



# INVESTING IN THE FUTURE OF FOOTBALL

FQ SERVICES GUIDE FOR MEMBERS & AFFILIATES





# 300+ CLUBS 10 REGIONS ONE STATE

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

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## Introduction

The Football Queensland Services Guide has been developed to provide insights into the many functions and services delivered by FQ to our members and affiliates. The FQ Services Guide demonstrates Football Queensland's professional journey and the objectives guiding our actions in recent years as the governing body for football in Queensland.

As the peak governing body for football, Football Queensland oversees every aspect of football governance and administration across the state. Our responsibilities encompass a wide range of tasks crucial for the sport's continued progression, including delivering strategies to support grassroots participation, fostering young talent, and developing world-class coaches and referees. These diverse duties are translated into various day-to-day activities, from ensuring insurance coverage to establishing player pathways and coordinating regional programs, detailed in this FQ Services Guide.

The implementation of the Future of Football 2020+ reforms marked a significant milestone for Football Queensland, shaping not only its governing capabilities and structure but also laying the foundation for FQ's transformative journey and strategic vision for the future of the game.

This, coupled with the release of our 2023-2026 One Football Strategic Plan and operational plans, allowed FQ to tailor specific execution strategies to drive tangible outcomes, foster sustainable growth, and enhance the football experience across the board for all participants.

As we continue to evolve, a key focus lies in club transformation, a strategic initiative driven by the components of growth, sustainability, and technology. This initiative is poised to unlock the next phase of the game's expansion, shaping dynamic club models and leveraging technological advancements.

These driving forces not only define our future vision but also propel our relentless pursuit of progress across all aspects of the sport. From empowering clubs to refining match officiating and coaching standards, we are committed to fostering dialogue and elevating the debate around football for maximum lasting impact.

More information on the ways in which Football Queensland supports the football community through its innovative programs and collaborative partnerships can be found throughout the FQ Services Guide.



**Robert Cavallucci**  
Chief Executive Officer



# Football Australia’s OneFootball Plan - Strategic Pillars



## Operationalising Our Strategy

Football Queensland’s 2023 – 2026 One Football 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.

Underpinning the 2023 – 2026 One Football Strategic Plan, Football Queensland has developed extensive operational strategies across key priority areas.

The operational strategies provide the detailed policy framework and region-level program implementation that supports the ongoing growth of the game as the state’s largest participation sport.







## PILLAR 1

# PARTICIPANTS & CLUBS

Our National Ambition:

**To be the most accessible sport in Australia where everyone can play anytime, anywhere.**



## Participants & Clubs



### The Why

Football Queensland is committed to welcoming participants of all ages, backgrounds and abilities and making football the game of choice for all, for life. We believe that women and girls are the future of our game and are 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.

### The How

Working with our clubs, we continue to reimagine the game to foster inclusivity and support for all participants, while simultaneously expanding outreach to new demographics and constructing more female-friendly infrastructure statewide.

By leveraging partnerships and targeted campaigns, we can pinpoint barriers to entry and tailor dynamic programs and business models accordingly to ensure maximum and enduring impact while embracing the opportunities presented by technology to further enhance the game's reach and development.



## Strategic Objectives



### Participation

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



### Referee & Coach Pathways

- Evolve FQ's Referee Strategy and enhance the Referee Academy, delivering more referees, of higher standard and quality
- 3,600 referees across the state with 1,250 more female referees & 1,000 more female coaches by 2026



### Infrastructure

- Transform FQ's Women and Girls Strategy by integrating it with FQ's Strategic Infrastructure Plan and Schools Strategy to supercharge growth
- 20 new enabling infrastructure projects delivered each year, ensuring no barriers to participation, with every club in Queensland having female-friendly changerooms



## Women & Girls are the Future



Football Queensland fundamentally believes that women and girls are the future of our game, and is committed to developing infrastructure, pathways and opportunities to embrace this potential as we strive for 50/50 gender parity in participation by 2027. Below are just some of the ways FQ supports participation among women and girls.

### Female Football Week

Female Football Week is a nationwide initiative aimed at celebrating the immense growth of women's football and acknowledging the important role women and girls play in developing the game. FQ wholeheartedly endorses the Female Football Week spirit and organises dozens of activities with a view to improving participation, awareness and gender equality, themes that all align with the 2023-2026 Strategic Plan's heavy emphasis on women and girls' football.

### FQ Academy QAS

The FQ Academy QAS is the elite football development program for women and girls in Queensland. Established in 1992, the program has a strong track record of producing players for Australia's national teams, including eight of the 10 Queenslanders in the CommBank Matildas squad for the FIFA Women's World Cup 2023™. The FQ Academy QAS program is delivered by Football Queensland and provides a full time playing and training environment for female players aged U13 to U18.



### Unlocking the Legacy

FQ has developed a 2024-2026 Women & Girls Strategy to unlock the legacy of the FIFA Women's World Cup 2023™ while supporting the growth of the women's game through increased participation opportunities for women and girls, investment in appropriate infrastructure, and additional support for clubs across Queensland.

### Female-Only Coaching and Referee Courses

A core pillar of FQ's 2024-2026 One Football Strategic Plan and Women & Girls Strategic Plan is our commitment to developing and upskilling female coaches and referees across the state. FQ delivers female-only coaching and referee courses across the state, including during Female Football Week.



## Support for all Forms of the Game



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

### All Abilities Football

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

### Indigenous Football

Football Queensland proudly supports Indigenous football throughout the state through collaboration with groups and clubs that facilitate community events and initiatives, and by promoting opportunities for Indigenous Queenslanders to join our game.

### Football Foundation Queensland

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

### Inclusive Football

FQ is committed to providing playing opportunities for all Queenslanders through collaborative inclusive initiatives. The Multicultural Settlement Program and Multicultural Youth Program both provide playing opportunities for newly arrived adults and children in Queensland and combine social-emotional learning approach with the National Football Curriculum's skill acquisition phase.

FQ also delivers a variety of Para, Powerchair and Deaf Football programs and hosts several Walking Football events throughout the year to ensure that everyone in Queensland can play the great game.

### Masters Football

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

### Summer Football

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

### Walking Football

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





Futsal

Futsal, the indoor five-a-side version of the game, is played in FQ affiliated clubs and centres from Far North Queensland to Toowoomba. Registered players can take part socially or play competitively, with opportunities to compete in the FQ Futsal State Titles and represent the state at the National Futsal Championships. FQ’s 2023-2026 Futsal Strategy outlines a strong and clear direction for futsal including the delivery of an FQ Academy for futsal, as part of the comprehensive and integrated statewide futsal pyramid.

Connected Futsal Pyramid

In 2023, FQ successfully introduced the connected futsal pyramid, which included the establishment of the FQ Futsal Premier League and the inaugural Queensland Futsal Cup.

The restructuring of senior futsal competitions in South East Queensland laid the groundwork for the connected pyramid, introducing multiple tiers of FQ Futsal Premier Leagues for both senior men and women to boost playing and development, opportunities, with the F-League acting as the highest tier in the pyramid.



Promoting Football Through Schools



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



Sporting Schools

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

FQ & Roar School Programs

FQ & Roar School Programs are a unique and fun way for young children of all abilities to develop their football skills in a fun and engaging school environment.

Delivered by accredited coaches, the School Programs are a great opportunity for boys and girls from Prep to Grade 6 to learn new skills, stay active and have fun with their friends.

FQ & Roar Holiday Clinics

FQ & Roar Holiday Clinics are a great opportunity for boys and girls aged 4 to 12 from across the state to learn new skills, stay active and have fun with their friends during the school holidays. Delivered by qualified coaches, the clinics will help kids develop functional game skills including 1v1, first touch, striking the ball and running with the ball.

GPS Partnership

FQ is partnered with The Great Public Schools’ Association of Queensland (GPS), Associated Independent Colleges (AIC), Queensland Schools Premier League (SPL) and Queensland School Futsal (SFL). FQ provides match officials for football games and offers development opportunities for referees and coaches operating within the school environment. These partnerships form part of FQ’s efforts to forge greater engagement with schools.



# Coach Education & Development



## The Why





FQ is committed to enhancing coach education across the state, ensuring all coaches are equipped with the necessary skills and knowledge to excel. In line with the 2024-2026 Coach Development Strategy, FQ continues to invest in coach development, positioning itself as a leading progressive member federation in Australia, fostering a culture of continuous improvement and innovation. With the number of participants in football growing each year, the demand for coaches is increasing and by supporting and retaining more coaches, particularly female technical directors, FQ will sustain the sport’s growth and ensure its long-term success.

## The How

FQ’s approach to coach development is multifaceted, focusing on engagement, development, and gender parity. Through targeted programs and courses throughout Queensland, FQ aims to expands the talent pool and enhance the overall quality of coaching, driving growth within the football community. Additionally, by investing in the ongoing education and career progression of coaches, we are ensuring the sustainability of the sport by providing additional resources and support in alignment with the participation growth.

FQ will continue to deliver coaching courses and resources efficiently and effectively across the state by leveraging more technological means, modernising coach development and breaking away from outdated course delivery methods.

## Strategic Objectives

-  9,400 FQ registered coaches by 2026
-  25 advanced female technical directors by 2026
-  50/50 gender parity and 1,750 additional female coaches in Queensland by 2027
-  Enhanced education with digitalised platform and vast range of courses





**State Technical Director**

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

**Courses and Workshops**

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

**Club Coach Coordinator Program**

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





# Referee Education & Development



## The Why

FQ prioritises referee development to address the increasing demand for officials across Queensland. With the growing number of participants in football, the shortage of referees has become a pressing issue, threatening the smooth operation of games. By cultivating a unified culture among stakeholders with a “one football, one team, one game” mentality, FQ delivers initiatives that support a sense of collective responsibility to address the need for referees but also ensures the long-term sustainability of the sport by creating a conducive environment for referee recruitment, retention, and development.

## The How

The strategies outlined in FQ’s 2024-2026 Referee Strategy are aimed at recruiting and retaining new officials while simultaneously fostering a culture of respect and support among stakeholders to continue to bolster the pool of referees statewide. By leveraging technology, FQ enhances the efficiency of referee recruitment processes and training programs, making them more accessible and engaging. By also supporting dynamic models and programs, the sustainability of any progress is ensured through the establishment of clear pathways for referee advancement and ongoing support mechanisms to retain experienced officials. Additionally, investment in technology facilitates the management and allocation of referees, optimising their deployment across games.

## Strategic Objectives



3,600 FQ registered referees across all formats of football in Queensland



50/50 parity, 1,250 more female referees in Queensland



Develop clear pathways for all referees, educators & match day coaches



Queensland referees represented at every level of refereeing globally





### Referee Pathway

To support the objective of achieving 3,600 registered match officials by 2026, FQ oversees a comprehensive referee development program in Queensland. Courses are delivered from Level 4 to Level 1, while assessors throughout the state study performances and provide feedback. The FQ Referee Academy brings together Queensland’s most talented young referees and fast tracks their progress across a two-year mentorship focusing on technical, professional and physical development.

### E-Learning Platform

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

### Supporting Young Referees

FQ consistently explores ways to strengthen the recruitment, retention and support of referees, especially since finalising the 2023-2026 Strategic Plan. The introduction of the teal shirt initiative promotes respect and understanding for new referees while the first year referee pack provides new referees with the essentials needed to get started. A pink armband is included in the pack for those under 18 as a visual reminder for players, coaches and spectators that the match official is a minor.



### FQ State Referee Conference

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

### Referee Coach & Development Officers

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





# Building the Future of Football in Queensland



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



## PRIORITY 1

### State Home & Community Football Centre

Estimated Cost: \$70 million

To cater for the significant growth in participation, Football Queensland's primary infrastructure priority is to establish a State Home & Community Football Centre. This facility will not only be a high performance facility for elite pathways across the state, it will also be a community hub. From elite player development through to community events and dedicated facilities for referees, futsal and other forms of the game, the State Home & Community Football Centre will deliver significant value to Queensland as a whole.

## PRIORITY 2

### Community Football Infrastructure Fund

\$60 million over three years

A \$60 million Community Football Infrastructure Fund would unlock immense opportunity for our game, providing investment to deliver outcomes on infrastructure projects throughout the state. From lighting upgrades to pitch redevelopments to female-friendly change rooms, the Community Football Infrastructure Fund would be a game-changer for the Queensland football community enabling clubs to meet demand while building their capacity to welcome an ever-growing participation base.

## PRIORITY 3

### Tier 2 Stadium

Estimated Cost: Approximately \$200 million

The development of a Tier 2 Stadium, a commercially sustainable model for rectangular clubs that could attract up to 20,000 spectators, would support the professional game in the state by providing a high-performance base for Queensland football and a multi-sport venue to accommodate elite games of various codes. The Tier 2 Stadium could also act as a training base for visiting teams during international tournaments, and as a possible venue to host international football matches.

## The Why

Meeting the increasing demand of football's rapidly growing participation base is key to supporting the growth of the game in Queensland, and Football Queensland is continuing to work to build vital capacity to support the game's growth.

As women and girls continue to join the game at record rates and as we strive for 50/50 gender parity in participation, it is particularly crucial that we develop the right pathways and build the right infrastructure to cater to the existing and growing needs of our female participant base.

## The How

Football Queensland has worked to establish the infrastructure and funding requirements to support our ever-growing game as the state's largest participation sport, with the 2024 – 2026 Infrastructure Strategy outlining the infrastructure and funding needed to drive progress towards the game's critical needs.

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







## PILLAR 2

# ELITE TEAMS & PATHWAYS

Our National Ambition:

**To reimagine the Australian football player development ecosystem.**



## Elite Teams & Pathways



### The Why

FQ places a paramount importance on elite teams and pathways, driven by objectives focused on maintaining the highest standards in player and coach development statewide. By providing advanced programs in FQ Academy clubs and regional centres, FQ aims to cultivate a robust talent pipeline while fostering inclusivity and diversity within the sport.

### The How

FQ's 2024-2026 Elite Teams and Pathways strategy guides our service delivery that unlocks the next phase of growth in the game while ensuring long-term viability through dynamic club models or programs. We continue to implement advanced programs in FQ Academy clubs and regional centres, leveraging technology to enhance talent identification and development processes. By embracing more technologically innovative and dynamic coaching methods and utilising data-driven insights, FQ facilitates the continuous improvement of players and coaches, driving sustainable growth in talent and performance at all levels.



### Strategic Objectives



20% Queensland representation in junior and senior Matildas and Socceroos national team squads



Queensland nurtures its top talents in the State Home and Community Football Centre



25 advanced female technical directors and female staff in key roles across Queensland



Ongoing education initiatives and innovative technology supports coach development and player identification





# Creating Player Pathways



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



## Connecting the Football Talent Pathway

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

Players’ progress in Queensland is supported by the FQ Academy and FQ Academy QAS programs, delivering a pathway for Queensland players in every region through its regional development centres and South East Queensland affiliated clubs.

## FQ Academy

The FQ Academy is constantly expanding and unifies Football Queensland’s range of advanced development and pathway programs from across the state under a single banner. The FQ Academy includes two age groups (U8-U11 and U12-U18) and two tiers, the Academy Tier and the Development Tier, creating a more consistent and visible pathway for aspirational footballers which is quality-controlled and accredited by Football Australia.

## WinterFest

WinterFest is Queensland’s largest youth football carnival and serves as an invaluable platform for Queensland’s up-and-coming FQ Academy players to receive real-time feedback on their development, as FQ technical and coaching staff monitor their progress throughout event. WinterFest also forms part of the FQ Academy Talent Identification system.

## FQ Junior Cup

The FQ Junior Cup is an additional competitive tournament for FQ Academy players from across the state. The event features teams from across the FQ Academy regional centres alongside South East Queensland FQ Academy clubs to provide young players with additional development opportunities as they participate in competitive matches against their peers and compete for silverware.

## National Youth Championships

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

## National Training Centre

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

## Training Compensation and Solidarity Payments

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







## PILLAR 3

# FANS

Our National Ambition:

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



## Fans



### The Why

As Queensland's largest participation sport, football's reach in the community encompasses fans of the game in all parts of the state. Football Queensland is focused on engaging fans at every level of the game and optimising the fan experience to ensure the sustainable growth of leagues, tournaments and competition products.

### The How

Football Queensland is delivering exciting football content in every region thanks to the introduction of the connected football pyramid, with fans across the state able to engage with statewide events and tournaments alongside local leagues. FQ also continues to elevate the fan experience through the expansion of live streaming capabilities and use of premier venues for Football Queensland Grand Finals, delivering an unrivalled match day experience.



### Strategic Objectives



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



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



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





# Connected Competitions



FQ continues to unite football in Queensland by providing statewide and region-specific opportunities within the connected football pyramid to more players in every region of the state. Aligned with FQ’s strategic vision outlined in the 2023-2026 One Football Strategy, these competitions serve as crucial components in fostering stronger connections among regional clubs and players, ultimately maximising the game’s accessibility.

As we continue to keep up to date with the next frontier of digital tools, FQ utilises modern technology to maximise the reach and impact of its connected competitions, attracting more teams and increasing engagement across the state, as well as establishing dynamic models to ensure the continued growth and success of football in Queensland.

## FQ Academy Leagues

Comprising of leagues for boys and girls from U9 to U18’s, the FQ Academy Leagues are part of Football Australia’s recognised and approved advanced pathway programs for state team selection and progression to national teams.

## National Premier Leagues Queensland

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

## Football Queensland Premier League

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

## Mitre FQPL Champions League

The FQPL Champions League continues to showcase the benefits of the statewide connected football pyramid as it features reigning FQPL Men and Women Premiers from across the state and provides increased match participation opportunities for the chance to compete against the FQPL 1 Premiers for the Champions of Queensland title.

## Kappa Queensland Cup

The statewide Kappa Queensland Cup provides an opportunity for both our men’s and women’s top-level teams to compete for top honours. The tournament is an additional opportunity for our state’s best players to maximise their match minutes and gain qualification to the Australia Cup from the Kappa Queensland Cup - Men.

## Australia Cup

The Australia Cup is an annual knockout competition run nationally. FQ oversees Queensland’s qualifying pathway in the form of the Kappa Queensland Cup, which determines the four clubs that will represent the state in the Round of 32 and beyond. Qualifying begins at local region level and is open to every single affiliated club.

## Kappa Pro Series

The Kappa Pro Series was created to provide players in Queensland’s top men’s and women’s competitions with an opportunity to gain additional match minutes against varied opposition through the year, complementing regular season fixtures and existing tournaments including the Kappa Queensland Cup.

## Metro League Cup

The Metro League Cup is a dedicated cup competition for senior men’s and women’s teams participating in the Metro Leagues, delivering more high-grade playing opportunities and competitive football players in the Metro region.



# STATEWIDE CUP FOOTBALL NETWORK

### STATEWIDE



### JUNIOR



### FUTSAL



### REGIONAL





Suncorp Stadium Grand Finals

The state’s most iconic stage, Suncorp Stadium, plays host to Football Queensland’s premier Grand Finals as the NPL Queensland and FQPL 1 Men and Women seasons come to an unmissable conclusion. The hosting of the Grand Finals at the world-class venue provides a fantastic opportunity for players, match officials and fans to experience an unrivalled match day experience in a major stadium in a demonstration of FQ’s commitment to investing in the football experience.

Live Streaming

Football Queensland live streams more than 700 matches across the state each season, bringing live matches to fans statewide and showcasing unmissable moments throughout Queensland competitions.



National Futsal Championships

Each year Queensland state teams participate in the showpiece National Futsal Championships where top-level futsal players from across the country compete for coveted titles and silverware.

F-League

Introduced in 2021, the F-League is a conference-style futsal competition for men and women, serving as the highest level of competitive futsal in Queensland’s futsal pyramid.

FQ Academy Futsal League

Launched in 2023 (formerly the SEQ Futsal Premier League), the FQ Academy Futsal League forms the top tier of junior futsal in Queensland.



FQ Futsal Premier League

The FQ Futsal Premier League creates further growth opportunities in the form of a connected futsal pyramid, with multiple tiers of FQ Futsal Premier Leagues for both senior men and women. The FQ Futsal Premier League forms the junior second tier through region-based competitions, while the senior FQ Futsal Premier League sits below the F-League, the highest tier in the pyramid.

FQ Futsal State Titles

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

FQ School Futsal Championships

The FQ School Futsal State Championships is a school-based futsal competition that brings together the best junior futsal Queensland School Sport (QSS) teams from across South East Queensland.

The competition incorporates various school-aged age groups as school representative teams compete in a highly competitive and fast environment whilst vying for silverware and qualification for the National School Futsal Championships.







## PILLAR 4

# UNIFYING FOOTBALL

Our National Ambition:

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



## Unifying Football



### The Why

Football Queensland has 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, ensuring the long-term success and sustainability of the game while delivering benefits to members of the football community.

### The How

Football Queensland is committed to delivering an agile, modern, fit-for-purpose framework for football in line with global standards and best practice sports governance in Australia. We're focused on increasing revenue, delivering economic efficiencies and value for football participants by making football first decisions that reflect the best interests of the game.



### Strategic Objectives



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



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





Certificate of Currency

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

Match, Tournament and Tour Sanctioning

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

Protect Our Game

The Protect Our Game initiative is designed to eliminate abuse and poor behaviour on and off the field, ensuring all players, coaches, referees, volunteers and spectators promote a positive environment and supportive behaviours within the game.

The robust Three Strike Policy provides a strong framework for dealing with poor behaviour including verbal and physical abuse directed at referees and other members of the football community, and the accumulation of strikes occurs for clubs that continually fail to manage unacceptable behaviours of members.

As part of the Protect Our Game initiative, a QR code reporting mechanism allows participants and spectators to report instances of abuse, violence and other incidents to help eliminate poor behaviour, with all clubs and venues statewide required to display Protect Our Game posters outlining the Three Strike Policy and QR code reporting mechanism in high traffic areas.

Football Queensland maintains a zero-tolerance approach to poor behaviour and in line with this initiative, is committed to ensuring that all clubs practise accountability, awareness and education to ensure the game remains safe for all Queenslanders.



Club Support Hub

- Protect Our Game
- Club guides
- Club documents
- Facility guides
- Grants and funding
- Campaign collateral
- Competitions collateral
- Logos and essentials
- Graphics support



Three Strike Policy



How Technology & Systems Benefit Football



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

Squadi

Football Queensland uses a single, integrated competition management and registration system. The Squadi platform provides a unified service that integrates several key football management functions, including player registrations, competition management, and match day solutions.

The incorporated communication system for clubs and players also improves engagement and information flow between clubs, participants, players and FQ. Consolidating these processes into a single system through the Squadi platform reduces operational costs by streamlining operational functions, reducing the workload of club volunteers through the removal of unnecessary duplication.

All Queensland clubs are provided with comprehensive resources from FQ including Squadi guides, videos and FAQs to enhance the efficiency and effectiveness of administration across all levels of the game.



Integrating Key Football Management Functions



Consolidating Processes into a Single System



Reducing Operational Costs & Workload of Club Volunteers through Removal of Duplication

Dynamics

FQ utilises a case management system which enables the delivery of consistent and connected support to stakeholders throughout the entire customer experience. The use of Microsoft Dynamics 365 helps FQ provide high-quality customer service to the football community.



# How We Support & Service Our Game



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

## Shared Services Model

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

Financial shared services have delivered significant savings across the state, allowing the game to become more accessible, while WordPress multi-site functionality promotes uniform messaging by creating a bridge between the FQ website and those belonging to multiple regions.

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

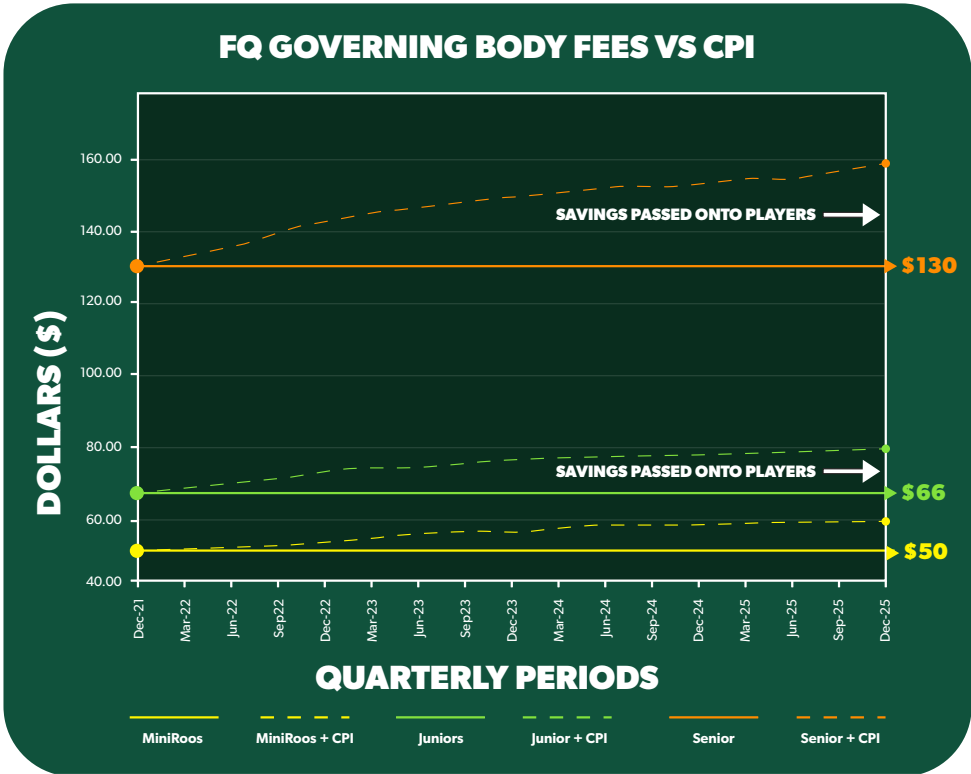


## Registration Fees

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

Football Queensland's governing body registration fees have remained unchanged since 2022 following the implementation of Future of Football 2020+ reforms which transformed and streamlined service delivery across the state.

These fees support each participant's insurance coverage. The proportion of registration fees allocated to FQ services changes on an annual basis. In spite of rising inflationary cost pressures FQ's governing body fees have not increased. The graph shows the impact of CPI on FQ governing body fees if applied.



# How FQ Protects Clubs & Participants



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

## Insurance Scheme

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

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

## General Liability (Public and Products Liability) Insurance

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

## Professional Indemnity Insurance

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

## Management Liability Insurance

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

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





Member Protection & Policy Development

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

National Registration Regulations

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

International Transfer Certificates

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



Representation to Football Australia, State Government & Local Councils

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

#EQUALISER

Football Queensland’s #EQUALISER initiative is designed to support the growing demand for football in Queensland by advocating for critical infrastructure investment from current and future elected representatives across all political parties.

The initiative’s main objective is to leverage election periods to secure essential funding for football club infrastructure projects across the state by building stronger connections between Queensland clubs and all levels of government.

To aid in this effort and support clubs at each stage, Football Queensland works closely with affiliated clubs and provides an extensive suite of resources featuring graphic and written assets for use, to effectively showcase club projects and garner support for vital football facility infrastructure projects.







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