



Strategic Plan Draft 2027-2030

Strategic Plan Elements



Preface for the stakeholder

Executive Summary

In preparation for Football South Australia's (FSA) next strategic plan between May-August 2026, FSA undertook a comprehensive stakeholder consultation process involving clubs, women and girls football representatives, associations, zone councils, regional football stakeholders, the FSA board, Executive and Management.

The consultation revealed overwhelming optimism regarding the future of football in South Australia. Stakeholders consistently recognised football as one of the state's fastest-growing sports and expressed confidence in its long-term potential. However, consultation participants also identified a significant strategic challenge. Football participation growth is outpacing the capacity of the football system to support it.

While individual stakeholder groups emphasised different priorities, the evidence consistently pointed toward the same conclusion: FSA's future success will depend less on generating demand for football and more on strengthening the system that supports it.

Next Steps

The FSA Board and Executive now invite you, our wider stakeholder group, to review the key elements within the DRAFT 2027 – 2030 Strategic Plan and provide your valuable input and feedback to integrate into the final strategy.





Contents

1 Vision and Purpose

2 Draft Strategic Priorities

3 Strategy on a Page

4 Key Strategic Enablers

5 Strategic Pillars



Vision

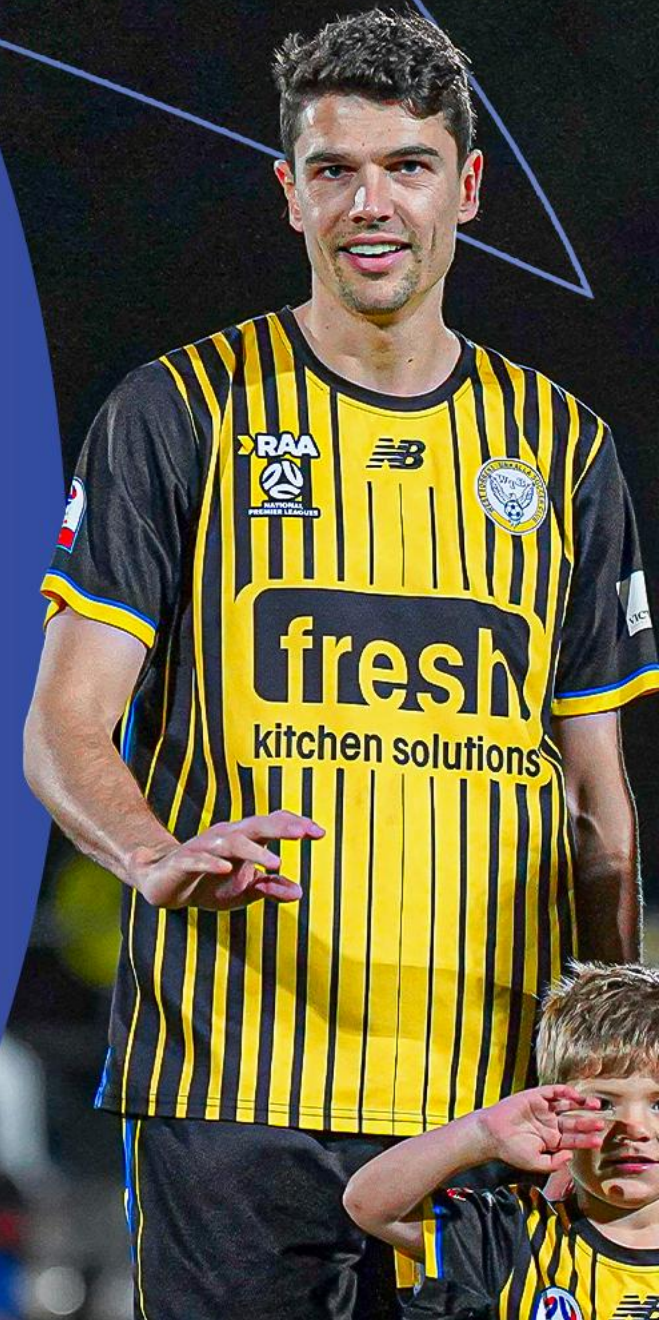
//

**Football is South Australia's
most connected, accessible,
and sustainable sport**

Ensure the ecosystem is interconnected through the participation and pathway layers. A break in any links has ripple effects through workforce participation, retention and competition quality.

Originates from the consistent feedback to ensure the system is sustainable at all levels to accept & maintain growth

//



Purpose

//

To lead, enable, and grow a thriving football ecosystem that creates lifelong participation opportunities, excitement for the game, and beautiful football experiences for all South Australians

Has the ability to connect everyone wherever they want to engage with football. Orientating towards enough places.

Originates from feedback about improved, more & flexible participation opportunities

//





The FSA draft strategic priorities

These are intended to continue evolving FSA into an ecosystem leader that attracts, retains, and grows the next generation of footballers?

PRIORITY 1

Sustainable Clubs

Strengthen the capability, governance, financial sustainability and operating capacity of clubs so that participation growth can be absorbed and retained

PRIORITY 2

Develop the Workforce

Develop the volunteer, coach, referee and administrator workforce required to support football growth across metropolitan, regional, women's, girls, community and pathway football

PRIORITY 3

Infrastructure Capacity

Secure and optimise pitches, clubrooms, synthetic surfaces, lighting and female-friendly facilities to meet current and future demand

PRIORITY 4

Sustainable Participation Pathways

Clarify competition architecture and participant journeys across elite, development, community, association, social, women and girls, and regional football

PRIORITY 5

System Leadership

Continue to enhance and build deep trust through transparency, engagement, strong communication delivering a clear role for FSA as the ecosystem leader

FSA strategy on a page



VISION

Football is South Australia's most connected, accessible, and sustainable sport

PURPOSE

To lead, enable, and grow a thriving football ecosystem that creates lifelong participation opportunities, excitement for the game and beautiful football experiences for all South Australians

STRATEGIC AMBITIONS

The trusted leader of football in South Australia

The strongest club-based sporting ecosystem in the state

A national leader for women and girls' football

A champion for regional football

A sport that grows sustainably through people, places, and strategic partnerships

STRATEGIC PILLARS

Sustainable Clubs

Build resilient, capable and sustainable clubs that can support participation growth and community connection

Workforce & Capability

Develop the people who deliver football

Participation & Pathways

Provide clear, connected, and sustainable participation opportunities

Places

Ensure football has the right size and required infrastructure for future growth

System Leadership

Football SA is the trusted ecosystem leader and enabler of football



The key strategic FSA enablers to deliver the aspirational and practical objectives

Data and Insights

All strategic implications and decisions and supported by evidence-based decision making

Digital Transformation

Maintain & grow FSA's investment in technology, data, systems, reporting, governance processes and innovation. To improve participant experience, communications, commercial outcomes and internal and club administration operational efficiencies.

Commercial Sustainability

Continue to grow by building FSA's commercial assets, revenue diversification, strategic partnerships and capacity to reinvest revenue back into the game

Advocacy and Partnerships

Continue to lead and drive external influence. FSA will collaborate with the broader sector to achieve mutually beneficial and positive outcomes

People and Culture

FSA continues to lead a high-performance workforce culture across the ecosystem



Organising our capability and capacity through our five strategic pillars are outlined in this section



PURPOSE. These priorities will require resourcing, clear ownership, timelines, and new organisational skill sets may be required to continue building our capacity and capability to sustain football. These are distinguished between committed priorities, aspirational initiatives, and matters requiring further investigation.

1

Sustainable Clubs

Strong governance, financial resilience, volunteers and club capability

2

Workforce & Capability

Accessible coaching, referee retention, emerging leaders and diversity.

3

Participation & Pathways

Lifelong participation, women and girls, inclusive and connected pathways

4

Places

More facilities, female-friendly venues, regional investment and evidence-led advocacy

5

System Leadership

Trust, transparency, stakeholder voice and One Football alignment

Initiative Classifications

Committed Priorities



Aspirational Initiatives



Further Investigation



Strategic Pillars

1 Sustainable Clubs

Intended Strategic Outcomes

- **Governance Excellence.** Clubs have access to contemporary governance tools, education, and support
- **Financial Sustainability.** Clubs are financially resilient and less dependent on a small number of revenue sources
- **Volunteer Sustainability.** Volunteer recruitment, retention, and succession planning improves across the football system
- **Capability.** Clubs have the skills and resources required to manage growth

Proposed Initiatives

- ☆ **Club Sustainability Program.**
 - Develop & provide club health assessments
 - Annual club sustainability scorecards through club & league benchmarking
- ☆ **Governance Academy.** Education for Presidents, Boards and Committees
- 📍 **Volunteer 2030 Framework.** Recruitment, recognition and succession planning
- 📍 **Shared Services Model.** Elements may include - Finance / HR / Governance Revenue Support through Grant Writing & Sponsorship
- 👤 **Football Community Engagement Strategy.** Strengthen connections with supporters, fans and local communities through engagement, marketing and promotion initiatives.



Strategic Pillars

2 Workforce & Capacity

Intended Strategic Outcomes

- **Coaching Excellence.** Accessible and affordable coach development
- **Referee Sustainability.** Retention becomes the primary focus
- **Leadership Development.** Build future football leaders
- **Workforce Diversity.** Increase female and culturally diverse leaders

Proposed Initiatives

- 📍 **Football Workforce Strategy.** A single workforce plan to support all domains
- ★ **Coaching Reform Project.** Including Cost, Accessibility, Delivery Methods
- ★ **Referee Retention Strategy.**
 - Mentoring and behavioral protection
 - Gameday enhanced protective strategies
 - Enhanced spectator and fan enforcement directly connected to team and club performance outcomes
- 👤 **Emerging Leaders Program.** Future football leaders
- ★ **Women in Leadership Program.** Support female administrators and directors



Strategic Pillars

3 Participation & Pathways

Intended Strategic Outcomes

- **Lifelong Participation.** More people play and are engaged with the game for longer
- **Sustainable Women & Girls Football.** Growth supported by appropriate structures
- **Connected Football Ecosystem.** Pathways are clearly understood and complementary to each other and the broader FSA competition objectives
- **Inclusive Participation.** Football remains accessible to all communities

Proposed Initiatives

- ☆ **Whole-of-System Pathway Review.** To include YPL, YSL, YCC, Community Football, Associations, & Regional Pathways
- ☆ **Women & Girls Football Strategy.** Develop a dedicated growth and sustainability plan
- ☆ **Women & Girls Advisory Forum.** Create a formal governance mechanism to feed into the whole of system pathway review
- ☆ **Retention Strategy.** Develop a sharp focus on ages 13-18 and understand how to keep this cohort engaged
- 📍 **Diversity & Inclusion Framework.** Participation growth through scholarships in priority targeted migrant communities and communities experiencing affordability and accessibility barriers



Strategic Pillars

4 Places

Intended Strategic Outcomes

- **Increased Facility Capacity.** More places to play
- **Female-Friendly Facilities.** Infrastructure reflects participation growth
- **Regional Infrastructure Development.** Consider regional football investment increases through joint funding initiatives
- **Evidence-Based Advocacy.** Investment decisions informed by data
- **Connected Football Communities.** Strong connections between clubs, supporters, fans and local communities, creating more vibrant, resilient and sustainable football organisations.

Proposed Initiatives

- ☆ **Football Infrastructure Network Plan.** 2030 infrastructure roadmap covering all types of play and competition requirements
- 📍 **Synthetic Pitch Strategy.** Target and prioritise the appropriate corridors to align with demand requirements
- ☆ **Regional Infrastructure Plan.** Dedicated regional investment pipeline parameters
- 📍 **Government Advocacy Framework.** Coordinate local, state and federal investment aligned to growth corridors prioritised by need
- ☆ **Football Facility Demand Model.** Forecast future need



Strategic Pillars

5 Leadership, Trust, & Whole of Football Ecosystem

Intended Strategic Outcomes

- **Strong Stakeholder Relationships.** Trust and engagement improves at all levels
- **Transparent Governance.** Decision-making is visible
- **Whole of Football Ecosystem.** All pathways are recognised and valued
- **Regional Voice.** Regional football is represented
- **Strategic Alignment.** The Whole of Football moves in the same direction

Proposed Initiatives

- ☆ **Governance & Engagement Framework.**
 - Stakeholder engagement model. How and when we regularly engage
 - Consider developing a stakeholder portal that can regularly receive and dip into the specific stakeholders
- 👤 **Football Congress.** Consider holding an annual whole-of-system forum
- 📍 **Zone Council Renewal Project.** Consider re-purposing and activate councils with a more formal feedback direct FSA engagement loop





Strategic Plan Draft 2027-2030

Strategic Plan Elements