



# Football South Coast Strategic Priorities 2022—2027

**Vision**

**Mission**

**What Success Looks Like**

**Strategic Pillars**



## Our Vision:

**An inclusive thriving football community for all ages and abilities**

## Our Mission:

**Lead the number 1 sport in the South Coast region providing opportunity, engagement and development in football**



## What Success Looks Like

Our strategic initiatives outlined in this document are designed to help bring about one of the most exciting eras of change for football in the region. We are seeking to create:

- Improved Infrastructure (for all genders and abilities) and sustainability for our clubs
- Greater participation across our competitions and programs
- Strong player, coaching and referee development and pathways for all ages and all abilities

A key enabling initiative is to ensure that men's, women's and junior teams playing in our competitions are incorporated into integrated clubs in their local areas that support all streams of football.

Bringing family friendly community based clubs together is the way to ensure that our volunteer support base is continually refreshed as our sport continues to grow and we bring new families into our fold.

As clubs evolve to meet this objective, they will have greater opportunities to (a) attract greater support in the funding of infrastructure (b) obtain potential sponsorship and (c) improve the delivery of player development and coaching initiatives.



**1. Fostering the Female game**

Grow Female Football for players, coaches, referees and administrators

Leverage FIFA Womens World

**2. Supporting Clubs**

Guidance on best practice  
Develop / improve infrastructure  
Support for funding and grants

**6. Champion Unification of Clubs**

Develop a blueprint and roadmap for Club unification

**STRATEGIC  
PILLARS**

**3. Sustainability**

Improve participation & competitions  
Maintain and implement new revenue streams  
Manage and grow sponsorship and partnerships

**5. Football Pathways**

Develop coaching education  
Develop player pathway opportunities for all ages and abilities

**4. Referees**

Develop Strategies to recruit, retain and develop referees

## Strategic Pillar 1: Fostering the Female Game (Grow Female Football for players, coaches, referees and administrators)

Action Items	Primary Driver	Timeframe	KPI	Linkages to other Strategies
<b>A. Increase Player Participation and Retention of Existing Players</b>				
Identify and implement opportunities to restructure current competitions (mini-roos, graded, WYL and Women)	WYL (Junior Council and Women's Council)  Miniroos and Graded (JC Women (WC)	Annually	Increase participation to 33% by 2024 and 50% by 2027 (in line with FA KPI's)	Strategic Pillar 3
Identify and implement new player participation opportunities (ie social competitions)	FSC Management	Annually	Implement or retain a minimum of 2 new programs per year.	NA
Implement a School (Pre) Program	FSC Management	2024	Target a minimum of 10 schools / year	Strategic Pillar 3
Improve Coaching Education	FSC Management	Annually	Refer to Strategic Pillar 5	Implemented via Strategic Pillar 5
<b>B. Increase the number and visibility Female Coaching Opportunities</b>				
Implement strategies such as; Female only coaching courses and support systems	FSC Management	Annually	Increase female coaches by an additional 50%	Implemented via Strategic Pillar 5
<b>C. Increase the Number and visibility of Female Referees</b>				
Implement School Programs	Referee Council	Annually	Minimum of 2 courses at identified High Schools. An additional 20 referees per year for Senior Womens Competitions.	Implemented via Strategic Pillar 4 –
Strategies to Develop and Retain Referees such as mentoring, assessment and support	Referee Council	Annually	Minimal loss of referee's (other than those impacted by work / other commitments)	Implemented via Strategic Pillar 4
<b>D. Increase Female Administrators across Club Committees</b>				
Develop and implement strategies to improve the number of females involved in Club Committee's to ensure inclusiveness (club education, women support networks, etc)	FSC Management	2022	Develop data for baseline reporting on current numbers. Develop of strategies to assist clubs. Implement the role of Female Football Co-ordinator across 5 clubs (as a pilot)	Implemented via Strategic Pillar 6
<b>E. Facilities and Infrastructure</b>				
Develop female friendly guidelines	FSC Management	2022	Promote / publish guidelines to clubs	Strategic Pillar 2

**Strategic Pillar 2: Supporting Clubs – Supporting clubs to develop and improve infrastructure and Providing guidance on best practice governance**

Action Items	Primary Driver	Timeframe	KPI	Linkages to other Strategies
<b>A. Develop and Improve Infrastructure</b>				
1. Complete ground audits for all affiliated clubs	FSC Staff Councillors	June 2022	100% grounds audits completed	Strategic Pillars 1, 3 and 6
2. Maintain a register of current state of facilities and prioritised needs	FSC Staff	Annual	All FSC Club's grounds status is known	Strategic Pillars 1, 3 and 6
3. Publish and communicate grant criteria to prioritise facility improvements	FSC Staff Councillors Board	2022	Roll out of criteria to clubs and local MP's	Strategic Pillars 1, 3 and 6
<b>B. Support for funding and grants</b>				
1. Publish available grants	FSC Staff	Ongoing	Information provided to all FSC clubs – direct connection/email blasts?	Strategic Pillars 1, 3 and 6
2. Conduct/provide grant writing workshop/s	FSC Staff	Annually	1 workshop pa	Strategic Pillars 1, 3 and 6
3. Develop templates to support clubs preparing to apply for grants	Board Delegates	2022	Templates accessible to all clubs	Strategic Pillars 1, 3 and 6
4. Provide an assessment service to clubs for funding and grants	Board Delegate	Ongoing	Assessments completed as received	Strategic Pillars 1, 3 and 6
<b>C. Providing guidance on best practice governance</b>				
1. Provide mentor/buddy system for new officers/committees	Councillors Board	Annually	Successful transition of committees	Strategic Pillar 3
2. Succession planning – development of future Board members via fostering appointments to Councils	Board Councillors	Ongoing	Increased number of future directors	Strategic Pillar 3
3. Provide a Club Resource Centre to assist clubs across all levels of governance	FSC Staff	Annually	Publication of documents	Strategic Pillar 3

### Strategic Pillar 3: Sustainability

Action Items	Primary Driver	Timeframe	KPI	Linkages to other Strategies
<b>A. Maintain and Improve Player Levels and Competition Structures</b>				
Analyse and identify areas of improvement to reduce team drop off in teams across all Competitions (including scheduling, structure, marketing, etc)	All Football Councils	Annually	Identify key issues and strategies to address key issues and challenges.	Strategic Pillar 1
Introduction of School Programs	FSC Management	Annually	Target a minimum of 10 schools per year in partnership with A League Clubs	Strategic Pillar 1
Improve coaching education	FSC Management	Annually	Refer to Strategic Pillar 5	Strategic Pillar 5
<b>B. Maintain and Implement new Revenue Streams</b>				
Maintain current non winter football revenue streams	FSC Management	Annually	Maintain a minimum 70% / 30% split between non winter and winter revenue generation.	NA
<b>C. Maintain and Grow FSC Sponsorship and Partnerships</b>				
Foster existing relationships and increase existing sponsorship by maintaining the FSC Brand	FSC Management Board	Annually	Delivery budget in relation to sponsorship	NA

#### Strategic Pillar 4: Referees - High Level Initiatives – Attraction, Development and Retention

Action Items	Primary Driver	Timeframe	KPI	Linkages to other Strategies
<b>A. Increase Referee Retention</b>				
Improve Communication with Members	Referee Council (RCC) and Referee Coach	Ongoing	Newsletter Introduced Regular online / education sessions	Strategic Pillars 1 and 3
Mentoring Programs for Juniors, RDP, juniors transitioning to Seniors, New Seniors	RCC Delegates	Ongoing	Increased retention	Strategic Pillar 1 And 3
Support Program - Female Referees	RCC Women's Delegate	Ongoing	Program conducted regularly	Strategic Pillar 1
Ensure Referee Welfare support in place	RCC	ongoing	Increased retention	Strategic Pillar 3
Implement a Respect Campaign	FSC Management	Ongoing	Increased retention	
<b>B. Improve Development and Coaching Programs</b>				
Consolidate and Improve pathways	RCC	March 2023	Pathways for Referees in place subject to assessment of progress	Strategic Pillar 5
Ensure Assessment/Coaching targets Achieved	RCC and Assessment Coordinator	Ongoing	Every Referee assessed at least once each season	Strategic Pillar 3
Monthly Coaching sessions for all	RCC and Coaches	Monthly	Coaching sessions conducted	NA
<b>C. Increase Referee Recruitment</b>				
Trial "Team Referees" in Community League	RCC and CL Council	2022	Successful implementation with roll out to other competitions in 2023	Strategic Pillar 3
Promote Referee Courses in Schools	RCC with FSC	2023	Programs developed for attraction through schools	Strategic Pillar 1 and 3

**Strategic Pillar 5: Football Pathways (Develop Coaching Education and Player pathway and opportunities for all ages and all abilities)**

Action Items	Primary Driver	Timeframe	KPI	Linkages to other Strategies
<b>A. Develop Coaching Education</b>				
Develop and implement a pilot Club Coaching Coordinator (CCC) Program to: <ul style="list-style-type: none"> <li>Educate and mentor coaches</li> <li>Develop in club coaching presenters</li> <li>Facilitate In-Club development programs</li> </ul>	FSC Management JC Support	Annually	<ul style="list-style-type: none"> <li>5 clubs participate per annum</li> <li>50% of CCC club coaches undertake the Mini-roos coaching course</li> <li>All CCC clubs have a qualified coaching presenter</li> <li>Implement a hub model for CCC clubs</li> </ul>	Strategic Pillar 3
Increase Coaching Education across all Junior clubs by: <ul style="list-style-type: none"> <li>providing accessible / time friendly education (such as online platforms)</li> <li>Assess different options for session support for mini-roos</li> </ul>	FSC Management JC Support	Annually	<p>Develop a library of resources for coaching education and session delivery.</p> <p>By 2025 – Implementation of a hub model for 50% of junior clubs</p>	Strategic Pillar 3
<b>B. Develop Player Pathway and Opportunities – for all ages and all abilities</b>				
Player Identification (Via In-club coaching, development programs, attendance at games)	FSC Management	Annually	<p>Trial Number increases annually</p> <p>Number of players selected in representative teams from club football</p>	NA
Promoting Pathways to representative football through junior clubs	FSC Management	Annually	<ul style="list-style-type: none"> <li>Development of an aligned pathway document across FNSW Competitions</li> <li>50% of junior clubs promoting this document</li> <li>Coordination of trials across all clubs</li> </ul>	NA
Inclusive Football Programs	FSC Management	Annually	Continued delivery of programs run in conjunction with MCCI and the Disability Trust	NA
Local Pathways (such as the Men's Premiership) provides a pathway for local players.	Strategic Pillar 6 team		<ul style="list-style-type: none"> <li>Alignment of clubs (between juniors and men's premiership teams)</li> </ul>	Strategic Pillar 6

## Strategic Pillar 6: Unification of Clubs

**Objective:** Integrated club structure fully implemented by November 2027

### High Level Initiatives:

- Move to broader entry / promotion / relegation criteria for Men's Premiership football
- Agree timeframes for teams from all streams to be part of integrated / affiliated club structures
- Provide supporting governance and administration advice to clubs moving towards integration / affiliation

Action Items	Primary Driver	Timeframe	KPI	Linkages to other Strategies
<b>A. Timeframes for all streams to complete club integrations</b>				
Work with each football council to agree timeline and approach for their clubs	Project team and football councils	September 30	Agreement gained with all councils	Strategic Pillar 2
Work with clubs to agree timelines / approach	Clubs	April 1 2023	% <u>clubs</u> with timeline set	Strategic Pillar 2
<b>B. Implement broader club entry / promotion / relegation criteria in Men's Premiership</b>				
Complete draft document	Project Team	June 2022	Completed draft document	Strategic Pillar 2
Gain support from all football councils to the document	Football Councils	2022	Complete final approved document	Strategic Pillar 2
Agree timeframe for implementation	Football Councils	Annually	% <u>of</u> integrated clubs (or clubs running with formalised affiliations)	Strategic Pillar 2
<b>C. Implement an Infrastructure Priority Framework that prioritises 'unified' clubs</b>				
Publish and communicate grant criteria to prioritise facility improvements	Strategic Pillar 2	2022	Roll out of criteria to clubs and local MP's	Strategic Pillar 2
<b>D. Provide support</b>				
Draft Constitution for integrated club	Project Team	2022	Constitution Template accessible for clubs	Strategic Pillar 2
Draft Affiliation Agreement	Project Team	2022	Affiliation agreement accessible for clubs	Strategic Pillar 2
Proposed club integration framework	Project Team	2022	First draft of proposed club affiliations	Strategic Pillar 2