

FOOTBALLWAYS

STRATEGIC PLAN

2019 - 2022



**FOOTBALL
VICTORIA**

FOREWORD

WE ARE PROUD TO UNVEIL FOOTBALL VICTORIA'S STRATEGIC PLAN 2019–2022.

It's a bold vision for the beautiful game into the future... football for ALL, anywhere, anytime.

We call it FootbALLways and it's about uniting, inspiring and enabling Victorians of ALL backgrounds to live and love football, for life.

Football in Victoria is in great shape, as evidenced by the 2018 participation figures which show more Victorians than ever are playing the game they love. In fact, in 2018, we grew 24% to a total participation of 352,798, making Victoria the second-highest growth market in the country.

That's testament to everyone connected with our game, and it's due in no small part to the progress we've made as a sport over the past 24 months.

To meet the growing demand for football across the state, we led the way with a comprehensive facilities and infrastructure audit, including a full-scale strategy and compelling narrative to address chronic historical underinvestment in facilities.

We also completed detailed reviews of our key competitions and boosted capability in priority areas, such as the highly successful club engagement program which is drawing strong support from our hard-working club representatives. Women and girls participation is at the core of our strategy, with the ambitious long-term target of 50/50 gender participation balance by 2027.

We will continue our obsessive commitment to support the ongoing growth and prosperity of our 358 member clubs, on behalf of their local communities and their dedicated network of volunteers.

Our new four-year strategic plan is designed to ensure that we build on this positive momentum. This ensures we deliver on today's requirements, while putting in place the key initiatives that will sustain the game's growth into the future.

While this document provides a high-level view of our strategic priorities, the detailed plan incorporates some 244 actions across Football Victoria's core areas and operations. All of these actions have defined KPIs, accountabilities and timings, mapped out over a four-year period.

We invite you to consider the plan and to let us know if there's anything that's particularly important to you on behalf of the club and community you serve.

It's an exciting time to be part of football in Victoria, and we extend our thanks for the continued support of our partners, members and the football community as a whole. Together, we look to forge an even brighter future.

FootbALLways.



Kimon Taliadoros
President



Antonella Carè
Vice President



Peter Filopoulos
CEO

OUR TARGETS BY 2022

CREATE AN INTERNATIONAL STANDARD FOOTBALL CENTRE

National Home of the Matildas

TOTAL PARTICIPANTS

500k (+41%)

REGISTERED PARTICIPANTS

100k (+44%)

Male 65k (+17%)

Female 35k (+154%)

50/50 Gender Balance by 2027

DEVELOP NEW & FULL-SIZE EQUIVALENT PITCHES

200 (+18%) by 2022

420 by 2026

STAKEHOLDER SATISFACTION

+30 Positive Sentiment Score (+25%)

REGISTERED REFEREES

3k (+96%)

REGISTERED COACHES

3.5k (+35%)

CLUBS

420 (+17%)

5 Star Clubs = 100

4 Star Clubs = 150

OUR PURPOSE



INSPIRE AND ENABLE ALL VICTORIANS TO LIVE AND LOVE FOOTBALL FOR LIFE.

We believe football can bring joy and happiness to ALL Victorians. We want to harness the positive passion of the football community in this great sporting state. We exist to provide the support and assistance required to facilitate this passion. We will enable ALL Victorians to experience football – regardless of background, gender, nationality, age or ability.

Our ultimate goal is for Victorians to live and love the game. We want them to participate, be active, contribute and inspire others to get involved. We want them to have powerful emotional connections with football through positive and memorable football experiences.

Finally, we want Victorians to have the opportunity to experience football at ALL stages of life.

**Harness
positive passion**

.....
**Build &
provide capability**

**Opportunities at
ALL stages of life**

.....
**Lifetime involvement
in the game**

**Live the game & inspire
others to get involved**

.....
**Love the game &
build powerful emotional
connections through memorable
football experiences**

ALL genders

.....
**Sense of belonging
for ALL communities**

.....
**ALL ages,
ALL abilities**

OUR VISION

FOOTBALL FOR ALL, ANYWHERE, ANYTIME

The beautiful game means many things to many different people. Our vision is to provide uncompromising support for more football formats that suit our diverse and eclectic population.

In today's modern society, a one-size-fits-all approach is no longer relevant. Our ambition is to unite ALL aspects of the game. We want football in Victoria to be inclusive, welcoming and encouraging for people from ALL backgrounds.

It will be our mission to cater for different segments with different football needs. To achieve this, we will diversify the formats and programs we offer and develop facilities and structures through which these formats come to life.

Our ultimate vision will be realised through 50/50 gender participation balance by 2027.



**DIVERSIFY FORMS
OF FOOTBALL**



**REGISTRATION
& PARTICIPATION
GROWTH**



**CATERING FOR
ALL NEEDS**



**ALL GENDERS,
ALL BACKGROUNDS,
ALL ABILITIES, ALL AGES**



**INCREASED FACILITY
UTILISATION**



**MORE QUALITY
FACILITIES**

OUR PLAN



FOOTBALLWAYS

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FOOTBALLWAYS



OUR PURPOSE

**INSPIRE AND ENABLE ALL VICTORIANS
TO LIVE AND LOVE FOOTBALL FOR LIFE**

OUR VISION

FOOTBALL FOR ALL, ANYWHERE, ANYTIME

OUR PILLARS

OUR CLUBS

Enabling our clubs to thrive while providing great experiences to ALL

FACILITIES AND INFRASTRUCTURE

Expanding and improving facilities of ALL types and providing infrastructure to increase access, utilisation and sustainability

ENJOYING OUR GAME

Provide the best opportunities for ALL to access and enjoy programs, competitions and pathways

PROMOTING OUR GAME

Increase engagement and advocacy of football to change perceptions and promote positive outcomes

OUR PEOPLE

Provide our people with continued opportunities to develop and be leaders for culture, high performance and social change

OUR FOCUS

WOMEN & GIRLS

FINANCIAL SUSTAINABILITY

INFLUENCE & ADVOCACY

BEST PRACTICE GOVERNANCE

LIVING OUR VALUES & BEHAVIOURS

OUR VALUES

RESPECT

INTEGRITY

UNITY

LEADERSHIP

INCLUSIVE

OUR CLUBS

ENABLING OUR CLUBS TO THRIVE WHILE PROVIDING GREAT EXPERIENCES TO ALL:

Fostering great club & inter-club culture while supporting our clubs' plans & aspirations

Continual education opportunities for club members

Providing better participant experiences

Ensuring club prosperity

Outstanding customer service to our members

Defined best-practice club systems & processes

Demanding exemplary behaviour from ALL football stakeholders

MEASURING SUCCESS:

- Annual stakeholder satisfaction surveys
- Retention statistics
- Number of training courses conducted
- Number of workshops conducted
- Club attendance at annual conference
- Number of complaints
- Issue resolution times
- Code of Conduct acceptance
- Number of club ambassador visits
- Actions completed on-time, in full
- Improved club star ratings

FACILITIES & INFRASTRUCTURE

EXPANDING AND IMPROVING ALL FACILITIES AND PROVIDING INFRASTRUCTURE TO INCREASE ACCESS, UTILISATION AND SUSTAINABILITY:

Building strong relationships with Local, State & Federal Governments

Providing facilities of ALL types

Improving facilities for women & girls

Enabling access to digital & technology infrastructure

Reversing chronic under-investment in facilities & infrastructure

Ensuring facilities are financially & operationally sustainable

Providing data-driven outcomes for social, health & wellness

By 2027, provide 420 new & equivalent full-size pitches to keep up with growing demand for our game & population growth

MEASURING SUCCESS:

- Number of government meetings each year
- Number of new facilities established
- Number of future projects planned
- Number of facilities upgraded
- Profitability of FV managed facilities
- Amount of funding received
- Live & current data availability
- Facility guidelines developed
- Number of facility success stories & case studies
- Number of relationships established
- Average facility condition
- Actions completed on-time, in full

ENJOYING OUR GAME

PROVIDE THE BEST OPPORTUNITIES FOR ALL TO ACCESS AND ENJOY PROGRAMS, COMPETITIONS AND PATHWAYS:

An appropriately resourced & high-performing Game Development Team

Running great competitions

Focus on women & girls football

Increasing our footprint in schools

Capturing participation from non-traditional formats (social & futsal)

Investing in fixturing & competition management

**First class talent identification & development
(coaches, players, referees, volunteers, staff)**

Creating a strong community, club & game day experience

MEASURING SUCCESS:

- Annual stakeholder satisfaction surveys
- Number of school participants
- Number of total participants
- Number of registered participants
- Number of referees
- Number of accredited coaches
- Talent identified (players, coaches, volunteers, administrators, referees, staff)
- Churn statistics
- Number of fixture changes
- Number of referee 'no-shows'
- Actions completed on-time, in full

PROMOTING OUR GAME

INCREASE ENGAGEMENT AND ADVOCACY OF FOOTBALL TO CHANGE PERCEPTIONS AND PROMOTE POSITIVE OUTCOMES:

Advocating & influencing key stakeholders & decision makers

Being advocates for the game in Victoria & developing a strong narrative for our sport

Marketing & selling the game to Victorians

Increasing engagement with communities & schools

Stakeholder management to deliver positive outcomes

Making Victoria a 'football destination'

MEASURING SUCCESS:

- Annual stakeholder satisfaction surveys
- Number of stakeholder meetings
- Number of stakeholder events
- Number of licensees
- Number of school visits
- Number of club ambassador visits
- e-Database subscribers
- Number of followers on social media
- Database & social media engagement
- Actions completed on-time, in full

OUR PEOPLE

PROVIDE OUR PEOPLE WITH CONTINUED OPPORTUNITIES TO DEVELOP AND BE LEADERS FOR CULTURE, HIGH PERFORMANCE AND SOCIAL CHANGE:

Identifying & supporting champions for our clubs; those great citizens who are contributing to society

Increasing support & appreciation of volunteers

Providing our staff & the football community with ongoing opportunities for training & education

Developing a high performance culture in football

Promoting a positive culture of mutual respect

Providing leadership for ALL

KPIs for ALL staff

Gender balance among clubs, committees & members

A well-credentialed, diverse & gender balanced board

MEASURING SUCCESS:

- Annual stakeholder satisfaction surveys
- Bi-annual staff surveys
- Gender balance across ALL levels of football
- Talented people pipeline
- Average performance ratings
- Average length of tenure
- Proportion of compliance
- Education sessions conducted (volunteers, staff, coaches, referees, administrators, players)
- Actions completed on-time, in full

FUTURE FOCUS



WOMEN & GIRLS



INFLUENCE & ADVOCACY



LIVING OUR VALUES & BEHAVIOURS



FINANCIAL SUSTAINABILITY



BEST PRACTICE GOVERNANCE

KEY SUMMARY

WHAT WE MUST DO

1



WE'RE FOR ALL

WOMEN, MEN, BOYS, GIRLS,
ALL ABILITIES, MULTICULTURAL,
DISABILITY, LGBTI+,
RACES & RELIGIONS -
ANYWHERE, ANYTIME.

2



GETTING THE BASICS RIGHT

PRIORITISING THE THINGS
THAT MATTER & DOING THEM
WELL - CLARITY & PURPOSE.

3



PROVIDING POSITIVE EXPERIENCES

KEEPING PEOPLE IN THE GAME &
DEVELOPING ADVOCATES SO WE
CAN CONTINUE TO GROW.

HOW WE PLAY

RESPECT

Valuing ALL

- We collaborate positively
- We listen to each other and welcome new ideas
- We are punctual, prepared and present (professional)
- We are polite and courteous
- We respect the game and ALL the people involved in it

INCLUSIVE

Together we are stronger

- We value diversity in ALL that we do
- We encourage and embrace a sense of belonging
- We leverage individual differences as a competitive advantage
- We acknowledge and celebrate our past, present and future

INTEGRITY

Doing the right thing

- We are honest and transparent with each other
- We trust each other
- We do what we say
- We are fair and consistent

UNITY

United for the good of the game

- We collaborate with each other
- We work together to achieve goals
- We will lead a unified football community

LEADERSHIP

Inspiring vision of the future

- We celebrate success
- We are willing to have difficult conversations
- We are role models for the behaviours we want to see
- We are disciplined and focused on the big picture
- We are courageous enough to stay the course

"We invite you to consider the plan, and to let us know if there's anything that's particularly important for you on behalf of the club and community you serve."

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