FOOTBALLWAYS

STRATEGIC PLAN

2019 - 2022
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

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.
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%)

- **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.
ALL genders
Sense of belonging for ALL communities
ALL ages, ALL abilities

Opportunities at ALL stages of life
Lifetime involvement in the game

Harness positive passion
Build & provide capability

Live the game & inspire others to get involved

Love the game & build powerful emotional connections through memorable football experiences
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.
ALL GENDERS, ALL BACKGROUNDS, ALL ABILITIES, ALL AGES

INCREASED FACILITY UTILISATION

MORE QUALITY FACILITIES

DIVERSIFY FORMS OF FOOTBALL

REGISTRATION & PARTICIPATION GROWTH

CATERING FOR ALL NEEDS
Football Victoria Strategic Plan 2019 - 2022

OUR PLAN

FOOTBALL WAYS

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 VALUES

WOMEN & GIRLS

FINANCIAL SUSTAINABILITY

INFLUENCE & ADVOCACY

BEST PRACTICE GOVERNANCE

LIVING OUR VALUES & BEHAVIOURS

OUR FOCUS

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
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

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

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

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.”