



PRIORITIES MATRIX



ANU Women's Football Club Priorities Matrix 2027-2030

Endorsed September 2026

Purpose

To demonstrate how ANUWFC's strategic and Club Changer priorities align with the broader priorities of Football Australia and Capital Football, and to guide the Committee in prioritising limited volunteer time and resources.

How to use this matrix

ANUWFC is a volunteer-run Club with finite capacity. Alignment with Football Australia and Capital Football does not mean ANUWFC must undertake every initiative pursued by the national or territory governing bodies.

Instead, ANUWFC will focus on areas where:

- our Club purpose and strategic direction align with broader football priorities
- action will materially benefit our members
- the Club has the capacity or influence to act
- activity is proportionate to a volunteer-run community Club.

The matrix will be reviewed alongside the Strategic Plan and Governance Register.

ANUWFC priority	ANUWFC focus	Football Australia + Club Changer alignment	Capital Football Path to 2030 alignment
Safeguarding, wellbeing and inclusion	Embed safeguarding and reporting; maintain clear support pathways; annual coach induction; player wellbeing; anti-racism; inclusive communication; psychological safety.	Safeguarding; Diversity, Equality and Inclusion; Women and Girls; Governance. Supports FA's objective of stronger clubs providing welcoming, inclusive and positive environments for participants, coaches and volunteers.	Participation: positive football experiences, behaviours and respect. Governance and Operations: strong, fit-for-purpose governance.
Governance and volunteer sustainability	Committee induction and succession; volunteer agreements; role clarity; shared systems; handovers; annual policy review; sustainable workloads.	Governance; Workforce; Strategy, Roles and Responsibilities; Technology / Digital. Supports resilient clubs and long-term viability.	Governance and Operations: transparent governance, organisational performance and sustainability. Participation: stronger support for clubs and volunteers.
Coaching capability and player development	Appoint and support coaches; annual induction; increase qualifications; create player-to-coach pathways; consistent coaching standards; meaningful development opportunities.	Workforce; Women and Girls; Participation. Aligns with Football Australia's national emphasis on coach development and player pathways.	Pathways: evidence-based development opportunities for athletes and coaches; education, mentoring, recruitment and retention. Participation: support for coaches and clubs.
Competitive performance	Improve performance without increasing Club size; balanced team selection; player movement between	Aligns with Football Australia's pathway focus and commitment to development opportunities while Club Changer	Pathways: development and excellence.

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	divisions; development pathways; establish and monitor performance baselines.	supports sustainable, well-governed club environments.	Competitions: high-quality competitions and participant experiences.
Player experience, retention and accessible participation	Annual Player Experience Survey; monitor retention; maintain financial support; reasonable flexibility around work, study, injury, disability, health and other circumstances.	Participation; Women and Girls; Diversity, Equality and Inclusion; Safeguarding. Supports positive and inclusive participant experiences and lifelong connection to football.	Participation: positive football experiences and lifelong engagement; stronger participation and retention, particularly for women and girls.
Women and gender-diverse participation and leadership	Maintain ANUWFC's safe and inclusive participation environment; support women and non-binary people into coaching, Committee, volunteering and leadership; maintain mentoring opportunities.	Women and Girls; Workforce; Participation; Diversity, Equality and Inclusion. Consistent with Football Australia's continuing emphasis on increasing women's participation and leadership throughout football.	Participation: increase women and girls participation. Pathways: coach development and mentoring. Capital Football has also identified participation, retention and development in the women's and girls' game as a current strategic focus.
Stakeholder alignment and relationships	Maintain relationships with ANU Sport, Capital Football, Football Australia, partners, government and community organisations; annual alignment review; stakeholder matrix.	Stakeholder Alignment; Marketing and Communications; Governance. Supports a connected football system and stronger club relationships.	Governance and Operations: stakeholder engagement and organisational sustainability. Path to 2030 expressly relies on clubs, volunteers, partners and

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			government working together.
Communications and member engagement	Inclusive, timely member communication; clear support/reporting pathways; maintain website and handbooks; stakeholder communication; two-way feedback.	Marketing and Communications; Diversity, Equality and Inclusion; Safeguarding. Supports welcoming clubs where members understand opportunities, expectations and support pathways.	Competitions: improved communication and participant satisfaction. Participation: positive participant experiences. Governance and Operations: stakeholder engagement.
Volunteer and leadership pathways	Promote Committee and volunteer opportunities; mentoring; role clarity; succession; manageable workloads; support volunteers to develop into leadership roles.	Workforce; Women and Girls; Governance. Football Australia highlights clear roles, mentoring, belonging and pathways into leadership as effective volunteer-development practices.	Participation: stronger support for clubs and volunteers. Pathways: mentoring, recruitment and retention. Governance and Operations: organisational sustainability.
Selection, development and movement between teams	Fair, transparent selection; appropriate grading; balanced squads; development opportunities; player movement between divisions; positive trial experience.	Participation; Diversity, Equality and Inclusion; Women and Girls; Values and Behaviours. Supports positive participation and player-development environments.	Pathways: clear development opportunities. Competitions: quality and equitable competition experiences.
Technology, data and organisational continuity	Shared Club systems; role-based accounts; reduce duplication; use existing registration, survey,	Technology, Digital and Innovation; Governance.	Competitions: improved digital systems and administration.

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	retention and performance data; trial small digital improvements.	Also consistent with Football Australia's continuing investment in national digital systems and use of data to support clubs and participants.	Governance and Operations: organisational performance and sustainable operations.
Environmental sustainability	Digital-first administration; reuse equipment; reduce unnecessary waste; reusable bottles; practical sustainable purchasing; report facility issues.	Environmental sustainability-related actions across club operations and long-term club sustainability.	Most closely supports Governance and Operations through sustainable operations and Facilities where environmental issues relate to infrastructure, while recognising ANUWFC does not control its facilities.
Facilities advocacy	Maintain relationship with ANU Sport; identify and report facility issues; advocate for safe, accessible and appropriate fields and amenities; contribute evidence about member needs.	Football Australia identifies the national football infrastructure gap and advocates for greater investment in grassroots facilities.	Facilities: territory-wide facility planning, infrastructure investment and government advocacy.
Competition administration and safe participation	Comply with current competition requirements; effective borrowing, rescheduling and forfeiting processes; safe player workloads; clear match-day administration.	Supports Club Changer Governance, Participation and Safeguarding and Football Australia's broader emphasis on safe, well-administered participation.	Competitions: competition administration, match-day operations, communication and participant satisfaction.
Government alignment, grants and advocacy	Monitor relevant government priorities; pursue grants/partnerships where they support ANUWFC strategy;	Stakeholder Alignment; Governance. Football Australia's current national policy platform seeks coordinated government investment in	Facilities: advocate for government infrastructure investment.

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	contribute evidence and advocacy where appropriate.	infrastructure, participation and social/development programs.	Governance and Operations: stakeholder engagement and sustainable funding.
Innovation	Make small practical improvements to systems, processes and participation; test changes and retain them only where useful.	Technology, Digital and Innovation. Supports stronger, more resilient and sustainable clubs without requiring technology for its own sake.	Competitions: digital and administrative improvement. Governance and Operations: organisational performance.

Priority 1: Critical

These are the foundations ANUWFC should protect even when Committee capacity is limited.

Safeguarding, wellbeing and inclusion

Football system alignment

Football Australia places safeguarding, safe environments, inclusion and positive club cultures at the heart of Club Changer. Capital Football's Participation pillar similarly prioritises positive experiences, behaviour and respect.

ANUWFC will therefore prioritise:

- maintaining and embedding the Safeguarding Policy and Procedure
- promoting the Safeguarding and Reporting Guide
- providing annual coach induction
- maintaining clear member support and reporting pathways
- supporting psychological safety and player wellbeing
- applying the Respect and Anti-Racism Framework
- maintaining an inclusive environment for women (cis and trans) and non-binary people.

Governance and volunteer sustainability

Football system alignment

Football Australia's Club Changer program aims to create stronger and more resilient clubs with long-term viability. Capital Football's Governance and Operations pillar focuses on transparent, fit-for-purpose governance and sustainable operations.

ANUWFC will therefore prioritise:

- clear Committee and volunteer roles
- Committee induction
- succession planning
- reasonable handovers
- shared Club systems
- sustainable volunteer workloads
- annual review of key governance documents
- maintaining corporate knowledge when office-holders change.

Coaching capability and player development

Football system alignment

Football Australia continues to support coach education and development pathways. Capital Football's Pathways pillar specifically prioritises evidence-based opportunities for athletes, coaches and referees and stronger education, mentoring, recruitment and retention.

ANUWFC will therefore prioritise:

- appointing capable coaches
- annual coach induction
- supporting coach qualifications and development
- developing current and former players as coaches
- consistent coaching standards
- player development opportunities

- appropriate movement between divisions.

Priority 2: High

These priorities materially advance both ANUWFC's Strategic Plan and broader football-system objectives.

Competitive performance

ANUWFC's desire to become stronger rather than bigger aligns particularly with Capital Football's Pathways and Competitions pillars.

ANUWFC will seek to improve competitive performance by:

- building balanced squads
- supporting player development
- facilitating appropriate movement between divisions
- improving coaching capability
- using fair and transparent selection processes
- monitoring competitive performance over time.

Competitive improvement must not override player safety, inclusion or wellbeing.

Player experience, retention and accessible participation

Football Australia's Club Changer framework emphasises positive participation experiences, inclusion and long-term engagement. Capital Football's Participation pillar similarly aims to enable lifelong connection to football and specifically identifies participation and retention in women's and girls' football as a strategic issue.

ANUWFC will:

- monitor player experience through annual feedback
- maintain financial-participation support where available
- reduce unnecessary barriers to participation
- support reasonable flexibility around life circumstances
- use player feedback to improve Club operations.

Women and gender-diverse participation and leadership

ANUWFC already operates in an area of strong alignment with the broader football system. Football Australia continues to identify increased participation and leadership opportunities for women as a national priority, while Capital Football has made the growth, sustainability, retention and development of women's and girls' football a current strategic focus.

ANUWFC's contribution will focus on quality and retention rather than increasing overall Club size.

This includes:

- maintaining a safe and inclusive participation environment
- retaining women and gender-diverse participants
- providing meaningful football development opportunities
- encouraging players into coaching
- supporting women and non-binary people into Committee and volunteer leadership
- maintaining mentoring opportunities

- contributing ANUWFC's experience to broader women's football discussions where appropriate.

Stakeholder alignment

Capital Football's Path to 2030 explicitly states that its strategy depends on a united football community working with clubs, volunteers, coaches, participants, partners and government.

ANUWFC will support that approach by maintaining constructive relationships with:

- Capital Football
- ANU Sport
- Football Australia where relevant
- government
- sponsors and partners
- other clubs
- relevant community organisations.

Priority 3: Maintain and improve

These areas are important, but ANUWFC should meet them through normal operations rather than creating large standalone projects.

Technology and data

Use the systems and information already available more effectively. Focus on:

- shared records
- role-based access
- registration and retention data
- Player Experience Survey results
- competition information
- communications analytics
- simple digital improvements.

ANUWFC does not need to purchase major new technology merely to demonstrate innovation.

Environmental sustainability

Maintain practical, low-cost actions proportionate to ANUWFC's level of control. ANUWFC does not own or manage its playing facilities, so infrastructure responsibility principally sits with facility owners and broader government/facility planning. Our contribution should remain focused on practical Club operations.

Facilities

Capital Football's Facilities pillar gives ANUWFC a particularly useful alignment point. Rather than committing to infrastructure delivery, ANUWFC can contribute by:

- documenting member needs
- reporting safety and accessibility issues
- maintaining constructive engagement with ANU Sport
- providing evidence where facility planning or advocacy consultations occur
- supporting broader advocacy for adequate football infrastructure.

Priority 4: Opportunistic

These priorities should only consume significant volunteer capacity where there is a clear benefit.

Government funding and grants

ANUWFC should identify opportunities that support priorities already contained in the Strategic Plan. We should not create new projects simply because grant funding happens to be available.

Innovation

Innovation should solve an identified problem. ANUWFC should favour:

- small trials
- simple process changes
- existing technology
- practical member feedback
- improvements that save volunteer time.

If an innovation creates more administration than it saves, we do not need it.

ANUWFC's alignment principle

ANUWFC will seek to contribute to the priorities of Football Australia and Capital Football in ways appropriate to our role, purpose, resources and level of influence. Alignment does not require ANUWFC to:

- pursue unrestricted membership growth
- replicate Football Australia or Capital Football programs
- take responsibility for infrastructure it does not control
- introduce unnecessary systems or administration
- undertake initiatives that do not materially benefit the Club or its members.

Instead, ANUWFC will focus on the areas where our strategic priorities naturally reinforce broader football objectives: safe participation, inclusion, player and coach development, women's football, positive competition experiences, strong governance, sustainable volunteering and constructive stakeholder relationships.

This approach enables ANUWFC to contribute meaningfully to the development of football in the ACT while remaining true to its own purpose and capacity.

Version control

Version 1.0 drafted August 2026.