



**CAPITAL
FOOTBALL**

FOOTBALL

A GAME FOR EVERYONE

STRATEGIC PLAN

2020 - 2023

FOREWORD



WE ARE PROUD TO LAUNCH CAPITAL FOOTBALL'S STRATEGIC PLAN FOR 2020 TO 2023: FOOTBALL - A GAME FOR EVERYONE

A shared passion for football is what connects us as a community.

We live and love football in all its forms – outdoor, futsal, social, powerchair, and our newest form – Walking Football.

But we are more than a community. We are a Football family with players, coaches, referees, administrators, family and friends, from MiniRoos to premier leagues who support us, cheer for us and get entertained by us. Our clubs are the heart of their communities with dedicated volunteers who give their time to help others, with kids who shine playing the game they love with their friends, the talented youth who have dreams of the world stage, the coaches who nurture and lead, and the referees who guide us from whistle to whistle.

Football continues to be the largest participation sport in Canberra and the Capital Region and offers great personal and social benefits including health and wellness from being active and socialising. Football provides an opportunity for everyone to participate regardless of their age, gender, cultural background or ability.

Our Football family is strong and diverse. Our strength and resilience was demonstrated in 2020 as we dealt with the challenges of bushfires and smoke, hailstorms and the COVID-19 virus and the resulting impacts on our daily activities. As we embark on a new and exciting era for football, in line with the [XI Principles for the future of Australian Football](#), like any family we will celebrate our triumphs and work through any challenges. Together, we have the opportunity to shape our future and ensure football continues to be the sport of choice.

This Strategic Plan is the culmination of feedback from across the Football family and is presented to guide everyone involved in Football in Canberra and the Capital region. It sets out the priorities and what we need to do to achieve our goals. While the Strategic Plan was not formally released as planned at the start of 2020, it still guided the activities of Capital Football and will continue to do so through to the end of 2023.

To be successful we must:

- » balance our role as both a regulator and service provider, as we govern and guide participants across all levels our football ecosystem.
- » connect and engage with key stakeholders to provide opportunities to contribute to our success.
- » provide the infrastructure and support so everyone can participate whether it is to play or perform, with a focus on increasing participation by women and girls.
- » provide development opportunities to enhance our operations, programs and services
- » manage our financial and commercial responsibilities so we thrive and prosper but keep costs affordable.

This plan also includes the Values that shape our culture and set the expectations for how we all conduct ourselves. They will be central to how we will behave in all our interactions and activities.

Thank you for your contribution to our Football family. Together, by delivering on this plan we'll provide a positive experience through Football - a game for everyone.



Fran Sankey
Chair



Phil Brown
CEO

We acknowledge the traditional owners of country throughout Canberra and the Capital Region, on whose land we play football. We recognise their continuing connection to land, waters and culture, and pay our respects to their Elders past, present and emerging.

OUR PURPOSE

**To provide high quality experiences for everyone
involved in football in all its forms**

OUR VISION

**To be the most inclusive and respected sport in
Canberra and the Capital Region**

OUR CULTURE AND VALUES

We are all committed through our everyday actions, to ensure we are:

ACCOUNTABLE

Being transparent and taking ownership for behaviour, decisions and actions.

ETHICAL

Doing what's right, acting in the best interest of football and displaying good sportsmanship.

INCLUSIVE

Providing the environment and opportunity across all forms of football for everybody of any ability.

RESPECTFUL

Building trust by listening, accepting others for who they are and when they have a different view, and behaving courteously.

RESPONSIVE

Acknowledging, acting and responding in a timely and respectful manner.

UNIFIED

Alignment of purpose, philosophy and pathways.

OUR PILLARS



To reach our goals we will:

GOVERN & GUIDE

LEADING

Employ good governance practices at all levels in football, and build the capability of clubs through the sharing of best practice

CONNECT & ENGAGE

CONNECTING

Build and maintain relationships between Capital Football, its Members, committees, clubs, administrators, players, coaches, referees, volunteers, supporters and the broader community

PLAY & PERFORM

EXPERIENCING

Provide the facilities and competitions to enable anyone who wants to be part of football to participate, play, or watch football from social to elite levels

EDUCATE & ENHANCE

DEVELOPING

Provide development opportunities and pathways for players, referees, coaches and administrators

THRIVE & PROSPER

COMMERCIAL

Grow our corporate partners to ensure economic sustainability and affordability

GOVERN & GUIDE



Employ good governance practices at all levels in football, and build the capability of clubs through the sharing of best practice

The activities to achieve our goals are:

FOCUS AREAS

- » Provide leadership and support for clubs to build capability
- » Be customer focussed and accountable to stakeholders
- » Foster and promote equality at all levels of football
- » Review our controls and processes to ensure they meet our objectives and manage risks

GOALS

- » Support strong club governance
- » Have an ingrained customer service culture
- » Be a local leader in inclusivity
- » Governance structure aligned to the National framework

MEASURES

- » 50% of clubs achieve a 2 star rating on the National Club Development Program
- » Stakeholder satisfaction with their engagement with Capital Football exceeds 80%
- » A Reconciliation Action Plan is developed and implemented
- » Amended constitution, membership and committees to meet ACT and FFA standards

RISKS

- » Delay to local governance review resulting from national review
- » Change of club affiliation within the local and national football framework
- » Volunteerism and club capacity in governance and finances

CONNECT & ENGAGE



Build and maintain relationships between Capital Football, it's Members, committees, clubs, administrators, players, coaches, referees, volunteers, supporters and the broader community

The activities to achieve our goals are:

FOCUS AREAS

- » Elevate the profile of football across our region
- » Maintain strong partnerships with government and sponsors
- » Regular engagement with the football community
- » Improve how we operate using input from stakeholders

GOALS

- » Expand the promotion of football
- » Maintain strong Government and Corporate relationships
- » Strong and collaborative relationship between Capital Football and its stakeholders
- » Engaged contribution from the football community in program review and development

MEASURES

- » 1.75 million minutes of locally streamed content is viewed annually
- » Government and Corporate funding increases 20%
- » Annual schedule of meetings with all stakeholder groups
- » Participant surveys and forums annually to inform program review

RISKS

- » Ineffective competition administration influencing participant experience and sentiment towards Capital Football
- » Community apathy and lack of contribution to program review and development

PLAY & PERFORM

Provide the facilities and competitions to enable anyone who wants to be part of football to participate, play, or watch football from social to elite levels

The activities to achieve our goals are:

FOCUS AREAS

- » Effective administration of all competitions
- » Increase female participation
- » Showcase our Premier Leagues
- » Improve our player and fan experience
- » Upgrade facilities and infrastructure to be sustainable and to meet growing demand

GOALS

- » Offer contemporary competition administration
- » Increase female participation
- » Increase overall participation
- » Deliver a great participant experience
- » Complete facility needs analysis based on facility audit data

MEASURES

- » All competition administration is integrated and online
- » Increase female participation to at least 30% of total participants
- » Total participation exceeds 45K
- » Stakeholder satisfaction with their football experience exceeds 80%
- » Develop a Future Facility Strategy answering the facility needs analysis

RISKS

- » Anti-social behaviour and abuse of participants
- » Inadequate policies providing safe guidelines for participation
- » Non-compliance with Government and Australian standards

EDUCATE & ENHANCE

Provide development opportunities and pathways for players, referees, coaches and administrators

The activities to achieve our goals are:

FOCUS AREAS

- » Invest time and resources to develop, retain and support referees and coaches
- » Use technology to provide solutions for educating and improving football administration
- » Promote and strengthen pathway programs
- » Explore opportunities for expansion within the region

GOALS

- » Have enough qualified coaches and referees for the game
- » Every NPLW, NPLY and NPL player has an appropriately educated and prepared coach
- » Provide the most talented players with challenging development opportunities
- » Provide player, coach and referee development to the broader Capital Region

MEASURES

- » Increase the number of registered coaches and referees with accreditation by 10%
- » All NPLW, NPLY and NPL clubs have registered and accredited coaches
- » Review the development pathways to align with the National program
- » Visit each surrounding region annually to provide support and education to players, coaches and referees

RISKS

- » Monetary and time commitments for education courses remain or increase
- » Lack of clarity on national development programs
- » Impacts of the unbundling of the professional game from FFA

THRIVE & PROSPER



Grow our corporate partners to ensure economic sustainability and affordability

The activities to achieve our goals are:

FOCUS AREAS

- » Increase commercial revenue streams
- » Reduce costs for players, coaches and clubs
- » Generate income through the 'Home of Football' at Throsby to reinvest in football
- » Find efficiencies through shared services arrangements

GOALS

- » Create a fit for purpose Home of Football
- » Have mutually beneficial partnerships that deliver outcomes for Capital Football and clubs

MEASURES

- » Home of Football development complete by 2023
- » A Shared Services Program has been established that incorporates administration and commercial opportunities

RISKS

- » Reduction in Government and Corporate Partner support
- » Decreased participation
- » Unforeseen complications with the Home of Football project

FOOTBALL - A GAME FOR EVERYONE

STRATEGIC PLAN 2020-23



PURPOSE

TO PROVIDE HIGH QUALITY EXPERIENCES FOR EVERYONE INVOLVED IN FOOTBALL IN ALL ITS FORMS

VISION

TO BE THE MOST INCLUSIVE AND RESPECTED SPORT IN CANBERRA AND THE CAPITAL REGION

VALUES

ACCOUNTABLE

Being transparent and taking ownership for behaviour, decisions and actions

ETHICAL

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INCLUSIVE

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Connecting

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PLAY AND PERFORM

Experiencing

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EDUCATE AND ENHANCE

Developing

Provide development opportunities and pathways for players, referees, coaches and administrators

THRIVE AND PROSPER

Commercial

Grow our corporate partners to ensure economic sustainability and affordability

FOCUS AREAS

- » Review our controls and processes to ensure they meet our objectives and manage risks
- » Provide leadership and support for clubs to build capability
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- » Foster and promote equality at all levels of football

- » Regular engagement with the football community
- » Maintain strong partnerships with government and sponsors
- » Elevate the profile of football across our region
- » Improve how we operate using input from stakeholders

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- » Showcase our Premier Leagues
- » Increase female participation
- » Upgrade facilities and infrastructure to be sustainable and to meet growing demand
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- » Invest time and resources to develop, retain and support referees and coaches
- » Use technology to provide solutions for educating and improving football administration
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