



STRATEGIC PLAN 2023-2026



**FOOTBALL
WEST**

Contents

Welcome from our Chairman

P3

Introduction from our CEO

P4

Strategic Plan 2023-2026

P5

Aligning One Football with WA

P6

Strategic Pillar 1: Participants & Clubs

P11

Strategic Pillar 2: Elite Teams & Pathways

P14

Strategic Pillar 3: Fans

P17

Strategic Pillar 4: Unifying Football

P19

Strategic Pillar 5: Asia & the Sam Kerr Football Centre

P21

Acknowledgement of Country

We will begin by acknowledging the Football West Headquarters are located on the lands of the Whadjuk people of the Noongar nation as the Traditional Custodians of this land and its waters.

Football West acknowledges Aboriginal and Torres Strait Islander peoples as the first inhabitants of the lands on which we deliver our game in Australia. We acknowledge their enduring connection to the lands, waterways and communities and pay our respects to Elders past, present and emerging.



Welcome from our Chairman

As Chairman of Football West, I am excited to present our Strategic Plan for 2023-2026.

This is a bold document which puts in place a structure for football to flourish, create opportunity and at the same time, be measured.

It is a vision which will see the sport move forward in tandem with Football Australia's One Football Strategy but with a strong Western Australian focus.

The interest and excitement generated by the 2023 FIFA Women's World Cup, including the five sold-out matches in Perth/Boorloo, is something Football West will harness as more people get involved in the world game.

We want WA football to be recognised as a leader and innovator in Australia. This can be done with the support of all areas of our game and from all corners of our state. Please join us on this adventure.

A handwritten signature in black ink, which appears to read 'Sherif Andrawes'. The signature is fluid and cursive, written on a light-colored background.

Sherif Andrawes
Chairman, Football West

Introduction from our CEO

The Football West Strategic Plan 2023-2026 underpins our commitment to deliver a sport in Western Australia which is connected, inclusive and forward-thinking.

The Strategic Plan is aligned with Football Australia's One Football Strategy but is built on our own five pillars – Participants & Clubs; Elite Teams & Pathways; Fans; Unifying Football; and Asia & the Sam Kerr Football Centre.

These pillars are underpinned by our constant values of Mutual Respect, Fair Play and Excellence.

For a long time, football has been the most popular team sport in Australia in terms of participation, and that position will strengthen following the FIFA Women's World Cup when the nation witnessed what a thrilling spectacle our sport can be.

This is not something we take for granted. For our new audience and our established participants, football needs to be accessible, unify and inspire. We believe this Strategic Plan is the next step towards achieving this.

Jamie Harnwell
CEO, Football West



FOOTBALL WEST'S STRATEGIC PLAN 2023 – 2026

Aligning to Football Australia's One Football Strategy

OUR SHARED PURPOSE

Bringing communities together through football; connecting Australia to the world.

OUR COMMON VISION

A leading football nation where everyone is inspired to live and love the game.

Football West's Values

MUTUAL RESPECT

FAIR PLAY

EXCELLENCE

STRATEGIC PILLAR 1: PARTICIPANTS & CLUBS	STRATEGIC PILLAR 2: ELITE TEAMS & PATHWAYS	STRATEGIC PILLAR 3: FANS	STRATEGIC PILLAR 4: UNIFYING FOOTBALL	STRATEGIC PILLAR 5: ASIA & THE SAM KERR FOOTBALL CENTRE
Our Focus Areas <ul style="list-style-type: none"> Increasing participation and retention rates Improving club and association development and capacity Expanding non-traditional football opportunities Enhancing regional presence and reach Improving facilities and infrastructure Select KPIs (as at end of 2026) <ul style="list-style-type: none"> 42,500 additional women and girls playing football Increase registered participation by 5% per annum 100% of clubs and associations with a completed affiliation agreement 	Our Focus Areas <ul style="list-style-type: none"> Delivery of a state-wide Football West Academy program Frequent and consistent talent identification opportunities High-quality coach development pathway High-quality match official development pathway Competition structure and playing format aligned to best practice for talent identification & talent development Select KPIs (as at end of 2026) <ul style="list-style-type: none"> Establishment of an operationally self-sufficient program 60% of registered coaches are accredited 	Our Focus Areas <ul style="list-style-type: none"> Facilitating more national team content in WA Supporting a high-quality match-day experience at WA clubs Alignment of WA grassroots football with the Domestic Match Calendar Select KPIs (as at end of 2026) <ul style="list-style-type: none"> Staging of one Matildas match and one Socceroos match per annum Delivery of short form content strategy to promote FW and club activities 	Our Focus Areas <ul style="list-style-type: none"> Formalised agreements with FA with clear responsibilities Formalised agreements with regional associations with clear responsibilities Uniform service delivery across WA Select KPIs (as at end of 2026) <ul style="list-style-type: none"> Service agreements with Football Australia aligned across all football delivery 100% alignment and consistency with base uniform football delivery across WA 	Asia Our Focus Areas <ul style="list-style-type: none"> International teams visit / train and play in Perth / SKFC International coaching exchanges Select KPIs (as at end of 2026) <ul style="list-style-type: none"> Four international teams will be visiting WA (and the SKFC) per annum Sam Kerr Football Centre Our Focus Areas <ul style="list-style-type: none"> Secure all sponsorships at the venue Fully funded Stage 2 of SKFC Fully activated SKFC Select KPIs (as at end of 2026) <ul style="list-style-type: none"> Funding for Stage 2 100% secured, with project commenced

JOINT ENABLER 1: WOMEN & GIRLS

JOINT ENABLER 2: FIFA WOMEN'S WORLD CUP

JOINT ENABLER 3: DIGITAL & DATA STRATEGY

FW ENABLER 1: PEOPLE

FW ENABLER 2: RELATIONSHIPS

FW ENABLER 3: SYSTEMS & PROCESSES

FW ENABLER 4: GOOD GOVERNANCE

FW ENABLER 5: RIGHT FINANCIAL MODEL

FW ENABLER 6: THE FOUNDATION

Aligning One Football with the game in WA

Football in Australia needs to be aligned to deliver improved service to the game and its stakeholders. This includes the game's peak bodies, led by Football Australia, working with greater harmony and efficiency.

Football Australia's *One Football Strategy* has a specific focus of not only working more closely with Member Federations, but ensuring common focus of effort on things that are crucial to the game's most important stakeholders.

Football West supports this initiative, and the premise of the *One Football Strategy*. Football West has been closely involved in the development of the strategy and believes the sport in this country should unite behind a common purpose and shared vision with a One Football approach.

Football West's 2023 - 2026 Strategic Plan outlines Football Australia's vision including focus areas and measures of success across four key pillars, providing context from a national perspective. Football West has added a fifth pillar that is critically important in the WA context. This document demonstrates that alignment, whilst also detailing plans for execution at the state level to deliver strong outcomes for football in WA.

Football West's values are critical to our everyday, and we want them to be 'two way'

Our values resonate internally at Football West, and we want all of football in WA to embrace them too. Football West wants to be held to account for living these values. Internally and externally, there is an expectation that our behaviours will be rated against these. At the same time, Football West has a hope that our clubs and participants will adopt the ethos outlined.

MUTUAL RESPECT

MUTUAL RESPECT IN EVERY INTERACTION

FAIR PLAY

FAIR PLAY AND HONESTY IN EVERY DECISION

EXCELLENCE

CONTINUALLY STRIVING FOR EXCELLENCE

What Football Looks Like in 2026



**FOOTBALL
AUSTRALIA**

- | | | | | | |
|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| 1
We are on track to hit our target of 50/50 gender parity in participation by 2027 | 2
A National Men's 2nd Tier Competition is established and continues to evolve | 3
A Women's Australia Cup has been established and connects the pyramid for women's football | 4
The A-League Men and Women has expanded and continues to provide valuable match minutes for player development | 5
Our clubs are excelling in Asian competitions | 6
Club Licensing is raising the standards of clubs nationally |
| 7
A modern and progressive domestic transfer system is driving the domestic football economy | 8
An aligned and coordinated domestic match calendar connects and unites Australian football | 9
Our National Teams are qualifying regularly for World Cups | 10
A digital transformation has taken place throughout the game | 11
Australian football structures are more streamlined and effectively servicing the football community | 12
Our fans are more engaged through innovative products and world class experiences |



**FOOTBALL
WEST**

- | | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| 1
Football is truly for all in WA. Its key elements such as clubs and facilities are more welcoming and inclusive | 2
The legacy of the FIFA Women's World Cup has the game in WA forging towards gender parity | 3
There is more – more participants, more members, more women and girls, more satisfaction | 4
The Sam Kerr Football Centre is activated and truly the home for football in WA | 5
There is higher awareness and consideration for the game in WA | 6
There is greater harmony with those that we deal with everyday |
| 7
The Football Futures Foundation is making a significant impact, especially in the regions | 8
The gateway to Asia is open with bilateral benefit | 9
There is closer alignment with Football Australia and the other Member Federations | 10
The game's pathway in WA is consistent, with equal opportunity across the State for participants to be their best | 11
The governance of the game in WA continually improves, and becomes more efficient | 12
WA has better access to hallmark, national team matches |

A Shared Focus of Purpose and Vision



OUR SHARED PURPOSE

Bringing communities together through football; connecting Australia to the world.

OUR COMMON VISION

A leading football nation where everyone is inspired to live and love the game.

Application to the WA Context

In WA, our communities are diverse, and football connects them via great experiences and entertainment from playing and watching. WA is also the gateway linking Australia's east coast and Asia (and beyond).

Every day Football West delivers for the Common Purpose. In conjunction with the Football Futures Foundation, it is imperative to bring the game and all its life lessons to every corner of the State. Importantly, Football West is also the facilitator of so much of football in WA via competitions, pathways, participant protection, impetus for facilities, club development, and participant development.

Australia should be a leading football nation, and Football West wants to steer WA to be a leading football state. Football West will inspire all to live and love the game via:

- Being inclusive
- Promoting and celebrating women and girls
- Driving higher satisfaction amongst participants and clubs
- Having the highest of integrity and ethics
- Leveraging the Sam Kerr Football Centre
- Being great at our core business – delivering the game, for all abilities through to the elite pathways, to every corner of WA

The Strategic Pillars



FOOTBALL
AUSTRALIA



FOOTBALL
WEST

PILLAR 1

PARTICIPANTS & CLUBS

PILLAR 2

ELITE TEAMS & PATHWAYS

PILLAR 3

FANS

PILLAR 4

UNIFYING FOOTBALL

PILLAR 5

ASIA & THE SAM KERR FOOTBALL CENTRE

Notwithstanding a commitment to align to Football Australia's One Football Strategy, Football West, along with key stakeholders, want to emphasise the importance of Asia and the Sam Kerr Football Centre to Football West's success in the coming four-year planning period

STRATEGIC PILLAR 1

Participants & Clubs

The National Ambition

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

The WA Context

We want football to be the most accessible sport in WA. We want football to provide opportunity across the State. We are not only growing as a sport, but Football West, as an organisation, is servicing our participants and clubs, so they are better and driving higher satisfaction.

Everyone can play anytime, anywhere.

Strategic Pillar 1: Participants & Clubs



Our Focus Areas

Football Australia	Football West
<p>Drive participation retention & growth, especially among women and girls</p> <p>Support clubs & volunteers as football's front line</p> <p>Find or create more places to play for everyone</p>	<p>Increasing participation and retention rates, especially among women and girls</p> <p>Improving club and association development and capacity</p> <p>Expanding non-traditional football opportunities</p> <p>Enhancing regional presence and reach</p> <p>Improving facilities and infrastructure</p>

OUR NATIONAL AMBITION

To be the most accessible sport in Australia where everyone can play any time, anywhere.

What We Will Do

Football Australia	Football West
<p>Establish a national participation strategy, incorporating (amongst other things):</p> <p>The articulation of football's value via diversity, inclusion and social cohesion</p> <p>Developing a new community digital platform</p> <p>Supporting clubs and volunteers via capacity building</p> <p>Keeping the cost down</p> <p>Engaging non-affiliated participants Strengthening the pathway from schools to clubs</p> <p>A facilities strategy</p> <p>Increasing the number of referees</p> <p>Establishing State Football Centres nation-wide</p>	<p>Offer flexible competition structures and pathways that cater to the needs and preferences of different players and provide training to create welcoming environments</p> <p>Develop a recruitment and retention strategy for Match Officials.</p> <p>Establish clear standards and metrics to assess the performance and effectiveness of Football West and our clubs/associations</p> <p>Identify and target non-traditional and non-affiliated football communities for growth and affiliation</p> <p>Update the Female Football Strategy that emphasises inclusivity, participation, and development</p> <p>Update and implement the Regional Servicing Strategy that prioritises engagement and touchpoints with regional WA</p> <p>Review and implement the state facility plan to identify and prioritise female-friendly requirements and upgrades</p>

Strategic Pillar 1: Participants & Clubs



OUR NATIONAL AMBITION

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

Key Targets – WA (all metrics and KPIs are as at end of 2026)

Participation and Programs	Club Capacity and Health	Non-traditional Football	Regional Presence and Growth	Facilities and Infrastructure
<ul style="list-style-type: none"> 42,500 additional women & girls playing football Increase registrations by 5% per annum Increase participation by 3% per annum 715 registered referees (presently 429) 	<ul style="list-style-type: none"> 95% of clubs and associations with a completed affiliation agreement (presently 82%) 80% of clubs and associations completed Game Changer modules (presently 25%) 2% increase in grassroots national participation strategy per annum 	<ul style="list-style-type: none"> Increase in number of Football Futures Foundation participants by 5% per annum Five affiliation partnerships with alternative football providers 	<ul style="list-style-type: none"> Increase the number of registered players in regional WA by 5% per annum With FFF, increase staffing to two FTE in each of Kimberley, Pilbara, MidWest/Gascoyne, Goldfields, South West and Great Southern 	<ul style="list-style-type: none"> 60% of all club change rooms are "female-friendly" (presently 36%) Identify and secure five satellite sites to complement the SKFC and allow delivery of development programs across WA

STRATEGIC PILLAR 2

Elite Teams & Pathways

The National Ambition

To reimagine the Australian football player development ecosystem.

The WA Context

WA's challenge is our vast size when it comes to development. Providing equal opportunities for participants to be their best regardless of their location is critical to the delivery of this national ambition in the WA context.

Strategic Pillar 2: Elite Teams & Pathways



Our Focus Areas

Football Australia	Football West
Produce world class teams, players, coaches, administrators, and referees	Delivery of a state-wide Football West Academy program
Redefine and strengthen pathways & competitions	Frequent and consistent talent identification opportunities
National team programs including Futsal, ParaRoos, ParaMatildas	High quality coach development pathway
	High quality match official development pathway
	Competition structure and playing format aligned to best practice for talent identification and talent development

OUR NATIONAL AMBITION

To reimagine the Australian football player development ecosystem.

What We Will Do

Football Australia	Football West
Establish a national participation strategy, incorporating (amongst other things):	Build best practice training, playing & tournament program, including non-football elements such as strength and conditioning
The articulation of football's value via diversity, inclusion and social cohesion	Coordinated calendar with FA Technical and Referee staff to have an annual plan of engagement and develop a regional specific program of talent identification and talent development opportunities
Developing a new community digital platform	Develop coach and referee development program, including specific focus on females, and align development with the Football West Academy structure
Supporting clubs and volunteers via capacity building	Undertake review of current competition structures for juniors in WA
Keeping the cost down	
Engaging non-affiliated participants Strengthening the pathway from schools to clubs	
A facilities strategy	
Increasing the number of referees	
Establishing State Football Centres nation-wide	

Strategic Pillar 2: Elite Teams & Pathways



OUR NATIONAL AMBITION

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

Key Targets – WA (all metrics and KPIs are as at end of 2026)

WA State Academy Program	Talent Identification Opportunities	Coach Development Pathway	Match Official Development Pathway	Competition Structures
Establishment of an operationally self-sufficient program	300 tournament and representative team games per annum (last year 50)	60% of registered coaches are accredited (presently 50%)	Ten WA match officials on the A-Leagues panel	100% of junior WA competitions aligned to Football Australia technical development requirements (presently 50% alignment)



STRATEGIC PILLAR 3

Fans

The National Ambition

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

The WA Context

The incredible attendance and interest of the FIFA Women's World Cup demonstrated that there is a strong demand for watching football in Western Australia. Football West acknowledges it has a role to spread this message far and wide. This includes sharing content on grassroots football as well as supporting clubs with their own initiatives in that space. Football West can also support with the procurement of national team matches for Western Australians to attend and enjoy. And where Football West has the opportunity to engage with fans, it needs to ensure those experiences meet the fans' high expectations.

Strategic Pillar 3: Fans



Our Focus Areas

Football Australia	Football West
<p>Grow passion for our national teams</p> <p>Optimise the fan experience</p> <p>Establish innovative products to drive fan engagement</p>	<p>Facilitating more national team content in WA</p> <p>Supporting a high-quality match-day experience for WA clubs</p> <p>Alignment of WA grassroots football with the Domestic Match Calendar</p>

OUR NATIONAL AMBITION

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

What We Will Do

Football Australia	Football West
<p>Journey mapping of the fan</p> <p>An innovative fan membership model</p> <p>Fan-focused product strategy</p> <p>Participation integration with national team events</p> <p>Nationally aligned commercial strategy</p> <p>Compelling viewing experience via broadcast</p> <p>Reducing clashes between national teams and community football</p> <p>Work with A-Leagues</p>	<p>Increase national team content for fans</p> <p>Develop relationships with State Government agencies such as Tourism WA</p> <p>Develop match-day guidance for WA clubs and support volunteers via training. There will be a short-form content strategy for Football West to execute, while providing clubs with social media templates and training</p> <p>Regular consultation with Football Australia and WA clubs in the development of the WA season calendar</p>

Key Targets – WA (all metrics and KPIs are as at end of 2026)

Matildas and Socceroos Content	Club Match Day Experience	Alignment with Domestic Match Calendar
<p>Staging of one Matildas match and one Socceroos match in WA per annum</p>	<p>Delivery of a short-form content strategy to promote Football West and club activities</p> <p>Increase NPS of WA clubs by 2% YOY (baseline to be established)</p>	<p>100% alignment of WA grassroots competitions with Domestic Match Calendar</p>



STRATEGIC PILLAR 4

Unifying Football

The National Ambition

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

The WA Context

The reality is that there has been division in football in and across Australia. It filters, to varying extents, throughout the game. Football West is supportive of a united, unified game, and our role is critical given we're the conduit from the national body through to the grassroots. We will lead, and collaborate, by example.

Strategic Pillar 4: Unifying Football



Our Focus Areas

Football Australia	Football West
<p>Football Australia and Member Federations will work together to define and implement One Football</p> <p>Administration will be improved to maximise operational efficiencies</p> <p>Governance will be enhanced to achieve greater alignment and focus</p>	<p>Formalised agreements with Football Australia with clear responsibilities</p> <p>Formalised agreements with regional associations with clear responsibilities</p> <p>Uniform service delivery across WA</p>

Key Targets – WA (all metrics and KPIs are as at end of 2026)

<p>Formalised Agreements with Football Australia</p> <p>2023: Service agreements for MiniRoos, Sporting Schools and Club Development</p> <p>2026: Service agreements aligned across all football delivery</p>	<p>Formalised Agreements with Regional Associations</p> <p>2023: Three service agreements in place with regional associations</p> <p>2026: Service agreements in place with all regional associations</p>	<p>Uniform Service Delivery Across WA</p> <p>2023: Delivery is varied across regions</p> <p>2026: 100% alignment and consistency with base uniform football delivery across WA</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



OUR NATIONAL AMBITION

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

STRATEGIC PILLAR 5

Asia & the Sam Kerr Football Centre

The National Ambition

To drive engagement into and from Asia whilst activating the Sam Kerr Football Centre.

The WA Context

As a natural geographic conduit between Australia's east coast and Asia, Football West has a crucial role to play in bringing Australia closer to our international neighbours. It follows that engagement with Asia is also critical for our government partners. The Sam Kerr Football Centre is a key plank in this focus, while its activation is critical for the long-term health of the game in WA. Symbiotically, Asia has a role in this future success. Both areas present great opportunity for growth for Football West and generating additional resource for further investment in the game in WA.

Strategic Pillar 5: Asia & the Sam Kerr Football Centre



OUR STATE AMBITION

To drive engagement into and from Asia whilst activating the Sam Kerr Football Centre.

Our Focus Areas

Asia	Sam Kerr Football Centre
International teams visit / train and play in Perth at the Sam Kerr Football Centre	Secure all sponsorships at the venue
International exchanges	Fully funded stage 2 of the Sam Kerr Football Centre
	Fully activated Sam Kerr Football Centre

What We Will Do

Asia	Sam Kerr Football Centre
Develop promotional content highlighting the Sam Kerr Football Centre and its training and sports science capabilities for distribution. Identify partners across priority markets including those of the State Government, such as Indonesia, China, India, Singapore and Malaysia	Establish strategically targeted database of suitable potential WA and National organisations, along with promotional collateral incorporating objective valuation of properties
Develop promotional content highlighting the skills and opportunities coaches, referees and administrators would obtain by visiting Perth and the Sam Kerr Football Centre. As for international teams, identify partners across priority markets including those of the State Government	Register interest with Government for future funding for Stage 2 of the Sam Kerr Football Centre and prepare the necessary documentation
	Develop a business plan for the Sam Kerr Football Centre, incorporating a strategy for 5-a-side competitions, Football West content and content procured from the Asia strategy

Key Targets – WA (all metrics and KPIs are as at end of 2026)

Asia: International Team Visitation	Asia: International Exchanges	SKFC: Venue Sponsorship	SKFC: Fully Funded Stage 2	SKFC: Fully Activated Facility
By 2026: Four international teams will be visiting WA (and the Sam Kerr Football Centre) per annum	By 2026: Four reciprocal international exchanges to WA (and the Sam Kerr Football Centre) per annum	By 2026, 90% of sponsorship properties secured and sold	By 2026, funding for Stage 2 100% secured, with project commenced	By 2026, the Sam Kerr Football Centre will achieve 90% utilisation of allowable usage hours

The enablers that will support Football West in delivering upon the Shared Vision and the Strategic Pillars of this Strategic Plan



Our Joint Enablers



FW's Additional Enablers

We will reshape the game for Women & Girls

Engaged and motivated people

Football is a game of and for the people. Our staff are critical to delivering the service expected by our stakeholders. We need to keep investing in them and ensuring Football West is a workplace of choice, all the while improving servicing our stakeholders.

We will leverage the 2023 FIFA Women's World Cup

Great relationships with those that support us

Football brings people together. We need to continue to foster great relationships with those that support the game and Football West. This includes all levels of government, our clubs, our participants, and those that can help promote the game.

We will align our digital and data strategies

Systems and processes that are good practice and integrated

Systems and processes, along with our people, are the backbone of our operations, helping ensure we service our stakeholders and remain compliant with regulation and authority. Football West is accountable to our stakeholders for our service.



Efficient and effective governance

Governance should support the healthy operation of an organisation. However, especially in the sporting context, it can constrain and block. We must always endeavour for the former.

A financial model that works

Our resourcing and operating cost model needs to be 'right-sized' to deliver upon the Strategic Plan initiatives and core business, while our revenue streams need to be diversified and grow in-line to support that delivery. We also need to balance investing in Football West capacity and investment in the game.

The Football Futures Foundation, strong, active and funded

The Foundation is a point of difference for Football West. Its growth will drive the delivery of several initiatives of the Strategic Plan, especially in regional areas and with marginalised Western Australians. The Foundation is an area of Football West where there is opportunity of great growth.



STRATEGIC PLAN 2023-2026

