



# FOOTBALL COACHES AUSTRALIA

## Annual Report 2020

'For Coaches, By Coaches - promoting and strengthening the reputation of football in Australia, and the reputation of Australian football on the world stage.'

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**FOOTBALL  
COACHES  
AUSTRALIA**

# WHO WE ARE?

Football Coaches Australia was formed in November 2017 and is Australia's national Association for qualified coaches. Football Coaches Australia currently consists of over 250 Advance Licence and Community coach members across the country

Through close collaboration with each member state federation and the FFA, and leveraging corporate and government relationships we aim to provide a holistic support model for coaches, with key pillars of Advocacy, Professional Development, Wellbeing and Gender Equity and Diversity.

The objectives of Football Coaches Australia are:

- Represent and provide a collective voice for professional and community football coaches
- Provide opportunities for Australian football coaches to contribute intellectually to national player pathways

The FCA Executive Committee represent the many cohorts of coaching in Australian football, including A-League, W-League, National Teams, Youth Development, Academy Development, National Premier League (NPL) Clubs, Overseas-Based Coaches, Education and High Performance.

<b>Phil Moss</b>	Football Coaching Australia, President
<b>Heather Garrick</b>	Football Coaching Australia, Vice-President
<b>Ian Greener</b>	Head Soccer Coach, Rowville Sports Academy
<b>Sarah West</b>	Coach and Committee Member, Canberra United FC Academy
<b>Gary Cole</b>	Executive Manager Facilities & Advocacy, Football Victoria
<b>Belinda Wilson</b>	Women's Football Consultant, FIFA
<b>Karen Grega</b>	Managing Director, KM Grega & Associates P/L
<b>Jamie Harnwell</b>	Football West – Head of Development, Sorrento FC (NPLWA) – Head Coach - Resigned from ExCo May 2020

## FCA ExCo Profiles

<https://footballcoachesaus.org.au/about-us/executive-committee/>



## ADVOCACY

Providing pro-active advocacy services for professional Australian coaches in Australia and overseas.



## PROFESSIONAL DEVELOPMENT

Leaders in coaching (Re-validation) professional development strategies in partnership with FFA, Member Federations and professional/ community coaches.



## WELL-BEING

Promoting mental health & well-being and empowering coaches to make informed career decisions and pursue lifelong learning.



## GENDER EQUITY AND DIVERSITY

Addressing the barriers to achieve equality in recruitment, coach support, conditions and attitude. Developing a model to support gender equity and diversity.

# FCA OBJECTIVES

## 01

Develop collaborative alliances with key football stakeholders (i.e. FFA, State Member Federations, FFA Women’s Football Council, APFCA, PFA, AAFC) and business/ government partnerships to progress support for professional and community coaches. Provide opportunities for coaches to pro-actively contribute intellectually to football decision making that impacts on their role.

## 02

Focus on four key pillars to support coaches:

- **Advocacy** – Standard contracts and internal Grievance Procedure
- **Professional Development**
- **Mental Health & Wellbeing**
- **Gender Equity and Diversity**

## 03

Collaborative relationship with FFA Coach Education, and Member Federation Technical Directors, to deliver benchmark accredited (Re-validation) professional development options, in addition to FFA Advanced Licences, to extend coaches careers and to support transition to life beyond Football.

## 04

Development and incorporation of future ‘One Management Model’ - State / Metropolitan/ Regional ‘FCA’ Associations.

The aim is to significantly increase national/international networking and mentoring opportunities for all professional/ community coaches and FCA’s ability to deliver football and national healthy lifestyle education programs to male & female youth.

## 05

Engage with FIFA and AFC and develop collaborative relationships with :

- Future International Coach Association
- Alliance of European Football Coach Associations
- League Managers Association
- United Soccer Coaches
- Association of Indian Football Coaches



# FCA Membership Structure

Football Coaches Australia membership structure currently consists of **382 members** across the country:

- **199** Active Members
- **183** Members to be renewed

During the FY20 membership renewal and growth was significantly restricted due to the challenges of the COVID -19 period:

- Advance Licence and Community Coaches' personal financial constraints
- FCA's inability to connect with coaches via the provision of planned 'face to face' professional development and networking events at National team/ A-League and W-League venues

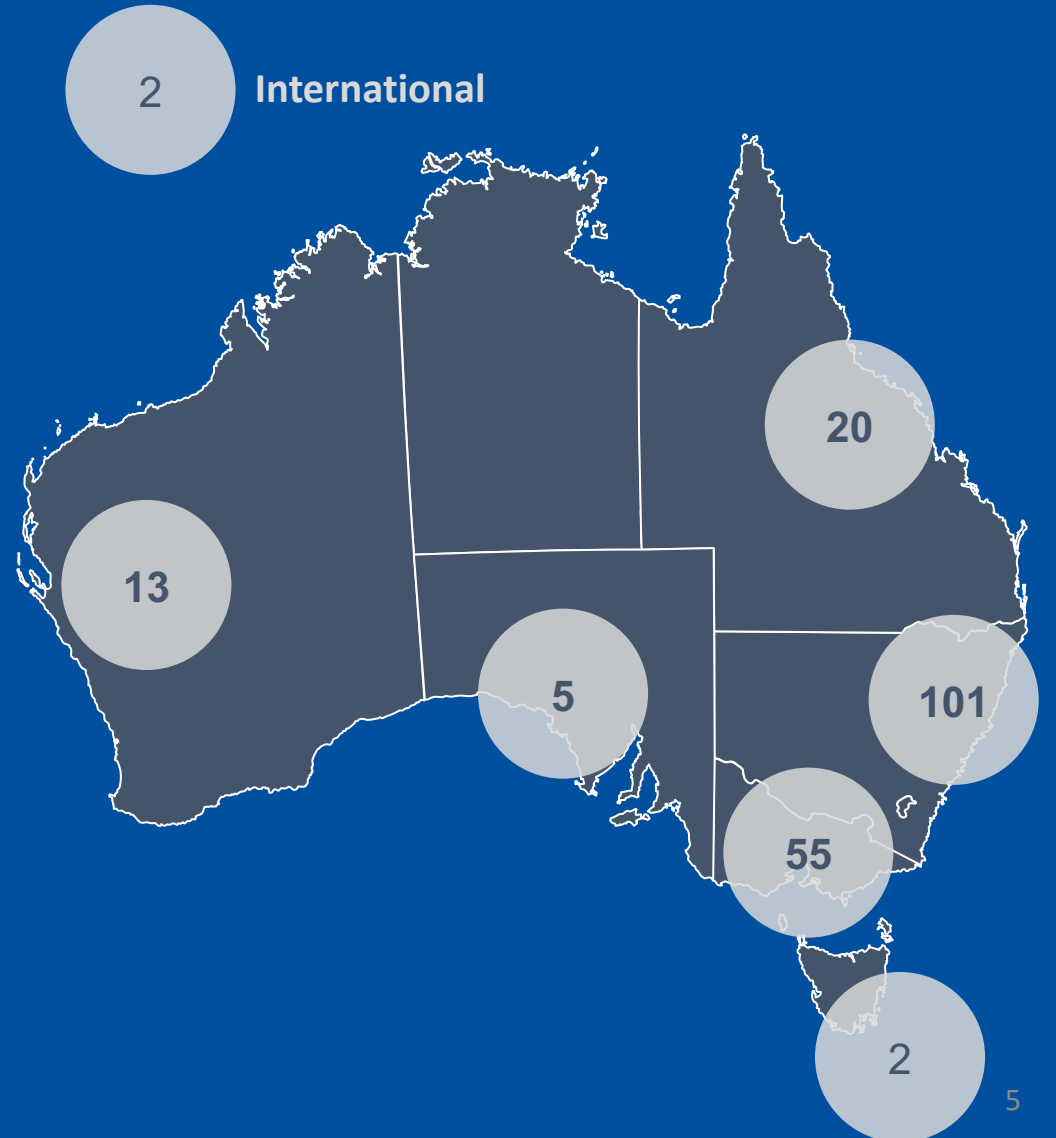
Throughout the COVID- 19 period, FCA, in collaboration with FFA and Member Federations, was pro-active in the delivery of **complimentary** professional development webinars/ podcasts for Advanced Licence and Community coaches nation wide, reaching an average number of 1,900 views per Facebook live stream and up to 40,000 coaches viewing the content to date.

An important development in securing future membership growth is within the FCA/FFA Memorandum of Understanding. That is, the provision of FCA communication, of relevant information relating to, and promotion of, FCA programs and services to the Advance Licence and Community Coach contact databases of FFA (Subject to Privacy Act).

***“Continually aiming to improve professional standards, inspiring the coaching community to take responsibility and always seeking to raise the bar.”***



## Active Member Figures



# FCA Membership Structure



Influencers of Australian and International football

Members include Head Coach of Socceroos and Matildas including Football Youth Coaches and Development Directors

9

Senior figureheads in Australian football extending into Asia

Members include Head Coaches of Melbourne Victory, Sydney FC, Wellington Phoenix and Perth Glory as well as Youth and Development Coaches across both W-League and A-League

29

12

State Level Professional Clubs with significant youth development programs which feed into the A-League and represent future of the game

Members include Coaches and Technical Directors with significant influence in local clubs

332

Semi Professional and Amateur Clubs, Football Academies and Junior Clubs with high participation and football network

Game Changers with Public and Media Reach

Youth, Rural, Local Community Reach

Future member #s estimated at 4000 over five years

Future member #s estimated at 30,000 over five years

Active/to be renewed Membership Figures





# F20 Achievements

## GOVERNANCE

- Progression of FFA Congress Review Working Group Criteria for FFA Membership to Provisional level status
- Negotiation of Memorandum of Understanding with Football Federation Australia (Finalised August 2020)
- Negotiation of Memorandum of Understanding with Indian Football Coaches Association (Finalised August 2020)
- Formation of FFA/FCA/ Member Federation Coach Education/Development Working Group

## ADVOCACY

- Successfully representing three National Premier League coaches at the FIFA Player Status Committee
- Supporting coaches at Fair Work Australia Conciliation/ Arbitration hearings
- Providing advocacy support for coaches in their disputes with A-League and National Premier League Clubs regarding their Employment Agreements
- In partnership with University of Queensland, completion of major research on Australian Coaches' Employment Conditions and Status
- Drafting of 'Best Terms & Conditions' Contracts for A-League, W-League and National Premier League coaches

## PROFESSIONAL DEVELOPMENT

### Face to Face

- Three (3) National team inter-active Professional Development events
- Presentation of University of Queensland research at all State Member Federation Conferences in November / December 2019
- Professional Development workshops presented by FCA 'Champions' Ron Smith/ Scott Miller



FCA facilitated panel at the International Football Coaches Conference Australia (IFCCA) - Indigenous Football Identification, Development & Pathways for future success

### FCA Webinars (27)

Presentation of four Women's Football monthly webinars by FCA Women's Football Committee

In collaboration with FFA and Member Federation Coach Education departments:

- Presentation of ten national Community Coaches' webinars
- Presentation of thirteen national Advanced Licence Coaches' webinars
- Live streaming on FCA Facebook and development of FCA Professional Development Podcasts

In support of Football Business Networking, presentation of Business Webinars.

### WELLBEING

In partnership with 'Mental Health Masterclass' provision of 100 complimentary programs for members during COVID-19 period



# Advocacy & Support

**Since July 2018 - FCA has supported 50+ members relating to 85 Advocacy/Support issues.**

Our key Advocacy and Support highlights:

- Successfully represented a number of HAL Head & Assistant coaches re securing agreed termination payments and National Code of Conduct show cause submissions/ hearings
- Successfully represented five members @ FIFA Player Status Committee re Unfair Dismissal cases
- Representing NPL members @ Fair Work Commission (QLD, NSW & ACT)
- Mutual Commitment MoU with FFA regarding implementation of Standard Contract and internal Grievance Procedure for coaches
- Implementation of FCA/ UQ Research into employment conditions of Australian football coaches - October 2019

## Breakdown of member support provided to date





# Professional Development

>500

Delivered face to face conferences, training events and experiences to over 500 participants

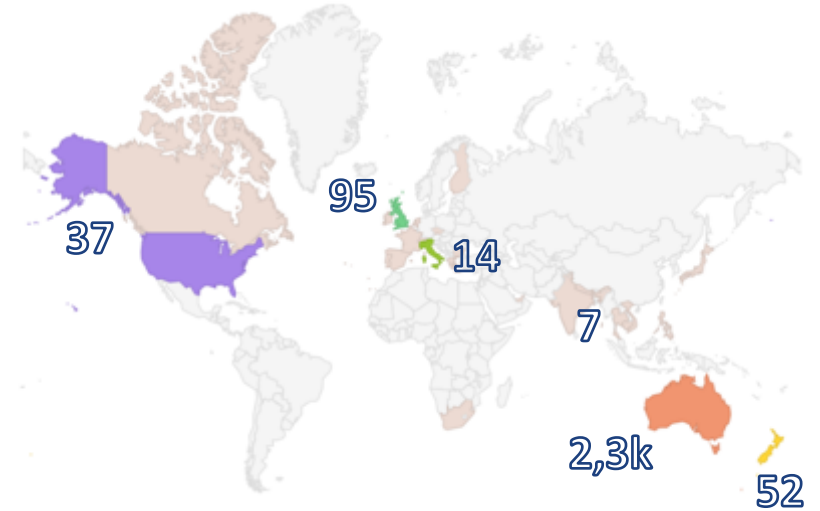


13

FCA Podcast Episodes

2.4k

Podcast Downloads



1.8k

Twitter Followers

42.1k

Tweet impressions (Last 28 days)

408

Engagements (Last 28 days)



1.9k

Facebook Followers

20

Facebook Live Stream Videos posted

1.9k

Average number of views of Facebook live stream

37.3k

Number of coaches who have seen the content

## Delivering unique content for all coaches with a global reach

FCA has been pioneering the future coaching delivery model to improve the quality, accessibility and volume of coach education.

We leverage our relationship with coaches, tapping into the national coach network to identify the best presenters with content aligned to the FFA Coach Expertise Model. (Refer to Appendix A for facilitators).

We are leading remote learning and professional development events during COVID-19 and this has extended our audience through the use of Zoom Conferences, Facebook Live Streaming and dedicated FCA podcasts.

***To date, our audience has been achieved organically without paid advertising and marketing.***

# FY 19/20 Professional Development Workshops

## FCA FACE TO FACE PD EVENTS

### National Team Experiences

#### Socceroos/ Olyroos Camp

December 2018

We are 'specialist groups doing specialist things'

Featuring Graham Arnold/ Andrew Clark/ Rene Meulensteen

### Young Socceroos Camp

July 2019

Joeys Open Training & Workshop

Featuring Trevor Morgan

### Matildas Training Event

March 2019

Featuring Gary Van Egmond / Kate Cohen / Ivan Jolic / Leah Blayney

### Professional Development Events

Dr Ron Smith

Sydney, Melbourne, Hobart, Adelaide, Brisbane

### Member Federation Conferences

November 2019

FCA/ UQ Research into Employment conditions of Australian football coaches

Scott Miller

February 2019

Creating an Elite Football Team environment

### Women's Football

Belinda Wilson

Mel Andreatta

Heather Garriock

Nicola Williams

### Community Coaches

Sean Douglas

Dr Ron Smith

Alec Wilson

Kevin Grima and Debbie Fisher

Les Bee and Christopher Adams

Scott O'Donell

Louise McColl

Graham Harvey

Joey Peters

Christopher Adams

## FCA/FFA/MF WEBINARS 2020

### Advanced Licence Coaches

Graham Arnold

Andrew Clark

Ernie Merrick

Trevor Morgan

Gary Van Egmond

Nick Bracks & Lucien Okill

John Crawley

James Kitching/ Josep Vandellos/

and Susanah Ng

Ben Neumann

Josep Vandellos/ Susanah Ng

and Peter Paleogolos

Luciano Trani

Dr Ron Smith

Kat Smith

*An evening with*  
**DR RON SMITH**

In the modern era, Game Analysis is increasingly becoming a critical component of team and match preparation.

In this presentation, one of Australia's foremost coaches and coach educators, Dr Ron Smith – formerly Head Coach at the Australian Institute of Sport – will provide a comprehensive analysis of goal scoring trends from both the 2018 FIFA World Cup in Russia and 2019 Asian Cup in the UAE, and discuss implications for coaching and designing training sessions.

Attendance at this forum will count for 10 FFA accreditation points.

**FOOTBALL NSW** **FOOTBALL COACHES AUSTRALIA**

**MONDAY 4TH MARCH, 2019**  
**6:30PM - 9:00PM**  
**VALENTINE SPORTS PARK, GLENWOOD**  
Level One, VSP Centre (cream building)  
**COST: \$20**  
**FCA MEMBERS: \$10**

[CLICK HERE TO REGISTER NOW!](#)

**FOOTBALL COACHES AUSTRALIA**

**COACH PROFESSIONAL DEVELOPMENT PODCAST**

#BYCOACHESFORCOACHES

**EPISODE #7**

**With Ernie Merrick**

*'Coaching, Strategy and Survival.'*

**DEVELOPING A COACHING CULTURE**

**FOOTBALL COACHES AUSTRALIA**

**COACH PROFESSIONAL DEVELOPMENT PODCAST**

**LOUISE MCCOLL**  
**TECHNICAL DIRECTOR**  
**BENDIGO AMATEUR SOCCER ASSOCIATION**

**PODCAST OUT NOW**

Episode 13

Podbean Apple Podcasts

# Mental Health & Wellbeing



Implementation of FCA/ UQ Research into employment conditions of Australian football coaches - October 2019



Mental Health Masterclass Workshop and Education in place for Members



Member access to National Psychological and Psychiatry Services Provided wellbeing and transition support to coaches when required



Workshops delivered on Contract Negotiations and Taxation - Planned workshops for Financial Management (incl Superannuation)



Plan to hold elite coach Mental Health & Wellbeing Conference

# FCA President Phil Moss



Football Coaches Australia has set a rock solid foundation from which to build its critical place in the game here in Australia.

One of Unity, Collaboration, Camaraderie, Gender Equality & a common purpose to drive the game forward to give coaches more opportunity & improved working conditions.

FCA is led by the Executive Committee & various Sub-Committees that bring together significant, many & varied skill sets across the technical, wellbeing, administrative, governance & business aspects of the game.

It is a special “dressing room” bound together by a common love & passion for the game as well as a recognition of the crucial role coaches play that sits at the heart of every decision we make.

It is absolutely necessary to call out the magnificent work our CEO Glenn Warry has done to establish and continue to build FCA. Though done with the help of many others, Glenn has been the brains and driving force behind getting FCA to where it is today and is to be congratulated and thanked by all of us and every coach who has so far benefitted from the support & will continue to benefit from the creation of FCA well into the future.

The departure of FCA’s founding “partner” James Kitching this year to take up a highly deserved senior role with FIFA was a bitter-sweet moment in our history. Bitter as James was instrumental in helping set up FCA, particularly from a governance & legal point of view, but sweet given we know how hard James has worked for the opportunity to contribute at the highest level of the world game.

## Developing Relationships

FCA has been proactive in building strong relationships with key stakeholders in the game, both in Australia & internationally.

Governing bodies of the game across the world, as well as other coaching associations, have been exceptionally accommodating of our advances to build lasting bonds & help solidify the professional standing of coaches in the game’s ecosystem, standardise working conditions & ensure the ongoing professional development & wellbeing of coaches during their career journey.

As well as relationships with FFA and the PFA, we have worked closely with the referees (PFRA) to gain a clearer understanding of how they approach games and how VAR works with the common motivation to open the lines of communication for the betterment of the game and the product for the fans.

## Major achievements

The Memorandum of Understanding is in place with key stakeholders in Australia and internationally stand out as key moments in FCA’s relatively brief history thus far.

Also, the strong, open and honest relationship with FFA’s board and senior management, something coaches and the governing body has never had before in this country, is a major step in the right direction.

Bringing FFA senior management, National Team and A-League/W-League coaches together during the COVID pandemic to collaborate on the way forward was a significant moment.

The on-line PD events FCA facilitated during COVID - and the quality of the coaching talent that presented and tuned in - was outstanding and this is something we will continue into the future as we consolidate and build the coaching community.

The body of work to date by our Female Coaches Sub – Committee and the genuine support by all at FCA to advocate for gender equality and greater opportunity for female coaches fills me with pride!



# FCA President Phil Moss

Another watershed moment in our history was the support, publicly and privately, FCA was able to provide Alen Stajcic when his time as Matildas coach came to an end. For a Coaches Association to stand side-by-side with one of its members to advocate for due process, procedural fairness, standard contracts and an internal grievance procedure was a first for football in Australia. We have since supported over 50+ members relating to 85 Advocacy/Support issues.

## Vision for future

Our vision from the embryonic stages of FCA's formation was to create and standardised working conditions for coaches, provide ongoing PD and wellbeing support and have our profession respected for the highly skilled & unique role that it is.

That must always remain at the heart of everything we do as an organization.

Gaining coaching qualifications is only the first step in the dance but ongoing professional development and wellbeing support is a gap FCA is working hard to fill and will continue to do so.

We will continue our journey towards being part of major decisions as a key stakeholder to take the game forward while leveraging our growing list of partners around the world to ensure our coaching methods & support align to international best practice.

Ultimately, having coaches feel supported while in and out of jobs and in transition both ways is a driving force for our future vision.

My ask as an exceptionally proud and honoured foundation president is that coaches continue to spread the word and become an FCA member as we keep strengthening our collective voice to demand the respect coaches deserve.

I'd like to conclude by thanking CEO Glenn Warry, my Vice-President Heather Garriock, Legal Consultant Duncan Tweed, my peers on the Executive Committee and our respective Sub-Committees, as well as our members, for all the work that has been done to get us to this point! It's been a privilege to serve another year as President and I know we have set the platform in the first "45" to go on and "win the game".



# FCA Vice - President Heather Garriock



The past year has seen Football Coaches Australia grow significantly as an organisation, which would not be possible without the countless hours, leadership, dedication and support of management and the Executive Committee team. Our aim is to drive FCA forward, with the highest of standards and setting the bar high on all occasions.

I am honoured to be part of such a tight group of people wanting the absolute best for the game and coaching,

FCA is very proud that one of our FCA pillars is female coaching and is proud to have 40/40/20 on our FCA Executive Committee, followed by an inclusive and equitable culture, with women's football at the forefront.

We have a future aim of 50/50 representation in the near future, depending on the voting and processes. This will be the first of its kind in any board room in the football landscape.

The FCA Women's Football committee is working collaboratively to research, communicate, advocate and contribute to growing female coaching. The fundamental barriers that exist in the women's football is eye opening, and our role is to continue to educate and break down these barriers.

FCA will collaborate with FFA, FFA Women's Football Council and the respective State Member Federations Women's Football Standing Committees to progress initiatives within FFA Guideline to (1) create partnerships to provide a supported pathway for female coaches, including a national female coach mentoring/sponsorship program, leading to (2) increased depth and quality of coaching in the future.

FCA is fortunate to have FIFA Women's Football Consultant, Belinda Wilson, heading our committee and the framework for the future FCA/FFA national female mentor program will be a similar template to the FIFA female coach mentor program.

FCA initiated monthly female coach webinars, which have evolved since the inaugural webinar being presented by board member Belinda Wilson. Since then Matildas Assistant coach Mel Andreatta, Joey Peters, Nicola Williams, Graham Harvey and Louise McColl have presented. This highlighted a major positive within our committee given our different strengths in many area. It shone a light on what teamwork is and the undeniable effort all members went to go above and beyond.

Committee members Sarah West, Aish Ravi and Belinda have been the backbone of this project from an operations point of view.

Due to the more open and honest communication, within the female coach only sessions, the initial strategy is to progress with this professional development format.

The current COVID situation has enabled FCA to leverage its leadership brand although it has also been extremely difficult for coaches who have been unable to do what they love – that is coach. The challenges going forward are:

- (1) Creating revenue through corporate and commercial sponsorships especially for the mentor program.
- (2) Increasing the membership base and marketing the value FCA has to Advanced License coaches and community coaches.
- (3) An increased amount of coaches being out of jobs given the current state of the game

**Sustainability for FCA with stable financial revenue streams in a must !**



# Gender Equity & Diversity

Addressing the barriers to achieve equality in recruitment, coach support, conditions, attitude and bias.

Developing a model to support our values of gender equity, diversity and inclusion.

Collaboration with FFA Women's Football Council

Established a Women's Mentorship Program

Facilitating Women's Football Coaches Forum

Achieving gender diversity on the FCA Exco (40% female representation) with Women's Football Subcommittee

Advocating for Women in the full-time, professional coaching roles including W-League and the Women's National Youth Setup (i.e. Junior Matildas and Young Matildas).

Women in coaching roles across National Premier League, National Youth League and A-League. Breaking down the barriers and attitudes towards Women in coaching roles

Supporting female coaches under Member Protection Policy



# Chief Executive Officer Glenn Warry



Throughout its short history Football Coaches Australia (FCA) has sought to build relationships with the key football stakeholders in Australia and internationally in order to achieve its vision.

It has been critically important that all bodies are formally working together for the betterment of the game. It is also vital that there is a sustainable organisation that represents our professional and community coaches, ensuring that coaches are respected as skilled professionals and working in an environment that has a framework and standards which reflect the importance of the role they play.

On behalf of our members, and in support of all football coaches, following acceptance as a FFA qualifying member in November 2018, FCA has maintained a vigilance towards achieving our goals within our three key pillars of Advocacy, Professional Development and Wellbeing.

FCA has sought to recruit and attract committed and talented football coaches, with the required expertise and experience, on our respective committees to ensure we lay the foundations within the key areas required as per the Congress Review Working Group (CRWG) criteria – commitment, governance, transparency, management and compliance.

The FCA Executive Committee and respective Sub Committees have worked extremely hard, particularly during the extremely challenging COVID -19 period, in fulfilling its strategic responsibilities as they have related to its operations.

Our non-member Executives Karen Grega, Nick Rosamilia and Brad Crismale have contributed greatly to the development of all governance structure requirements of our Association.

The outstanding work of FCA's co-founder James Kitching, has ensured that FCA is in a position to provide advocacy and legal support for coaches in Australia and overseas. James's exceptional talent has been rewarded with his appointment as FIFA Director of Regulatory. After two years of supporting the establishment of FCA he assumed his FIFA appointment in January 2020.

The role of consultant Susanah Ng, in representing Australian coaches at FIFA Player Status Committee, has been integral in ensuring that professional coach contracts are respected. FCA Consultant Duncan Tweed has continued to provide Legal counsel services for football coaches in Australia.

Throughout the FY20 period FCA has continued to develop relationships with key stakeholders – FFA, PFA, APFCA and AAFC.

FCA was extremely pleased to recently (August 2020) formalise an agreement with FFA, which will focus on the development and implementation of standard form contracts for coaches engaged by professional Australian football clubs, and the establishment of a national arbitration tribunal to hear employment disputes between coaches and professional Australian football clubs.

Importantly FFA and FCA will also collaborate to deliver aligned technical education and professional development programs for Advance Licence and Community coaches at all levels.

# Chief Executive Officer Glenn Warry

FCA has taken a lead role during the COVID-19 period and demonstrated that FCA is aligned with FFA and Member Federations with the goal to provide 'Community, Connection and Camaraderie' within the coaching network to enable our coaches to perform their role and best promote our great game.

Our ability to deliver professional and community coach development and wellbeing programs, via weekly Advance Licence and Community coach webinars, throughout the COVID-19 period, has allowed on average 1,900 views on Facebook live stream per program, and a total of nearly 40,000 coaches to view the content. The content is also now available on FCA and FFA media platforms, including FCA podcasts for ongoing viewing.

Our ability to lead in the delivery of up to thirty (30) coach professional development programs has been due to the hard work of our Technical & Development and Women's Football Sub committees led respectively by Ian Greener, former head of AFCAT, and Belinda Wilson, FIFA Women's Football Consultant. Our extremely talented Executive Committee member, and Canberra United FC Academy coach Sarah West has worked diligently to enhance FCA's (social) media capabilities.

One of FCA's key priorities, challenges and opportunities is to drive support for female coaches. As outlined in our Vice-President Heather Garriock's report, and within our Gender and Diversity platform, our Women's Football Committee's aim, in partnership with FFA and State Member Federations, is to attack this goal on a number of fronts. We are very fortunate to have Heather and Belinda in their respective football leadership roles heading a FCA member team consisting of Connie Shelby, Joe Montemurro, Aish Ravi, Sarah West and Vicki Linton.

The FCA Women's Football Committee contributed significantly to the FFA Women's Football Council Strategy and will work closely with FFA to deliver a sustainable national mentoring program for Advance Licence and Community football coaches.

During the COVID-19 period FCA was pleased to be able to provide a platform for A-League coaches to have pro-active discussions, and intellectual input, with A-League management regarding decisions that impact on their roles. FCA is also fortunate to be able to have the experience of Executive Committee member Gary Cole representing our body on the National Second Division Working Group to ensure that the collective voice of coaches is heard.

FCA has a dedicated aim to support the development of future State and Metropolitan Regional Football Coach Associations, with Community Coach memberships, to significantly increase the networking, mentoring and local professional development opportunities for coaches. FCA recognises that the challenges for community coaches, and the skills required, are important particularly in the technological world in which we live and play.

We are confident that the commercial partnerships that FCA will forge will enable our organisation to thrive in the future with a national and international reach, via our media platforms and support networks, for the benefit of the professional development and wellbeing of our Australian football coaches.

Finally I wish to thank our ongoing FCA 'active' members who have been prepared to have 'skin in the game' in our formative years.



- Officers Report
- Auditors Independent Declaration
- Statement of Profit or Loss
- Statement of Financial Position
- Notes to Financial Statements
- Statement By Officers
- Independent Auditor's Report

# APPENDIX A FINANCIALS

**Officer's Report**  
**30 June 2020**

The committee members present their financial report on the Incorporated Association for the financial year ended 30 June 2020.

**General information**

Committee members

The names of committee members during the whole of the financial year and up to the date of this report, unless otherwise stated are:

Ian Greener  
Sarah West  
Jamie Harnwell (departed before 27/05/2020)  
Karen Grega  
Bradley Crismale  
Nick Rosamilia  
Heather Garriock (Vice President)  
Belinda Wilson  
Phil Moss (President)  
Gary Cole

**Objectives**

In 2020, the FFA released the "XI Principles" which proposed as fundamental principles for the future growth and development of football in Australia and a stepping-stone towards a united vision for the game. Principle VI recognises the role and importance of coaches in achieving FFAs vision to "Create a strong culture around coach development by emphasising the importance of the role as a skilled position and a vital link in player development'.

**Strategy for achieving the objectives**

The strategy for achieving the objectives of the Association during the financial year were for coaches, through FCA, to closely collaborate with each State Member Federation and the FFA, with the aim to develop a holistic support model for coaches. FCA will continue to leverage our extensive relationships and develop 'best in breed' curriculum to best prepare Advance Licence and Community coaches for their respective roles. Our proposed future operating model will enable us to extend our reach and enhance our value to members across the following services: Advocacy, Professional Development, Well-being and Gender Equity and Diversity.

**Principal activities**

The principal activities of the Association during the financial year were for coaches to promote and strengthen the reputation of football in Australia, and the reputation of Australian football on the world stage.

## Statement of Profit or Loss and Other Comprehensive Income For the Year Ended 30 June 2020

### Statement of Profit or Loss and Other Comprehensive Income For the Year Ended 30 June 2020

	Note	2020 \$	2019 \$
<b>Revenue</b>			
Subscriptions		30,332	23,525
Sales		495	-
Other revenue	1	1,581	11,291
		<u>32,408</u>	<u>34,816</u>
<b>Expenses</b>			
Advertising		(6,190)	(12,937)
Consultants		(14,951)	(11,093)
Audit fees	2	(3,000)	-
Finance costs		(569)	(704)
Other expenses		(4,566)	(7,866)
Subscriptions	3	(8,662)	(116)
		<u>(37,938)</u>	<u>(32,716)</u>
<b>Surplus / (Deficit) before income tax</b>		<b>(5,530)</b>	<b>2,100</b>
Income tax expense		-	-
<b>Surplus / (Deficit) for the year</b>		<b>(5,530)</b>	<b>2,100</b>
<b>Total comprehensive income for the year</b>		<b>(5,530)</b>	<b>2,100</b>

1

In FY20, we noted a decrease of \$9710 (86%) in Other revenue. This was due primarily to COVID-19 where a notable decrease in face to face workshops and provision of complimentary professional development webinars

2

In FY20, we noted an increase in consultant spend of \$3858 (35%) due primarily to provision of advocacy support to members and development of 'best terms & condition' contracts for members

3

In FY20, we noted subscription spend of \$8,662 due primarily to subscription to MyfootballCoach

## Statement of Financial Position As at 30 June 2020

### Statement of Financial Position As At 30 June 2020

	Note	2020 \$	2019 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents		16,672	23,828
<b>TOTAL CURRENT ASSETS</b>		<b>16,672</b>	<b>23,828</b>
<b>NON-CURRENT ASSETS</b>			
<b>TOTAL ASSETS</b>		<b>16,672</b>	<b>23,828</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables		3,000	4,626
<b>TOTAL CURRENT LIABILITIES</b>		<b>3,000</b>	<b>4,626</b>
<b>NON-CURRENT LIABILITIES</b>			
<b>TOTAL LIABILITIES</b>		<b>3,000</b>	<b>4,626</b>
<b>NET ASSETS</b>		<b>13,672</b>	<b>19,202</b>
<b>MEMBERS' FUNDS</b>			
Retained earnings		13,672	19,202
<b>TOTAL MEMBERS' FUNDS</b>		<b>13,672</b>	<b>19,202</b>



## Statement of Cash Flows For the Year Ended 30 June 2020

### Statement of Cash Flows For the Year Ended 30 June 2020

	Note	2020 \$	2019 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>			
Receipts from customers		32,388	34,799
Payments to suppliers and others		(38,995)	(27,386)
Interest received		20	17
Borrowing costs		(569)	(704)
Net cash provided by / (used in) operating activities	7	<u>(7,156)</u>	<u>6,726</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>			
Net cash provided by / (used in) investing activities		-	-
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>			
Net cash provided by/(used in) financing activities		-	-
Net increase / (decrease) in cash and cash equivalents held		(7,156)	6,726
Cash and cash equivalents at beginning of year		<u>23,828</u>	<u>17,102</u>
Cash and cash equivalents at end of financial year	4	<u><u>16,672</u></u>	<u><u>23,828</u></u>

## Statement of Changes in Equity For the Year Ended 30 June 2020

### Statement of Changes in Equity For the Year Ended 30 June 2020

2020	Retained Earnings \$	Total \$
<b>Balance at 1 July 2019</b>	<u>19,202</u>	<u>19,202</u>
Surplus / (Deficit) for the year	(5,530)	(5,530)
<b>Balance at 30 June 2020</b>	<u><u>13,672</u></u>	<u><u>13,672</u></u>
<b>2019</b>		
<b>Balance at 1 July 2018</b>	<u>17,102</u>	<u>17,102</u>
Surplus / (Deficit) for the year	2,100	2,100
<b>Balance at 30 June 2019</b>	<u><u>19,202</u></u>	<u><u>19,202</u></u>

## Statement by Officers


The officers have determined that the Association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 3 to the financial statements.

In the opinion of the officers the financial report as set out on pages 4 to12

1. Presents fairly the financial position of Football Coaches Australia Inc as at 30 June 2020 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that Football Coaches Australia Inc will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the officers and is signed for and on behalf of the officers by:

Committee member .....  
  
Bradley Crismale

Committee member .....  
  
Nick Rosamilia

Dated this ..... 21st ..... day of August 2020



## Independent Auditor's Report To the members of Football Coaches Australia Inc

### Report on the Audit of the Financial Report

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



**Nexia Melbourne Audit Pty Ltd  
Melbourne**

Dated this 21st of August 2020



**Andrew S. Wehrens  
Director**



# APPENDIX B

## FCA STRATEGY AND OBJECTIVES

# FCA Strategic Pillars and Objectives

Vision:

For Coaches, By Coaches - promoting and strengthening the reputation of football in Australia, and the reputation of Australian football on the world stage'

Mission:

Ensure a financially sustainable Association that delivers value to its members across advocacy, professional development and mental health wellbeing support for football coaches

Strategic Pillars

Key objectives

Target Financial Goals

FY20

Secure strategic partnerships and lay foundations of a sustainable business

- Secure e partnerships with service providers
- Provisional Membership as per CRWG criteria
- Progress strategies within FCA/FFA Memorandum of Understanding and FCA/ PFA Memorandum of Understanding
- Secure corporate sponsorships and seek government grants for three (3) years
- Deliver Advocacy, PD, Mental Health and Wellbeing Programs and Research as per Service Level Agreement
- Collaboration with FFA and State MF's - Agreed 'Revalidation' PD programs within FFA Coach Expertise Model and FFA XI Principles (particularly Principle VI 'Create world class environments for coach development')
- Secure required governance support from FIFA and FFA to implement (female coach) Mentor Program

FY21

Leveraging partners, grow reputation of FCA

- Ongoing development of service partner relationships
- Ongoing deliver of Advocacy, Professional Development and Mental Health & Wellbeing Programs as per Service Level Agreement with FFA/ Member Federations
- Progress strategies within FCA/ AIFC Memorandum of Understanding and secure partnerships with other international Coach Associations in Asia and Europe
- Develop Jobs Board platform
- Media and Marketing promotion of programs
- Hold a national coach Mental Health and Wellbeing Conference
- Finalise academic research as per FFA VI Principle including research into Indigenous and CALD Women's Football Coach cohorts

FY22

Sustainable 'not for profit' association

- Ongoing delivery of Advocacy, Professional Development and Mental Health & Wellbeing Programs as per Service Level Agreement with FFA/ Member Federations
- Secure Full Membership status as per CRWG criteria
- Achieving targets for number of female coaches in National teams, W-League and NPL Women's teams – ongoing delivery of (female coach) Mentor Program(s)
- Secure renewals of corporate sponsorships and government grants for future three (3) years
- Secure all other ongoing revenue streams – membership, Jobs board, professional development etc

Secure strategic commercial partnerships with Service Providers  
 Secure corporate sponsorship, government grants (youth wellbeing programs) and university funding (research)  
 Build program capital base to enable greater sustainability and investment  
 Secure required program links with FIFA and FFA regarding funding of mentor programs (providing product for potential sponsorship)  
 Development of a national and international Jobs Board  
 Develop recognisable career pathways for semi-professional and professional football coaches

# Our Roadmap for the next three years (1)

## Status of initiative

- Complete
- In progress
- Not yet due

Strategic Imperatives	Year 1 (FY20)				Year 2 (FY21)				Year 3 (FY22)			
	Q1	-Q2	Q3	Q4	Q1	-Q2	Q3	Q4	Q1	-Q2	Q3	Q4
<b>Professional Standards</b>												
Develop MOU with member associations including FFA, PFA, APFCA, AAFC <span style="float: right;">●</span>												
Develop world leading benchmarks, programs and performance capabilities for coaches <span style="float: right;">●</span>												
Drive a commercially sustainable organisation through establishment of strategic and commercial partnerships for a not-for-profit business <span style="float: right;">●</span>												
Provide career support to assist FCA members obtain the relevant professional licences. <span style="float: right;">●</span>												
Support FFA to align FFA licences with UEFA licence requirements and align FFA programs with those of UEFA requirements <span style="float: right;">●</span>												
<b>Collective Coaches Voice</b>												
Significant website upgrade and enhanced use of social media platforms to drive consistent messages <span style="float: right;">●</span>												
Work with members to develop football business opportunities including FCA Corporate Events and FCA Elite Coach Mentoring program <span style="float: right;">●</span>												
Ensure that FCA gain representation on FFA/ NLWG Standing Committees <span style="float: right;">●</span>												
Become a Provisional / Associate member (leading to full Member) of FFA <span style="float: right;">●</span>												

# Our Roadmap for the next three years (2)

## Status of initiative




- Complete
- In progress
- Not yet due










Strategic Imperatives	Year 1 (FY20)				Year 2 (FY21)				Year 3 (FY22)			
	Q1	-Q2	Q3	Q4	Q1	-Q2	Q3	Q4	Q1	-Q2	Q3	Q4
<b>Legal Advocacy</b>												
Provide pro-active legal advocacy services for professional Australian coaches in Australia and overseas through state, national and international legal representation	<span style="color: yellow;">●</span>											
Provision of standardised coach contract templates, minimum terms & conditions, and respect for coach contracts at all levels	<span style="color: yellow;">●</span>											
Regulate for the implementation of an internal Grievance Arbitration procedure in which coaches have 'equal say'	<span style="color: yellow;">●</span>											
<b>Coach Professional Development</b>												
FFA to recognise Football Coaches Australia as an alliance partner in the delivery of Professional Coach (Advanced) and Community coach PD programs	<span style="color: green;">●</span>											
Work with FFA to perform a national review of FFA Advance Licence & Revalidation delivery model – face to face & online delivery	<span style="color: blue;">●</span>											
Develop and deliver world leading benchmark essential 'soft skill' PD programs – Leadership, Culture, Communication Skills & Mental Agility (recognised for University credit points)	<span style="color: blue;">●</span>											
Develop partnerships with other relevant international coaching Associations in Asia and Europe	<span style="color: yellow;">●</span>											
Provide awareness and access, to all FFA members to the Elite Athlete Friendly University networks	<span style="color: yellow;">●</span>											
Secure FCA membership with 'Leaders in Sport' to provide access to worldwide senior industry leaders and sport coaches	<span style="color: blue;">●</span>											
Deliver subsidised Coach tours to Overseas Football Clubs / Academies / International Coach Association conferences	<span style="color: blue;">●</span>											



# Our Roadmap for the next three years (3)

## Status of initiative

-  Complete
-  In progress
-  Not yet due

Strategic Imperatives	Year 1 (FY20)				Year 2 (FY21)				Year 3 (FY22)			
	Q1	-Q2	Q3	Q4	Q1	-Q2	Q3	Q4	Q1	-Q2	Q3	Q4
<b>Mental Health &amp; Wellbeing</b>												
Provide national network of (psychological) wellbeing services including relationship counselling 												
Assistance to members undergoing transition to ensure the coaches can exploit the transition support services and specialist personnel available 												
Secure university research partner(s) re implementation of elite football coach's development & wellbeing research project(s) 												
Implement world leading well-being support services & systems (independent & confidential psychological counselling, transitional support and financial education) 												
Implement Mental Health workshops / support provided for coaches in need (stress/fatigue/dealing with sacking...) 												
<b>Research and Conferences</b>												
Deliver national football coaching/ player high performance conferences 												
Provide opportunity for members to attend international coach conferences 												
Co-ordinate Coach Education Workshops, in each State, supported by each State federation for coaches of all levels 												
FCA to work with FFA and each State Federation to increase attendance of female coaches at Coach Education Workshops 												

# Coaching support principles for FCA

The below five (5) areas have been defined as the key principles of focus based on coaching working group sessions held nationally in November 2018

1

## Defining the role of the coach

**Clearly defining the role and remit of the coach to ensure that stakeholders are clear and aware of what the role entails. This includes:**

- Agreed 'Revalidation' Professional development programs within FFA Coach Expertise Model and FFA XI Principles (particularly Principle VI 'Create world class environments for coach development')
- Identify the different groups of coaches or coaching roles and their likely support needs
- Delineation and definition of the role of coach vs technical director
- Provide guidance on a job description for Coach and Technical Director and closing the expectation gap
- Drive a positive culture and developing a clear coaching philosophy
- Influence how coaches are remunerated and measured (i.e. focus on the key inputs that drive the right outcomes aligned to the institutions strategy).

2

## Coach PD, Wellbeing and Support

### **Support**

- Develop and deliver world leading benchmark essential 'soft skill' PD programs – Leadership, Culture, Communication Skills & Mental Agility (recognised for University credit points)
- Time Management skills and ability to compartmentalise a coaches life allowing coaches to manage "work life balance" and regain control in their work day
- Financial support in managing scarce resources including budget management
- Support coaches in making investment decisions to thrive outside of football (including superannuation and taxation)
- Contract Management and Legal support for complex, foreign contracts to enable coaches to select the right role

### **Wellbeing**

- Focus on coaches mental wellbeing including national support networks for coaches in their role
- Build skills for transitioning to life beyond coaching

3

### Community, Connection & Camaraderie

- 'One management model' to establish metropolitan and regional coach associations
- Deliver football PD networking events at national team, A-League and W-League
- Provide a strong support network for coaches. This includes national mentor programs to share lessons learnt, and provide guidance for how different coaches handle difficult situations
- Job sharing network and clear progression framework within coach's institution
- Collaboration between different roles across the coaching network to learn from each other and broaden experience
- Development of Jobs Board

4

### Handling difficult situations

#### Dealing with adversity and challenges in the coaching role which include:

- Risk Management strategies
- Team members, players, committee, assistant coaches who challenge you in the role
- Recognising signs in players (e.g. drugs, alcohol, and depression)
- Dealing with negative feedback
- Handling the media, social media and how to use this to a coach's advantage
- Supporting coaches in transition

5

### Stakeholder Management

#### Ability for coaches to manage key stakeholders involved in the management of their club, league, institution and federation. This includes focus on:

- Management & Communication strategies – Players, Board, CEO, Assistant Coaches, Support staff, Media
- Collaboration with a focus on outcomes
- Ability to communicate effectively to drive positive change
- Feedback from stakeholders (players, agents) to drive continuous improvement
- Provide difficult and constructive feedback to ensure that a high performance culture is maintained

# APPENDIX C

## FCA INITIATIVES 2020

# Advance License Coaches' Webinars 2020

## Football Coaches Forums THIS WEEK

TUESDAY, 12 MAY	6-730 PM	Nick Bracks & Lucien Okill: A Conversation - Mental Health & Well-being in the High Performance World.
WEDNESDAY, 13 MAY	630-8 PM	Heather Garriock: Bridging The Gap - It's time to Reset - Preparing players and coaches for the next step from Club to Elite football.
THURSDAY, 14 MAY	6-730 PM	Les Bee and Christopher Adams: Managing Your Player's Behaviour at Training.

#ForCoachesByCoaches



**6PM TONIGHT**  
LIVE ON FACEBOOK

FOOTBALL COACHES FORUM  
**FEATURING**  
GARY VAN EGMOND  
YOUNG SOCCEROOS COACH  
& ADAM BARBERA  
FFA TECHNICAL ANALYST

"Young Socceroos qualifier process & challenges towards Uzbekistan 2020 U-19 Asian Championships."

Listen on Apple Podcasts  
Listen on Podbean

**BRIDGING THE GAP - IT'S TIME TO RESET!**

WITH HEATHER GARRIOCK  
FOOTBALL COACHES AUSTRALIA VICE PRESIDENT

FOOTBALL COACHES AUSTRALIA

**OUT NOW!** COACH PROFESSIONAL DEVELOPMENT PODCAST

EPISODE #7

#ForCoachesByCoaches

FOOTBALL COACHES AUSTRALIA PRESENTS

**Nicola Williams**

WEDNESDAY, 29 JULY 2020  
6:30PM AEST LIVE ON FACEBOOK

Women's Football Sub Committee

"Coaching in Australia, Italy and Trinidad & Tobago - comparing cultures, coach education and pathways."

HOSTED BY:

SARAH WEST  
FCA EXECUTIVE COMMITTEE  
CANNBERRA UNITED ACADEMY

AISH RAVI  
FCA WOMEN'S SUB COMMITTEE  
COBRAS FOOTBALL CLUB

FOOTBALL COACHES AUSTRALIA

COACH PROFESSIONAL DEVELOPMENT PODCAST

EPISODE #7

#BYCOACHESFORCOACHES

'Coaching, Strategy and Survival.'

With Ernie Merrick

MENTAL HEALTH

FOOTBALL COACHES AUSTRALIA

STATE MEMBER FOOTBALL FEDERATION AUSTRALIA

PODCAST OUT NOW | ITUNES | PODBEAN

A CONVERSATION: MENTAL HEALTH & WELLBEING IN THE HIGH PERFORMANCE WORLD

WITH Nick Bracks, Lucien Okill, Dr Mark Jones, Dr Deidre Anderson, Dr Craig Duncan

FOOTBALL COACHES AUSTRALIA

COACH PROFESSIONAL DEVELOPMENT PODCAST



# Community Coaches' Webinars 2020

**NOW AVAILABLE FOR DOWNLOAD!**

**FOOTBALL COACHES AUSTRALIA**

**FOOTBALL FEDERATION AUSTRALIA**

**CAPITAL FOOTBALL**

**Podbean**

**Apple Podcasts**

**#FORCOACHESBYCOACHES**

**A FACILITATED LEARNING MATCH DAY APPROACH FOR COMMUNITY & JUNIOR COACHES'**

**SCOTT O'DONNELL**  
TECHNICAL DIRECTOR  
CAPITAL FOOTBALL

**COACH PROFESSIONAL DEVELOPMENT PODCAST**  
@FCACommunityCoaches

**6PM! TONIGHT LIVE ON FACEBOOK**

**FOOTBALL COACHES AUSTRALIA**

**FOOTBALL COACHES FORUM**

**"Empowering Self-Directed Learning For Junior Players"**

With **Coach Education Manager**

**ALEC WILSON**

**Skill Acquisition..**

**GETTIN 'GIG'GY WITH IT.**  
nah nah nah nah nah nah nah

**TONIGHT 6PM! LIVE ON FACEBOOK**

**FFA YOUTH DEVELOPMENT MANAGERS**  
**DEBBIE FISHER**  
**KEVIN GRIMER**

**FOOTBALL COACHES AUSTRALIA**

**FOOTBALL FEDERATION AUSTRALIA**

**FOOTBALL COACHES FORUM PRESENTS**

**'THE GAME-INTERVENTION-GAME (GIG) METHODOLOGY'**

**FOR COACHES OF PLAYERS 9-12**

**LIVE ON FACEBOOK**

**'MANAGING YOUR PLAYERS' BEHAVIOUR AT TRAINING'**

**WITH Les Bee**  
Former National Community Coach Development Manager

**Chris Adams**  
Coach Developer

**Proudly Presented By**

**FOOTBALL COACHES AUSTRALIA**

**FOOTBALL FEDERATION AUSTRALIA**

**& the State Member Federations**

**GRAHAM HARVEY**  
Assistant Coach  
China U17 Women's National Team

**'PREPARING FOR A MAJOR WOMEN'S INTERNATIONAL TOURNAMENT AND PLAYING AGAINST AUSTRALIA.'**

With Guest Panelists including:

Hosted by:

 <b>Chan Yuen Ting</b> Head Coach China U17 WNT	 <b>Matt Ross</b> Assistant Coach Republic of Korea WNT	 <b>Sarah West</b> Head Coach U17 Canberra United Academy & FCA Exec. Committee	 <b>Aish Ravi</b> Senior Women's Head Coach Caulfield Cobras FC & FCA Women's Football Sub-Committee	 <b>Belinda Wilson</b> Former Coach Australia U17 WNT FIFA Women's Football Consultant & FCA Exec. Committee
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**DEVELOPING A COACHING CULTURE**

**LOUISE MCCOLL**  
**TECHNICAL DIRECTOR**  
BENDIGO AMATEUR SOCCER ASSOCIATION

**PODCAST OUT NOW**

**Episode 13**

**FOOTBALL COACHES AUSTRALIA**

**COACH PROFESSIONAL DEVELOPMENT PODCAST**

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# FCA/ AIFC Memorandum of Understanding 2020

