Whole of Football Plan

A vision for Football in 2035…

Focus on refereeing:
- Culture
- Education
- Administration
- Recruitment
FFA’s previous refereeing plan has evolved

Vision: To have Australian referees regarded as world class officials

Mission: From the Australian football community, recruit, develop and deliver elite referees capable of refereeing the World Cup Final

## FFA Refereeing Strategic Pillars 2011-2015

### Development Pathways
Create a unified organisational structure and talent identification program in each of the Member Federations that creates a clear achievable pathway for developing officials

### Nationally Coordinated Approach
Establish a nationally coordinated approach to
- Education
- Communication
- Coaching
via a nationally implemented curriculum

### Talent Pool of Officials
Create a Talent Pool of identified referees, assistant referees, referee coaches and assessors that have the capability to supply the elite competitions (HAL, WWL) both nationally and internationally

### International experience
Enhance the quality and regularity of our international experience for more of our top officials both in
- AFC
- FIFA
SWOT Analysis – Australian Refereeing

**Strengths (S)**
- High number of referees recruited
- Clear and consistent development pathways
- Nationally coordinated education resources and curriculum
- Increased capability of referee coaches
- Community referees highly satisfied

**Weaknesses (W)**
- Uncoordinated recruitment strategies across Member Federations
- Low referee numbers, especially female referees
- Low referee retention rates
- Low level of respect for match officials
- Talent bottleneck to elite levels

**Opportunities (O)**
- National approach to recruitment and retention
- Align administration and structure of Member Federation and referee branches
- Use of digital technology to improve capability of referees and referee coaches
- Increased number of full time referees
- Increased integration in Asia

**Threats (T)**
- High referee churn rates
- Need right volunteers and administrators in key roles
- Lack of MF resources dedicated to refereeing
2016 STRATEGIC PLAN

FFA Whole Of Football Plan 20 year vision
Football to be the largest and most popular sport in Australia.

FFA 4 Year Strategic Vision
To grow fan connection and enable further investment into the game.

LEAD TOWARDS A UNITY OF PURPOSE
CLEAR ALIGNMENT OF INCENTIVES ACROSS KEY STAKEHOLDERS VIA AN IMPROVED AND TRANSPARENT FUNDING MODEL.
Significant improvements in stakeholder satisfaction and cooperation, tracked through:
- Hyundai A-League club satisfaction
- Community partner satisfaction (Member Federations)
- Commercial partner satisfaction
- Internal satisfaction
- Additional government grant funding attracted.

CONNECT MORE FANS WITH FOOTBALL IN AUSTRALIA
THE FOCUS WILL BE ON THE HYUNDAI A-LEAGUE.
The success of the Hyundai A-League will be measured by broadcast ratings (on FTA TV, subscription TV and digital).
The priorities will be:
- Providing relevant local heroes, timely content and EXCITING PLAYERS
- Increasing the number of JUNIOR PARTICIPANTS SUPPORTING A HYUNDAI A-LEAGUE CLUB by 10% per year
- Ensuring 40% of all Australians support a Hyundai A-League club
- The creation of a unique broadcast proposition by providing the best live atmosphere in Australian sport
The Hyundai A-League will be supported by the Westfield W-League, Westfield FFA Cup, PS4 National Premier Leagues, Caltex Socceroos and Westfield Matildas.

BUILD GENERATIONS OF SUCCESSFUL NATIONAL TEAMS
Caltex Socceroos progressing beyond group stage at the 2017 Confederations Cup and 2018 FIFA World Cup, Westfield Matildas reaching the Semi Final of the 2018 FIFA Women’s World Cup.
Football Federation Australia and Member Federations to support clubs in the development of players - 15 NATIONAL DEVELOPMENT CENTRES BY 2019.
Football Federation Australia to guide PS4 National Premier Leagues and Hyundai A-League clubs in the development of players:
- PS4 National Premier Leagues club licensing criteria monitoring
- Hyundai A-League clubs academy criteria monitoring
INCREASE THE NUMBER OF C-LICENSED ACCREDITED COACHES BY 3,500 PEOPLE.
- High quality, consistent scouting network with highly trained scouts.

IMPROVE THE EXPERIENCE FOR ALL PARTICIPANTS
IMPROVED PLAYER EXPERIENCE and hence retention rate through:
- A registration and competition management system that provides a world class experience
- 25% of clubs and coaches are promoters of football
- Referees available for every club match
120,000 FEMALES PLAYING REGULAR OUTDOOR FOOTBALL
Increasing the number of junior participants supporting a Hyundai A-League club by 10% per year.
250,000 4-11 YEAR OLDS PARTICIPATING IN AN AIA VITALITY MINIROOSES PROGRAMME
1,500 clubs will be active promoters of the AIA Vitality Miniroos brand.
FFA Refereeing Plan 2016-19

**Vision:** To have world class Australian referees

**Mission:** From the Australian football community, recruit, develop and deliver elite referees capable of refereeing the World Cup Final

**Nationally Coordinated Approach**
- Lead Australia’s referees
  - Commercially driven
  - Knowledge & technology led
  - Leading organisation for females in sport
  - Attractive to top talent

**High Performance Team**
- Foster a high performance environment
  - High performance team covering PS4 NPL, Westfield FFA Cup, Westfield W-League and Hyundai A-League
  - Facilitate entertaining football in elite competitions
  - Invest in the professional development and training of our elite match officials
  - Ongoing international experience and opportunities for Australian referees
  - Regular appointment to AFC and FIFA tournaments

**Development Pathways**
- Ensure pipeline of elite referees
  - Refined development pathways in full time professional refereeing era, clearly defined and communicated
  - Australia’s best referees supplied to elite national and international competitions
  - Cooperation between FFA / MF to provide referee development opportunities in PS4 NPL
  - Increase the quality and quantity of referee coaches (Level 1 Assessors)

**Respect, Recruitment and Retention**
- Improve the experience for all referees
  - Increased level of respect towards referees
  - Increased referee numbers through national recruitment and retention programs
  - Highly trained and educated referees
  - Develop and deliver specific programs to increase female referee numbers
  - Suitably qualified referees appointed to appropriate levels of competition

**Strategic Principle**
- Strategic Pillar
- 2019 target outcome
2019 Targets

1. Increase retention rate of referees to 75%, leading to 11,000 referees (from 64% in 2015)

2. Increase the stakeholder satisfaction of referees to 90% nationally (from 58% in 2012 & 83% in 2015)

3. Increase the number of full time referees to five (from three in 2015)

4. Appoint a female referee to the Hyundai A-League referee’s panel

5. Appoint a full time female referee

6. Increase the quality and qualifications of Australian referees – 50% of referees to have Level 3 accreditation or higher (from 30% in 2015)

7. Australian referees appointed to 8 FIFA tournaments / senior AFC tournaments over the period

8. Have the maximum permitted number of FIFA officials on the FIFA International List
2016 Initiatives and Priorities

- Implement a national “Respect” program
- Undertake a national review of community refereeing including funding and governance models
- Introduce a female match official talent identification and mentoring program
- Review the elite referee development pathway in the new full time referee environment
- Implement national recruitment and retention programs