



2021-23

WACFL STRATEGIC PLAN



OBJECTIVES *To promote, manage, develop and represent country football throughout regional Western Australia.*

VISION *Connecting and enhancing WA communities through our great game.*

THE WACFL FOUR KEY PILLARS

ENGAGEMENT through COMMUNITY

Ensuring the WACFL will be an engaged community enabler

- Through collaboration, core values and objectives will be agreed and implemented by the Leagues leaders.
- Use of WACFL Forums to promote Country football at every opportunity via all available mediums.
- A WACFL Communication Plan will be developed for leagues, clubs and stakeholders.
- Promote and Develop best practice protocols for our leagues and clubs.
- Develop working relationships with other sports (hockey, netball) to get greater alignment from 'all day sport' benefits and potential for the establishment of 'community sporting clubs'.
- Encourage senior community clubs to build a pathway with junior clubs by promoting community values and offering benefits to junior clubs.
- Evaluation process for members on the overall performance of WACFL. To create opportunities for feedback from members.
- Continually review and improve football competitions for country WA in conjunction with all leagues.

HIGH QUALITY FACILITIES

We will enhance country facilities to meet all needs of every player

- Use the WAFC Strategic Facilities plan as a reference point.
- Identify and report opportunities for football infrastructure projects in the regions.
- Liaise with the WAFC to support the implementation of the Strategic Facilities plan.
- Support that all football facilities will be suitable for female and integrated athletes.

FOOTBALL EXCELLENCE

Allowing us to develop people and bring the community together

- Support the establishment and promotion of Female Football competitions in regional centres, and some football pathway options in smaller communities.
- Where possible assist Leagues to expand into youth, female and integrated markets in line with an all-of-football Governance model.
- Assist leagues to develop strategies enabling retention of players and volunteers within the entire WACFL network.
- All stakeholders / delegates to ensure the presentation of a united front for country / community football.
- Support the WAFC to ensure partnerships are formed between WAFL clubs and country stakeholders.

SUSTAINABILITY

Healthy Clubs, Healthy Leagues, Healthy Communities

- Supporting our leagues to ensure sound governance, accountability and strategic focus.
- Create an education-based program for all players, administrators and volunteers.
- Create meaningful development programs that help with regard to club development.
- Build a sustainable economic model by diversifying the current and future revenue models of the WACFL.
- Represent, promote and drive a clear direction of community football to grow participation.
- Regional Governance model that encourages and enhances an all-of-football approach.
- To update the branding of the WACFL to better encapsulate the desired state of one governing body overseeing all of football in regional WA.



KEY RESULT AREAS			
Engagement	High Quality Facilities	Football Excellence	Sustainability
WACFL is recognised as the leading organisation of the delivery of high-quality football services across country WA.	WACFL to actively assist and provide support to all leagues and clubs to identify longer term football facility priorities.	WACFL is a leader and best practice performer across all levels of governance and football operations.	All leagues and clubs have the capacity to independently initiate the development and delivery off all football activities.
Develop partnerships with local service providers that support deliver of relevant WA Football programs.	Work alongside the WAFCL to support the delivery of the Strategic facilities plan in Regional WA.	WACFL to actively assist in providing an environment that enables every football stakeholder to reach their optimum potential.	There are suitable competitions to cater for every player to participate in a game of football.
KEY PERFORMANCE INDICATORS			
Provide a positive, healthy and caring environment for our people to aspire to be the best they can.	WAFCL staff to actively assist all leagues and clubs to identify longer term football facility priorities.	Increase WACFL's corporate governance knowledge, skills, efficiency and accountability.	WACFL to facilitate access to accredited training to participants and community volunteers.
Develop partnerships with local service providers that allow for Sport and Recreation programs to be counted as a recognised activity.	WACFL to advocate for minimum standards for country football facilities and this will be achieved by working closely with WAFCL staff.	WACFL to invest in improving WACFL Board training and capabilities, so as to be confident and competent in their role.	Volunteers have a clear direction and operate smarter, not harder. Encourage new club based volunteers that they are made aware of football systems, rules and regulations.
Support leagues and clubs to develop relevant agreements and partnerships with local councils to support mutually identified outcomes / objectives.	By actively engaging, the focus is to improve relationships with local governments to assist in keeping costs down.	A large majority of league and club delegates (Board, Committee, Volunteers) have access to appropriate training and documentation to support their role and responsibilities.	Through collaboration and core values, objectives from this strategy will be agreed and implemented by the Leagues leaders.
Develop a comprehensive communication strategy that includes the promotion of the positive achievements of all communities and individuals involved in country football.	Through a benchmarking process, facilities are affordable and provide a safe environment.	Through a benchmarking process, make coach and player development a bigger priority of country football.	Develop working relationships with other sports (hockey, netball) to get greater alignment from 'all day sport' benefits and potential for the establishment of 'community sporting clubs'.
Use of WACFL Forums to promote Country football at every opportunity via all available mediums.	By working with the WAFCL, assist in completing lighting audits as required to undertake night football.	Develop Board, Committee, Volunteers retention strategy and succession strategies.	Build a sustainable economic model by diversifying the current and future revenue models of the WACFL.
Provide a positive environment to build equity, Indigenous recognition and gender equality.	Work with WAFCL and clubs to ensure all clubs have access to training standard lights and that match lighting is maximised where there is a need.	Promote and Develop best practice protocols for our leagues and clubs.	Develop a standard sponsorship brochure where all sponsors have clear understanding of what they get in return for their sponsorship.
Create an education-based program that promotes best practice for all players, administrators and volunteers.	Work with WAFCL and clubs to prioritise the conversion of player change rooms and umpire amenities to cater for all gender use where female football is played.	Continually review and improve football competitions for country WA in conjunction with all leagues.	Develop a social media plan where leagues and clubs have a website / facebook landing page so as to provide information on their respective league / club.
Encourage senior community clubs to build a pathway with junior clubs by promoting community values and offering benefits to junior clubs.	Work with WAFCL to undertake a detailed review of country football facilities and identify suitable locations for establishment of regional football hubs.	Support the WAFCL to ensure partnerships are formed between WAFCL clubs and country stakeholders.	
MEASURABLE OUTCOMES			
A comprehensive communication plan is designed and on the WACFL website by March 31st 2021.	50% of facilities where female football is played are suitable for female athletes. (Currently 26%).	100% of WACFL Directors have received governance, compliance, risk management and fiduciary duties training.	At the completion of this two-year strategy, most leagues and clubs have an operational plan focusing on football.
Written agreements are in place with leagues, clubs and service providers across all of country WA these include league funding agreements and local contracts.	A Strategic Facilities Plan for all country football grounds has been completed and 'rolled out'. This includes a monthly update report to the WACFL Board from the WAFCL Facilities Manager.	All league and club delegates (Board, Committee, volunteers) have the opportunity to receive adequate training, so to fully understand their role and responsibilities.	A retention strategy is in place with players, committee members and volunteers retention targets of 75%.
The commencement of a community development approach has been created and 'rolled out'. - Kimberley Football Plan completed by August 2021 and utilized as a template for all regions.	40% of junior or club grounds have minimum standard (50 LUX) lighting. (Currently 31%).	Number of communities that have a club presence does not reduce unless due to unsustainable population levels. Tangible increase in the numbers of players, volunteers, committee people and supporters from the previous year.	One 'all-of-regional-football' Board of Governance, which encapsulates Junior and Senior football, will be in place by the end of this two-year strategy.
More than 50% of leagues attend the annual country football championships.	Maintain as a minimum, current funding support from Local, State and Federal Government (including AFL).	Average winning margin decreases in each of the two (2) years of this strategy.	75% of all leagues and clubs have a sponsorship brochure and an active website / Facebook page 90% have uniforms (minimum polo shirt) for brand recognition of every member.



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