



FOOTBALL FEDERATION  
**SUNRAYSIA**



# Football Federation Sunraysia Strategic Plan

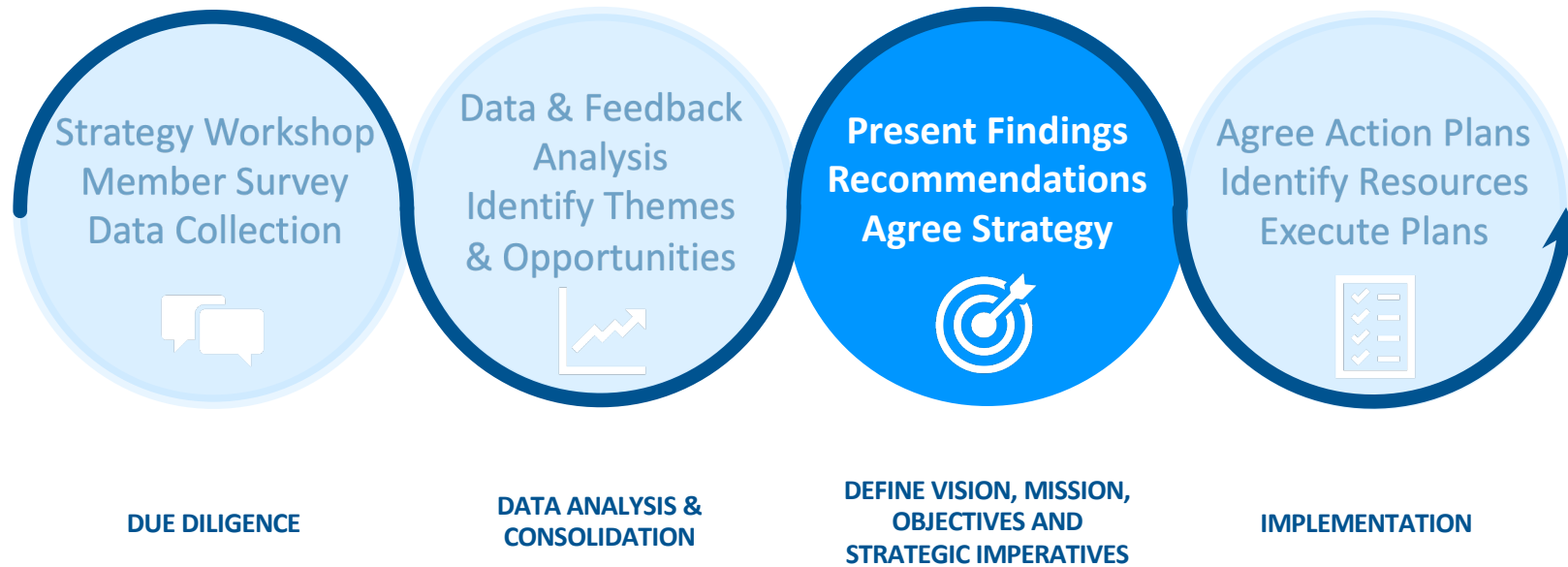
Strategic Plan January 2019

# Background & Context

- Club Builder 2035 have been engaged by Football Federation Sunraysia (“FFS”) to undertake a strategic review of the organisation and its operations
- This involved undertaking a strategy workshop with key stakeholders as well as a survey of the FFS’ members and participants
- This document summarises the key findings from this engagement to date, and sets out some proposed areas of strategic focus for FFS moving forward

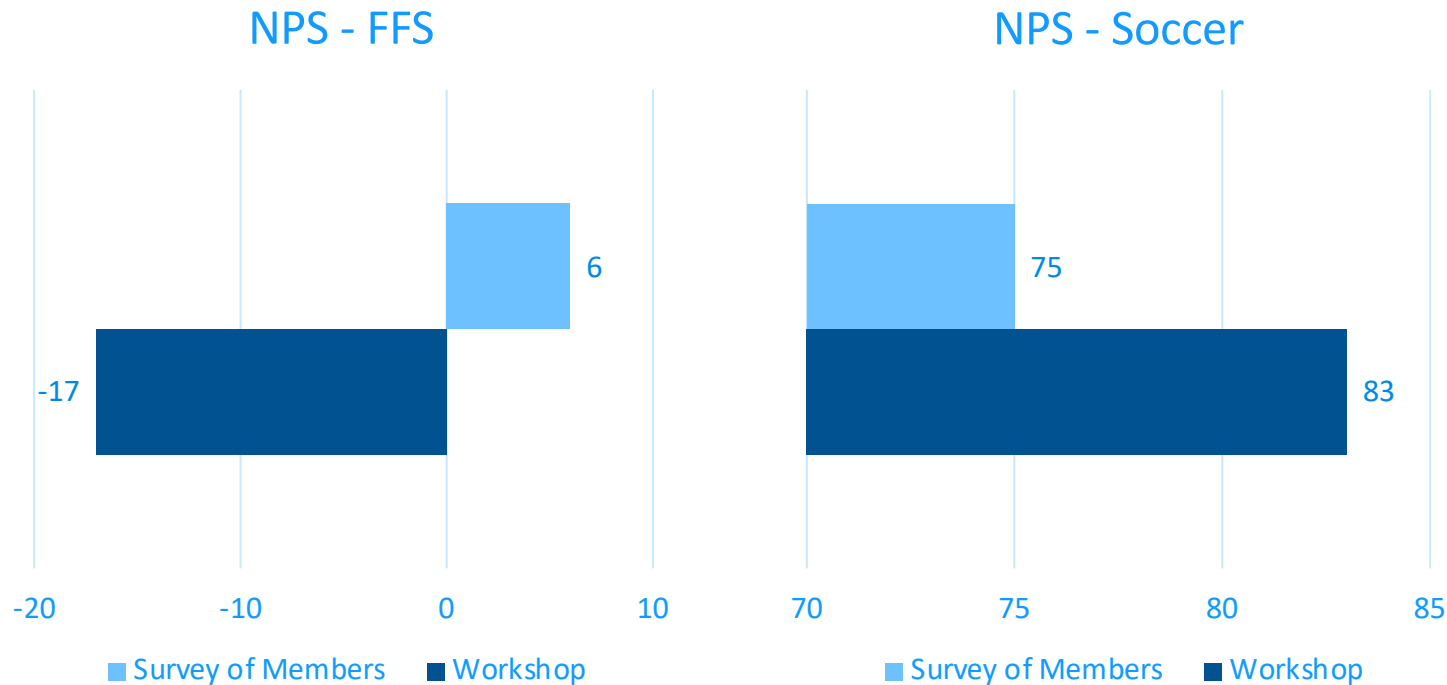


# Strategic Plan Journey



# Net Promoter Score

The Net Promoter Score provides a statistical representation of the level of engagement of a target audience with the organization in question



- The Survey NPS score of 6 for FFS compares to -17 from the workshop, which suggests that the broader survey membership are less concerned, or have less visibility of, some of the key issues causing concern for FFS representatives.
- That said, the survey NPS score for respondent's respective clubs was 68, with only 1 detractor which shows a more positive level of engagement with respondents own Club as to be expected. It is worth noting over half of the survey respondents also had some form of official role within the member Clubs.
- The NPS score for soccer reflects the increased level of commitment towards the sport as expected.

The percentage NPS score is calculated by subtracting the percentage of detractors (those who rated 6/10 or below for likelihood of recommending the organization) from the percentage of promoters (those who rated 9 or above).

# SWOT Analysis

Based on feedback from the stakeholder workshop and member survey, the following have been perceived as FFS's Strengths, Weaknesses, Opportunities & Threats

## Strengths



- People
- Commitment of volunteers
- Community & family involvement
- Location
- Club & Association management
- Competitions & organisation
- Juniors
- Council relationship



## Weaknesses

- Lack of volunteers at Club & Association
- Communications
- Divergent club interests
- Competition structure
- Player pathways & retention
- Facilities
- Funding & financial viability
- Community Engagement
- Advertising & Promotion
- Club support

## Opportunities



- Unified strategy and culture
- Growth in interest in soccer
- Review of competition/league structures
- Affiliations with other leagues/regions
- Increase junior and female participation
- Development of programs & pathways
- Enhanced facilities
- More active community engagement
- Develop social interaction between clubs / members



## Threats

- Club inequality
- Funding
- Geographic isolation
- Levels of player numbers
- Commitment of players & volunteers
- Workforce sustainability
- Other sports



# Vision

## Our Vision

*“A strong, united and engaged Football community”*

- From the workshop discussion and member survey, there is a sense that FFS representatives are primarily focused on the welfare of their respective Clubs
- Whilst understandable, the purpose of FFS is to deliver, administer and grow the game of Football in the Sunraysia region
- In order to achieve this, only a shared *“unity of purpose”* will enable the growth of the game and its potential to be fulfilled
- This will require *“A united and engaged football community”*



In recognition of FFS’s role as a member of Football Victoria and ultimately the FFA, it is *“entrusted to make decisions in the best interests of the overall game and not favour individual football family members whose needs and ambitions will inevitably vary from time to time”*

- Frank Lowy, former Chairman, FFA



# Mission

## Our Mission

*“To unite Sunraysia Football and build a vibrant and sustainable football community”*

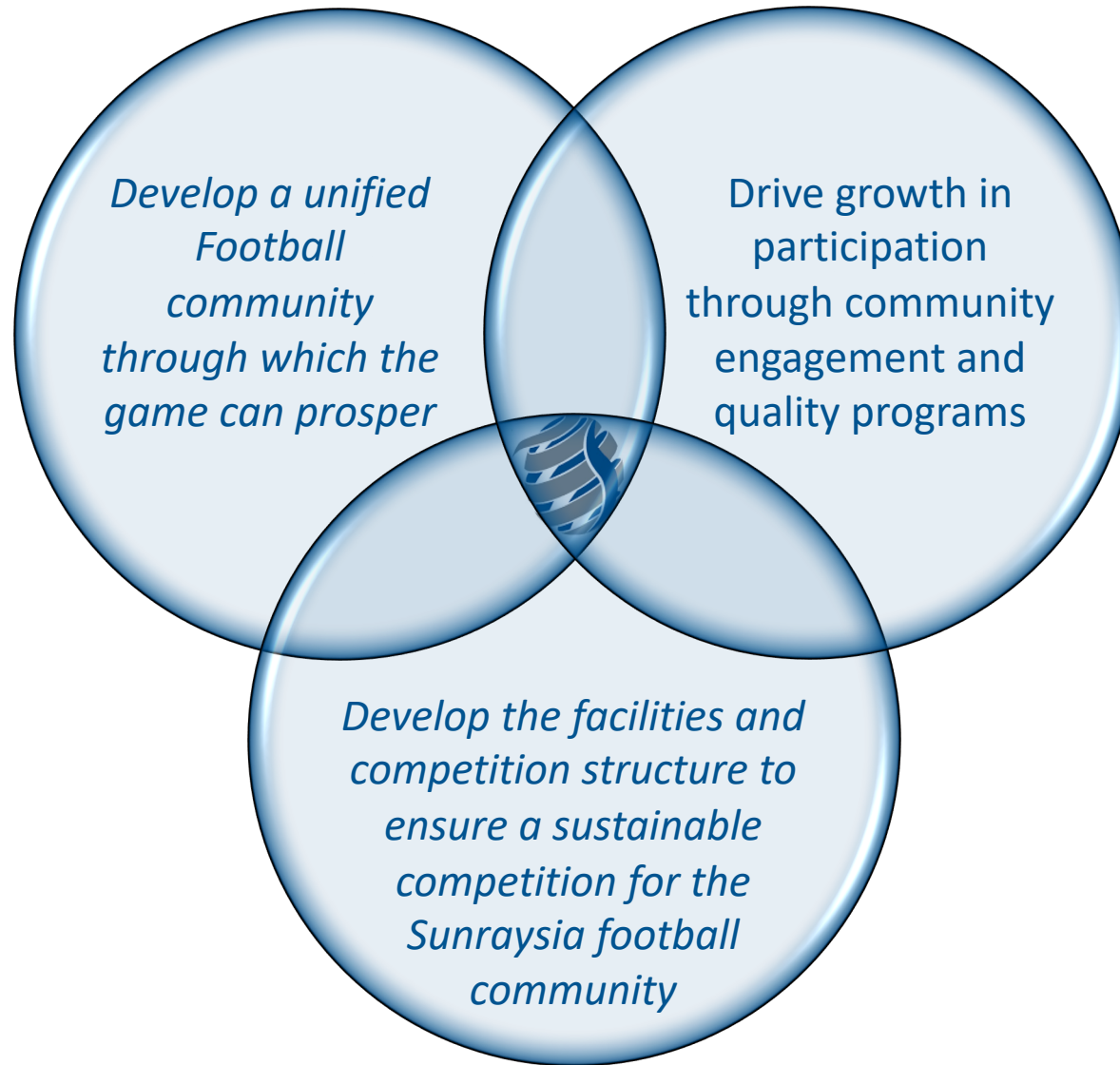


- FFS’s Mission derives directly from the Club’s Vision, and aligns with the broader aspirations of Football Victoria and the FFA
- It puts at the centre of the organisation’s focus its core purpose of delivering a vibrant and sustainable competition through which the game can grow
- This is underpinned by the need for a unified approach, where the collective is prioritized ahead of the individual so all Clubs, participants and stakeholders can prosper





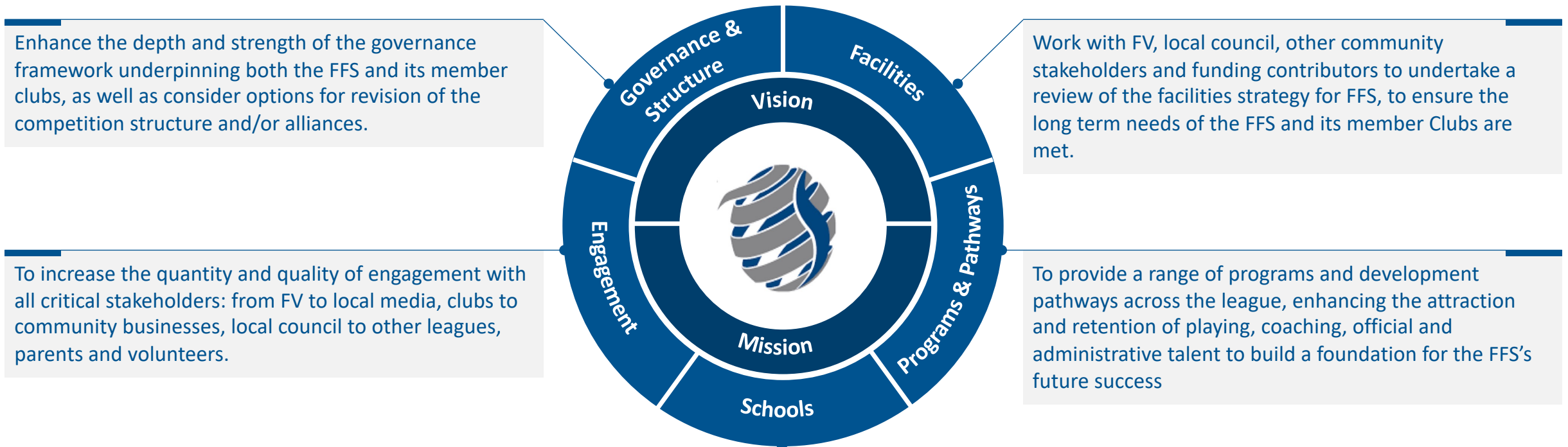
# Overarching Objectives





# Strategic Imperatives

In order to achieve FFS' objectives, the workshop and survey has identified five key areas of opportunity, captured below as the FFS' strategic imperatives, which align with the Vision and Mission



Develop a targeted and coordinated approach to engaging with all schools in the Sunraysia region – both primary and secondary – to increase interest and participation in FFS's football programs.





# Football Federation Sunraysia Strategic Plan



**Vision** “A strong, united and engaged Football community”

**Mission** “To unite Sunraysia Football and build a vibrant and sustainable football community”

**Overarching Objectives**

- Develop a unified Football community through which the game can prosper
- Drive growth in participation through community engagement and quality programs
- Develop the facilities and competition structure to ensure a sustainable competition for the Sunraysia football community

**Strategic Imperatives**

Governance & Structure	Facilities	Programs & Pathways	Schools	Programs & Pathways
Enhance the depth and strength of the governance framework underpinning both the FFS and its member clubs, as well as consider options for revision of the competition structure and/or alliances.	Work with FV, local council, other community stakeholders and funding contributors to undertake a review of the facilities strategy for FFS, to ensure the long-term needs of the FFS and its member Clubs are met.	To provide a range of programs and development pathways across the league, enhancing the attraction and retention of playing, coaching, official and administrative talent to build a foundation for the FFS’s future success	Develop a targeted and coordinated approach to engaging with all schools in the Sunraysia region – both primary and secondary – to increase interest and participation in FFS’s football programs.	To increase the quantity and quality of engagement with all critical stakeholders: from FV to local media, clubs to community businesses, local council to other leagues, parents and volunteers.

# The feedback from the strategy workshop and member survey has highlighted a number of areas of opportunity to enhance the overall governance framework and organization/competition structure for FFS



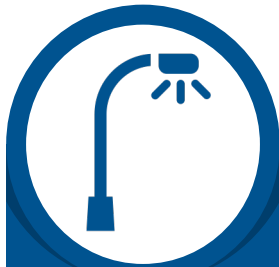
## Governance & Structure

# Tactical Action Plan – Governance & Structure



# There is a need to review and assess previous sporting facility master plans and work with Council, other sporting bodies and local stakeholders to adopt a new Facility Master Plan for FFS and its member Clubs

Areas of particular focus to include:



## Lighting

- ▶ Quantity
- ▶ Match
- ▶ Training



## Pavilion

- ▶ Changing rooms
- ▶ Social
- ▶ Canteen
- ▶ Other locations



## Pitches

- ▶ Water
- ▶ Drainage
- ▶ Turf
- ▶ Synthetic...?



## Female & Families

- ▶ Changing rooms
- ▶ Social
- ▶ Family friendly



Overview of proposed Council facility development plans from 2004 Master Plan

As part of the Facilities planning process, it is critical to ensure alignment with FFS's broader strategic objectives in terms of Clubs and competition structure

# Facilities



# Tactical Action Plan – Facilities

- ▶ Establish Facilities Working Group
- ▶ Develop a list of key facilities priorities
- ▶ Identify potential grant funding sources to investigate grant feasibility
- ▶ Appoint external parties to support with development of facilities master plan

3 months

Check-in

6 months

Check-in

1 year

Check-in

YEAR 2

YEARS 3 TO 5  
OUTCOMES

- ▶ Finalise facility master plan with inputs from key stakeholders including council, contractors, advisors and funding participants
- ▶ Submit applications for any grant/funding mechanisms to support master plan
- ▶ Appoint contractors as required to commence activity on lower complexity/cost projects

- ✓ Development of a clear Facilities Master Plan
- ✓ Engaged and supportive council and MPs
- ✓ Detailed funding plans to enable facilities upgrades
- ✓ Completed work on highest priority facility upgrades

- ▶ Continued engagement with state and federal MPs as well as local council, nurturing relationships through Club events
- ▶ Determine council priorities & review against club's priorities
- ▶ Co-ordinate & advocate draft facility master plan with Council, including funding sources
- ▶ Consider appointment of external parties to support with council advocacy

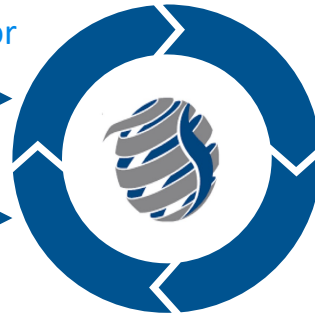
- ▶ Appoint external parties and contractors as required to commence activity on more complex projects
- ▶ Commence work on major projects



## The member survey and stakeholder workshop identified areas of opportunity to enhance FFS's engagement with all key stakeholders

### Football Stakeholders

- ▶ Continue to engage with Football Victoria to ensure the region's interests are addressed
- ▶ Engage with Clubs to ensure alignment with the long term interests of FFS, whilst trying to meet the needs of individual clubs
- ▶ Increase engagement with other football governing bodies in SA & NSW to identify areas for mutual cooperation and benefit



### Community Stakeholders

- ▶ Engage with the Sunraysia media community to promote football and increase interest levels in the local competition
- ▶ Develop strategies to better engage local businesses and develop funding and sponsorship opportunities
- ▶ Increase engagement with local schools to promote football and increase participation

### Government Stakeholders

- ▶ Further develop and enhance relationships with key government stakeholders to advance the Club's priorities
- ▶ Increase engagement with council in relation to facility requirements
- ▶ Increase engagement with adjoining councils to identify areas of opportunity for broader regional cooperation

### Participant Stakeholders

- ▶ Review existing resourcing to determine areas of opportunity to add additional paid/voluntary support
- ▶ Work with member Clubs to develop plans to encourage and attract new volunteers
- ▶ Work with Clubs to engage players, parents and other community stakeholders in the planning and implementation of strategic initiatives

# 3. Engagement



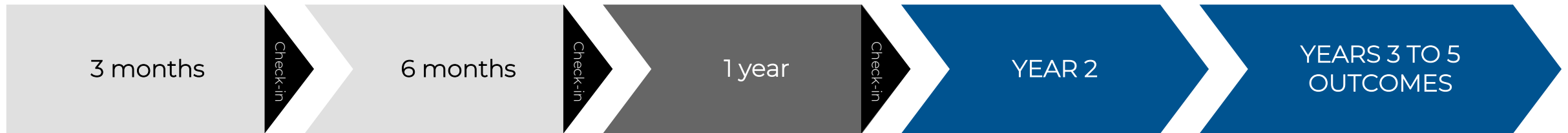


# Tactical Action Plan – Engagement

- ▶ Establish working group and develop Club Engagement and Communications Plans
- ▶ Identify key stakeholders (including schools, businesses, Council)
- ▶ Identify key roles & responsibilities (e.g. school champions) and workforce needs
- ▶ Season-launch event to share vision & strategy with all club stakeholders

- ▶ Use events, programs and communications to develop inter-segment engagement (juniors, seniors, parents)
- ▶ Establish operating rhythm around communication activities and allocation of responsibilities
- ▶ Complete website and upgrade, aligning with broader communications plan

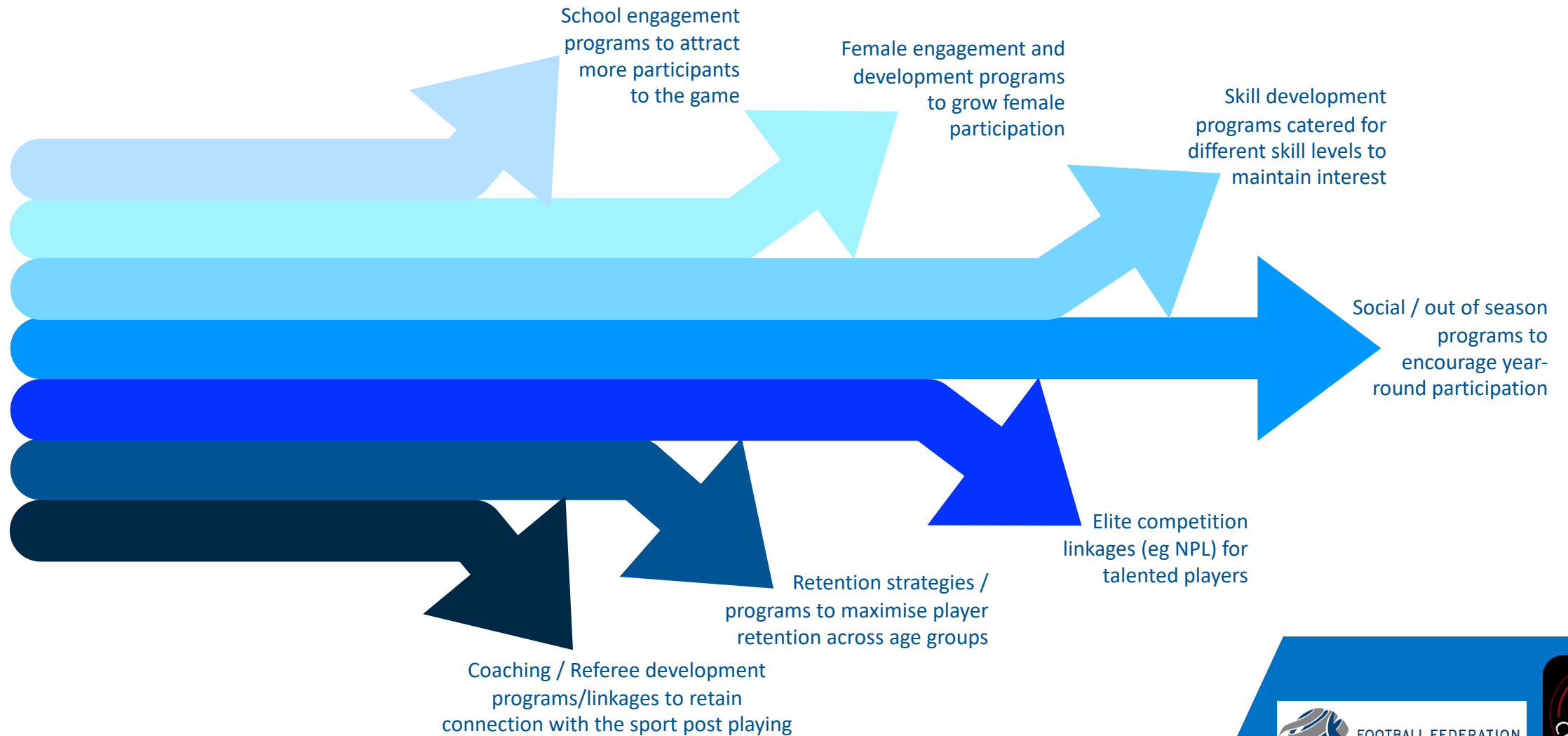
- ✓ Co-ordinated approach to operational communications and member engagement
- ✓ Increased community engagement across key stakeholder groups
- ✓ Greater engagement of members through events
- ✓ Greater volunteer engagement



- ▶ Recruitment campaign across Club to enable appointment of people in to identified key roles
- ▶ Review key communication tools to maximise effective usage (e.g. Mailchimp, social media, website, Team Stuff)
- ▶ Engage with key stakeholders as identified in Engagement plan, particularly local schools
- ▶ Establish calendar of events and build out event engagement plans
- ▶ Develop a recognition & reward framework to acknowledge key contributors to the Club

- ▶ Establish annual review process capturing on and off field highlights including progress on strategy
- ▶ Develop links to local media to enhance communications with local community stakeholders

There is an opportunity for FFS to work with Football Victoria and its member Clubs to coordinate and deliver targeted programs to increase participation levels and develop player pathways across the Sunraysia region



## 4. Programs & Pathways

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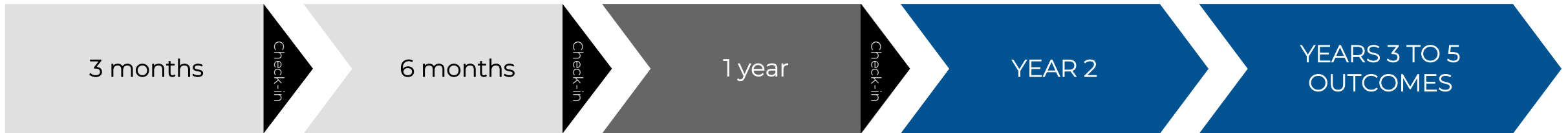


# Tactical Action Plan – Programs & Pathways

- ▶ Establish Programs & Pathways Working Group
- ▶ Identify key roles & responsibilities to support programs & pathways development
- ▶ Review status quo of programs & pathways, including drop off points
- ▶ Agree model/target team structure
- ▶ Document gap analysis between status quo and target structure

- ▶ Review personnel/role requirements as programs develop
- ▶ Review and refine programs to further increase participation and skill development
- ▶ Align activities with Engagement initiatives to ensure key stakeholders are engaged (e.g. schools, A/W League, FV, AFCAT)
- ▶ Develop non-playing pathways (i.e. refereeing, coaching, administration) within the Club

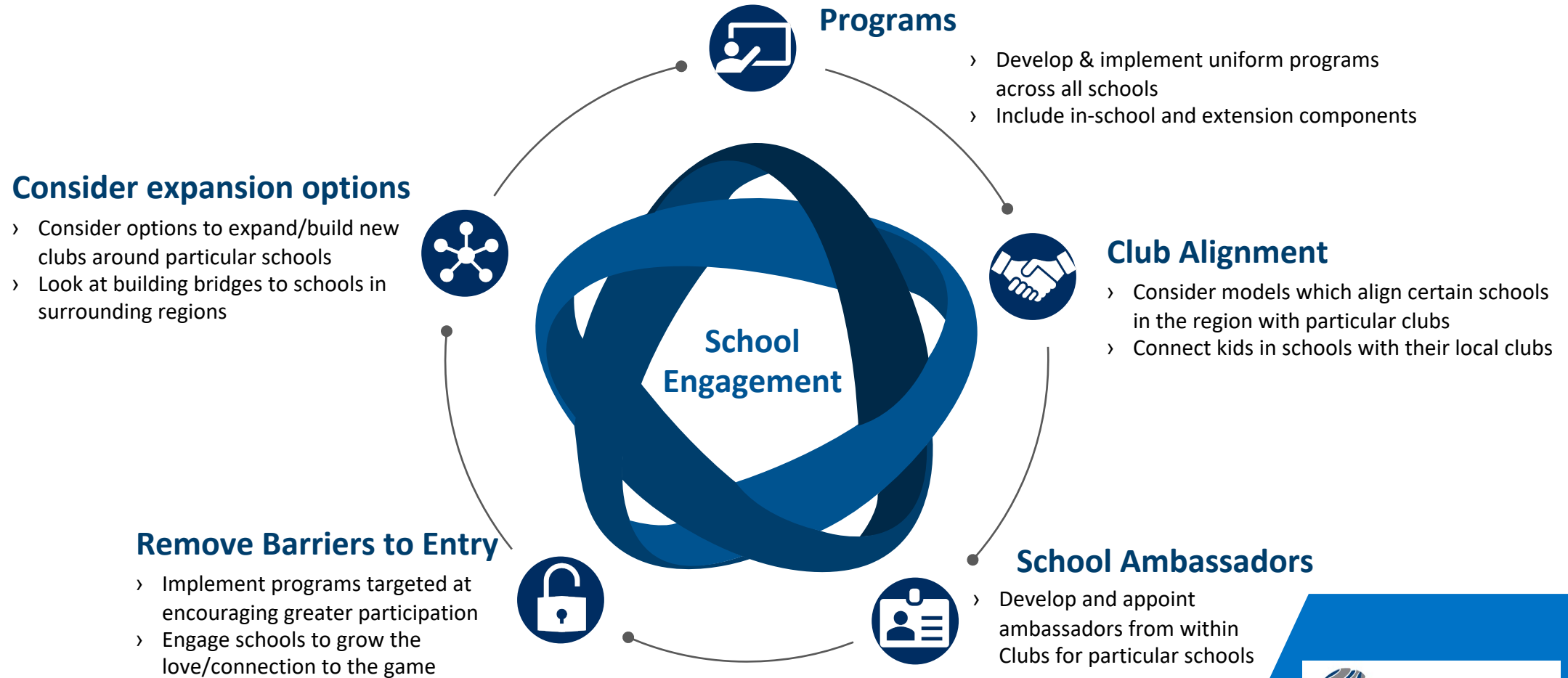
- ✓ Clear internal and external pathways established to support player, coach, referee and administrator development
- ✓ Target programs established with increased participation from junior ranks and above
- ✓ Progress made towards achieving model team structures and participation levels



- ▶ Identify and agree mechanisms to measure and track progress
  - Identify programs including those targeted at increasing retention through drop-off points
  - Identify roles required and nature of those roles (paid/voluntary)
  - Appoint necessary people in to identified roles

- ▶ Continue to review and refine programs & pathway structures
- ▶ Establish ongoing linkages with elite playing channels as well as referee & coaching development associations

In addition to developing a unified approach amongst all stakeholders, a successful School Engagement Plan is arguably the most critical component to drive the long-term success of FFS



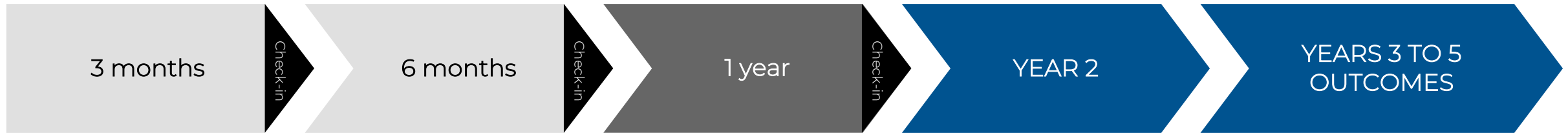
## 5. Schools

# Tactical Action Plan – Schools

- ▶ Establish working group and develop Club Schools Plan
- ▶ Identify key stakeholders (including Principals & Physical Education teachers)
- ▶ Identify key roles & responsibilities (e.g. school champions) and workforce needs
- ▶ Season-launch event to share vision & strategy with all club stakeholders

- ▶ Undertake roll-out of a prototype program including testing:
  - Student recruitment
  - Program & session timing
  - Number and frequency of sessions
  - Student : coach ratio
- ▶ Review the prototype program

- ✓ Successful broad engagement of students with the sport
- ✓ Creation of a personal connection between students and Clubs
- ✓ Establishment of key school relationships including teachers and parents
- ✓ Establishment of bridging programs



- ▶ Identify the students to be targeted through the program
- ▶ Identify facilities and equipment that available from the school, and what can be provided by clubs
- ▶ Establish suitable times for delivery, and whether any sessions will be affected by other school activities
- ▶ Develop a program that is aligned to the school curriculum and culture
- ▶ Negotiate costs, roles, and responsibilities of the program with the schools

- ▶ Expand the program including:
  - Workforce recruitment
  - Workforce skills, experience and training,
  - Organisation and communication
  - Peer-to-peer learning
  - Link to the clubs



# Next Steps

Following presentation of the key findings from the initial phase of work, the next phase involves fleshing out the strategic imperatives and developing a series of tactical action plans across each stream:

- Identifying Committee-level sponsors and support resources for each stream of work from both FFS and member Clubs
- Developing and documenting action plans across each stream
- Establishing implementation plans and timelines for each stream
- Agree ongoing reporting and tracking activities to ensure successful implementation

