



# Western Region Football League

## Strategic Plan 2015-2018



### Our Vision:

For community football to make a meaningful contribution to a stronger, healthier, inclusive and resilient population in Melbourne's West.

### Our Mission:

Through Football, we will enhance the social, physical and emotional development of our community.

### We Value:

- The contributions of volunteers
- Respect for diversity
- Teamwork and partnerships
- Integrity and sportsmanship
- Commitment and leadership

### Our Operating Environment:

- *An Association of Associations* – WRFL is a not-for-profit, incorporated association constituted to provide administration services and support for its member clubs.
- A diverse range of Councils providing playing and associated facilities.
- Rapidly expanding population in the west and an ageing population in areas supporting some older clubs.
- High proportion of people born overseas with a wide range of background sport cultures and interests.
- Significant pockets of relatively high unemployment, low education levels and lower incomes.
- Lower levels of participation in sports in general, including Football.
- Increasing competition for sponsorship dollars.
- Increasing pressure on volunteers, exacerbated by regulatory compliance requirements and perceived difficulty in attracting commitment from new volunteers.
- Strong competition for participants from other sports particularly soccer.
- Several clubs struggling financially.
- Improving but uneven competition balance

	Objective 1: Club & League Viability	Objective 2: Community Leadership & Culture	Objective 3: Club, Facility & Venue Development	Objective 4: Commercial/Social Enterprise & Embracing Technology	Objective 5: Football Participation / Structure, Balance & Growth
Aims	To support and enhance the governance of the league and member clubs to ensure financial and program viability.	To encourage and support community engagement and relationship initiatives that add social value and support inclusive environments.	To ensure that facility planning and development arrangements meet the needs of existing and planned new member clubs and the league.	To ensure that the WRFL meets appropriate benchmarks of management and service delivery; and supports the information technology needs and capacity of member clubs.	To increase the number and diversity of individuals involved in playing, administering and supporting Australian Football.
Strategies	<ul style="list-style-type: none"> <li>• Continually research our marketplace to develop a sound understanding of club operating environments and challenges in order to inform planning at club and league levels.</li> <li>• Facilitate and deliver focussed training/education programs and resources for club officials.</li> <li>• Establish a "Club Mentoring" program.</li> <li>• Propose and actively investigate the prospect of introducing an entry charge for senior home &amp; away games.</li> <li>• Moderate the level of payments to players.</li> <li>• Achieve a responsible and sustainable net assets position for the Western Region Football League Inc without increasing administration charges to clubs.</li> <li>• Ensure that all WRFL clubs are accredited to the highest possible standards under the AFL Victoria Quality Club and Australian Drug Foundation Good Sports programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional cooperation with football industry, government and community organisations at all levels.</li> <li>• Develop mutually beneficial partnerships with the AFL clubs aligned to promotional zones in the western region of Melbourne.</li> <li>• Establish and maintain partnerships with community organisations having potential to assist in achieving WRFL strategic objectives.</li> <li>• Foster/optimize relationships between league/club personnel and local government Councillors and staff.</li> <li>• Offer scholarship/award programs to the wider community.</li> <li>• Increase female participation in football competition and off-field roles at all levels.</li> <li>• Introduce Cultural Awareness Education courses for league and club administrators and supporters.</li> <li>• Enhance the social value of clubs in their community through development of inclusive and safe football environments practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan and facilitate development of new and existing football facilities across the western region of Melbourne to comply with agreed and documented minimum standards.</li> <li>• Develop a regional umpire training venue at Williams Landing.</li> <li>• In cooperation with local Councils and AFL Victoria, facilitate establishment of new football clubs as opportunities present, particularly in new population growth areas.</li> <li>• Lobby for access to the best possible facilities across the western region for conduct of both Senior and Junior finals events.</li> </ul>	<ul style="list-style-type: none"> <li>• As part of the West &amp; North West Regions Future Directions Project, undertake market research aimed to thoroughly understand the western region market environment and lead to optimum service to member clubs and the Game as a whole.</li> <li>• Develop and promote WRFL brand awareness throughout the western metropolitan region.</li> <li>• Ensure that club personnel have the capacity to maximise the benefits of information technology.</li> <li>• Ensure that WRFL technology systems keep pace with industry developments.</li> <li>• Implement a fully functional, on-line live-scores facility for both Senior and Junior competitions.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase participation numbers across all WRFL football segments.</li> <li>• Develop / attract five (5) additional clubs to senior competition, in order to achieve the ideal number of ten (10) teams in each senior competition Division.</li> <li>• Establish a Club District structure aligning clubs with Auskick Centres and schools.</li> <li>• Achieve formal alignment and close cooperation between all WRFL clubs and at least one Auskick centre.</li> <li>• Ensure that all WRFL clubs engage cooperatively with schools in their designated "Districts" as defined in the Western &amp; North-West Regions Future Directions Strategy.</li> <li>• Investigate the feasibility of increasing competition age levels from Under 18 to Under 19; and from Under 16 to Under 17.</li> <li>• Design and implement a WRFL female strategy and initiatives to grow player participation.</li> <li>• Enhance the quality of coaches through professionally managed coach education courses.</li> </ul>
Success Measures	<ul style="list-style-type: none"> <li>• Reduction in the number of clubs experiencing financial stress.</li> <li>• Improved net assets position for WRFL Inc.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in female team numbers – viable WRFL female competitions.</li> <li>• Increase in female appointments to senior club administration positions.</li> <li>• Increase in number of partnerships with key community organisations.</li> <li>• Strong partnerships and ongoing collaboration with local government Councillors and staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved standard of football facilities across the western region.</li> <li>• Improved access to suitable pre-season training venues for clubs.</li> <li>• Delivery of a regional umpire training venue.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased recognition of WRFL brand across the western region.</li> <li>• Delivery of high-quality programs and administration to member clubs.</li> <li>• Delivery of "state of the art" communications with clubs and the western region community.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased numbers of Senior/Reserves teams.</li> <li>• Increased numbers of Sunday Junior teams.</li> <li>• Increased retention of players, particularly at the older "under-age" levels.</li> </ul>