FOOTBALL ST GEORGE

STRATEGIC PLAN

UNITE 2028

CHAIR & CEO WELCOME

Welcome to UNITE 2028: A new era for Football in St George.

Dear club members, players, coaches, referees, parents, volunteers and all stakeholders and supporters of Football St George.

It is with great excitement that we present our new strategic plan, UNITE 2028, collaboratively designed to build on the strong foundations of the Association and propel Football St George towards unparalleled success from 2024 to 2028 and beyond.

UNITE 2028 allows us to celebrate and reflect on our 100-year rich history, live in the moment and prepare for the future.

As we embark on this journey together, we are inspired by the collective vision for the future, driven by unwavering commitment to excellence in all aspects of football.

After a six-month process of consultation and engagement, UNITE 2028 truly represents all who participate and contribute to the game of football in the St George Football Association.

Together we can guide the future of our Association, ensuring the experience at every level of the game is FAIR - FUN, ACCOUNTABLE, INCLUSIVE and RESPECTFUL.

At the heart of Football St George is our vibrant community, our Clubs and people, united by a shared passion for the beautiful game. Our vision for 2028 is ambitious yet purposeful.

We will deliver a football environment that fosters development, inclusion and team spirit. As the leaders of Football across St George, our role is clear – we unite with clubs to provide the best football experience for all.

Whilst our Association has experienced unpreceded growth across the game post the FIFA Women's World Cup 2023 and particularly in women and girls' participation, the UNITE 2028 process has allowed for a pause and a focus on how the future could look for Football St George.

CHAIR & CEO WELCOME

UNITE 2028 has three strategic focus areas:

- **Experience** - to provide a positive experience for all participants, volunteers and supporters,
- **Capability** - to build capability and capacity across the Association, and
- **Leadership** - to lead our Clubs to deliver continual improvement for the benefit of our community.

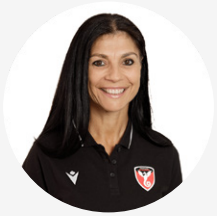
Our 2028 Ambition and commitment is to be structured, capable and resourced to enable the sustainable growth of Football St George.

UNITE 2028 is not just a plan, it is a commitment to unity, progress and accountability.

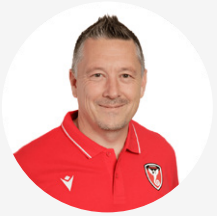
Our success will be measured by tangible outcomes and stakeholder satisfaction, driving continuous improvement across all areas of operation.

As we embark on this exciting journey, we extend our gratitude to our Clubs, players and all stakeholders of Football St George.

Together we will embark on the next chapter of our future.



IRENE HATZIPETROS
Chair



PHIL BROWN
CEO

WHO WE ARE

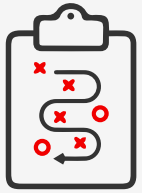
The St George Football Association Inc, trading as Football St George, is the governing body for Football in the St George region.

In 2024, our Football Community included;

14,174
Players

22
Clubs

1,270
Teams



2,321
Volunteers & Coaches

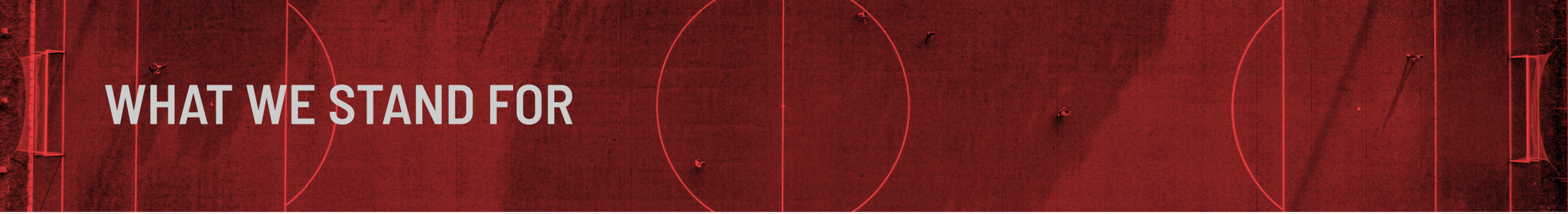
252
Referees

OUR VISION

Our football environment fosters development, inclusion and team spirit.

OUR PURPOSE

Unite with clubs to deliver the best football experience for all.



WHAT WE STAND FOR

Our Values

Our values define who we are and what is important to us, and we will strive to embed them in everything we do.

The importance of culture cannot be underestimated as it is the key enabler of our strategy. We commit to our values and key behaviours so that together we can reach our Vision and implement our Strategic Focus Areas.

We Play FAIR

FUN

We love Football and enjoy being part of our community.

ACCOUNTABLE

We act with integrity and are transparent in our dealings with each other.

INCLUSIVE

We are a welcoming community for everyone, regardless of identity, background, age or ability.

RESPECTFUL

We value each other and act in the best interests of Football.

STRATEGIC FOCUS AREAS TO 2028

EXPERIENCE

GOAL - to provide a positive experience for all participants

STRATEGIC PRIORITIES	KEY INITIATIVES
1. Optimise access to quality competition and program opportunities	1.1 With the Clubs, conduct an annual review of Football St George Competitions to ensure they meet the needs of participants. 1.2 Develop a plan to consolidate and enhance non-traditional and inclusive football programs.
2. Aim to ensure participating in Football is as affordable as possible	2.1 Undertake a cost of the game review, including an analysis of registration fees across Clubs. 2.2 Develop and implement a Football St George hardship fund.
3. Safeguard participants and make our Football community feel welcome, safe and respected	3.1 Develop an Association wide code of behaviour that is adopted by all clubs. 3.2 Deliver a Safeguarding project to assist clubs in better understanding and delivering a safe and welcoming environment for participants, especially children.
4. Proactively leverage opportunities for females in Football	4.1 Develop a female in leadership development program and succession planning for Football St George, its Judicial Bodies, Standing Committees, and Clubs. 4.2 Promote and celebrate female football through an Association wide activation for Female Football Week.

STRATEGIC FOCUS AREAS TO 2028

CAPABILITY

GOAL - to build capability and capacity across the Association

STRATEGIC PRIORITIES	KEY INITIATIVES
1. Grow the resources and capacity of Football St George, including Standing Committees and Judicial Bodies	1.1 Resource Football St George to ensure its ability to deliver against strategic goals. 1.2 Develop and implement a comprehensive induction and training program for the Football St George Board, Judicial Bodies, and Standing Committees.
2. Proactively recruit, develop and support Coaches	2.1 Deliver training and mentorship for community coaches. 2.2 Introduce Community Coach Facilitators at each club to ensure coaches are appropriately trained and supported.
3. Work with St George Football Referees Association to proactively recruit, develop and support Referees	3.1 With the St George Football Referees Association, develop a support program to enable increases in referee recruitment, retention, and development. 3.2 With the St George Football Referees Association and Clubs, develop and implement a club referee program to answer the referee coverage gap.
4. Build governance capability of Clubs	4.1 Implement Football Australia's club development program "Club Changer" across all Clubs. 4.2 Establish a "Club Head Quarters" on the Football St George website that contains easy to use resources and practical advice to assist enhance Club administration.

STRATEGIC FOCUS AREAS TO 2028

LEADERSHIP

GOAL - to unify our Clubs to deliver continual improvement for the benefit of our community

STRATEGIC PRIORITIES	KEY INITIATIVES
1. Foster behavioural reform across all aspects of the Association	1.1 Prepare Annual Disciplinary Reports that consider year on year incidents and trends. 1.2 Review and relaunch the Zero Tolerance Policy for violent conduct and offensive behaviour.
2. Improve advocacy to ensure Football St George has a strong voice with government and stakeholders	2.1 Develop a Government Engagement Plan, identifying key relationships, messaging and contact points. 2.2 Review the formal intersections between Football St George and the Clubs to ensure they provide a balance between strategic engagement and relationship building.
3. Ensure adequacy of the quality, number and access to Football grounds and amenities to meet the existing and future needs of Football in St George	3.1 With the Clubs, Football NSW, and Local Councils, develop a Football St George Facilities Plan 3.2 Collaborate with Clubs on the sharing of access to fields and amenities, working to a position of equity across Clubs.
4. Investigate economies of scale and resource sharing across the Association	4.1 With Clubs, develop a commercial program that seeks to leverage collective buying power to reduce cost. 4.2 Establish partnerships that deliver collective benefits to Football St George and the Clubs.

2028 AMBITION

To be structured, capable and resourced to enable the sustainable growth of Football in the St George region.

2028 PERFORMANCE TARGETS

Review and accountability drives continuous improvement.

Each Strategic Focus Area has an overarching Goal, Strategic Priorities, Key Initiatives and Measures of Success. We will assess Goals against pre-defined Measures of Success specified in underlying annual operations plans.

Our 2028 Performance Targets are:

Participant satisfaction with their football experience exceeds 80%.

Annual retention rate of referees exceeds 75%.

Red cards issued for violent conduct and offensive language represent less than 10% of all red cards.

Registered female players, coaches, and referees increase 25%.

All teams have a registered and qualified coach.

All Football St George clubs achieve 2-star rating with FA Club Changer.

OUR DELIVERY COMMITMENT

UNITE 2028 will be delivered by living our values and working together as one community.

We are committing to unity of purpose and acting in the best interests of Football across the St George region. This is our plan for the future.

Football St George's operations will now be guided by this document, which will be used by staff, monitored by the Board and formally reviewed annually.

Importantly, Football St George will develop annual operational plans which incorporate financial allocations for each strategic priority being implemented during the relevant 12-month period.

We will successfully complete our projects in a timely manner, to the highest possible standard; and ensure the financial management of Football St George remains sound at all times.

We are committed to developing capability and capacity across our industry to improve our effectiveness. In a rapidly changing world, we must remain agile and respond through latest technology and innovation.

We will use a range of internal and external measurements to monitor our progress against the proof points within this plan and key performance indicators set out within our annual operational plans.

We will also measure satisfaction levels across a range of areas, including competitions and events, coach, official and volunteer development and support resources, staff and director satisfaction, commercial and government partners and others, to ensure we do what we say we will do and that we are doing it well.

We will concentrate on delivering exceptional experiences for all participants.

OUR DELIVERY COMMITMENT

As the Football St George Board and Club Presidents, we commit to;

- lead by example and strive to be the best we can be every day,
- take ownership of our behaviours and our work,
- understand and value each other's roles and responsibilities,
- work together for the collective benefit of football throughout St George, and
- take pride in every aspect of our work, Football St George as an organisation and our football community.

Football St George Board Signatures

IRENE HATZIPETROS
Chair

GREGORY CHRONOPOULOS
Director

MALCOLM SMITH
Director

MATHEW PAPAS
Director

OUR CLUBS & CLUB PRESIDENTS

JEREMY BABB

PETER MALLIOS

CON SORRAS

FADIA MEHANNA

ELVIS POPOSKI

PETER SARIKAKIS

HASSAN CHEBLI

LANCE CONDON

STEVE IACONO

EDWARD YAZBACK

ROD MCGOOGAN

JOHN GAGRO

OUR CLUBS & CLUB PRESIDENTS

RAFFAELE DARDANO

NEIL PITTAMS

SPIRO PAPACOSTAS

SUE DICK

LEO BLANDA

DANNY BAVCANGIOVSKI

PETER JONES

RON OGILVIE

STEVE SUTESKI

PETER DONCEVSKI

Football St George acknowledges the Gadigal and Bidjigal people of the Eora Nation who are the traditional custodians of the land on which we play football.

We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples who play, officiate, and spectate football on these lands.

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