



# Strategic Plan **2023-2025**



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## 1. Introduction and Background

### 1.1 Methodology

The preparation of this plan involved the following activities:

- Analysis of the history and current state of the association
- A planning workshop held early 2022
- Liaison with the Limestone Coast Sporting Academy
- Liaison with Football South Australia

### 1.2 Implementation and Review

The plan should be tabled regularly at Limestone Coast Football Association Board meetings. It is vital that all responsibilities are met and that refinements and made to the Action Plan as required. The plan is designed to be a dynamic document and should be reviewed periodically or at least annually by the board. Outcomes within the plan which are not achieved within desired time frames can be reprioritised and projects can be scheduled for completion as resources permit. As this is a five year strategic plan, a full update will be required by 2028.



## 2. Analysis of Current Situation

### 2.1 Association Information

Full Legal Name	Limestone Coast Football Association
Year Established	
Accountable Officer and Contact	Naomi Ashenden-Tye
Portfolio	Association Secretary
Mobile	
Email	secretary.lcfa.2021@gmail.com
Association Website	lcfa.com.au
Local Government Authority	Mount Gambier City Council Grant Regional Council
Affiliations	Football South Australia (FSA) South Australia Junior Soccer Association (SAJSA)

### 2.2 Association Committee

Portfolio	Name
Chief Executive Officer	Chris Fleetwood
Secretary	Naomi Ashenden-Tye
Competitions Director	Chris Harris
Treasurer	Leeane Wallace
Men's Director	Bruno Vadori
Women's Director	Brian Corfield
Referees Director	Eric Driscoll
Sponsorship & Marketing	Frank Wilcox
Junior Coordinator	Jeremy Butler





### 2.3 Membership Details

Club	President
Apollo Football Club	Mr Andrew Donohue
Blue Lake Rangers Soccer Club	Mr Nathan Butler
Gambier Centrals Soccer Club	Mr Shane Dycer
International Soccer Club	Mr Michael Prior
Millicent Soccer Club	Mr Stuart Nuske
Naracoorte United Soccer Club	Mr John Thurlow

Age	No of Players 2022	No of Players 2021	No of Players 2020
Senior Men	192	193	179
Senior Women	102	87	57 (SEWFA)
Under 17	70	76	76
Under 16	55	57	44 (SEWFA)
Under 14	65	76	74
Under 13	54	39	49 (SEWFA)
Under 12	87	79	82
Miniroos Male	241	214	203
Miniroos Female	68	60	43

*N.B. In 2020 there were no Portland teams. Portland have not returned to the LCFA since COVID. Naracoorte Senior Women did not exist, No United (Blue Lake) Senior Women, No Millicent Under 16 Girls.*

## 2.4 Association Stakeholders

**Limestone Coast Football Association will consider the following groups and individuals within this planning process:**

1. Football South Australia
2. Mount Gambier City Council
- 5. LCFA Member Clubs**
7. Sponsors
9. Wattle Range Council
2. South Australia Junior Soccer Association
4. Grant Regional Council
- 5. Limestone Coast Community**
8. Limestone Coast Regional Sporting Academy
10. Naracoorte Council

## 2.5 Population and Demographics

The Limestone Coast Football Association is located within the Lower South East of South Australia. The association is based in the city of Mount Gambier. Mount Gambier is 378 kms from Adelaide and 365 kms from Melbourne. The association covers the townships of Millicent and Naracoorte, both of whom have member clubs in the association.

Population figures based on 2021 figures:

Mount Gambier	28,040
Millicent	5,109
Naracoorte	8,502
Limestone Coast	67,371

Main industries within the Limestone Coast area include agriculture (5,296), Manufacturing (3,444) and retail (3,433)

## 2.6 Core Business

The core business of the Limestone Coast Football Association is the services and products provided to member club and participants, including volunteers. It is important for the association to identify these areas of core business to determine where it should devote most of its efforts.

- Administer the associations senior and junior competitions
- Develop clubs, players and referees
- Provide a safe sporting community for all customers involved
- Encourage fair play
- Encourage team play
- Engage the local community and schools
- Provide advice, guidance and feedback to member clubs
- Develop pathways for junior players
- Maintain relationships with Football South Australia
- Maintain relationships with other existing stakeholders
- Develop new relationships within the community
- Develop and host new competitions and events





## 2.7 Customer Analysis

Customers are the clubs and individuals that either have a role to play or an interest in the association. Limestone Coast Football Association internal and external customers include:

### Internal Customers

Member Clubs  
 Players  
 Officials  
 Supporters  
 Management Board  
 Families of Members

### External Customers

Media Companies  
 Local Governments  
 Football South Australia  
 Local Community  
 Sponsors  
 Spectators

## 2.8 Competitor Analysis

Limestone Coast Football Association has identified the following competitors:

- Other sports
- Other interests, hobbies, activities, specifically AFL
- Employment, study and family commitments

## 2.9 Financial Situation

\$130,000

## 2.9 SWOT Analysis

### Strengths

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Growth area for our product  
Dedicated volunteers  
Support from local businesses  
Support from FSA  
Well-structured board  
Focused and determined club representatives

### Weaknesses

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Prone to players selecting other sports  
Very poor facilities for female teams playing at Blue Lake Sports Park  
Outdated and insufficient facilities at existing clubs  
No financial support for less financially able families  
Low player numbers  
Poaching of players between clubs  
Players leaving due to poor coaches  
Poor development of players coming to this sport later in life

### Opportunities

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Promotion of sport by local authorities  
Development of sport through interaction with schools  
Grants through state and federal governments  
Off season involvement through alternate programs and competitions  
Development of coaches through higher courses  
Develop better pathways for junior players  
Develop junior players through further development of the FSA Academy  
Develop LCFA Home of Football  
Promote female participation during Women's World Cup in Australia

### Threats

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Current global financial situation threatening sponsorships from business  
Seasonal interest in this sport  
Traditional sports of AFL and Netball being selected by young players  
Other interests and hobbies  
Winter sport, bad weather  
Other sports with better facilities  
Expense of travel for away games and state/country championships





### 3. Mission Statement

The Limestone Coast Football Association is a community-based football association which aims to provide safe environment for all players, volunteers and officials to participate in the sport of football. To provide improved facilities and opportunities for the future of football within the Limestone Coast. To develop opportunities for a healthy lifestyle and be inclusive of all minority groups by offering opportunities to all to play football.

Our association values should be in line with those of Football South Australia (FSA):

<b>Unity</b>	<i>We are united in our approach to growing the game across our region</i>
<b>Passion</b>	<i>We are intensely focused on the success of our game</i>
<b>Respect</b>	<i>We always display a high regard to our participants and partners</i>

### 4. Goals and Objectives

The following association Goals and Objectives demonstrate the direction the association wishes to take in the future:

1. To have an increase of 10% in all players by 2024
2. To have an increase of 20% in female players in all grades by 2024
3. Develop a Home of Football by 2028
4. Build an association with an A-League team by 2025
5. Increase age grade/reserve teams for female players
6. Increase in junior player numbers of 10% by 2025
7. Improve junior development and increase player pathways
8. Increase awareness, integration and acceptance within the community
9. Increase Inter Associational competitions
10. Football development is a key function of the LCFA

## 5. Action Plan

Goal	Strategies	Key Performance Indicators	Responsibility – Who Will Lead?	Time Frame Priority Level	Resources Needed
1. Governance Transparency	Update Constitution LCFA Board to meet and discuss changes Liaise with club presidents for opinions and ideas	Updated constitution by commencement of 2023 season Minutes of board meetings sent to all clubs Visibility of accounts to all clubs Strategic Plan made available to all clubs and updated on a regular basis	LCFA Secretary Club Presidents	BOY 2023	LCFA CEO LCFA Board Club Presidents Clubs LCFA Secretary
2. Increase presence as a sport	Liaise with Education Department Adopt a School policy	Increased number of junior players within league Record number of school visits by club representatives Futsal league and facilities All ability league School participation Emergency Services Cup Increased media presence/involvement Podcast creation Increased presence in schools	Junior Coordinator	EOY 2023	Administrator Junior Coordinator Coaches Development Officer/ School Liaison Officer Club representatives Community Publicity/Awareness Sponsorship Publicity Media Officer Social Media Campaign
3. Elite Player Pathways	Elite Player Pathway Liaise with FSA re pathways FSA liaison member Identify appropriate coach Management of initiative Club liaison members	Increased number of LCFA players participating in higher programmes Training camps	Junior Coordinator	BOY 2024	FSA Liaison High level coach Management Team Development days local and Adelaide
	State League Team Liaise with FSA to explore possibility of an LCFA select team participating in state league Identify potential players and coaches Recruit appropriate support team, manager, trainers, etc	LCFA Representative LCFA team in male and female state league	Competitions Director	BOY 2025	FSA Support High level coaches Managers Increased coaching courses and qualification training Elite/Improved players Sponsorship Funding Transport Accommodation
	Allegiance with A League team Liaise with A League coordinators, FSA, Adelaide or Melbourne based teams Selected A League representative for LCFA	A League team liaison officer and junior involvement program	Sponsorship & Marketing Director	BOY 2025	Sponsorship Funding Transport Uniforms Players Coach Management Team
4. Complete Home of Football	Coordinate with local authority, FSA Approach potential sponsorship/stake holders Focus on 24/7 training/playing facilities Academy of excellence to be included Location for essential/select squad training	Home of Football constructed and open for use by end of year 2028 Exhibition games Increased funds shared with clubs Night games Increased participation in football	LCFA Board	EOY 2028 / Ongoing	Access to grant information Access to funding information from FSA Research sponsorship possibilities Liaise with local governments Funding Location Key Stakeholders Buy in from clubs Administrator Knowledge/Information on processes involved







