



OUR ENABLERS

We will reshape the game for Women & Girls

More women are becoming increasingly passionate about our game everywhere in Australia. We will meet this passion by reshaping historically male-dominated football structures and put the growth of the game through increased female participation at the forefront of our thinking.



We will leverage the 2023 FIFA Women's World Cup

The FWWC23 presents a 'once in a lifetime' opportunity for our game. We will align behind the Legacy '23 national blueprint and engage collectively with key stakeholders locally (including governments, corporate partners, participants and fans) to ensure we accelerate the reshaping of the game for women and girls.



We will align our digital and data strategies

We will put digital and data at the forefront of our thinking in order to improve communication and enhance relationships, drive business growth, increase efficiencies, boost competitive advantage, inform decision-making, service the grassroots and entertain our fans.





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