



STRATEGIC PLAN 2023-2026



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INTRODUCTION

Queensland Christian Soccer Association (QCSA) operates in south-east Queensland and has 23 clubs affiliated to it. It provides competitions for these clubs to play football in a friendly environment and at a low cost. It is part of the Christian Football Federation of Australia and maintains good relationships with other faith based soccer associations.

QCSA appears to be in a comfortable position. Membership numbers are steady, its competitions are well managed, and it has a significant financial reserve. It is generating a regular profit and the members appreciate the low cost football option that it provides.

There are however some concerning signs. Member club numbers are on a consistent downward trend leaving gaps in QCSA's geographical coverage and causing concern among participants about lack of competition and travel times for some fixtures. The lack of paid staff limits QCSA's ability to identify growth opportunities and to promote itself. This also places an over-reliance on time-poor volunteers who, quite naturally, devote their energies to maintaining the football operations rather than positioning QCSA for future success.

The Christian faith underpins all that QCSA does. This is a point of difference that sets QCSA apart from the Football Queensland organised competitions and clubs. However, it is unlikely that this will sustain the organisation into the future as only a small percentage of member survey respondents identified this underpinning faith as a reason that they chose to play in QCSA competitions. Football Queensland (FQ), with all of its resources, is an omnipresent threat to QCSA that may continue to erode QCSA's member base if action is not taken to address this threat. The actions in this plan are designed to do just that.

WHY

For god through sport – to provide the opportunity for all community members to play football in a values driven environment at an affordable cost.

MEMBER SURVEY

To inform the strategic planning process, QCSA undertook a survey of its members providing them with the opportunity to share their views about the organisation's future.

340 members responded providing a good sample of member views. The respondents came from a representative cross section of members with many coaches and team managers included in the "other" category. Many respondents identified in more than one category.

Common themes that the survey identified were as follows:

Most liked about QCSA

- » Low cost
- » Friendly, not too competitive with a community feel
- » Played at the same time each week. On Saturdays not Sundays.
- » Well organised

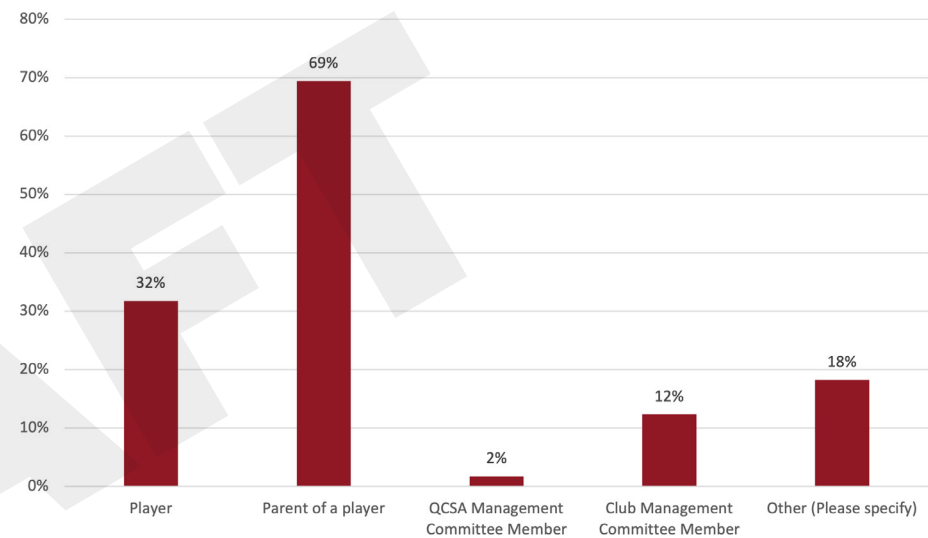
What could QCSA do better

- » Provide more games
- » Improve grading to avoid uncompetitive games
- » Reduce travel
- » QCSA to provide more leadership

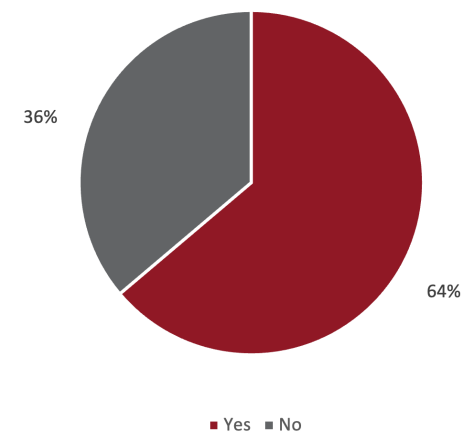
What should QCSA priorities be

- » Support existing clubs
- » Attract new clubs and players
- » Increase female participation
- » Promote QCSA and the competition

Roles of survey respondents



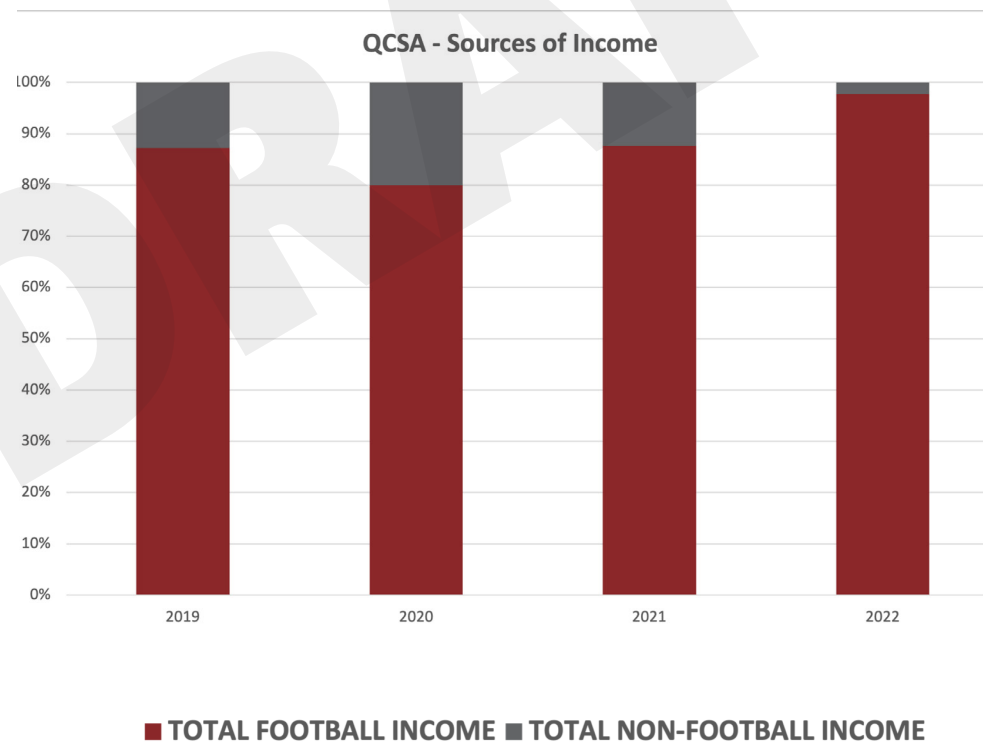
Does QCSA communicate well with you?



FINANCIAL REVIEW

A review of the audited financial statements for the years 2019 to 2022 shows that QCSA:

- » Has no significant "non-football" sources of income (see graph below)
- » Attains negligible grant income
- » Is profitable- assuming losses in 2019 and 2020 were COVID related
- » Underlying income appears consistent from year to year (excepting National titles events)
- » Costs are consistent- indicative of an unchanging organisation
- » Has significant cash reserves



STRATEGIC GOALS

QCSA's strategic goals are presented across four **Strategic Pillars**. The following visual strategic plan poster presents the key goals for each of these focus areas over the next 3 years. The action tables provide the steps that will be taken to achieve the strategic goals.

The visual plan can be used as a communication tool in its own right, separately from the action tables. It has the potential to engage widely with all club members and stakeholders, providing a pictorial representation of the association's identified strategic goals.



CLUB SUPPORT



PARTICIPATION



GOVERNANCE



FINANCE





Queensland Christian Soccer Association STRATEGIC PLAN 2023-2026



Club Support



Participation



Governance



Finance

Provide support that builds each club's capacity

Management committee to lead QCSA into the future

Communicate regularly with clubs

Maintain financial strength whilst investing in the future

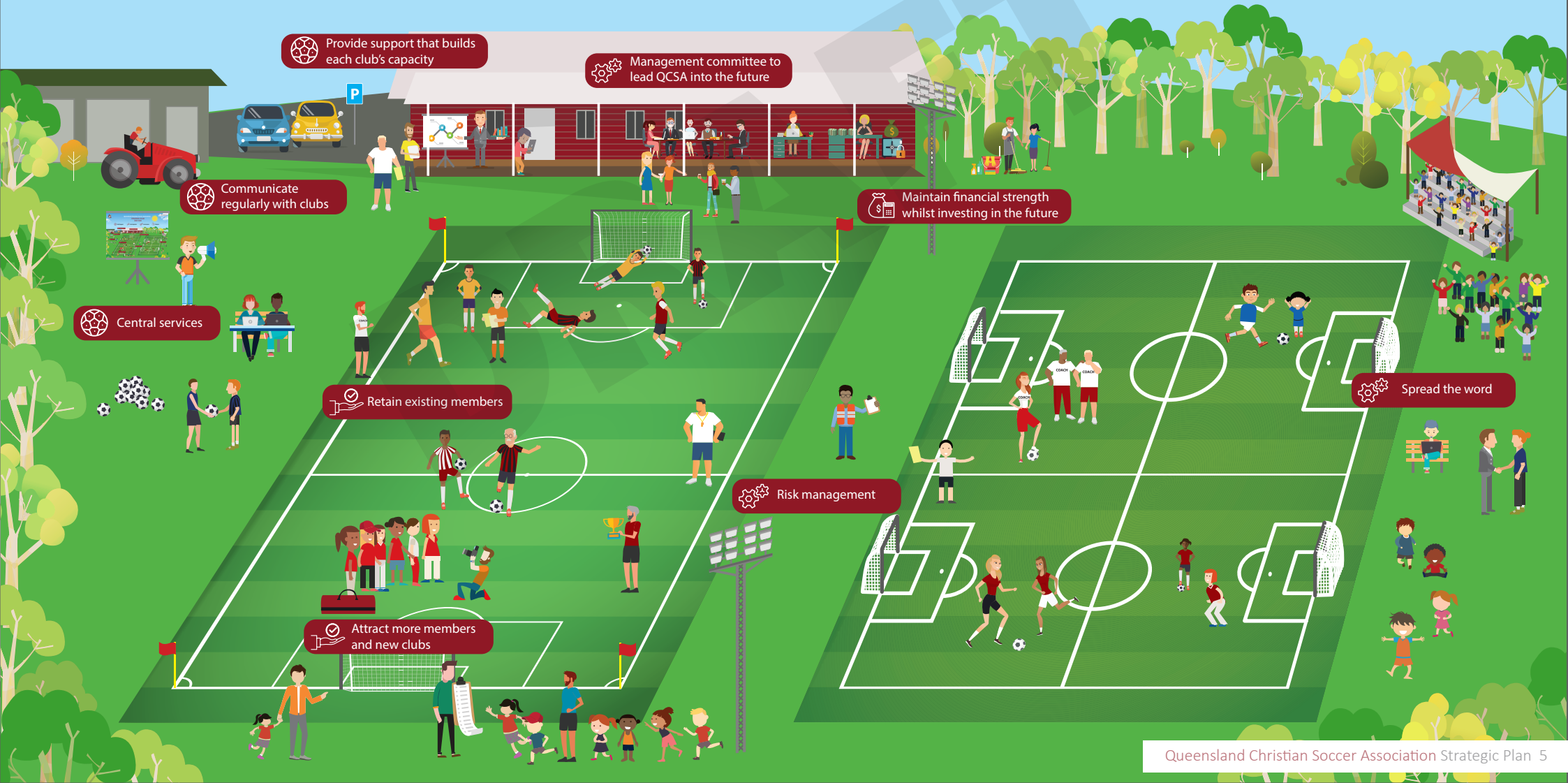
Central services

Retain existing members

Spread the word

Risk management

Attract more members and new clubs





CLUB SUPPORT

STRATEGIC GOALS	OPERATIONAL ACTION	WHEN
Provide support that builds each club's capacity	» Provide resources and tools that enable club's to help themselves – e.g. template documents, how-to guides, checklists and others	March 2024
	» Host training workshops for club volunteers – online or in person	March 2024
Communicate regularly with clubs	» Undertake annual club surveys and ask what they want help with – then provide help in areas of common need e.g. grant writing, facility development, referee or coach education, governance, volunteer recruitment and retention	November 2023
	» Develop and introduce a regular club health check to ensure that any required support is identified in a timely manner	June 2024 and annually
	» Present and explain Strategic Plan to members	December 2023 AGM
Central services	» Identify common activities that each club does, that could be supported centrally e.g purchasing balls!	June 2024, then ongoing
	» Use QCSA website as host for club support resources hub	June 2024



PARTICIPATION

STRATEGIC GOALS	OPERATIONAL ACTION	WHEN
Attract more members and new clubs	» Commission an externally prepared Marketing Plan. To include contact with schools, churches, females and other groups and including activities for both QCSA and Clubs. QCSA to target attracting new clubs. Existing clubs to target attracting more members.	March 2024
	» Identify and make contact with existing small clubs that may be struggling in the federation model (FQ)	Start immediately, then ongoing
	» Develop female friendly participation options to attract and retain girls and women	June 2024
Retain existing members	» Continue to run well organised week to week competitions	Ongoing
	» Continue to encourage referee development to ensure sufficient officials are available	Ongoing
	» Consider introduction of a “grading window” at the start of each season where competitive results are used to evaluate a team’s grading	For 2025 season
	» Create clear remit for Zones, along with a budget, and allow them to have responsibility for representative football. Change the role of the QCSA management committee to one of oversight of representative football only, not operating it	For 2024 representative season
	» Run holiday camps, either centrally or through QCSA clubs including female only camps	Season 2024, then ongoing



GOVERNANCE

STRATEGIC GOALS	OPERATIONAL ACTION	WHEN
Management committee to lead QCSA into the future	» Management committee to make decisions as they are elected to do and in accordance with the constitution. Speed up decision making by only referring decision to members when required to do so by the constitution.	Start immediately, then ongoing
	» Reduce number of management committee members to between 5 and 7 and establish sub-committees to support QCSA operations. These may include sponsorship, facility development, participation growth, and others	December AGM
	» Introduce a skills matrix to identify key skills required among management committee members and seek candidates with these skills	For 2023 AGM, then ongoing
	» Review the QCSA constitution and bylaws to incorporate contemporary best practice governance for sports organisations, and recent legislative changes.	2025
Risk management	» Develop an annual affiliation agreement detailing the responsibilities and expectations of both QCSA and each club	For 2025 season
	» Review the incorporation status of affiliated clubs and encourage and support any unincorporated clubs to become incorporated	2024, then ongoing
	» Review existing policies and ensure that all appropriate policies are in place and up-to-date	2025
Spread the word	» Build and maintain strong relationships with other Christian Football associations and make regular contact to share best practice and innovative ideas	Start immediately, then ongoing
	» Build and maintain strong relationships with external stakeholders including church organisations, local councillors and parliamentarians	Start immediately, then ongoing
	» Use appropriate communication channels including direct contact with playing members, rather than communicating through clubs	Start immediately, then ongoing



FINANCE

STRATEGIC GOALS	OPERATIONAL ACTION	WHEN
Maintain financial strength whilst investing in the future	» Recruit additional staff or engage external resources with skills and experience to undertake specific tasks e.g. marketing, sponsorship, grant applications, others.	December 2023
	» Actively seek sponsors and commercial partners using the large member base to attract them	By October 2024
	» Raise fees consistently to cover increasing costs	Annually
	» Identify the purpose of the financial reserves- how much of a reserve is required, and what investments can be made to improve the experience of members	December 2023
	» Make regular grant applications for identified projects and encourage and support clubs to do so	Start immediately, then ongoing

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