

## **PROJECT PROPOSAL – DEVELOPMENT OF FOOTBALL IN WEST SYDNEY**

Football Federation Australia (FFA) submits the following proposal for a project for the development of football in the Western Sydney region of NSW (Project).

### **Background to the Project**

FFA is the governing body for football in Australia. Under its Constitution FFA has a number of objects, which relevantly to the Project include:

- Controlling the strategic direction of football in Australia;
- Determining the highest level policy for the conduct and management of football in Australia;
- Fostering friendly relations among the officials and players of football by encouraging football games at all levels;
- Taking all reasonable steps to ensure that discrimination or distinction does not occur among football participants on any grounds regulated under any Equal Opportunity Law
- Securing and maintaining affiliation with other bodies, domestic and international, having a common interest in football; and
- Promoting, providing for, regulating and ensuring the effective management of football tournaments and games under the control of or authorized by FFA.

FFA gives life to its constitutional objects through a strategic plan and organizational structure which encompass the three strategic priorities and drivers of the future growth and success of the game, namely success of the representative men's and women's national teams, led by the Socceroos and Matildas; a strong professional national league and a national football development program covering both talented player identification and grassroots football.

In implementing its strategic plan, FFA works with a range of key stakeholders, the two principal groups being its state and territory member federations who administer community football within a national framework in each of their states and territories and the A-League clubs.

All three drivers or platforms for the game's successful future are interrelated and dependent upon each other, with the Hyundai A-League, the national professional league, providing the central link.

Since its inception in 2005, the A-League has been recognized as a pivotal component in ensuring the success and growth of football in Australia by providing:

- A vehicle to galvanise and unite local communities around a common interest;
- role models for young people to participate in exercise and organized team sports;
- the vital stage in the player pathway for talented junior footballers on their way to international representation;
- the opportunity for development and promotion of women's and youth football through the Westfield Women's League and National Youth League;
- an opportunity for international engagement through club participation in such competitions as the Asian Champions League and FIFA Club World Cup.

The above is achieved by and through the clubs which because of their structure, presence and localized footprint can form an essential part of the fabric of their local communities in a way that national representative teams do not.

FFA recognizes the critical importance of close engagement and integration between clubs and their local communities in delivering the well-recognised social, health and community benefits that flow from community participation in and support for sporting teams and competitions. FFA notes that this was a key finding of the Smith Review into football conducted on behalf of the Australian Government by the Hon. Warwick Smith AM. This review identified the importance of integration between A-League clubs and their communities and “*forging a connection, formal linkages and development pathways with junior, intermediate and top tier competitions*”. Further it advocated close working relationships between clubs and State Territory federations “*to establish mutually beneficial arrangements for the good of the game*”. The Smith Review specifically identified the strong participation base at the grassroots level in Western Sydney, noting it has 137,000 participants.

Western Sydney is a very important area for football and sport generally. It represents a major population base in Australia with:

- 175 clubs
- six major grassroots football associations – Granville, Nepean, Blacktown, Southern Districts, Macarthur and Bankstown
- more than 30% of registered participants in the Football NSW jurisdiction located in western Sydney
- 50% of all Socceroo representatives in the modern era came from western Sydney or played a significant proportion of their club career in the area
- 40% of all current A-League players came from western Sydney or played a significant proportion of their club career in the area

Accordingly FFA seeks through the Project to contribute to the development of football in Western Sydney and to the delivery of these benefits through the establishment of a framework centred around the new A-League, W-League and NY League teams club in the region. More particularly FFA seeks to make the new club a model within the sport of football (and possibly for other sports) through establishing a framework that will ensure that the new club that has at the heart of its culture and operations a respect and value for the importance of community input, involvement and engagement.

## **Project**

The Aim of the Project is to contribute to the development of football in Western Sydney thereby delivering the social, health and community benefits that are well-recognised as flowing from community participation in and support for sporting teams and competitions.

## **Project Objectives**

Through the establishment of a framework around the Club and using the Club as the vehicle, the objectives of the Project are to deliver short, medium and long-term community building, social health and welfare benefits by:

- providing young people in Western Sydney role models for participation in exercise and organised teams sports,

- encouraging and growing the rates of participation in football at all ages, levels and across gender in the Western Sydney region;
- providing potential football players in Western Sydney an aspirational pathway for a professional football career and/or fulfilment of their individual sporting potential;
- providing future coaches and other technical football staff and sporting administrators in Western Sydney an opportunity to pursue a career path in their chosen sport and profession within their local community;
- providing the Western Sydney community with volunteer and employment opportunities based around support for their Club;
- providing an economic stimulus to the region through the trade and commerce, tourism and employment benefits of operating a club and regular sporting events;
- providing the people of Western Sydney a forum to foster and grow their community spirit and pride through their shared support of their own local club.

### **Achieving the Objectives**

The Project aims to achieve the above Objectives through the following measures:

- firstly engaging the local community from the outset in development of the Club's culture, strategic direction, identity and "brand". Measures involve holding community forums and polls on such matters as the location of the club's home ground, the club's name, colours, core values, ethos and playing style. As at the date of this Project Submission, seven community forums have been held at seven locations across Western Sydney and online polls and public media polls have been held to canvas the community's input into these matters. The results are largely shaping the development by external specialists of a club brand including vision, name, team colours, brand values as well as informing the selection of playing stadium and recruitment of players.
- Secondly once the club is established, particularly with coaching staff and players on board, it will be a defining aspect of the club to engage with the local community on a regular basis through its key representatives. The recent appointment of the Executive Chairman reflects this, as the individual engaged is recognized within football as the leader in the field of establishing a club with community-based values. Another example is that the Head Coach will be based in West Sydney and participation in community engagement activities, beyond the technical role of coaching the team, is emphasized as a major obligation under his employment contract.
- Similarly the recruitment of players will be based on not just their playing ability but their adoption of the club values and their aptitude and willingness to embrace the community engagement ethos. This will be reflected expressly in special conditions to be inserted into playing contracts requiring all players to participate in such activities.
- A key recruitment for the Club will be a Community Engagement specialist who will under the direction of the Executive Chairman develop a community engagement program based around a range of measurable key performance indicators, primarily involving the playing and coaching staff in a range of community activities, e.g. school, hospital and local club visits, conduct of coaching and skills clinics.
- A relevant factor in recruitment of key coaching and other staff will also include their adoption and adherence to club values. For example, the Head Coach was raised in West Sydney and as a successful player at both international club and Socceroos level and now as head coach provides a very tangible role model for aspiring young players and coaches to strive to meet their potential and live their dreams.

- Recognising and embracing the diverse multicultural heritage of the region will also be a core component of not only the club's values but also its way of operating. The Community engagement officer will be required to include in development of the community engagement plan (referred to above) discrete programs relevant to engagement with the CALD and indigenous communities within the region.
- Having engaged the community in the initial stages of the club's establishment through the forums and polling noted above, on an ongoing basis, opportunity will be provided for ongoing input. This will be primarily achieved through the club's membership base, using social media in particular as well as holding fan forums at appropriate times and community fan days. In addition, the Club will explore a membership model under which club members receive voting rights to elect member representatives on the Club board or an advisory board. In the future, once the club is established, consideration will also be given to an ownership model that provides for member equity in the club.

### **Project Components**

The Project will include the following components:

1. a player and coach community engagement component involving appearances and participation in grassroots clinics and other community and social engagements;
2. a school engagement component involving (to the extent reasonably possible) visits to as many of the more than 150 schools in the region by Club community officers, players and other Club representatives to promote participation in football and sport more generally and support for the Club;
3. a component designed to encourage and grow the participation in the Club of players of CALD and indigenous heritage whether through talent identification, membership, staffing or volunteer programs;
4. use of the Club's training and administrative facilities for the conduct of certain community engagement activities such as member and fan days, junior training clinics, gala days, award nights.

Within the above components it is proposed to focus on specific initiatives such as:

- an Indigenous program focused around physical activity, work experience, possible internships, scholarships
- A similarly based program focused on the local around the assimilation of refugees/migrant community
- Increased physical activity programs for girls and boys – Active Mind Active Lifestyle
- In-school programs relating to responsible decision making, peer pressure, bullying and individual self esteem and self respect
- Partnerships with UWS and TAFE around work experience and internships and possible cadetships
- Partnering with Government and related agencies to actively promote the western Sydney region as a destination for business, families, tourism, trade and commerce
- Partnering with education stakeholders across the three education sectors to develop and support school based learning programs
- The development and promotion in a partnership model of a Responsible Use of Alcohol program across all of the club's activities
- The support of school and community based education programs around illicit drugs

## **Key Performance Indicators and Outcomes**

The principal means of the Club delivering the above project components will be through a close relationship with Football NSW (FNSW), the FFA state member body responsible for the administration of grassroots football in NSW. This will be achieved through development and entry into a Cooperation Agreement under which the Club, FFA and FNSW will collaborate on community engagement and grassroots development initiatives. This will take the blueprint cooperation agreement developed by FFA in accordance with the Smith Review as its starting point and tailor it to produce a market specific agreement for the new club and FNSW. The initiatives will include mobilisation of Club community officers to engage with the local grassroots football community and, in accordance with the FFA's national framework, work with local football clubs and associations to conduct activities to grow participation and support levels to the mutual benefit of all.

A Cooperation Committee will be established with key representatives of the Club and FNSW which will meet regularly, establish agreed KPIs and an operations plan to address the mutual objectives and contribution of each party to development of football in the region. This cooperation will also extend to working together in relation to player identification initiatives and in particular cooperation in respect of the establishment and operation by the Club of a team in the Westfield W-League, the premier national league for women footballers.

The agreement will include key performance indicators to drive and measure the level of cooperation between the Club and FNSW and through that cooperation, grow the community engagement, participation and enhance youth player development. The type of KPIs that are envisaged will apply under the Cooperation Agreement include the following designed to address each of the Project components listed above and deliver the following outcomes:

- Establishment of a 'charter' document which identifies each parties roles and responsibilities;
- Monthly meetings between Club and FNSW chief executive officers;
- Monthly meetings between Club and FNSW respective head of media;
- Monthly meetings between FNSW respective head of commercial operations;
- Club and FNSW to distribute their respective media releases directly to each other;
- Club and FNSW to present their annual strategic plan to each other's respective Boards of Directors;
- [\*] total registered Players in FNSW's Territory who have had direct contact with a Club representative during the ongoing delivery of Small-Sided Football and associated education seminars/practical demonstrations;
- [\*] registered volunteers in FNSW's Territory who have had direct contact with a Club representative both in their own club environment as well as at Volunteer Recognition events;
- [\*] registered community coaches in FNSW's Territory who have had direct contact with a Club representative during the delivery of accredited courses, seminars and workshops ;
- [\*] registered match officials in FNSW's Territory who have had direct contact with a Club representative during the delivery of accredited courses, seminars and workshops;

- [\*] school students in FNSW's Territory who have had direct contact with a Club representative during the delivery of the FFA Schools 5-a-side program or similar FNSW school based programs;
- [\*] children in FNSW's Territory who have had direct contact with a Club representative during the delivery of a school holiday coaching clinic or similar event
- [\*] individuals in FNSW's Territory who have had direct contact with a Club representative during the delivery of the FFA Indigenous Football Dreaming Development Program;
- [\*] individuals in FNSW's Territory who have had direct contact with a Club representative during the delivery of FFA and FNSW's Disability Football programs and activities;
- [\*] average attendance at Club home matches;
- [\*] ticketed members at Club home matches;
- [\*] non ticketed members at Club home matches;
- [\*] tickets per Club home game provided to FNSW for distribution in accordance with the aims of the Cooperation Agreement;
- [\*] number of occasions Optus Small-Sided Football has been demonstrated on the pitch at half-time of a home A-League [and/or W-League](#) fixture;
- [\*] community appearances by players of the Club in collaboration with community programs of FNSW;
- [\*] Club branded collateral and giveaways distributed to the above participant groups;
- appointment by Club of dedicated community liaison person;
- recognition by Club at home matches of community programs co-ordinated by FNSW;
- [\*] of Club Players and Official visits to FNSW teams;
- [\*] of FNSW teams branded and supported by Club;
- [\*] take-up of ticketing or membership offers specific to game development participants
- [\*] number of registered participants influenced to register (or renew) to play football by support for the Club.

## **Budget**

The indicative club budget allocations to cover the various program components outlined above are as follows:

<b>Item</b>	<b>Annual budget</b>
Women's football – talent identification, development and competition through the establishment and operation of a club team in the W-League	\$200,000
Youth development - talent identification, development and competition through the establishment and operation of a club team in the National Youth League	\$300,000
Community Relations staffing and administration of Community engagement plan	\$200,000
Player and coaching staff participation in Community engagement plan – clinics, training	\$900,000

sessions, coach mentoring, school, hospital and club attendances	
Clun management and leadership to develop community pathways for development of football in region	\$250,000
Marketing and Communications	\$150,000

**Conclusion**

The Project presents a unique opportunity in a major growth population area, with strong multicultural, CALD and indigenous representation, to deliver a community building opportunity with short, medium and long-term social, economic and health outcomes for that community.

FFA remains available to provide additional information in support of this Project Proposal.