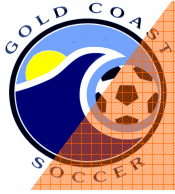




Gold Coast Soccer Federation

**Strategic Development Plan
2006 - 2010**



Gold Coast Soccer

Strategic Development Plan 2006 –2010

The Gold Coast and Albert Soccer Federation, was incorporated in 1984, through the amalgamation of the Gold Coast Soccer Association (Seniors), Gold Coast Junior Soccer Association and the Gold Coast Womens Association. On 25th October 1996, the Associations' name was changed to – Gold Coast Soccer Incorporation.

Membership of Gold Coast Soccer at this time comprised of 17 Clubs and approximately 2,000 participants. Today it has grown to a membership of 29 Clubs and over 7,000 participants.

Since its establishment, Gold Coast Soccer has demonstrated stability, rarely seen in the games administration throughout Australia. Mr. Tony Cecco the “architect” of the amalgamation, held the office of Chairman from 1985 – 1994, succeeded by Mr. Keith Young who held the office from 1996 until 2002 and continues to hold the office of Vice President on the Board today. During this time the membership and participation base has grown significantly and has secured its financial position.

Acting upon the recommendations handed down through the Crawford Report, Soccer, (or Football) in Queensland was totally restructured to incorporate administration zones throughout the State. Interestingly, the Gold Coast Soccer administration was the only Federation in Queensland not to be seen in need of restructure and was left intact (as it mirrored the requirements of the Crawford Report) – signifying the foresight and confidence that Football Queensland has in the current structure and administration.

Gold Coast Soccer has at all times recognised the importance of developing and promoting its young players through the appointment of Regional Coaching Development Managers. Since 1984, only four people have held this important position – all have since been appointed to senior positions within Football in Australia and the Oceania region.

The Coaching and Development programs promoted by Gold Coast Soccer have resulted in success on the pitch with several players from the Gold Coast representing Australia at the various National Teams.

Today, Gold Coast Soccer is lead by Executive Chairman Peter Gray who took on the role in 2002 and brings with him a wealth of experience after successfully holding the role of Chairman of Australia's largest Federation, NSW, for 12 years, member of the Board of Soccer Australia and various appointments as manager of the Socceroos and the Olympic team.

The qualification of Australia for the 2006 FIFA World Cup has provided great opportunities for the development of the game on the Gold Coast. The Board of Gold Coast Soccer realises that with opportunity comes responsibility to ensure that the Soccer on the Gold Coast can provide the necessary leadership for its member clubs to provide professional administration, outstanding facilities and financial stability, to ensure that the region can sustain the undoubtable growth that will develop through Australia's participation in the World Cup.

Realising its obligation, as a leader in the administration and development of the game in Queensland, Gold Coast Soccer successfully obtained a grant from the Queensland Government to review and update its Strategic Development Plan.

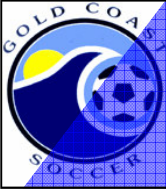
Gold Coast Soccer—Strategic Development Plan 2006 - 2010.

The structure of this Strategic Development Plan recognised five succinct areas to be addressed in the development for the sport and its Administration for the period 2006 to 2010, they are:

- ⇒ Administration.
- ⇒ Competition, Participation and Facilities.
- ⇒ Coaching and Development.
- ⇒ Marketing, Sponsorship, Special Projects and Fund Raising.
- ⇒ Finance.

The Board of Gold Coast Soccer have addressed all these areas and have developed a planned strategy for implementation of various objectives in each area, which have addressed the future needs of Gold Coast Soccer in servicing its members and participants in its region, allocating specific tasks to various Board and Staff members.

This Strategic Development Plan is designed to ensure that Gold Coast Soccer continues to grow and prosper having regard for the overall vision for the game by the State representative, Football Queensland the National Governing body – Football Federation of Australia.



Mission and Vision Statements.

Our Mission.

Our purpose is to be a leader in the management of Football Soccer in Queensland in providing initiatives for the benefit of our Members.

In this way, we will make football the strongest game on the Gold Coast through professional management, which will increase our ability to attract more quality Coaches and Referees through the system. This will be achieved by spending some of our time and resources within member clubs. Continue to recognise the importance of the corporate sector and the value of attracting more sponsors, that will enhance the capabilities of Gold Coast Soccer to be more professionally administered and well trained and able to efficiently service the increase in participation numbers over the next five years.

Gold Coast Soccer to continue to control and administer all competitions in the region and conducts camps and education programs for Coaches and Referees to ensure the proper development of the game .

Gold Coast Soccer will continue to strive for improvement as a quality service provider for its member clubs and administers all competitions of Gold Coast Soccer (senior and junior, men's and women's).

Gold Coast Soccer will continue to conduct Representative and Elite education and Training Programs which are continually upgraded to meet the demands of our participants.

Our Values.

Over the next five years Gold Coast Soccer will endeavour to become the home of football in this country.

Increased participation will see the continued high demand for further development and upgrading of facilities for match and training purposes under the control of Gold Coast Soccer

Representative and elite programs will continue to be developed increasing the level of player representation from the Gold Coast in State, National and International Tournaments.

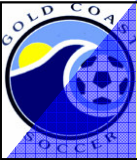
Foster and promotion of visits by International and Interstate teams to utilise the facilities of the Gold Coast for training camps, international games and youth soccer holiday camps for school aged children.

The Gold Coast region is the ideal vacation resort in Australia, its sub-tropical climate lends itself to become the number one choice in Australia for all areas of our game of football to visit and participate in a variety of sanctioned games.

As relationships are developed, through this opportunity, teams from the Gold Coast will travel overseas to participate in tournaments and will create close relations with sister cities from all parts of the world.

Revenue from these ventures will be reinvested into the development of the game on the Gold Coast.

Gold Coast Soccer will foster good relations with all areas of the sport including the Gold Coast City Council and Tweed Shire Council in order to provide a popular, international outlet for the community while at the same time developing business opportunities through the world game.



Vision and Objectives.

Our Vision.

Over the last three years Gold Coast Soccer has established closer links with the “Australian Football family” through our governing body, Football Queensland, and established a close working relationship under a new constitution under the direction of the Football Federation Australia.

Gold Coast Soccer has the largest pool of sponsors/business partners in Queensland who support the game at local level. We work very closely with them at all times, ensuring that we develop a “win-win” relationship and retain their support for the long term.

We recognise the importance and contribution of the Gold Coast City Council and Tweed Shire Council, as our immediate Government institutions, for the development of the game and have implemented strategies to ensure that our relationship with them continues to grow in order to gain their support on the ambitions of Gold Coast Soccer to develop and grow the sport in the short, mid and long term.

Gold Coast Soccer recognises its strong core of volunteers both at Gold Coast Soccer and Club level, who contribute substantially to the game and its growth and recognises that without this support the ambitions of Gold Coast Soccer under this strategic plan, the demands of the participants and the growth of the sport would not be possible.”

Our Objectives.

Gold Coast Soccer is an ambitious, progressive organisation which strives to be seen as a leader in the implementation of policy through our Governing body – Football Queensland.

Over the next five years we project that our football population will increase by a minimum of 30%

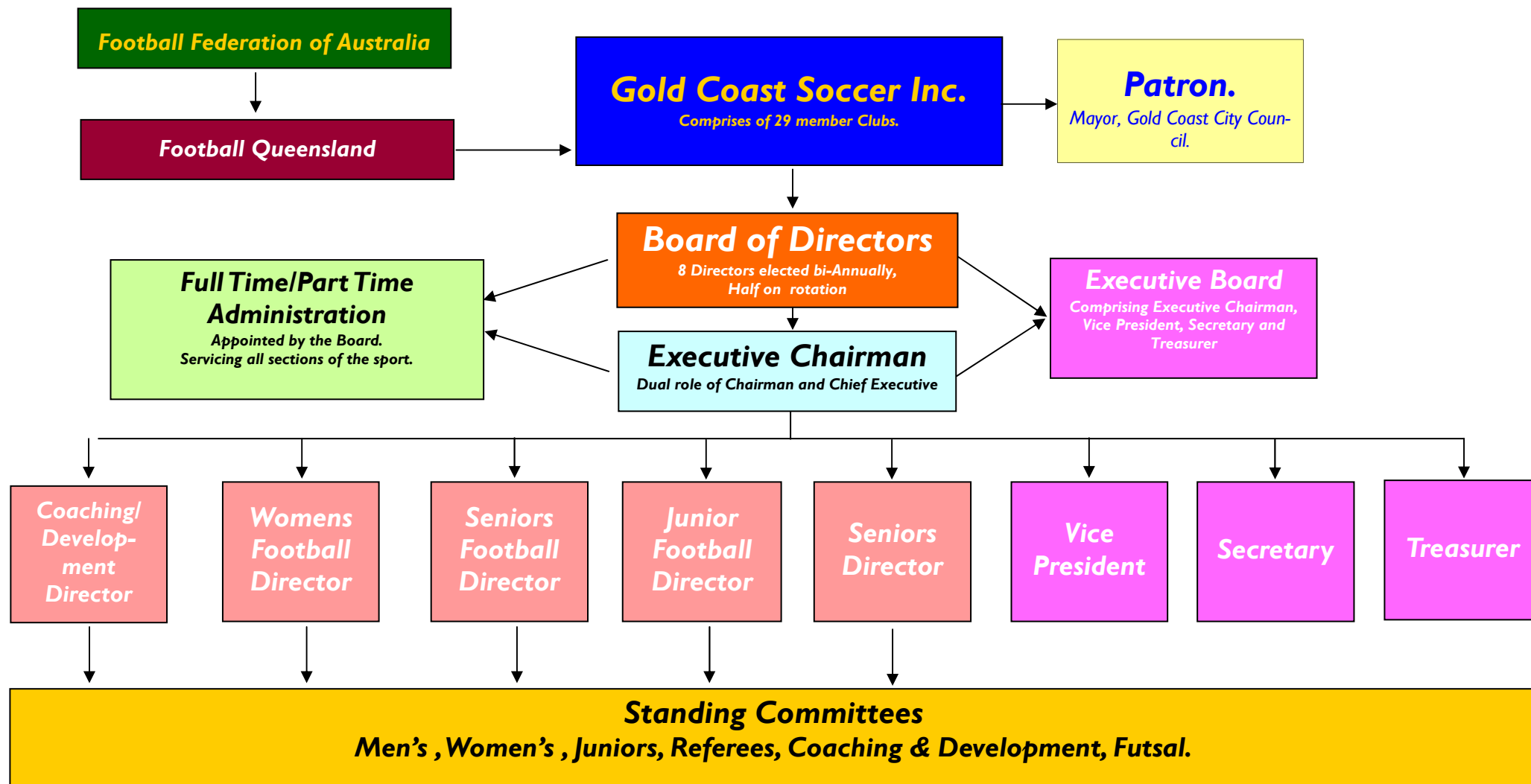
- ⇒ Foster and develop soccer and all its derivatives.
- ⇒ Manage and administer soccer within the zone.
- ⇒ Affiliate with and appoint officials to State, National or other soccer or associated bodies to foster and develop soccer within and outside the district.
- ⇒ Foster, develop and promote refereeing and implement associated education and disciplinary procedures to ensure the orderly and safe conduct of soccer in all its aspects.
- ⇒ Incorporate and include educational courses, seminars, other advice or information provided by the governing bodies and internal development plans within the Gold Coast Soccer calendar and official publications.
- ⇒ Foster and develop coaching by conducting clinics and accreditation courses conducted within the Gold Coast Soccer calendar and to emphasise and implement procedures for the appointment of certified coaches of all age groups from junior to senior levels of soccer.
- ⇒ Embrace the administration of all ages of both men and women’s soccer within Gold Coast Soccer and/or any of its derivatives.
- ⇒ Establishment of soccer controlled facilities that will cater for the Administration of soccer in the Gold Coast with grounds for the conduct of Representative and Elite team training including the conduct of special State, national and International events.
- ⇒ Implement education programs in the Administration of the game at Club level ensuring a better service to the community.

To meet these and other Goals and Objectives outlined in this Strategic Development Plan, we recognise that the need to build, strengthen and retain close partnerships with the Gold Coast City Council, Tweed Shire Council, Football Queensland, our member clubs and their participants, and all sponsors of Gold Coast Soccer.

The success of these partnerships will be measured on the needs of each party, trust, and the ability to deliver.



Gold Coast Soccer Organisational Chart.





Overview

Administration.

The Board of Gold Coast Soccer consists of 8 Board Members, meets monthly with each Board member allocated specific tasks, in the areas as shown in the organisational chart on the previous page.

The Chairman, Vice President, Secretary and Treasurer form the Executive Committee, with responsibility for Budgets, Cash Flows, Policy matters, administration - reporting to the Board of Directors.

Board Members are elected bi-annually, on a half basis rotation, by the members of Gold Coast Soccer. This ensures a continuity link of management which is vital to sound business operational procedures.

Gold Coast Soccer is a member of the newly structured, Football Queensland and operates for a full 12 month period. It is currently working to a Business Plan which was developed in 2001 and is due to expire in 2006.

Gold Coast Soccer has 29 member clubs.

Gold Coast Soccer employs three full time people – General Manager, Bookkeeper and a Competition and Office Administrator supported by a small core of dedicated volunteers. The Board recognise that the need to reassess the staffing operation of the organisation, with the view of expanding current roles and appointment of additional full time, part time and casual staff as required to meet the demands of members and to deliver outcomes of this Strategic Development Plan.

A Regional Development Officer is also utilised by Gold Coast Soccer under an agreement with Football Queensland.

As part of the restructure of Football in Queensland, the Gold Coast Soccer, as a member of Football Queensland needs to appoint Standing Committees, reporting to the Board, in various aspects of the game including; Mens Competitions, Womens Competitions, Coaches, Referees, Juniors, Futsal.

As a result of these initiatives, the Board has reviewed its Organisational Structure as part of this Strategic Development Plan.

Competitions, Participation & Facilities

Competitions.

Gold Coast Soccer conducts senior competitions in the following grades – Premier League, Premier League Reserves, First Division, First Division Reserves, Second Division, Women's Premier League, Women's Second Division, FA Cup, Presidents Cup (all grades) and a Charity Shield.

Competitions are conducted from March to September each year.

Clubs competing in the Premier League do so by invitation only and must meet specific facilities criteria set out by the Board.

Gold Coast Soccer also conducts Junior competitions for boys and girls aged 11 – 18. In all there are eighteen Divisions catering for Boys and three Divisions for girls soccer.

Gold Coast Soccer supports the concept of modified rules for children under 11 years of age and conduct "Roo-ball" soccer games for children age 5 to 10 years of age. These games are played for no points as they are non-competition.

It is noted that throughout Queensland there are five sets of modified rules. Hopefully, this will be unified under one set of rules in 2006 and also incorporate the suggestion that U10 could be played under a different set of modified rules allowing the off-side rule to be introduced.

Overview.



Gold Coast Soccer utilise a computerised program to automatically generate match fixtures, update scores and tables, maintain disciplinary records, and register of players, referees and coaches.

The League Championship is determined by a “first past the post” system.

Gold Coast Soccer manages a Referees section with a membership of approximately 52, which officiate in sanctioned competition matches. Other games are handled by qualified, club based Referees, who have undertaken accreditation courses conducted by Gold Coast Soccer.

Gold Coast Soccer has developed a strategy (which has become a model for others to follow) to develop Referees education and practical experience to ensure sufficient match officials are available for all competition games on the Gold Coast as well as sanctioned matches against visiting Interstate and Intrastate and overseas teams.

Facilities.

Gold Coast Soccer hires the Carrara Stadium from the Gold Coast Council on an “as needs” basis”.

Currently, the Stadium is used for all competition Grand Finals and selected representative fixtures.

Gold Coast Soccer is currently exploring an extended use of this facility and develop its own administration centre and training grounds within the Carrara Stadium precinct.

Participation.

The table identifies the number of *teams* in the various grades as registered by Gold Coast Soccer.

GRADE	2005
Seniors & Reserves (Mens)	56
Seniors (Womens)	20
Under 16 Boys	15
Under 16 (Girls)	11
Under 15 (Boys)	12
Under 14 (Boys)	22
Under 14 (Girls)	6
Under 13 (Boys)	27
Under 12 (Boys)	34
Under 12/13 (Girls)	6
Under 11	47
Under 10	46
Under 9	58
Under 8	78
Under 6 & 7	129
TOTALS	567

Overview.



The following table identifies the *number of players* registered in the various groups with Gold Coast Soccer for season 2005.

Group	Age	No.	Group %	Overall %	Seniors v Juniors
Senior Men	Open	1057	14.90%	14.90%	19.65%
Senior Women	Open	337	4.75%	4.75%	
Junior Girls	Under 16	151	2.13%	5.10%	80.35%
Junior Girls	Under 14	93	1.31%		
Junior Girls	Under 12	118	1.66%		
Junior Boys	Under 16	213	3.00%	31.42%	
Junior Boys	Under 15	203	2.86%		
Junior Boys	Under 14	322	4.54%		
Junior Boys	Under 13	382	5.38%		
Junior Boys	Under 12	445	6.27%		
Junior Boys	Under 11	664	9.36%		
Roo Ball Girls & Boys	Under 10	559	7.38%	43.83%	
Roo Ball Girls & Boys	Under 9	735	10.36%		
Roo Ball Girls & Boys	Under 8	651	9.18%		
Roo Ball Girls & Boys	Under 6 & 7	1165	16.42%		
TOTAL		7095	100.00%	100.00%	100.00%

Coaching & Development.

Gold Coast Soccer encourages and supports Junior Development within its region through the provision of school clinics, regular meetings and training sessions with Junior Coaches.

Through funding from the Queensland Government to Football Queensland, Gold Coast Soccer have a full time Regional Director of Coaching providing member clubs coaches' education and accreditation courses.

The Regional Director of Coaching and support development coaches attend training sessions with junior club teams and regularly attend junior matches for the purpose of talent identification.

Member Clubs are encouraged to participate in the development programs conducted by Gold Coast Soccer. This supportive initiative has Gold Coast Soccer recording the highest percentage of players (from all zones in Queensland) chosen to represent the State in various National Titles (9.8%).

Gold Coast Soccer has increasingly contributed to Regional and State Teams with 51 selections in 2003, 52 in 2004 and 53 in 2005.

Overview.



Currently, Gold Coast Soccer conducts soccer education programs within 20 schools in the Gold Coast region.

Coaches are provided to schools on a weekly basis performing skill grids and also helping teachers with rules and some coaching knowledge of the game.

Gold Coast Soccer actively participates, supports and supervises the Coaching & Development programs and initiatives conducted by Clubs.

All coaching and development programs are facilitated by Gold Coast Soccer under the guidance of Football Qld and the Football Federation Australia technical departments.

Gold Coast Soccer Junior Development programs are designed to cater for the recreational, competitive and identified players – boys and girls.

It is a requirement of Gold Coast Soccer that all Club Coaches hold an appropriate accreditation. Presently, 58% of all coaches in the Gold Coast are accredited (highest in Queensland) with a target of 70% in 2006.

Gold Coast Soccer requires all clubs to subject their coaches and managers to relevant child protection clearances prior to being appointed.

Gold Coast Soccer has a development program with over 450 players attending in the off- season. These programs are under the control of the Regional Director of Coaching his team of accredited coaches over a ten week structured program

Gold Coast Soccer conducts a “Super Skills Clinics for children aged 5 – 11 and a Coach Education Program introducing and encouraging new coaches to the game through these skills programs.

Marketing, Sponsorship Special Projects & Fund Raising.

Gold Coast Soccer recognises the prudence of having more than a singular income stream via participation fees.

Gold Coast Soccer has secured a long term Major Sponsor (RACQ Insurance) who contributes a substantial amount annually in cash and goods in kind.

Gold Coast Soccer provides the Major Sponsor with Naming Rights of Senior First Division, Second Division and Women’s Premier League competitions FA Cup and Grand Final weekend, with an allotment monies utilised to the conduct of Junior Football development activities.

The Senior Premier League competition is currently sponsored by Buffalo Sports with the winning team in the competition receiving \$10,000 prize package and the Grand Final winner receiving \$4,000 in prize package.

The Representative Programme is sponsored by Sports Super Centre, Runaway Bay.

These three sponsors have signed agreements to cover their sponsorship for the next few years.

Value of all other sponsorship to Gold Coast Soccer is in the vicinity of between \$20K - \$30K, annually.

Gold Coast Soccer does not have supply agreements for rebates or sponsorship for products and services supplied to it and its members, but recognises that this is an area which, with the support of members, will be explored in the future.

Overview.



Gold Coast Soccer has identified potential sponsorships and have prepared proposals for presentation to potential sponsors.

Opportunities identified are Uniform Badging, Ground Signage, Junior Development Programs, Trophy Sponsors and Junior Gold Coast Soccer Carnivals.

Gold Coast Soccer does not employ or appoint a specific person whose role it is to canvass sponsorship or organise fund raising activities. This has been identified in this Strategic Development Plan as requirement for growth of Gold Coast Soccer.

Gold Coast Soccer also raises funds from the conduct of Soccer Carnivals, State Competitions and Holiday Camps.

Gold Coast Soccer has been successful in obtaining a Grant to undertake this Strategic Development Plan.

Gold Coast Soccer believes that it has an adequate Internet presence to communicate its messages and opportunities to its participants and members.

The Board believes that Gold Coast Soccer is rated “reasonably” by the Gold Coast Business Community.

Finance.

Whilst the Board believe the current financial situation is quite sound it should not depend on its current income sources to fund the future operations of Gold Coast Soccer. The Board recognises the need to source new areas of income which would fund the operation in the future and has identified a number of initiatives through this Strategic Development Plan to ensure financial viability.

As a major component of this plan, the Board will establish a new entity, under the control of the Members of Gold Coast Soccer through its Board, which shall be responsible for creating new business for Gold Coast Soccer with funds quarantined for special projects approved by the Board such as:

- ⇒ Overseas Tournaments.
- ⇒ Training camps for Professional Teams
- ⇒ Training camps for School and Junior Teams.
- ⇒ Training camps for Senior/Junior Coaches.
- ⇒ Training camps for Referees/Inspectors.
- ⇒ Intrastate Tournaments.
- ⇒ Giant Raffle (one per year).
- ⇒ Miss Soccer Quest.

Profits from this company would be used either for the Development of Junior Football on the Gold Coast and/or interest free loans to member clubs for improvements on their grounds or facilities.

Gold Coast Soccer recognises that funds raised should be utilised for the betterment of the sport on the Gold Coast and has established a building fund to develop its own facilities for the administration and training of its Representative Programme.

Currently, Gold Coast Soccer’s major sources of income for Gold Coast Soccer are derived from:

- ⇒ Registration Fees.
- ⇒ Sponsorship.
- ⇒ Advertising in publications produced by Gold Coast Soccer.
- ⇒ Functions.

Overview.



The Major sources of expenses are:

- ⇒ Levies payable to Football Queensland and Football Federation of Australia.
- ⇒ Wages.
- ⇒ Insurances
- ⇒ Purchase of clothing, equipment, trophies and medals.

Although current financial situation of Gold Coast Soccer is sound the Board recognise that it will need to continue to be financially responsible in its administration of the game and to explore all opportunities available to it to ensure that soccer will remain the number one sport on the Gold Coast.



S.W.O.T. Analysis

(Strengths, Weaknesses, Opportunities and Threats).

As part of the evolution of the Strategic Development Plan, the Board was requested to address each area of Gold Coast Soccer to identify the strengths, weaknesses, opportunities and threats in the following areas:

- ⇒ Administration,
- ⇒ Competitions, Participation and Facilities,
- ⇒ Coaching & Development,
- ⇒ Marketing, Sponsorship Special Projects and Fund Raising and
- ⇒ Finance
- ⇒

Members of the Board undertook a SWOT Analysis of their current operations, identifying what was required to:

- ⇒ Build on the clubs strengths.
- ⇒ Resolve the weaknesses.
- ⇒ Exploit opportunities.
- ⇒ Avoid Threats.
- ⇒

The following is a summary of that analysis, which has formed the basis of identifying the tasks in this Strategic Development Plan.



Strengths

- ⇒ The best managed regional area managing soccer in Queensland, always striving to improve.
- ⇒ Development of Coaches (highest % of team accredited coaches in Qld 58%).
- ⇒ Structured programs for the Development of Referees.
- ⇒ Executive Board with stable tenure.
- ⇒ Financially stability an independence.
- ⇒ Support and close working relationship with the Gold Coast Council and Tweed Heads Shire Council.
- ⇒ Continued positive Growth in the population on the Gold Coast resulting in a growth in participation of the sport.
- ⇒ Small but strong, long standing volunteer base.
- ⇒ Quality programs for player training.
- ⇒ All levels of player participation catered for.
- ⇒ Access to quality facilities.
- ⇒ Maintenance and enhancement sponsorship arrangements and opportunities.
- ⇒ To continue the extremely good networking to attract visiting teams and events to the Gold Coast area.
- ⇒ Attractive demographic to attract Business Partnerships.
- ⇒ Willingness to explore all opportunities.
- ⇒ Payment of Creditors in timely manner.
- ⇒ Ability and facilities to interstate, intrastate and international carnivals.
- ⇒ Conduct coaching schemes to bring young players from Asia to Gold Coast for coaching by top line coaches.
- ⇒ The acquisition of sponsorship from Gold Coast Soccer is assisting clubs run more professionally.



Weaknesses

- ⇒ Members not unified in the bigger picture of football on the Gold Coast.
- ⇒ Lack of efficient utilisation of staff and office facilities.
- ⇒ Lack of own Administration centre and Playing fields.
- ⇒ Lack of administrative and financial support from top to grass roots (FFA).
- ⇒ Unlike other sports, Gold Coast Soccer is obliged to fund the peak body through levies, rather than receiving annual distributions from the peak body.
- ⇒ No staff “succession” planning (eg unexpected loss of key personnel.)
- ⇒ Lack of concise Business operating procedures.
- ⇒ Technical IT skills.
- ⇒ Attitude of some member clubs toward Gold Coast Soccer and it operation.
- ⇒ Insufficient support from Football Queensland re: Development of grass roots football.
- ⇒ Some club’s facilities not up to standard.
- ⇒ Amount of alcohol being consumed at football grounds – unsupervised – no allocated areas.
- ⇒ Not enough club officials i.e.: ground officials, managers.
- ⇒ Drop out rate of players particularly at the ages of 14 – 16.
- ⇒ Funding difficulties at Club level.
- ⇒ Lack of media support.
- ⇒ Lack of commitment and support from members within the member clubs.
- ⇒ Self club interest over what is best for the sport, and hence the inability to focus time and energies on the future.
- ⇒ Debtor control. High percentage of Debtors to net cash (11%).
- ⇒ Difficult to vary fee structure to Budget in non-competition player fees.
- ⇒ Clubs lack of vision of the overall picture.
- ⇒ Lack of support from FFA.



Opportunities

- ⇒ Maintain and enhance a close working relationship with Gold Coast City Council and Tweed Heads Shire Council.
- ⇒ More support from FFA.
- ⇒ Clubs to improve facilities through grants and non interest loans from Council.
- ⇒ Clubs to look at big picture of football on Coast not just their own domain.
- ⇒ Encourage more sponsorship to the game.
- ⇒ To help clubs become more professionally run.
- ⇒ To make the less expensive for children to play.
- ⇒ Reduce levies put on players by external Government bodies.
- ⇒ To appoint assistant RCDM.
- ⇒ Bring highly qualified coaching people in to assist in coaching camps
- ⇒ Encourage coaches to get higher accreditation
- ⇒ Push for all clubs to have club director of coaching to work with RCDM.
- ⇒ Appointment of a Marketing Manager, through various Government employment subsidies.
- ⇒ Reduce the percentage of Debtors to net cash.
- ⇒ Increase revenue through initiatives of this Strategic Development Plan.
- ⇒ Introduction of electronic receipting and payments through Gold Coast Soccer's Web site.
- ⇒ Increased number of participants is not linked to expenses – thus the opportunity to create additional income.
- ⇒ To make Gold Coast the leading venue for Coaching and Development in Australia.
- ⇒ Strive to develop the Gold Coast as the venue for national and overseas teams for training camps.
- ⇒ To obtain a soccer specific complex with three playing fields to execute our own programmes.
- ⇒ To look at ways of increasing player base.
- ⇒ Opportunities to develop new competitions (20-20 summer comp, Futsal Franchise, Beach Soccer) and an expansion of the over 35 Leagues.
- ⇒ Maximise World Cup qualification opportunities.



Threats

- ⇒ Successful transition of other Football codes in top National Competitions attracting participants and sponsorship away from soccer.
- ⇒ Cost of participation is no longer cost neutral.
- ⇒ Number of unqualified external persons running Academies and Institutes outside the system and risk management impact to the participants.
- ⇒ Lack of media coverage on the Gold Coast.
- ⇒ Organisation being able to administer the game in the future.
- ⇒ Secular interests of member clubs.
- ⇒ Price/Cost sensitivity.
- ⇒ Other football codes playing in highest competition and being heavily subsidised by their codes National Bodies on the Gold Coast.
- ⇒ Inability to supply enough Referees and Coaches for teams.
- ⇒ Not being able to service our market properly due to lack of staff.
- ⇒ Growth of the game, lack of facilities to cope.
- ⇒ Inability to bring the best teams and coaches to our region.
- ⇒ Funding to other codes to attract grass roots players.
- ⇒ Lack of funding from FFA.
- ⇒ Independent operators without necessary qualifications (lack of control).
- ⇒ Unskilled people who are posing to be qualified coaches.
- ⇒ Increased pressure on available sponsors funds.
- ⇒ Establishment of an NRL team on the Gold Coast in 2006, draining sponsorship dollars away from soccer.
- ⇒ Economic Climate.
- ⇒ Increasing costs.
- ⇒ Declining revenue.
- ⇒ Bad Debts.
- ⇒ Other codes of football throwing thousands of dollars around to promote themselves.
- ⇒ School programmes that Rugby League and Aussie Rules do at the moment, although we are out in schools at this time we do not have the same resources available to us.
- ⇒ Complacency by clubs .

Gold Coast Soccer Strategic Development Plan – Administration

	Objective	Delivery	Priority	Current Status	2006	2007	2008	2009	2010	Outcomes.
ADMIN 1	Job Specs for all staff and directors.	Board	High	Partly done	Complete first draft and implement.	Critique	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> Set of defined duties and responsibilities for each Directors portfolio. <input checked="" type="checkbox"/> Differentiate between responsibilities of Staff.
ADMIN 2	Write operating procedures	Board	High	Commenced	Complete first draft and implement.	Critique & Update	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> Unified approach to the Business operations. <input checked="" type="checkbox"/> Provide accelerated learning procedures for new staff or volunteers.
ADMIN 3	Investigate current processes to accelerate player registration time table.	Board & Staff	Medium	Current Process needs to be overhauled and critically reviewed.	Devise solution	Implement	Review and Update	Review and Update	Review and Update	<input checked="" type="checkbox"/> Verify player registrations in all categories to substantiate or amend Budget calculations.
ADMIN 4	Training and further education of staff for the purpose of more efficient servicing of members.	Board	Medium	Nil	Draft & Implement	Review	Review	Review.	Review.	<input checked="" type="checkbox"/> Provide staff with a more conducive work environment. <input checked="" type="checkbox"/> Provide members with a more efficient operating structure and response regime.
ADMIN 5	Engage external consultants to provide an IT strategy. (software & hardware)	Executive Board	Medium	None	Engage consultants and receive report	Progressively initiate	Progressively initiate	review	review	<input checked="" type="checkbox"/> Standardise operating programs. Better service to Members.

Gold Coast Soccer Strategic Development Plan – Administration

	Objective	Delivery	Priority	Current Status	2006	2007	2008	2009	2010	Outcomes
ADMIN 6	Engage external consultants to provide an IT strategy. (Operation)	Executive Board	Medium	None	Engage consultants and receive report	Progressively initiate	Progressively initiate	review	review	<input checked="" type="checkbox"/> Improved efficiency and access to data. <input checked="" type="checkbox"/> Reduce risk of corruption or loss of data.
ADMIN 7	To profile Member clubs on Gold Coast Soccers Web Site highlighting number of teams, accredited coaches and a link to their web site.	Board	Medium	None	Design, develop and Implement	Review and Update	Review and Update	Review and Update	Review and Update	<input checked="" type="checkbox"/> Provide Club Information for fellow clubs of the community. <input checked="" type="checkbox"/> To demonstrate clubs facilities & accreditation levels in coaches and referees.
ADMIN 8	To review and identify required staffing levels for the efficient management, growth, and implementation of this business plan.	Executive Board	Medium	None	Proposal acceptance and implementation.	Review	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> High calibre of Management and services to members clubs.
ADMIN 9	Identify and apply for educational and facility grants	Board/Staff	Medium	Pilot plan drafted	Continue and expand implementation	Continue and expand implementation	Review	Ongoing	Ongoing	<input checked="" type="checkbox"/> Obtaining grants for implementation of various programs for the benefit of the game on the Gold Coast.

Gold Coast Soccer - Strategic Development Plan – Administration

	Objective	Delivery	Priority	Current Status	2006	2007	2008	2009	2010	Outcomes
ADMIN 10	To establish standing committees as required under the new constitution of Gold Coast Soccer.	Board	High	Board has passed that Standing Committees be set up for 2006 season	Define roles and duties. Seek expertise in each committee.	Review and update.	Review and update.	Review and update.	Review and update.	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Defined, more efficient running of various sections of Gold Coast Soccer's administration. <input checked="" type="checkbox"/> Provide a structural forum for separate interest groups to debate and record suggestions for improvement.
ADMIN 11	Conduct a Volunteer recruitment/incentive drive through a strategy and education programs.	Board	Medium	None	Increase the number of volunteers and appoint to roles within clubs and Gold Coast Soccer.	Retain and increase the number of volunteers.	Retain and increase the number of volunteers.	Retain and increase the number of volunteers.	Retain and increase the number of volunteers.	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Increase the level of Volunteers within Gold Coast Soccer and Clubs. <input checked="" type="checkbox"/> Provide short education programs, increase the skill and efficiency level of volunteers.

Gold Coast Soccer - Strategic Development Plan – Administration

	Objective	Delivery	Priority	Current Status	2006	2007	2008	2009	2010	Outcomes
ADMIN 12	Formulate partnerships with Local Councils to explore clear definition of roles and responsibilities	Executive Board	Medium	Preliminary concept discussions	Develop and agree roles and responsibilities	Initiate	Review.	Ongoing	Ongoing	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Clear understanding of each parties expectations. <input checked="" type="checkbox"/> Rationalisations, responsibilities and authorisation toward single point of reference.
ADMIN 13	Carry out Risk Management Assessment.	Executive Board	High	None	Formulate Assessment model and execute.	Reassess.	Reassess.	Reassess.	Reassess.	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Identify potential areas of concern. <input checked="" type="checkbox"/> Develop strategies to eliminate or reduce risk. <input checked="" type="checkbox"/> Provide Council partnership with assessment for joint evaluation and/or remedial action.
ADMIN 14	Investigate the existence of Volunteer Resource Services in the community	Board	Medium	None	Investigate, submit, review	Pilot program and review.	Review.	Review	Ongoing	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Potential increase in resource availability. <input checked="" type="checkbox"/> Share information on recruiting, training and managing volunteers.
ADMIN 15	Develop generic club management position descriptions	Board	Low	None	Draft & Issue for comments	Trial Issue & Comments	Review	Ongoing	Ongoing	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Clearly identifies roles, responsibilities, skills/ experience. <input checked="" type="checkbox"/> Develop greater understanding of roles between member clubs.

Gold Coast Soccer

Strategic Development Plan – Competitions, Participation and Facilities

	Objective	Delivery	Priority	Current Status	2006	2007	2008	2009	2010	Outcomes.
CPF 1	To acquire facilities for Federation development programs.	Executive Board	High	None	In-principle Agreement.	Develop facilities and commission.	Continue Development	Continue Development	Continue Development	<input checked="" type="checkbox"/> To provide facilities for the coaching and development programs of Gold Coast Soccer.
CPF 2	To develop strategies to continue growth and increase retention of Referees.	Executive Board	High	None	Develop and agreed strategy.	Implement	Critique & Update	Ongoing	Ongoing	<input checked="" type="checkbox"/> To provide accredited officials to all competition games conducted by Gold Coast Soccer.
CPF 3	Develop strategy to install Referee coordinator and mentors appointed at all member clubs.	Executive Board	High	None	Develop and agreed strategy.	Implement	Critique & Update	Ongoing	Ongoing	<input checked="" type="checkbox"/> Establish communication education and protection to the development of Referees.
CPF 4	Develop a strategy to increase the number of Womens junior and senior teams.	Board/ Womens Standing Committee	Medium	43 Teams, 699 Participants	Develop and agreed strategy.	Implement	Critique & Update	Ongoing	Ongoing	<input checked="" type="checkbox"/> Increase the number of participants in Womens senior and junior soccer. <input checked="" type="checkbox"/> Provide an equal opportunity for women to participate in the sport.
CPF 5	Initiate strategies to cater for the “social” soccer player through the expansion of the “20-20” competition within the Clubs structure.	Board/ Standing Committees.	Medium	20-20 Competition in pilot form.	Expand.	Review	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> Provide an outlet for Social soccer for all ages - male and female. <input checked="" type="checkbox"/> Income generator for clubs. <input checked="" type="checkbox"/> Increase Club Membership.
CPF 6	Conduct an investigation of Beach Soccer competitions during the summer.	Executive Board	Low	None	Investigate and develop an agreed strategy.	Implement	Critique & Update	Ongoing	Ongoing. Retain existing players.	<input checked="" type="checkbox"/> Introduces new participants to the sport. <input checked="" type="checkbox"/> Income Generator. <input checked="" type="checkbox"/> Sponsorship opportunities.

Gold Coast Soccer Strategic Development Plan – Competitions, Participation and Facilities

	Objective	Delivery	Prior-ity.	Current Status	2006	2007	2008	2009	2010	Outcomes.
CPF 7	Initiate discussions with Futsal Queensland for the integrated implementation of a Futsal program on the Gold Coast.	Executive Board	Low	None	Negotiate licence agreement	Commence competitions	Ongoing	Ongoing	Ongoing	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Provide the opportunity to promote indoor soccer on the Gold Coast. <input checked="" type="checkbox"/> Greater participation levels. <input checked="" type="checkbox"/> Offer an alternative. <input checked="" type="checkbox"/> Income generator. <input checked="" type="checkbox"/> Sponsorship opportunities.
CPF 8	Compete in summer Statewide Mens competition conducted by Football Queensland.	Board	Medium	Competing	Support the expansion of the competition.	Ongoing	Ongoing	Ongoing	Ongoing	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Gives Gold Coast Soccer a higher profile. <input checked="" type="checkbox"/> Opportunity for players to play at a higher level of competition. <input checked="" type="checkbox"/> Sponsorship opportunities.
CPF 9	Investigate feasibility of a Statewide Youth League under the auspices of Football Queensland	Executive Board	Low	None	Commission study, receive report, make recommendation to Football Queensland	Implement	Critique and Review	Ongoing	Ongoing	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Provide opportunity for elite players of the Gold Coast to compete at the highest level within the State Competitions. <input checked="" type="checkbox"/> Gives Gold Coast Soccer a higher profile. <input checked="" type="checkbox"/> Opportunity for players to play at a higher level of competition. <input checked="" type="checkbox"/> Sponsorship opportunities.

Gold Coast Soccer, Strategic Development Plan – Competitions, Participation and Facilities

	Objective	Delivery	Priority	Current Status	2006	2007	2008	2009	2010	Outcomes
CPF 10	To establish club/ground player capacity .	Executive Board	High	In progress	Complete matrix and review with authorities	Implement strategy with authorities.	Monitor and Modify	Monitor and Modify	Monitor and Modify	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Risk Management review. <input checked="" type="checkbox"/> Provide safe environment. <input checked="" type="checkbox"/> Link to future playing area capacities. <input checked="" type="checkbox"/> Develop future playing field requirements with council authorities.
CPF 11	Establish a club facilities improvement program and assist in program delivery.	Board	High	None	Identify and provide strategies.	Timetable and Funding sourcing.	Implementation	Implementation	Implementation	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Improve facilities at each members club. <input checked="" type="checkbox"/> To achieve playing criteria compliance. <input checked="" type="checkbox"/> Liaise with Councils for implementation.
CPF 12	Review current level of Insurance held by Gold Coast Soccer in relation to competitions conducted by Gold Coast Soccer.	Executive Board	High	Policy held by Football Queensland	Appoint Insurance Broker to investigate and review any exposure or shortcoming to the Board. Update policy where required.	Review and update	Review and update	Review and update	Review and update	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Risk Management review. <input checked="" type="checkbox"/> Provide members adequate Insurance cover.

Gold Coast Soccer Strategic Development Plan – Competitions, Participation and Facilities

	Objective	Delivery	Prior-ity.	Current Status	2006	2007	2008	2009	2010	Outcomes.
CPG 13	Investigate the expansion of “over 35’s” participation.	Executive Board	Me-dium	None	Investigate, re- port and develop strategies	Implement first stage.	Continue imple- mentation.	Review	Ongoing	<input checked="" type="checkbox"/> Introduces new participants to the sport. <input checked="" type="checkbox"/> Income Generator. <input checked="" type="checkbox"/> Sponsorship op- portunities.
CPG 14	Investigate the possi- bility of utilising schools playing fields and amenities.	Executive Board	Me- dium	None	Form partner- ships with Coun- cils and Gold Coast Soccer	Review	Report progress	Ongoing	Ongoing	<input checked="" type="checkbox"/> Future access to playing facilities. <input checked="" type="checkbox"/> Ease pressure on Local Councils providing land and support infrastruc- ture.
CPG 15	Develop partnerships with Local Councils to carry out annual facili- ties audit to comply with health, safety , hygiene standards as well as maintenance and development is- sues.	Executive Board	High	None	Form partner- ship and carry out initial inspec- tions and report- ing procedures.	Review	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> Establish a planned regime of mainte- nance. <input checked="" type="checkbox"/> Forms part of Risk Management As- sessment.

Gold Coast Soccer

Strategic Development Plan – Competitions, Participation and Facilities

	Objective	Delivery	Priority.	Current Status	2006	2007	2008	2009	2010	Outcomes.
CPG 14	To restructure the Senior Competitions conducted by Gold Coast Soccer	Executive Board/ Mens Standing Committee	Medium	None	<ul style="list-style-type: none"> Clubs to field a minimum of eight players Under 23 years of age across Premier and Premier Reserve competitions in each round of the competition. All senior competitions below Premier league to comprise of ten teams. 	<ul style="list-style-type: none"> Premier Reserve - same number of Under 23 players as in 2006, however, 4 players must be Under the age of 21. First Division of 10 teams (one division). Second Division of 10 teams (one division). Third Division of 10 teams (one division). Fourth Division of 10 teams (one division). Introduce Promotion and Relegation through all grades. 	<ul style="list-style-type: none"> Premier Reserve - increase the number of Under 21 Players from 4 to 6. 	<ul style="list-style-type: none"> Premier Reserve Competition to be predominately an Under 21 competition with allowance for up to 4 overage players. Introduction and requirement for teams in the Premier League to field a Youth Team (Under 17/18). 	Review all competitions.	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Gradual focus and encouragement of Youth at Premier League level. <input checked="" type="checkbox"/> Better standard of competition in the Premier League. <input checked="" type="checkbox"/> Structured competitions throughout the grades. <input checked="" type="checkbox"/> Encouragement for clubs to promote Youth Players. <input checked="" type="checkbox"/> Clear delineation between Premier League standards required. <input checked="" type="checkbox"/> Opportunity for Clubs to seek promotion through the Grades.
CPG 15	To investigate the feasibility of an "Over 35" competition under the control of GCS to be conducted on Wednesday evenings	Executive Board/Mens Standing Committee	Medium	None	<ul style="list-style-type: none"> Formulate submission to clubs. Call for expressions of Interest. 	Implement if sufficient interest	Ongoing and review	Review	Review	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Assist the restructure of Premier Reserves competition by providing a competition for over 35 to participate.

Gold Coast Soccer Strategic Development Plan –Coaching and Development.

	Objective	Delivery	Pri- ority	Current Status	2006	2007	2008	2009	2010	Outcomes
CD 1	All coaches within Gold Coast Soccer must hold the appropriate level of accreditation for level for which they are coaching.	FQ/RDCM	High	60%	65%	70%	80%	90%	100%	<input checked="" type="checkbox"/> To provide a better service for our participants. Better quality coaches = better quality players. <input checked="" type="checkbox"/> Providing a better career path for players to achieve higher levels of performance
CD 2	Establish a “full time” program to provide quality information/ coaching to identified players in line with the National Development programs and participate in a level of local competition in line with their assessed compatibility.	FQ/RDCM	High	Players train 1 hour per week	Proposal to be put and approved by the Board to the Clubs for implementation.	Ongoing	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> Provide the highest possible coaching for identified talented players. <input checked="" type="checkbox"/> Produce players for State Teams and NTC programs.
CD 3	Appointment of a Director of coaching at each of the member clubs of Gold Coast Soccer to a minimum level.	FQ/RDCM	Me- dium	33%	50%	70%	90%	100%	Maintain	<input checked="" type="checkbox"/> Better standard of coaching within each club. <input checked="" type="checkbox"/> Higher levels of communication between Club coaches and Gold Coast Soccer Technical Dept.
CD 4	To organise school clinics at club venues during school holidays.	FQ/RDCM	Low	Currently “ad-hoc”	Develop a program and schedule and implement . Set contact KPI	Review	Ongoing	Review	Ongoing	<input checked="" type="checkbox"/> Introduce more players to club soccer. <input checked="" type="checkbox"/> Demonstrate effectiveness via contact persons.

Gold Coast Soccer, Strategic Development Plan –Coaching and Development.

	Objective	Delivery	Prior-ity	Current Status	2006	2007	2008	2009	2010	Outcomes.
CD 5	Approve minimum preferred competency for Directors of Coaching at each Club.	FQ/RDCM	Me- dium	None	Youth Licence	Youth Licence	Review	Ongoing	Ongoing	<input checked="" type="checkbox"/> Making all RDOC's accountable. RDOC's have a working knowledge of what is required.
CD 6	Establish a special "RooBall" coaching accreditation level.	FQ/RDCM	Me- dium	None	Establish Strat- egy and Imple- mentation	Review	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> Achieve 100% coaching accredita- tion.
CD 7	Develop a common set of rules for the conduct of "RooBall" skills program	FQ/RDCM	Low	None	Define rules and implement	Review.	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> To have a common set of rules for the conduct of RooBall.
CD 8	Appointment of a part time Development Officer to work with the RDOC specifically targeting coaching programs for women.	Board/ Womens Standing Committee	Me- dium	None	Prepare job specification and KPI's	Appoint.	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> Increase the level of competency in Womens coaching. <input checked="" type="checkbox"/> Increase the num- ber of women coaching within the sport. <input checked="" type="checkbox"/> Providing a better career path for female players to achieve higher lev- els of performance.

Gold Coast Soccer, Strategic Development Plan –Coaching and Development.

	Objective	Delivery	Pri- ority	Current Status	2006	2007	2008	2009	2010	Outcomes.
CD 9	Establish a licence for any independent operators conducting Academies or coaching juniors	Board/ FQ/RDCM	Low	None	Establish a strict criteria for the issue of licence.	Review and Critique	Review	Review	Review	<input checked="" type="checkbox"/> Provides security for players. <input checked="" type="checkbox"/> Ensures correct level of coaching. <input checked="" type="checkbox"/> Income Generator.
CD 10	Incorporate unique and common Coaching Techniques through the Coaching courses conducted by Gold Coast Soccer	FQ/RDCM	Low	None	Develop and Implement.	Review and Critique	Update	Update	Update	<input checked="" type="checkbox"/> Develop a commonality in the output of the style of Football played by teams in the Gold Coast.
CD 11	Develop strategy to create an awareness of achievements of representative programs.	Executive Board/ RDCM	Medium	None	Develop Strategy and review.	Implement & Critique	Review	Review	Review	<input checked="" type="checkbox"/> Develop community awareness of success of local participants. <input checked="" type="checkbox"/> Enhance soccer profile for the benefit of the community and business sector.

Gold Coast Soccer

Strategic Development Plan – Marketing, Sponsorship, Special Projects & Fund Raising.

	Objective	Delivery	Prior-ity	Current Status	2006	2007	2008	2009	2010	Outcomes
MSS 1	Engage external consultants to review and exploit Gold Coast Soccer website for historical reference and commercial gain.	Executive Board	Medium	None	Engage consultants and receive report	Progressively initiate	Progressively initiate	Review	Review	<input checked="" type="checkbox"/> Increase information output and awareness to the Community. <input checked="" type="checkbox"/> Improve public perception of the sport. <input checked="" type="checkbox"/> Improve the perception of those already involved in the sport.
MSS 2	Identify Sponsorship opportunities which will generate income for all members	Executive Board	Medium	Junior, Major Sponsorship of Gold Coast Soccer, Senior Football, Women's Football, Referees, Rep Programme, Coaching and Development Programme.	Prepare documentation and pursue opportunities	Pursue Opportunities	Pursue Opportunities	Pursue Opportunities	Pursue Opportunities	<input checked="" type="checkbox"/> Increase Revenue. <input checked="" type="checkbox"/> Increase Profile. <input checked="" type="checkbox"/> Decrease current costs.
MSS 3	Investigate opportunities in the areas of "Licensing of Products" (balls, strips, club supplies etc) which will generate an income for Gold Coast Soccer and its clubs.	Executive Board	Medium	RACQ Insurance, Buffalo Sports (Premier League) Sports Super Centre Runaway Bay (Rep Programme)	Expand	Review and continue	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> Increase revenue. <input checked="" type="checkbox"/> Better buying opportunities for clubs and Gold Coast Soccer.

Gold Coast Soccer

Strategic Development Plan – Marketing, Sponsorship, Special Projects & Fund Raising.

	Objective	Delivery	Prior-ity	Current Status	2006	2007	2008	2009	2010	Outcomes
MSS 4	Arrange and manage a “Soccer Lottery” with halve proceeds retained by clubs and half proceeds returned to Gold Coast Soccer for its Coaching and Development programs.	Board	Me- dium	None	Establish criteria schedule, budget and plan. Implement.	Review and continue	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> Provides substantial funds for club fund raising. <input checked="" type="checkbox"/> Provides substantial funds for Gold Coast Soccer for the coordination of Coaching & Development programs.
MSS 5	Establish a Media Awareness strategy	Executive Board		None	Establish links with all sections of the Print and Electronic Media.	Review. Ongoing.	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> Higher level of media exposure to all aspects of the organisation of soccer on the Gold Coast.
MSS 6	Define opportunities which may be available through soccer carnivals, training camps, international opportunities.	Executive Board		None	Identify opportunities and prepare tender documentation. Establish partnerships.	Continue to explore available opportunities and tender.	Review. Continue to explore and tender.	Review. Continue to explore and tender.	Review. Continue to explore and tender.	<input checked="" type="checkbox"/> Profile for GCSF. <input checked="" type="checkbox"/> High degree of support with the GCCC <input checked="" type="checkbox"/> Substantial funding opportunity.
MSS 7	To establish a new entity. This shall be responsible for new business of Gold Coast Soccer with funds quarantined for special projects approved by the Board.	Executive Board		None	Define charter and establish	Ongoing	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> To separate day to day business of Gold Coast Soccer with that of any special project.

Gold Coast Soccer Strategic Development Plan – Finance.

	Objective	Delivery	Pri- ority	Current Status	2006	2007	2008	2009	2010	Outcomes
FIN 1	To identify Grants available to Gold Coast Soccer and its Clubs to undertake projects and assist in the presentation of professional, well researched, applications.	Executive Board	High	Research completed and distributed to Executive Board for comment	Appoint consultant to act on behalf of Gold Coast Soccer and its Members in identification and application of Grants and make submissions.	Review and Assess submissions.	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> To ensure that Gold Coast Soccer and its Members are aware of the Grants available. <input checked="" type="checkbox"/> Successful funding of identified projects.
FIN 2	Preparation of Budget to be in a consultative nature with all stakeholders.	Executive Board	Medium	None	Draft & Implement	Ongoing	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> Ensures that all sections of the sport have an input into the Budget of Gold Coast Soccer. <input checked="" type="checkbox"/> Formats of data collection will become standard.
FIN 3	Put in place a Debtor Collection system that will have monies owed to Gold Coast Soccer collected in an efficient and timely manner	Executive Board	High	Partial	Implement a Credit Policy which is strictly adhered to and reported to the Executive Board each month.	Critique and Review.	Critique and Review.	Critique and Review.	Critique and Review.	<input checked="" type="checkbox"/> Enhances Cash Flow. <input checked="" type="checkbox"/> Clearly identifies potential for bad debts so that appropriate action can be taken.
FIN 4	Adopt an electronic Financial system which will allow billing and payments to be made online.	Executive Board	Medium	None	Engage consultant and identify appropriate system.	Implement for Debtors and Creditors.	Update system for collection of registration fees immediately upon registration of players.	Review and Update	Review and Update	<input checked="" type="checkbox"/> More efficient financial operation system. <input checked="" type="checkbox"/> Cash Flow improved. <input checked="" type="checkbox"/> Debtor control improvements. <input checked="" type="checkbox"/> Margin for error reduced. <input checked="" type="checkbox"/> Reduce office workload.

Gold Coast Soccer Strategic Development Plan – Finance.

	Objective	Delivery	Priority	Current Status	2006	2007	2008	2009	2010	Outcomes
FIN 5	To undertake a strategic financial plan which shall secure the growth of the organisation in the future.	Executive Board	High	None	Develop a realistic 5 year financial projections having regard to this Strategic Business Plan and its objectives	Implement	Critique and Review	Review and assess	Review and assess	<input checked="" type="checkbox"/> Financial growth projections. <input checked="" type="checkbox"/> Financial Stability. <input checked="" type="checkbox"/> Easily able to measure outcomes of Strategic Plan.
FIN 6	Source and engage a practising CPA to provide direction and technical advice	Executive Board	High	Submission being sourced	Engage CPA. Write operating procedures.	Critique and Review	Critique and Review	Critique and Review	Critique and Review	<input checked="" type="checkbox"/> To ensure that objectives and targets are achieved within the legal framework.
FIN 7	Improve quality of information of details on invoices issued to members.	Executive Board/ Consultant	High	None	Draft issues. Seek external assistance, install and activate.	Membership feedback. Review	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> To assist clubs reconcile monies due identifying activity.
FIN 8	Federation to provide a computerised Account Keeping service.	Executive Board	Low	None	Draft discussion paper with CPA advice.	Seek comment and table proposal.	Investigate, trial and critique	Review and update	Review and update	<input checked="" type="checkbox"/> Provide clubs with travelling electronic bookkeeping services and records.
FIN 9	Provide assistance for remaining clubs to apply for Strategic development Plans.	Executive Board	High	None	Draft and Submit	Ongoing	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> Provides member clubs with consolidated Business Plan.

Gold Coast Soccer Strategic Development Plan – Finance.

	Objective	Delivery	Pri- ority	Current Status	2006	2007	2008	2009	2010	Outcomes
FIN 10	Prepare Grant Sub- missions for consult- ant to prepare Job Specifications and operating procedures.	Executive Board	High	Submit and Draft	Implement	Ongoing	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> Provide clear roles and responsibility for future direc- tors. <input checked="" type="checkbox"/> Provide staff with clear duty state- ments and work process for current and future staff.
FIN 11	Investigate differential ember forecasts	Executive Board	Me- dium	None	Tabulate and Present	Review	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> Provide current imperial date for analysis.
FIN 12	Investigate differential fee structure of soc- cer to fees of other sports in Gold Coast.	Executive Board	Me- dium	None	Tabulate and Present	Review	Ongoing	Ongoing	Ongoing	<input checked="" type="checkbox"/> Provide current imperial date for analysis. <input checked="" type="checkbox"/> Provide the basis for providing a cost benefit benchmark.

Prepared in conjunction with Gold Coast Soccer (Inc).

Eclipse Sports Management
7 Reiby Place,
Golden Grove SA 5125
Telephone – 08 8288 7568.
Facsimile – 08 8288 7561
Mobile – 0418 846 401 or 0418 846 502
Email – tony@eclipsesports.com.au.

