



**AMERICAN
FOOTBALL
QUEENSLAND**

STRATEGIC PLAN

COMMUNITY ENGAGEMENT DRAFT

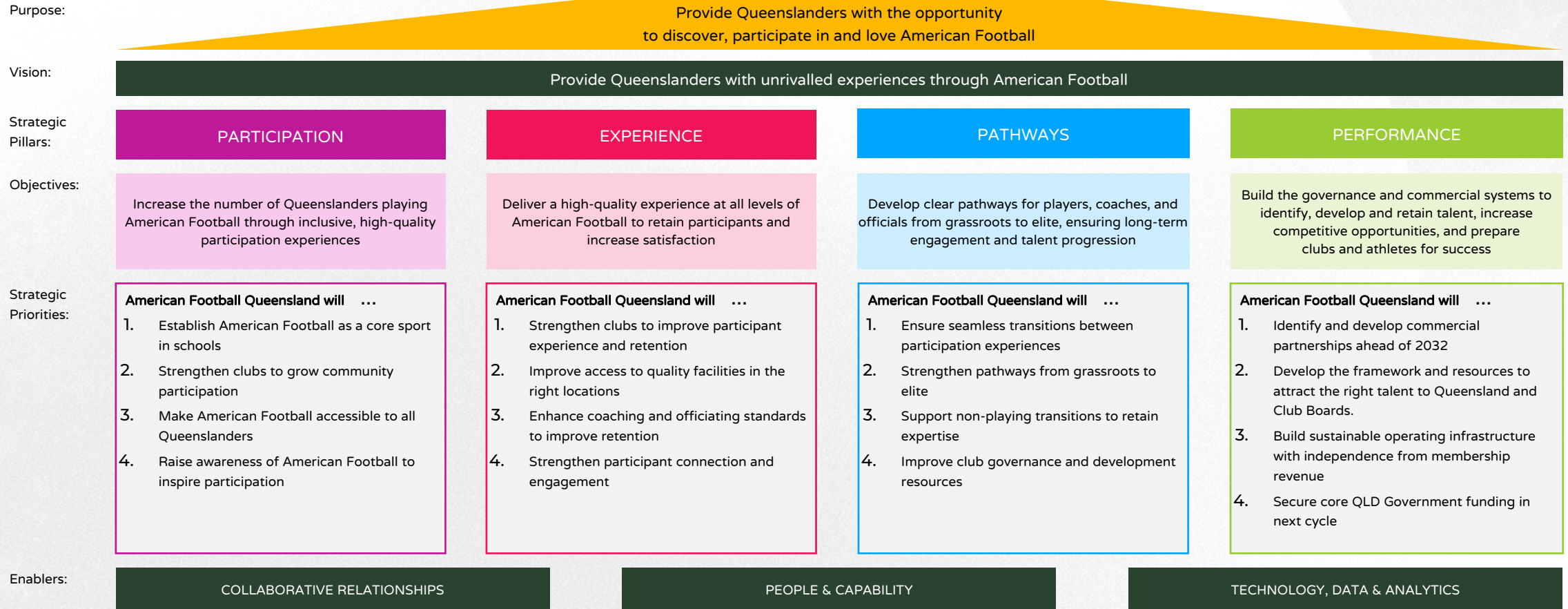
SEPTEMBER 2025



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Strategy House

Developed based on the inputs at the strategic planning workshop in collaboration with the AFA, affiliate members and key stakeholders.



Note: 'Participant' refers to an individual who is engaged in some way in a sporting activity or event, either competing, coaching, officiating, volunteering or supporting (As per The Australian Sports Commissions 'Play Well' Strategy)

Source: AFA Strategy Workshop (March 2025); Gemba Analysis (2025)



Pillar 1: Participation – Objectives & Initiatives

1. PARTICIPATION

Objective: Increase the number of Queenslanders playing American Football through inclusive, high-quality participation experiences

1.1 Establish American Football as a core sport in schools

Initiatives:

- Develop officers to go into schools across Queensland to teach American Football
- Integrate Flag Football into High Schools as a core sport.
- Develop structured inter-school competitions e.g. gala days to create more playing opportunities at the primary and secondary level
- Connect schools running Flag programs with local clubs to create clear pathways for students to transition into community football

KPI: 1000 students each year actively participating in Flag or Tackle programs by 2027

1.2 Strengthen clubs to grow community participation

Initiatives:

- Provide clubs with training, operational resources, financial and marketing support to help them expand
- Develop a guideline outlining the minimum requirements for new clubs and how to start
- Develop a Facility Infrastructure Pack to help assist clubs/regions access the right facilities and support councils developing more appropriate spaces.
- Increase SSO staffing capacity to support local delivery

KPI: Get 20 American Football clubs entering teams into Queensland leagues by 2028

1.3 Make American Football accessible to all Queenslanders

Initiatives:

- Expand women's and girls' football through dedicated competitions, recruitment campaigns, and female ambassador programs
- Develop culturally inclusive initiatives to engage Indigenous Queenslanders and multicultural communities in the sport
- Create adaptive and modified formats for people with disabilities to ensure full accessibility
- Create adaptive and modified formats for regions with limited access to facilities and equipment.

KPI: Grow participation by 20% each year by 2027 and run 4 tournaments a year.

1.4 Raise awareness of American Football to inspire participation

Initiatives:

- Leverage national marketing campaigns to increase community awareness and participation
- Strengthen partnerships with global organisations like NFL Flag to leverage credibility and exposure
- Use high profile ambassadors and role models to promote the sport and attract new participant
- Establish a tournament infrastructure to allow AFQ to run 4 tournaments at year for flag and tackle.

KPI: Deliver an awareness program each year with the NFL or a team to a new market



Pillar 2: **Experience** – Objectives & Initiatives

2. EXPERIENCE

Objective: Deliver a high-quality experience at all levels of American Football to retain participants and increase satisfaction

2.1 Strengthen clubs to improve participant experience and retention

Initiatives:

- Provide Clubs with governance training, operational support, and best practice frameworks to enhance service delivery
- Establish aligned national benchmarks to ensure consistency in club support, competition quality, and participant experience
- Develop off season guide to help build long term resilience in clubs and increase overall experience for volunteers.

KPI: Improved service delivery and satisfaction scores from SSO-aligned clubs

2.2 Improve access to quality facilities in the right locations

Initiatives:

- Work with councils, schools, and other sports (e.g., Rugby, Soccer, AFL) to secure shared field access and playing spaces
- Develop a national facility strategy to identify priority areas for new or upgraded infrastructure
- Provide clubs and members with advocacy tools to improve facility access and secure long-term agreements

KPI: AFQ and every QLD club has secure stable access to a facility through to 2032 by 2028

2.3 Enhance coaching and officiating standards to improve retention

Initiatives:

- Develop national training and accreditation system ensuring consistent base level coaching and officiating
- Establish mentoring and professional development programs for officials and coaches at all levels ('Coach the Coaches' 'Coach the Officials')
- Implement a feedback system to track coach and referee effectiveness and its impact on retention

KPI: Increase number of accredited coaches and referees at different levels of the game by 10% each year.

2.4 Strengthen participant connection and engagement

Initiatives:

- Create club led social events, recognition programs, and community-building initiatives
- Develop digital engagement tools to keep participants informed and involved beyond game day
- Introduce an annual participant experience survey to track satisfaction and guide improvements

KPI: Improved participant experience scores from annual survey



Pillar 3: Pathways – Objectives & Initiatives

3. PATHWAYS

Objective: Develop clear pathways for players, coaches, and officials from grassroots to elite, ensuring long-term engagement and talent progression

3.1 Ensure seamless transitions between participation experiences

Initiatives:

- Connect school participants with local clubs to sustain engagement beyond introductory programs and create opportunities across Flag and Tackle codes
- Implement a system to track player progression across pathways in either code
- Ensure national and state organisations offer connected pathways for participants to continue their involvement in the sport across both codes

KPI: 30 percent of school participants transitioning into club football by 2027

3.2 Strengthen pathways from grassroots to elite

Initiatives:

- Align structured, age based competition levels to National initiatives to support long-term player development
- Expand intra-state and inter-state competitions to provide clear stepping stones for progression
- Establish a partnership with Women's Football Alliance (WFA) to create a opportunity to female athletes to play tackle football at a higher level

KPI: Availability of structured competitions that support player development

3.3 Support non-playing transitions to retain expertise

Initiatives:

- Design and develop community engagement survey to understand when, why and how we can support more transitioning players into club boards, officials and coaching roles
- Foster club & SSO conversations to identify and nurture transitioning athletes into post playing activities.

KPI: Get 5 transitioning players each year into coach, officiating, or administrators roles post-transition for 2 years.

3.4 Improve club governance and development resources

Initiatives:

- Implement national club development standards to improve governance, coaching, and player support
- Implement ASC Game Plan or other national platform with best practices, tools, and training materials
- Introduce mentoring and professional development programs for club leaders, coaches, and officials

KPI: Percentage of clubs meeting national governance and development benchmarks



Pillar 4: Elite Performance – Objectives & Initiatives

4. PERFORMANCE

Objective: Build the governance and commercial systems to identify, develop and retain talent, increase competitive opportunities, and prepare clubs and athletes for success

4.1 Identify and develop commercial partnerships ahead of 2032

Initiatives:

- Engage commercial partnership agency to source, negotiate and sign new commercial partnerships
- Create and expand programs that are attractive to partnerships
- Ensure our membership data is clean and attractive to commercial partners.

KPI: Secure \$50k in sponsorship over 2 years by 2027

4.2 Develop the framework to attract the right talent to Boards.

Initiatives:

- Update our constitution to current best practice with 40% elected board members
- Continue to develop policies that help govern and guide Board and Club Administrators to ensure they feel safe and supported to execute in their roles.

KPI: By 2027 have the right governance & constitution in place to attract 2 new board members from outside our sport.

4.3 Build sustainable operating infrastructure

Initiatives:

- Establish a development officer funded by school programs to help grow awareness of American Football

KPI: Establish a commercial funding strategy by 2026.

4.4 Secure core QLD Government funding in next cycle

Initiatives:

- Ensure State & Clubs are aligned with Play Well and Game Plan programs
- Work closely with QLD Government and National Body ahead of 2032 Olympics to grow the game of Flag Football

KPI: Get funded in the next round of base funding for 3 years.

Gemba

FAN FOCUSED. RESULTS DRIVEN.