



FOOTBALL  
NSW

# STRATEGIC PLAN

2023-2026

# FOREWORD

## LEADING AND SUPPORTING FOOTBALL ACROSS ALL CULTURES AND COMMUNITIES

As the world slowly emerges from the Covid-19 pandemic, more than ever, football continues to play an important role in bringing NSW communities together.

The role our game has played in supporting the recovery from the Covid-19 pandemic is a valuable reminder of how much football means to our communities and the significant responsibilities that we all have as caretakers of this great game.

While the global pandemic has presented considerable challenges, it also has also offered unprecedented opportunities for our game and the way it is administered.

Every level of the game must continue to test the way it operates and challenge itself to rethink the delivery of our sport. And we are here to lead and help.

Football NSW will focus on improved support, service delivery, guidance, and empowerment of our Members. Accountability will be more important than ever, along with an aim of removing duplication whilst ensuring a genuine emphasis on the football experience of all participants.

We want to drive a new era of alignment and collaboration between our Members, Football NSW, and Football Australia. Right across the football family, we must ensure greater clarity in roles and responsibilities at every level.

The fundamentals of our strategy for football in NSW align with Football Australia's national strategy. As Members adopt key, relevant strategies in their own plans, the football community will become a stronger force as all levels of the game progress in the same direction.

The completion of a new constitution and governance framework for Football NSW, will make us fit for purpose both now and into the future.

The co-hosting of the FIFA Women's World Cup in 2023 offers the chance to galvanise the sport like nothing before.

We need to make a concerted effort to maximise the opportunities that hosting the world's biggest women's sporting event offers, aiming for increased participation, widespread investment in facilities and programs, and the cementing of football as a sport that is a driver of health and community improvements through being inclusive and accessible.

In all of this, we will never lose sight of why we are here – to further the beautiful game. Our sport has a heritage that is not celebrated enough, despite collectively having achieved so much over the past century.

This plan is the framework to make all of this happen. The opportunities are boundless.

Football is the sport for all and the game that can engage for a lifetime.



Gilbert Lorquet  
Chairman



Fiona Lang  
Deputy Chair



Stuart Hodge  
CEO

### Acknowledgement of Country

We, Football NSW, acknowledge the Traditional Custodians of the lands where we work and live.

We celebrate the diversity of First Nations peoples and their ongoing cultures and connections to the lands and waters of NSW.

## OUR PURPOSE

To Facilitate the Best  
Experience for All

## OUR MISSION

Leading and Supporting the  
Growth of Football Across All  
Cultures and Communities

## 10-YEAR GROWTH GOALS

- Football Remains the Largest Participation Sport
- Football is the Largest Team Sport for Females
- Achieved 50/50 Gender Participation

## WE WILL ACHIEVE OUR GOALS BY FOCUSING ON:

### GROWING FEMALE FOOTBALL

Capitalise on the hosting of the 2023 FIFA Women's World Cup to leave a legacy for female football

### SUPPORTING COMMUNITY FOOTBALL

Achieve 75% retention rate by supporting our members to deliver positive football experiences for all participants

### ENHANCING COMPETITIONS

Delivering quality competitions for all participants and supporters

### PRODUCING FOOTBALL TALENT

Average 45% selection for national teams by providing development opportunities through our high-performance pathways

### PROVIDING LEADERSHIP

Being collaborative, transparent and ambitious in the governance and operations of the game

## HOW WE DO IT

**INTEGRITY, TENACITY, INCLUSIVITY, RESILIENCE**

# WHERE ARE WE AT

# TOTAL PARTICIPANTS 437,981



**PLAYERS**  
**399,106**

**CLUBS**  
**736**



**COACHES**  
**22,500**

**REFEREES**  
**5,036**

**VOLUNTEERS**  
**11,339**

**GENDER PROFILE**

**MALE 75%**



**FEMALE 25%**

**OUTDOOR**



**244,340**

**SUMMER**



**58,369**

**FUTSAL**

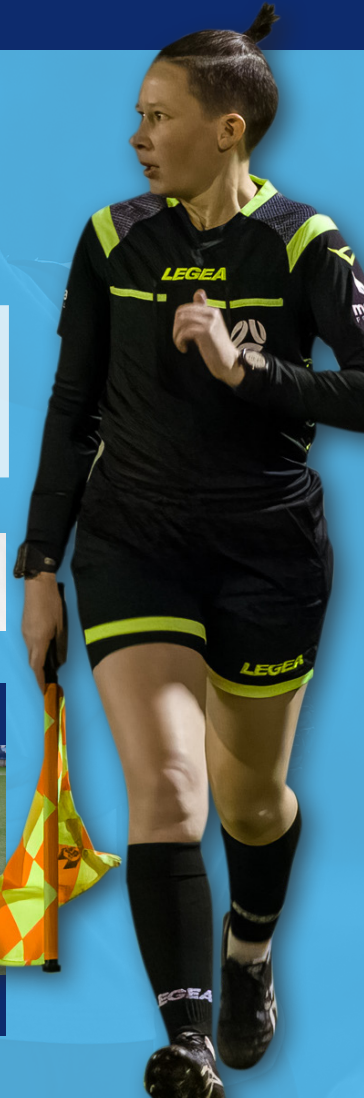


**1,636**

**SCHOOLS**



**94,761**



# OUR PURPOSE

TO FACILITATE THE BEST  
EXPERIENCE FOR ALL

# OUR MISSION

LEADING AND SUPPORTING  
THE GROWTH OF FOOTBALL  
ACROSS ALL CULTURES  
AND COMMUNITIES



# TRUE TO OUR BELIEFS

**OUR VALUES GUIDE OUR CONDUCT, ACTIVITIES AND GOALS**

## **INTEGRITY**

**We act in a trustworthy, respectful and authentic manner**

## **TENACITY**

**We are determined to be innovative and to celebrate excellence**

## **INCLUSIVITY**

**We are for open and accessible to all. We celebrate the history of the game**

## **RESILIENCE**

**We inspire confidence and adapt to any situation**

# 10-YEAR GROWTH GOALS

**Football  
Remains the  
Largest  
Participation  
Sport**

**Football is  
the Largest  
Team Sport  
for Females**

**Achieved  
50/50  
Gender  
Participation**

# FOUR-YEAR GROWTH GOALS

**500,000  
participants**

**100,000  
registered  
female players**

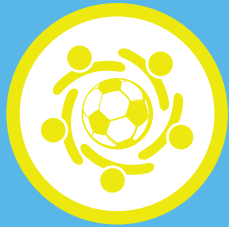


# OUR GAME PLAN



## **GROWING FEMALE FOOTBALL**

**Capitalise on the hosting of the 2023 FIFA Women's World Cup to leave a legacy for female football**



## **SUPPORTING COMMUNITY FOOTBALL**

**Supporting our Members to deliver positive football experiences for all community participants**



## **ENHANCING COMPETITIONS**

**Delivering quality competitions for all participants and supporters**



## **PRODUCING FOOTBALL TALENT**

**Providing development opportunities for participants through our high-performance pathways**



## **PROVIDING LEADERSHIP**

**Being collaborative, transparent and ambitious in the governance and operations of the game**





# GROWING FEMALE FOOTBALL

## CAPITALISE ON THE HOSTING OF THE 2023 FIFA WOMEN'S WORLD CUP TO LEAVE A LEGACY FOR FEMALE FOOTBALL

### OUR TACTICS

- Deliver on the NSW Government legacy program from the FIFA Women's World Cup
- Support Football Australia to secure additional legacy funding from the Federal Government
- Create and support initiatives with our members to improve the experience for females participating in football
- Provide scholarship opportunities to female coaches, referees and administrators
- Capitalise on the FIFA Women's World Cup by providing access to introductory football programs

### OUR OUTCOMES

- Government legacy Funding provided to members towards infrastructure and programs
- Increase in number of female participants
- 25% increase in female coaches and referees
- Increase in number of females in senior roles within football



# SUPPORTING COMMUNITY FOOTBALL

## SUPPORTING OUR MEMBERS TO DELIVER POSITIVE FOOTBALL EXPERIENCES FOR ALL COMMUNITY PARTICIPANTS

### OUR TACTICS

- Serve and collaborate with Members, helping them perform their roles and better serve their community
- Focus on areas that improve the experience and enjoyment of participants to drive retention and growth
- Support and build capacity of volunteers as football's front line
- Continue to implement the NSW Football Infrastructure Strategy
- Improve coach and referee development opportunities
- Improve communication, knowledge and information sharing across the football family
- Progress and grow other forms of the game including futsal and social football
- Develop programs and tools to increase capacity and improve the capability of our Members
- Increase inclusivity in football programs and opportunities
- Expand the delivery of programs in schools and strengthen transition to club football
- Develop a specific plan to support regional football
- Make it easier and more attractive to become a referee

### OUR OUTCOMES

- Average 2% YOY increase in community football Net Promoter Score
- Achieve 75% participant retention including volunteers
- 70% of clubs receive Game Plan accreditation
- Increase in accredited coaches and engagement in ongoing education
- Moving towards 99% referee coverage
- Growth across other forms of the game



# ENHANCING COMPETITIONS

## DELIVERING QUALITY COMPETITIONS FOR ALL PARTICIPANTS AND SUPPORTERS

### OUR TACTICS

- Complete the implementation of the NPL Evolution Plan
- Introduce a state women's knockout competition
- Increase sponsorship, fan awareness and interest in our competitions
- Implement better technology to improve the organisation and administration of competitions
- Provide guidance and training for Clubs to strengthen their operations and enhance the development opportunities they offer their participants
- Implement national club licensing program
- Enhance streaming experience for viewers
- Support clubs to maximise opportunities created by the Domestic Transfer System

### OUR OUTCOMES

- Fit-for-purpose registration and competition management system implemented
- Increased prominence of NPL through broadcast viewers and social media followers
- Improved sustainability of clubs through increased revenue generated from commercial activities and domestic transfer system
- State women's knockout competition leading into a women's Australia Cup



# PRODUCING FOOTBALL TALENT

## PROVIDING DEVELOPMENT OPPORTUNITIES AND DELIVERING FOOTBALL EXCELLENCE THROUGH OUR HIGH-PERFORMANCE PATHWAYS

### OUR TACTICS

- Provide pathways for the development of talented players, coaches, referees and administrators that enable them to have successful and inspiring careers in football
- Improve player and referee talent identification and development processes
- Work with all members of the football family to develop the most effective youth development system of any state
- Create a player/referee welfare and high-performance culture across all our programs
- Improve access to localised football development programs for talented players especially in regional areas
- Deliver more courses and educational opportunities to increase and upskill talented coaches, technical directors, referees and administrators

### OUR OUTCOMES

- An average of 45% of Australian national representative players are selected from NSW
- Increase in players from NSW reaching A-Leagues and signing professional contracts
- Increase in NSW referees officiating the A-Leagues and acquiring FIFA badges
- Expanded TSP and Elite Games providing support for talented players, coaches and referees



# PROVIDING LEADERSHIP

## BEING COLLABORATIVE, TRANSPARENT AND AMBITIOUS IN THE GOVERNANCE AND OPERATIONS OF THE GAME

### OUR TACTICS

- Create a new, agreed and fit-for-purpose governance and administration model for Australian and NSW football
- Maximise resources and reduce duplication through better alignment and shared understanding at all levels of football in NSW and Australia
- Usher in a new constitution that reflects the demands of football today and over the next decade
- Increase and diversify revenues, including from Valentine Sports Park, to reinvest back into the game
- Increase recognition of the history and standing of football and its role in our communities
- Highlight football's standing in and contribution to the broader society
- Strengthen football's standing within Government to support greater investment into facilities and programs
- Continue working towards being an employer of choice
- Improve our communication and Football NSW brand presence

### OUR OUTCOMES

- Streamlined service delivery and removed duplication across Australian football structures
- Improved transparency with members
- Clear roles and responsibilities throughout the game ensuring clarity and empowerment
- Modern constitution adopted by the Members
- Increased government funding for football facilities and programs
- Secure equity within a national Home of Football in NSW
- Foster employee engagement and retention

# HOW WILL WE DO THIS TOGETHER



**OUR  
TEAMMATES**

**WE ARE IN THIS  
TOGETHER**

Broadcast Partners

Summer Football Centres

Clubs

Community Groups

Venue Providers

Administrators

Fans, Spectators and Viewers

Sponsors & Commercial Partners

Referees

Federal Government

LGAs

Volunteers

Staff

Schools

Support Staff

Futsal Centres

State Government

Teachers

Associations

Parents and Other Family Members

Coaches

FA

Players

Hirers

# WHAT'S NEXT

## FOOTBALL NSW WILL

- Annually prepare operational plans, performance targets and budgets within this strategic framework for Board review and approval
- Report to Members at each AGM and provide regular periodic updates on the progress in implementing this strategic plan
- Assist with implementation plans of this strategy for individual members

## WE THANK YOU

To the football family of NSW; to everyone who supports and advocates for the game; to those who provided such valuable input to this plan; and to every participant who loves this great game. We sincerely appreciate your support and ongoing contributions to football.





FOOTBALL  
NSW