SA Community Football
Strategic Plan 2011 - 2016

COMMUNITY FOOTBALL

FORWOOD SPORT

Introducing the SA Community Football Strategic Management Framework

More and more nonprofits organisation's are doing strategic planning because they understand that it is a must in today's fast changing environment. There are a number of important benefits including:

- Determination of a clear sense of future direction and focus.
- Improvements in program and service delivery.
- Enhanced marketing efforts.
- Increased volunteering and membership involvement; and,
- More effective fundraising.

Strategic planning usually involves fundamental choices about:

- The mission, goals, or vision your organisation will pursue.
- Whom you will serve.
- The organisation's role in the community.
- The kinds of programming, services, or products you will offer.
- The resources needed to succeed -- people, money, expertise, relationships, facilities, and so forth.
- How you can best combine these resources, programming and relationships to accomplish your organisation's mission.

Community Football is the lifeblood of our great game, with both social and political significance the importance of encouraging participation in sport is paramount.

Our responsibility as administrators is to provide sustainable pathways to growth and encourage participation to ensure the survival of grass roots football at all levels within the communities.

This strategic plan is designed to provide everyone involved with Community Football the tools to guide their club or league to the next level, it is a working document that will form the framework to allow Clubs to share information, set up for success and be the best we possibly can without constraints.

I look forward to joining you on this exciting journey as we strive to achieve football excellence in every aspect of our game.

David Shipway *SA Football Commissioner*
Chairperson – Community Football Board

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1.0 INTRODUCTION

1.1 OVERVIEW - SA COMMUNITY FOOTBALL LEAGUE

The South Australian Community Football League Incorporated operates by way of a Licence Agreement from the South Australian National Football League to administer and promote the business of football to all Leagues below the State League (SANFL) throughout SA. The Affiliated Football Leagues in SA comprise of 25 Regional Leagues and 1 Metropolitan League (The South Australian Amateur Football League).

1.2 A DEDICATED BOARD

A dedicated Community Football Department operates from the SANFL headquarters at AAMI Stadium which works collaboratively with all Community Clubs and Leagues to administer and develop Australian Football in SA. A Community Football Board representing all key stakeholders in metropolitan, country and the SANFL has been appointed by the SA Football Commission with the intention of managing all football below the State League (SANFL Competition) and AFL Competition in SA comprising:

David Shipway (Chairman)

SA Football Commissioner, Company Director B L Shipway & Co

Kym Russell

Chartered Accountant, Former League player Sturt & Norwood

Gino Gapogreco

President SA Amateur Football League & Regional Director, Proprietor Gas Property Services & Maintenance

Jeff Burchell

Previous experienced Administrator from SA Amateur Football League, Company Director Freeman Wauchope Pty Ltd

Peter Lindner

Past President Woomera & Districts Football League, Manager Utilities/Infrastructure BHP Billiton Olympic Dam

Rob Kerin

Long involvement in Crystal Brook & West Adelaide Football Clubs, Former Member of Parliament Frome

Scott Duncan

Scott has had a long involvement in football as a player coach and administrator in various

country clubs and at SANFL level with Port Adelaide Magpies. He is currently the Regional Director for the South East Zone and operates several businesses fro Millicent

David Benson

David has had a long involvement in football administration including roles as President of Blackwood F.C and until this appointment served on the Hills F.L Board. He previously owned Dave Benson Caravans which was major sponsor of Sturt F.C in the SANFL for several years and brings marketing expertise to the Board

Glen Rosser (Secretary)

Previous SANFL General Manager State League Department and CEO Norwood Football Club

1.3   ORGANISATION CHARTS
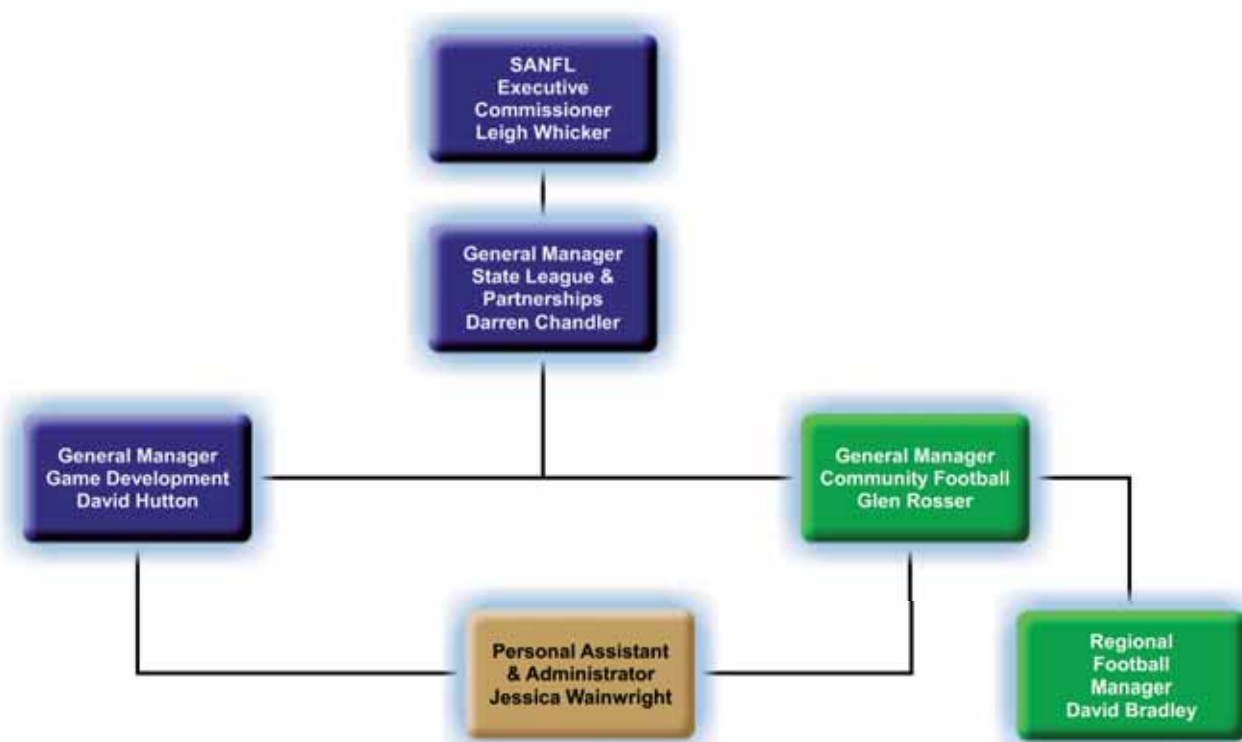
Figure 1: SANFL and Community Football Structure

SANFL Organisation Structure

Figure 2: SANFL Football Structure

1.4   THE FACTS FOR 2009

Affiliated Leagues
25 Regional
1 Metropolitan – SA Amateur Football League

263 Clubs
190 Regional
68 SAAFL
5 SA Women's FL

_____
263 Total

Participants (Juniors and Seniors)
20,200 (metropolitan)
25,300 (regional)

_____
45,500 Total

Umpires
Approximately 350 Umpires officiate in senior regional matches every week (A & B Grade) and approximately100 Umpires officiate in senior metropolitan matches every week

Others
Numerous and many Officials, Sponsors, Volunteers, Supporters are involved.

1.5   ATTENDANCES

The information below represents statistics other than AFL and SANFL Matches:

• The vast majority of all Senior matches in community football are played Saturday afternoon
• The vast majority of Junior matches are played Saturday afternoon in country areas and
• The vast majority of Junior matches in Metropolitan Adelaide are played on Sundays
• Approximately 135 ovals are used each Saturday to accommodate the Senior matches
• Approximately 200—1,600 people attend each senior match
• Therefore approximately 130,000 to 150,000 people attend community football matches in SA on Saturday afternoons every weekend during the season plus stand alone junior matches on Sundays

2.0   STRATEGIC PLAN DEVELOPMENT

2.1   GENESIS

The Strategic Management Framework (SMF) and supporting documentation was developed by a Forwood Sport Director in 1994. The original Management Framework has multiple versions including input matrices with 3, 4, 5, 6, 7, 8, 9 and 10 steps to excellence and a wide range of Key Result Areas (KRA's). All of these versions including their supporting documentation are owned by Forwood Sport Pty Ltd. Forwood Sport has provided written permission for this Strategic Management Framework, and it's supporting documentation to be modified / tailored to meet the specific needs of Community Football SA on the condition that its copyright is respected. Forwood Sport has worked in conjunction with Members of Community Football SA and Forwood Sport to produce this documentation.

2.2   PURPOSE

The purpose of the Strategic Management Framework (SMF) is to provide all levels of Community Football in South Australia with a universal and cohesive Road Map to improving performance in all aspects of the 'game' of football. The SMF acts as an organisational level tool which is applied equally to all Clubs, Leagues and the Community Football Board (CFB).

It is important to note that the Strategic Management Framework (July 2010) is a 'first draft' for Community Football SA and it will need to be reviewed after the end of the 2010 football season. The outcomes of this review process will then be used to fine-tune the content in the official 'Framework' and finalise the whole 5 Year Strategic Plan.

Figure 3: Timeline SMF Review Process

The finalised SMF will enable Community Football SA to progress towards and measurably achieve 'football' excellence.

2.3   SCOPE

The Strategic Management Framework is universal in its application, that is, it applies equally and consistently to the Community Football Board and all Clubs and Leagues in South Australia.

2.4   AIM

The aim of the Strategic Management Framework is to provide each Club, League and the CFB with a clear definitive roadmap to progress towards and measurably achieve excellence in all critical aspects and functions of Community Football. Additionally, the Framework identifies all the expectations and requirements placed upon the Clubs, Leagues and the CFB. The Strategic Management Framework is an integral part of Community Football SA's drive towards continuous improvement and the achievement of sporting best practice.

2.5   OBJECTIVES

As a result of the efficient and effective use of the Strategic Management Framework, Community Football SA will be able to:

- Measure all the Inputs to the Strategic Management Framework and establish a clear direction in all Key Result Areas for football.
- Perform self audit assessments, which enables each Club or League to measure and chart their own progress.
- Develop strategic plans that are aligned with the Community Football Board.
- Set specific improvement goals, which enable each Club and League to significantly improve their performance.
- Increase funding to Community Football SA by presenting the CFB as a professional body that has a clear focus on where it is going and how it intends to improve Community Football in South Australia.
- Improve the overall management and results of Junior Development and Auskick.
- Organise all activities so that macro level systems, programs and requirements are clearly defined.
- Encourage volunteers and members to become more involved in meaningful Club and League activities.
- Aid empowerment processes and develop ownership of strategic plans at all levels of Community Football.
- Implement quality training programs for Umpires, Coaches and Trainers.
- Introduce and sustain succession planning for relevant roles filled by Volunteers.
- Organise administration functions so that duplication of documentation is minimised or eliminated.
- Aid the continuing development of football culture throughout South Australia.
- Establish continuous improvement processes for all Key Result Areas of football.
- Provide a mechanism to facilitate the effective sharing of important information between the Clubs and Leagues.
- Improve relations and develop partnerships with local councils and government departments.
- Increase Community Football Membership throughout South Australia.

2.6   INTEGRATION

The Strategic Management Framework has integrated National Guidelines and Standards as well as Best Practice Models (where applicable). The structure of the 'Framework' incorporates a staged process that ensures information is shared amongst the Clubs and Leagues. This 'sharing' further integrates practices and ideas throughout Community Football SA.

2.7   TECHNICAL AND DIGITAL SUPPORT

The Strategic Management Framework is fully supported by an online Strategic Management System. This online system facilitates the sharing of information amongst the Clubs and Leagues and provides valuable reporting functions. It also provides:

• Measurement and recording of the progress made on Strategic Action Plans
• Analysis of system activity and statistics on the transfer of information
• Measurement and recording of Key Performance Indicators (KPIs)
• Reporting to CFB regarding Performance Criteria
• Live Dashboards
• Examples of Standards of Excellence
• Central single point information source that all Clubs, Leagues and the CFB can access.

Note: The online Strategic Management System has not yet been implemented. Once the SMF has been finalised and officially launched it can be built into applicable Strategic Action Plans.

2.8   CONTEMPORARY MANAGEMENT MODELS

This section provides a brief overview of conceptual theories and models that are actively used in the management of Community Football in South Australia. The first model (Figure 4) looks at five primary disciplines and shows the interrelationship of these disciplines as part of the overall management strategy for Community Football SA. These management disciplines include

1. Strategic Management   2. Risk Management   3. Performance Management

4. Data Management, and   5. Behavioural Management.

Figure 4: Integrated Management Model

Each of the five management disciplines depicted in Figure 4 contains success factors from a wide range of well known management theories and models. The Strategic Management Approach uses multiple theories and models to significantly increase the impact of its approach. Listed below are the primary management models and theories from which learning's have been made and 'interpreted' success factors have been adopted.

- Prochaska and DiClemente's Theory of Staged Behaviour Change (1986)
- Azjen and Fishbein's Theory of Reasoned Action (1975)
- Pareek's Motivational Analysis of Organisations (1987)
- Pfeiffer and Ballew's Experiential Learning Cycle (1988)
- Wood's Matrix Management {Performance Excellence Framework} (1994)
- Katz and Kahn's Congruence Model of Organisational Behaviour (1966)
- Peters and Waterman's In Search of Excellence {Attributes} (1982)
- Nolan and Nolan A Model for Innovation (1987)
- Herzberg's Work and the Nature of Man (1966)
- Wood's Beliefs, Attitudes, Trust and Capability Model (1996)
- Pareek's Twelve Dimensions of Organisational Climate (1987)
- Knowles Andragogy; Principles of Adult Learning (1978)
- Hickman's Mind of a Manager Soul of a Leader Dimensions (1990)

The Reasons behind Multiple Management Theories and Models

The Management Models and Theories described in this section provide an insight into the depth and breadth of management strategies and techniques used by, with and for Community Football South Australia.

At this point in time, you may wonder why there are numerous theories, models, and success factors applied to management of Community Football? There are essentially 5 primary reasons. These are listed below:

1. **There is never a single 'winning' model in the field of management.**

    The application of multiple disciplines as listed in figure 4 warrants multiple approaches. Forwood Sport has identified a wide range of influencing factors from as many models and theories that are relevant to management of these disciplines. These influencing factors providethe best possible avenue to achieving success and enabling the highest 'practical' levels of performance.

2. **Models underpin effective interventions.**

    But only when they are developed and run in consultation with management and the members. If the target group is not actively involved in managing the intervention then it is highly unlikely to survive the long term future.

3. **Flexibility in implementation and a broad understanding of cause and effect is the key.**

    Every intervention needs to be 'tailored' to the group and the environment in which the group operate in order to gain maximum strength and long term value. The intervention also needs the opportunity to evolve as the group matures and develops.

4. **Management is best approached as a craft not a science**

5. **Models are concepts to help us understand behaviours they are not recipes for changing behaviours.**

3.0   COMMUNITY FOOTBALL IN SOUTH AUSTRALIA'S VISION

3.1   CONTEXT

During the Leadership Workshop conducted in May 2009, CFB Members reviewed the current status of Community Football in South Australia and explored opportunities to improve the organisation and management of football. An integral part of this workshop was the development of a 'vision' for Community Football SA.

3.2   THE VISION

The CFB Members recognise that an achievable and inspiring vision is a fundamental requirement of every successful organisation. As a group, the CFB Members created their vision of **'Performance Excellence'.**

This vision of **'Performance Excellence'** has clear and measurable criteria. The criteria can be seen in sections 5 and 6 of this document. Essentially and most importantly, the criteria details five measurable and definitive steps to achieving performance excellence in every aspect of the 'game'. These steps act as a 'Road Map' to success - a 'Road Map' that is universally and uniformly applied to all Clubs, Leagues and the Community Football Board of South Australia.

Below are several images from the Leadership Workshop showing the Community Football Board Members participating in the various exercises.

*Figure 5: Group 1 reviewing the current status of
Community Football SA*

Figure 6: Group 2 reviewing the current status of Community Football SA

Figure 7: Group 1 presenting 'picture' visions

Figure 8: Group 2 presenting 'picture' visions

4.0   THE SYSTEM'S APPROACH TO ORGANISATIONAL MANAGEMENT

The system's approach to organisational management is a method developed by Forwood Safety Pty Ltd (and adopted by Forwood Sport) that enables sporting organisations to gain effective control of macro level factors which impact on performance.

In order to understand how this approach works we shall first look at a basic system. The easiest way to describe what a system is and what it does is to use a diagram.
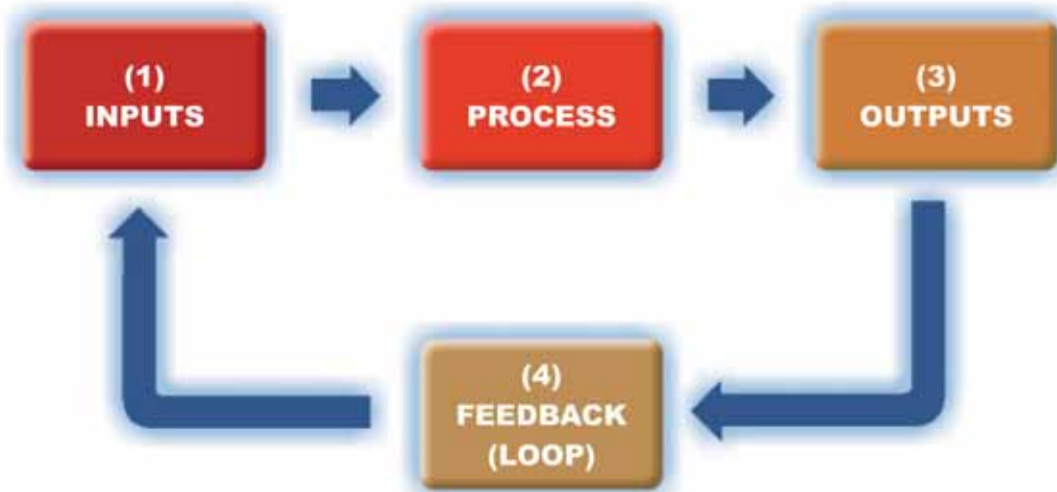

Figure 9: A Basic System

At the most fundamental level, a system is comprised of four basic components. These are:

1. **Inputs**   - all the inputs to the system.
2. **Process**   - all the plans, strategies and activities involved in the system.
3. **Outputs**   - all the results/outcomes from the processing stage in the system.
4. **Feedback** - all the monitoring, controls and check points in the system.

Clearly, if you do not have these four components in place then you do not have a system and you cannot take a system's approach.

"Failure to establish and appropriately structure all system components is a fundamental error made by many Organisations and Institutions when designing and implementing performance management systems. If a system or a system's approach is not properly developed then it will be extremely difficult for an organisation to gain effective control of day to day activities and measurably improve performance".
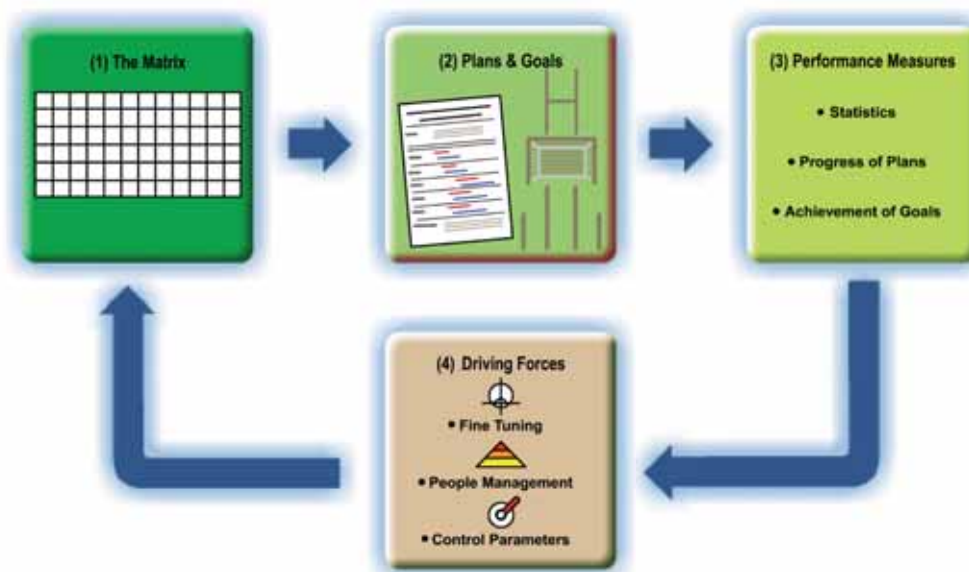
Figure 10: The System 's Approach to Organisational Management

This model highlights several important factors that require explanation.

4.1   The Matrix

The Inputs Matrix needs to address and capture all the inputs that impact on performance in Community Football. If all inputs are not addressed and captured then we can never truly be in control of all aspects of the 'game'.

4.2   Plans and Goals

The Plans and Goals graphic shown in the figure above are an integral part of the processing stage of the systems approach to Organisational Management. Rather than treating plans, goals and all other subordinate processes as separate and individual items, they become an interlinked component of the Inputs Matrix

4.3   Performance Measures

Many Organisations predominantly focus on their budgets to determine success and good performance. The output measures in the Strategic Management Framework, includes budget requirements and information; however, the dominant measure of success is the progress and achievement of the 35 milestones along the road to performance excellence. These 35 milestones include a minimum of 500 positive performance indicators.

4.4   Driving Forces

The Driving Forces in the model include all the checks and balances put in place to monitor and control performance.

5.0 THE STRATEGIC MANAGEMENT FRAMEWORK

The information contained in this section shows what the Strategic Management Framework looks like and explains how to read and effectively use the matrix.

5.1 OVERVIEW OF THE SMF

The Strategic Management Framework consists of four components. These are:

1. Inputs

Inputs to the Strategic Management Framework are the identified Key Result Areas (KRA's) for Community Football SA. The 7 KRA's listed in the Strategic Management Framework are:

KRA 1   Football Leadership and Administration
KRA 2   Finance
KRA 3   Communication and Technology
KRA 4   Grounds, Infrastructure and Facilities
KRA 5   Game Development
KRA 6   Community Citizenship
KRA 7   Risk Management

These INPUTS or KRA's also include 35 sub-elements in the Strategic Management Framework. These can be viewed on the Strategic Management Framework Inputs Matrix.

2. Process

This includes all activities in the Strategic Management Framework; for example, developing and progressing action plans, increasing Club Memberships and successfully implementing and improving the annual Auskick Program.

3. Outputs

This covers all the results or outcomes of the Strategic Management Framework and includes output measures such as:

• Achievement of macro level Performance Measures
• Measurable Progress towards defined 'Excellence'
• Effective completion of Action Plans
• Effective Participation in Partnering Initiatives
• Measurable Involvement and Commitment to strategic planning at all levels of Community Football
• Measurable Involvement and Commitment in all recurring Programs e.g. Auskick
• Achievement of Safety Goals and Milestones
• Reductions in Insurance Claims and Premiums
• Completion of Strategic Plans
• Completion of Critical Training
• Maintaining minimum % of Core Training Requirements for all identified roles
• Measurable Involvement and Commitment in developing the skills and knowledge of Volunteers
• Active involvement and participation in football management and best practice principles
• Increased funding opportunities for Community Football SA.

4.　　　Feedback

The SMF Feedback Loop covers all the monitoring and control functions. The monitoring and control functions include items such as:

- Trend analysis of Key Performance Indicators for each Club, League and the Community Football Board
- Progress of action plans against agreed time-frames
- Achievement of goals and milestones against agreed quality standards at Club, League and Board Level
- Completion of Strategic Safety Plans against agreed quality standards

5.2　　HOW TO READ THE SMF MATRIX

The Strategic Management Framework (SMF) Matrix is read from left to right.

The first cell in the left side is the Key Result area. In total there are 7 Key Result Areas listed down the left hand column. After each KRA is listed, there are 5 cells that make up the rest of each row.

The five cells that make up each row for the KRA's briefly describe the performance goals and improvement steps to achieving excellence in that particular KRA.

A full description of the requirements for each 'cell' can be found in Section 6 of this document. The SMF Matrix can be seen on the next page.

5.3   THE SMF INPUTS MATRIX

KRA's   **FIVE STEPS TO PERFORMANCE EXCELLENCE**

Key Result Areas (KRA)	Level 1	Level 2	Level 3	Level 4	Level 5
Football Leadership & Administration (KRA 1)	Demonstrated Community Football Leadership and Commitment to develop and effectively manage all aspects of "the game" in Community SA	Demonstrate commitment to the progress of strategic plans that have been established by each level of SA Community Football	Active and measurable involvement by all members of Community Football in the achievement of strategic goals	Recognition of robust leadership practices at all levels and the demonstration of SA Community Football to keep up to date with changes in regulations	Community Football in South Australia is recognised by Governing Bodies and Peers as leaders in the development of Football
Finance (KRA 2)	Audit and assess the Financial Governance Systems, Current Operating Methods and Financial Viability of all Clubs, Leagues and CFB	All assessment audits complete and the Financial needs and requirements of all Clubs, Leagues and CFB identified	Each Club has its own Financial control system in place which is supported by the Leagues and the CFB	Strategic 5 year Financial Action Plans are well progressed and actions are over 50% complete	Community Football SA has a sustainable financial operating model is in place that is gaining financial strength year after year
Communication & Technology (KRA 3)	Undertake an Audit of the Clubs and Leagues' Computers (hardware & software), Users, Programs, etc., and determine the best communication methods	Identify and develop user friendly IT programs to improve systems and communication	Implement training and practices for improvement and development of communication networks	Review, analyse, update and implement continuous improvement of communication and information technology requirements	Cross functional IT Platforms are established which provide open and transparent communication at all levels
Grounds, Infrastructure & Facilities (KRA 4)	Identify and assess all grounds, infrastructure and facilities within the Community Football Structure in South Australia	Establish minimum standards for Grounds, Infrastructure and Facilities in accordance with the legislation and SA Community Football expectations	Actively fulfill identified needs to improve Grounds, Infrastructure and Facilities and to accommodate existing and future growth	Clubs have significantly progressed their audit actions and conform to approved standards for Grounds, Infrastructure and Facilities in Community Football in South Australia	All Clubs meet and exceed the standards set by legislation and the Grounds, Infrastructure and Facilities Audit Protocol
Growing the Game (KRA 5)	Encouraging Leagues and Clubs to assist the SANFL Game Development Department review and assess strategies and programs to establish best possible outcomes in line with AFL and SANFL Game Development Objectives	Determine "Game Development" priorities and implement plans to improve the "game" in all areas	"Game Development" priorities have been successfully implemented and all additional action plans are progressing	Review effectiveness of all strategies, programs and plans and implement continuous improvement practices	Future prosperity of football in community SA is clearly defined with active support and collaboration from AFL/SANFL
Community Citizenship (KRA 6)	Develop and establish best practices standards and a code for all Leagues, Clubs, Officials, Players and Spectators	Active development of partnerships and relationships with local government, sporting Clubs, businesses, service Clubs, schools and community groups	Action Plans to implement best practices for "Community Citizenship" are 40% complete for the CFB and all Leagues and Clubs	Action Plans to implement best practices for "Community Citizenship" are 80% complete for the CFB and all Leagues and Clubs	Community Football makes an ongoing, measurable contribution to safety, wellbeing and prosperity in all communities
Risk Management (KRA 7)	Establish and implement a clearly defined Risk Management System that can be utilised by all Leagues and Clubs	Develop a clearly defined risk profile for all Leagues and Clubs	Risk management processes are in place and functional and each League / Club can show their Risk Profile has been lowered	A significant reduction of the Risk Profile has occurred for all League / Clubs and all Action Plans items are complete	Community Football SA risks are recognized as low as reasonably possible and standards of excellence in risk management has been achieved

5.4   SELF ASSESSMENT PROTOCOLS

Information regarding the protocols on performing self assessments are described below. Assistance in performing assessments will be provided by CFB members if necessary.

1.   All formal assessments are to be independently verifiable. This means the Club, League or CFB is able to show written documentation or support material to demonstrate they have achieved e.g. Step 1 in a KRA, if that is what they have determined as result of their self assessment.

2.   All formal assessments must be recorded. The assessment needs to show the specific KRA Criteria (in the SMF Booklet) which has already been met by the Club, League of CFB. At a later stage (if decided by the CFB) an online self assessment tool may be provided.

3.   After the initial self assessment is completed, each Club, League and the CFB is required to colour each cell on the Inputs Matrix (preferably yellow) to indicate their current status (the baseline status prior to commencing the Community Football SA Strategic Plan of July 2010).

      The Inputs Matrix on the following page shows an example of what the matrix may look like after the initial assessment has been completed. The yellow coloured cells indicate the successfully completed requirements for that particular KRA e.g. steps 1 and 2.

5.5 EXAMPLE - SMF INPUTS MATRIX – INITIAL ASSESSMENT

KRA's   **FIVE STEPS TO PERFORMANCE EXCELLENCE**

Key Result Areas (KRA)	Level 1	Level 2	Level 3	Level 4	Level 5
Football Leadership & Administration **(KRA 1)**	Demonstrated Community Football Leadership and Commitment to develop and effectively manage all aspects of "the game" in Community SA	Demonstrate commitment to the progress of strategic plans that have been established by each level of SA Community Football	Active and measurable involvement by all members of Community Football in the achievement of strategic goals	Recognition of robust leadership practices at all levels and the demonstration of SA Community Football to keep up to date with changes in regulations	Community Football in South Australia is recognised by Governing Bodies and Peers as leaders in the development of Football
Finance **(KRA 2)**	Audit and assess the Financial Governance Systems, Current Operating Methods and Financial Viability of all Clubs, Leagues and CFB	All assessment audits complete and the Financial needs and requirements of all Clubs, Leagues and CFB identified	Each Club has its own Financial control system in place which is supported by the Leagues and the CFB	Strategic 5 year Financial Action Plans are well progressed and actions are over 50% complete	Community Football SA has a sustainable financial operating model in place that is gaining financial strength year after year
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Grounds, Infrastructure & Facilities **(KRA 4)**	Identify and assess all grounds, infrastructure and facilities within the Community Football Structure in South Australia	Establish minimum standards for Grounds, Facilities and Infrastructure in accordance with the legislation and SA Community Football expectations	Actively fulfill identified needs to improve Grounds, Infrastructure and Facilities and to accommodate existing and future growth	Clubs have significantly progressed their audit actions and conform to approved standards for Grounds, Infrastructure and Facilities in Community Football in South Australia	All Clubs meet and exceed the standards set by legislation and the Grounds, Infrastructure and Facilities Audit Protocol
Growing the Game **(KRA 5)**	Encouraging Leagues and Clubs to assist the SANFL Game Development Department review and assess strategies and programs to establish best possible outcomes in line with AFL and SANFL Game Development Objectives	Determine "Game Development" priorities and implement plans to improve the "game" in all areas	"Game Development" priorities have been successfully implemented and all additional action plans are progressing	Review effectiveness of all strategies, programs and plans and implement continuous improvement practices	Future prosperity of football in community SA is clearly defined with active support and collaboration from AFL/SANFL
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5.6   THE SMF STRATEGIC FOCUS

The strategic focus part of the Strategic Management Framework is also displayed using the Inputs Matrix. After a self assessment has been completed the Club, League or CFB can clearly see (on one sheet of paper) there current position. From this assessment, it is easy to determine what needs to happen next.

Each Club, League and the CFB then discuss and decide (with their members) the strategic direction for the next twelve months. This is represented by the green colour coded boxes that are shown on the Inputs Matrix.

An example of an Inputs Matrix showing the strategic focus for the next twelve months can be seen on the following page.

With the self assessment complete and the outline of the strategic focus determined each Club, League or the CFB is now in a position to develop a comprehensive strategic plan.

5.7   EXAMPLE - CSMF – STRATEGIC FOCUS

KRA's   **FIVE STEPS TO PERFORMANCE EXCELLENCE**

Key Result Areas (KRA)	Level 1	Level 2	Level 3	Level 4	Level 5
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Finance (KRA 2)	Audit and assess the Financial Governance Systems, Current Operating Methods and Financial Viability of all Clubs, Leagues and CFB	All assessment audits complete and the Financial needs and requirements of all Clubs, Leagues and CFB identified	Each Club has its own Financial control system in place which is supported by the Leagues and the CFB	Strategic 5 year Financial Action Plans are well progressed and actions are over 50% complete	Community Football SA has a sustainable financial operating model is in place that is gaining financial strength year after year
Communication & Technology (KRA 3)	Undertake an Audit of the Clubs and Leagues' Computers (hardware & software), Users, Programs, etc., and determine the best communication methods	Identify and develop user friendly IT programs to improve systems and communication	Implement training and practices for improvement and development of communication networks	Review, analyse, update and implement continuous improvement of communication and information technology requirements	Cross functional IT Platforms are established which provide open and transparent communication at all levels
Grounds, Infrastructure & Facilities (KRA 4)	Identify and assess all grounds, infrastructure and facilities within the Community Football Structure in South Australia	Establish minimum standards for Grounds, Facilities and Infrastructure in accordance with the legislation and SA Community Football expectations	Actively fulfill identified needs to improve Grounds, Infrastructure and Facilities and to accommodate existing and future growth	Clubs have significantly progressed their audit actions and conform to approved standards for Grounds, Infrastructure and Facilities in Community Football in South Australia	All Clubs meet and exceed the standards set by legislation and the Grounds, Infrastructure and Facilities Audit Protocol
Growing the Game (KRA 5)	Encouraging Leagues and Clubs to assist the SANFL Game Development Department review and assess strategies and programs to establish best possible outcomes in line with AFL and SANFL Game Development Objectives	Determine "Game Development" priorities and implement plans to improve the "game" in all areas	"Game Development" priorities have been successfully implemented and all additional action plans are progressing	Review effectiveness of all strategies, programs and plans and implement continuous improvement practices	Future prosperity of football in community SA is clearly defined with active support and collaboration from AFL/SANFL
Community Citizenship (KRA 6)	Develop and establish best practices standards and a code for all Leagues, Clubs, Officials, Players and Spectators	Active development of partnerships and relationships with local government, sporting Clubs, businesses, service Clubs, schools and community groups	Action Plans to implement best practices for "Community Citizenship" are 40% complete for the CFB and all Leagues and Clubs	Action Plans to implement best practices for "Community Citizenship" are 80% complete for the CFB and all Leagues and Clubs	Community Football makes an ongoing, measurable contribution to safety, wellbeing and prosperity in all communities
Risk Management (KRA 7)	Establish and implement a clearly defined Risk Management System that can be utilised by all Leagues and Clubs	Develop a clearly defined risk profile for all Leagues and Clubs	Risk management processes are in place and functional and each League / Club can show their Risk Profile has been lowered	A significant reduction of the Risk Profile has occurred for all League / Clubs and all Action Plans items are complete	Community Football SA risks are recognized as low as reasonably possible and standards of excellence in risk management has been achieved

5.8   BENEFITS OF THE STRATEGIC MANAGEMENT FRAMEWORK

There are a large range of benefits that can be gained from the effective implementation of the Strategic Management Framework. Benefits that were raised, reviewed or discussed by the participants who attended the series of Facilitated Workshops in 2009 include:

- Global representation of all performance requirements on one sheet of paper (the inputs matrix).
- Global representation of exactly where each Club, League and the CFB is positioned in regards to the SMF criteria and exactly what will be strategically planned over the next 12 months.
- Clarifies all expectations from the Community Football Board.
- Demonstrates a cooperative partnership at all levels of Community Football.
- Shows the common goals and ensures that all Clubs and Leagues are being measured equally and consistently.
- Enables clear communication of all requirements, standards and expectations.
- Encourages the development of a better business structure at all levels of Community Football.
- Gives confidence to the Clubs and Leagues - they now know exactly what they need to do this year, next year and the year after that. The SMF provides guidance and direction and offers support from the CFB.
- Empowers the Clubs and Leagues as a group to achieve more.
- Has a flow on effect to other Clubs and Leagues - measurably improves standards.
- Changes mindsets and people's thinking about the way strategic plans are developed, implemented, measured and monitored.
- Allows Clubs and Leagues to truly lead.
- Provides a consistent approach for all levels of Community Football SA.
- Effectively identifies barriers to improving performance.
- Provides valuable tools and strategies to improve the overall planning function.
- Provides clarity. Lets each Club, League and the CFB clearly know where they are and where they are going.
- Lifts team spirits; people are helping each other.
- Clarifies all expectations - eliminates confusion.
- Provides a clear road map forward - this structure will help us to get to where we want to be - removes moving targets
- Creates opportunities to save money by each Club and League to share information and become more efficient in what they do.
- Promotes a culture of continuous improvement and goes one step better by measuring the continuous improvement that is actually occurring.
- Builds better relationships and provides common goals.
- Provides more scope to identify improvement opportunities
- Removes fears and barriers.
- Regardless of the size, each Club and League uses the same measures to strive towards and achieve performance excellence.

Participants in the First Strategic Planning Workshop held 21st November 2009
(from left to right)

Figure 11: Group 1 - Chris Leahy, David Bradley, Tony Pagnet, David Shipway, Ken Mclean

Figure 12: Group 2 - David Sedunary, Bill Brown, Ellis Burchell,
Peter Lindner, Garry Macphie

Figure 13: Group 3 - Mark Shadiac, Scott Duncan, Graeme Wandel, Stephen Campbell

Figure 14: Group 4 - Gino Capogreco, Gordon Tonkin, Peter Mitchell, Rob Kerin

Participants warming up for the Group Visionary Exercise

Figure 15

Figure 16

Participants in the Second Strategic Planning Workshop held 28th November 2009 (from left to right)

Figure 17: Group 5 - Andrew Taheny, David Shipway, Brad Haylock, Len Warren

Figure 18: Group 6- Neil Martinson, Craig Warman, Glen Rosser, Craig Oliphant

Figure 19: Group 7- Kym Russell, Warren Ploenges, Owen Lamshed, Ian Perryman

Figure 20: Group 8 - Kevin Curran, Alan Suter, Todd Thorne, Peter Lindner

6.0 SMF INPUTS MATRIX CELL DESCRIPTIONS

KRA 1 FOOTBALL LEADERSHIP AND ADMINISTRATION

1.1   **Demonstrated Community Football Leadership and Commitment to develop and effectively manage all aspects of "the game" in Community SA**

In order to achieve the above status, SA Community Football must meet the following criteria:

Leadership and Strategic Direction (CFB)

1.1.1   The South Australian Community Football Board has implemented a Strategic Management Framework (SMF) 2011 to 2016 which clearly describes the roadmap to achieving excellence in each 'defined' Key Result Area

1.1.2   The CFB has ensured that key personnel at the League and Club levels have had the opportunity to 'input' into the Strategic Management Framework 2011 to 2016 to ensure that it is representative of the needs of all levels and divisions of Community Football in South Australia

1.1.3   The Strategic Management Framework clearly provides the criteria and structure of all Action Plans that are to be strategically implemented at Board, League and Club level

1.1.4   Community Football Board Members each have a clearly developed role in the Strategic Management Framework and their workload, input and contributions can be independently measured

1.1.5   CFB has developed, communicated and implemented a clear vision for each "Game Development" area listed below for next 5 years:

• Junior Development and Auskick
• Umpires, Coaches and Trainers Development Program
• Volunteer Management and Success Planning
• Membership Management and Development
• Code of Conduct Standards and Behaviour Management
• Competition Management, Organisation and Forecasting
• Sponsorship Opportunities, Management and Marketing
• Tribunal Management Practices and Protocols

1.1.6   The CFB has developed a clear and concise constitution

1.1.7   The constitution has been distributed to all Leagues and Clubs in South Australia and is available on web sites and at head office

1.1.8   The CFB has developed a set of SA Community Football values and a Vision

1.1.9   The SA Community Football Vision and Values have been communicated to the Leagues and Clubs and are displayed on the SA Community Football Web Site

1.1.10 The CFB have established a set of rules and regulations which have been sent to all Leagues and Clubs

1.1.11   The set of rules and regulations can be easily accessed via the Internet by any person involved with Community Football in South Australia

1.1.12   The CFB has developed a set of Key Performance indicators (KPIs) in conjunction with the Leagues that clearly defines the weekly reporting requirements to be performed by the Leagues (within South Australia) during the football season

1.1.13   The CFB has developed a set of Key Performance Indicators (KPIs) in conjunction with the Clubs that clearly defines the weekly reporting requirements to be performed by the Clubs (within South Australia) during the football season

1.1.14   The CFB provide the necessary web based tools to enable the Leagues and Clubs to report on the status of their weekly KPIs

1.1.15   The CFB provide the necessary web based tools to enable the Leagues and Clubs to report on their progress and status of their strategic plans

1.1.16   The CFB provide online support and assistance that enables the Leagues and Clubs to download documentation and standards that assist in the achievement of high standards of governance

1.1.17   Accountability and Responsibility Statements are developed and included into position descriptions for all CFB members

1.1.18   Systems are in place to identify all applicable laws, regulations, approvals, licenses, permits, codes of practice, standards relevant to Community Football in South Australia

1.1.19   A system is in place to ensure all legal requirements and document control issues are recorded and reviewed on a regular basis

1.1.20   An audit has been developed to ensure compliance with the relevant parts of the following regulations:

   • Laws of Australian Football
   • Community Football Rules and Regulations

1.1.21   The CFB has developed and documented a "Change Management Process" for modifying or updating rules, laws and critical documentation

1.1.22   The CFB has initiated the development of an electronic administrative package that has the ability to communicate with other platforms and automatically share data. This "package" will improve efficiencies with the League and Club Administration e.g. posting minutes and agendas

1.1.23   The CFB has initiated a Recruitment Program to encourage administrators and volunteers to accept positions

1.1.24   The CFB has initiated a project analysis to determine the training needs of all administrators and volunteers in the football community

Measurable Commitment (CFB)

1.1.25 Community Football Board Members have clearly defined tasks which are recorded in the Action Plans that are implemented to develop Community Football in South Australia

1.1.26 Community Football Board Members demonstrate completion of workload, tasks and projects associated with the role of CFB governance

1.1.27 The CFB identifies suitable resources to provide support to the Strategic Management Framework and the goals of the CFB

1.1.28 The CFB formally recognises the progress and efforts of all Clubs and Leagues and provides feedback regularly to the members that form Community Football

1.1.29 The CFB organizes and arranges specialist advice when required and access is made available to all applicable South Australia Football Leagues and Clubs

1.1.30 The CFB maintains the "rules" and "regulations" which have been established and sent to all Leagues and Clubs and ensures that controlled versions are kept up to date

1.1.31 The CFB ensures that the "rules" and "regulations" can be easily accessed by any person involved with Community Football in South Australia and a record is kept regarding the versions held by each League and Club

Leadership and Strategic Direction (League)

1.1.32 The League Executive Committee (President, Secretary and Treasurer) effectively communicate the purpose, function and requirements of the Community Football Strategic Management Framework to all the League Committee Officials

1.1.33 All Leagues and League Committee Officials in SA Community Football formally commit to adopt and follow the Community Football Boards Strategic Management Framework (our framework to success)

1.1.34 The League Committee Members discuss and collectively decide on the strategic direction they are going to take using the SMF

1.1.35 The League Committee Officials commence and complete Action Plans as defined in the Strategic Management Framework Booklet

1.1.36 The League Committee Officials commence and complete weekly KPI requirements as defined in the Strategic Management Framework Booklet

1.1.37 Each League Committee provides a report to the CFB (on an annual basis) describing the progress made on the SMF Action Plans and the League KPIs Measurable Commitment (Leagues)

1.1.38 Each League Committee has an Action Plan/s that clearly define the tasks which are being conducted by individuals to improve Community Football in South Australia

1.1.39 Each League Committee demonstrates the completion of workload, tasks and projects associated with the Strategic Action Plans

Leadership and Strategic Direction (Clubs)

1.1.40 The Club Executive Committee (President, Secretary and Treasurer) effectively communicate the purpose, function and requirements of the Community Football Strategic Management Framework to all the Club Committee Members

1.1.41 All Clubs and Club Committee Members in SA Community Football formally commit to adopt and follow the Community Football Boards Strategic Management Framework (our framework to success)

1.1.42 The Club Committee Members discuss and collectively decide on the strategic direction they are going to take using the SMF

1.1.43 The Club Committee Members commence and complete Action Plans as defined in the Strategic Management Framework Booklet

1.1.44 The Club Committee Members commence and complete weekly KPI requirements as defined in the Strategic Management Framework Booklet

1.1.45 Each Club Committee provides a report to the CFB (on an annual basis) describing the progress made on the SMF Action Plans and the League KPIs

Measurable Commitment (Clubs)

1.1.46 Each Club Committee has an Action Plan/s that clearly define the tasks which are being conducted by individuals to improve Community Football in South Australia

1.1.47 Each Club Committee demonstrates the completion of workload, tasks and projects associated with the Strategic Action Plans

1.2   Demonstrate commitment to the progress of strategic plans that have been established by each level of SA Community Football

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 1.1, plus the items stated below:

Strategic Planning and Progress (CFB)

1.2.1   The Community Football Board has reviewed the SMF and decided on the strategic goals for Community Football in South Australia (completely annually)

1.2.2   All goals established by the CFB (including the goals detailed in the CFB Action Plans) are Specific, Measurable, Achievable, Realistic and Timely (SMART)

1.2.3   The Community Football Board has communicated these goals with the Leagues and the Clubs and requested all Leagues and Clubs to align their own goals and targets respectively (based on available resources)

1.2.4   The Community Football Board has identified and developed the necessary Action Plans (yearly schedule) at the CFB Level that will measurably improve critical aspects of Community Football in South Australia

Strategic Planning and Progress (Leagues)

1.2.5   Each League has reviewed the strategic direction provided by the CFB and reviewed the SMF. Each League has decided upon their own strategic goals (that are aligned with the CFB and have written their strategic goals into a summary document to be communicated to all League personnel

1.2.6   Each League has identified and developed the necessary Action Plans (yearly schedule) to measurably improve critical aspects of Community Football within their circle of influence and within their areas of responsibility

1.2.7   All goals established by each League (including the goals detailed in the League's Action Plans) are Specific, Measurable, Achievable, Realistic and Timely (SMART)

Strategic Planning and Progress (Clubs)

1.2.8   Each Club has reviewed the strategic direction provided by the CFB and the respective League. Each Club has reviewed the SMF. Each League has decided upon their own strategic goals (that are aligned with the CFB) and have written their strategic goals into a summary document to be communicated to all League personnel

1.2.9   Each Club has identified and developed the necessary Action Plans (yearly schedule) to measurably improve critical aspects of Community Football within their circle of influence and within their areas of responsibility

1.2.10   All goals established by each Club (including the goals detailed in the League's Action Plans) are Specific, Measurable, Achievable, Realistic and Timely (SMART)

Communication and Awareness

1.2.11   The CFB Strategic Framework and how it is intended to work, has been clearly communicated to all Leagues, Clubs and Club Administrators

1.2.12   Availability of the strategic framework and the associated self audit tools are available to all members of Community Football in South Australia via the SA Community Football Web Site

1.2.13   Progress of Action Plans (and the SMF) is regularly reviewed by the local league and the Community Football Board

1.2.14   A basic understanding of the Strategic Management Framework is understood by 100% of Football Club Administrators

1.2.15   The CFB Vision and Values have been distributed and displayed in all league headquarter rooms

1.2.16   A President or elected representative from the league regularly touches base with their Clubs and champions the "framework" process

1.2.17   The president or elected representative of the league mentors, guides and assists the Clubs within that league to progress through the various levels of the "framework"

1.2.18   Demonstrated involvement by the League executive in all club strategic plans is evident and verifiable

1.2.19   The League is aware of the status of all Strategic Plans developed by the Clubs (within that league)

1.2.20   Leagues are aware of the responsibilities to assist Clubs within their Leagues and can clearly demonstrate that assistance is being provided through completed tasks in the Club Action Plans

1.2.21   All Club Committees are to have clearly defined accountabilities and responsibilities for managing and progressing the SMF and associated Action Plans

1.2.22   All persons involved in football administration fully understand the SMF and promote it throughout Community Football in South Australia

1.2.23   League executives organise adequate resources to support the strategic goals of the CFB and the initiatives detailed within specific Action Plans

1.2.24   Training and awareness sessions about the SMF have been provided to all Leagues and Clubs within Community Football in South Australia. Training and awareness sessions are run as and when required

1.2.25   A compliance audit has been developed by the CFB that has the ability to identify all the requirements applicable to Football and applicable regulations that apply to all Clubs

1.2.26   The CFB has developed and implemented a set of KPI's to ensure match statistics, meetings and action plans are kept and monitored

1.2.27   The CFB has developed and implemented Systems that ensure all CFB documents are controlled

1.3   Active and measurable involvement by all members of Community Football in the achievement of strategic goals

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA's 1.1 and 1.2 plus the items stated below:

1.3.1   The CFB achieves annual strategic goals that are established

1.3.2   The CFB performs the necessary Training and awareness sessions regarding the SMF for all Leagues and Clubs within Community Football in South Australia. The need for this training is revisited on an annual basis and training requirements determined and fulfilled

1.3.3   The CFB conducts (or organises) the compliance audit on all applicable regulations that apply to the Leagues and Clubs and assists where neccasary

1.3.4   The CFB can demonstrate that all controlled documents are up to date and are available to members of SA Community Football

1.3.5   The strategic approach taken by the CFB (annually) clearly shows how potential is being maximized for Community Football in South Australia

1.3.6   Club involvement and participation is evident and recorded, for example, attendance at Strategic Planning Meetings, attendance at AGM's, etc.

1.3.7   Club Committee members are actively involved in the development of their strategic plan and all Committee members have at least one action item recorded (annually) in the relevant Club Action Plans

1.3.8   The development and implementation of the Club Level Strategic Plan is a component in each Club Executives Position Description

1.3.9   Individual KPI's have been developed and implemented to assist administrators to keep track of match statistics, meetings and Action Plan progress

1.3.10 Each Club has nominated champions for the Strategic Plan

1.3.11 Feedback from the strategic plan is collected and acted on by the CFB

1.3.12 All relevant training for anyone involved in football is completed within a suitable timeframe and this is verified by the Club Executive Committees

1.3.13 Completion of 50% of the actions arising from the compliance of regulations gap analysis has been achieved by each Club

1.3.14 Clubs monitor new rules, regulations, and codes of practice that may be introduced via items such as subscriptions, newsletters, notifications, etc.

1.3.15 The CFB develops a free online Volunteer "signup" that simplifies grassroots volunteering for Community Football SA

1.3.16 A compliance audit has been conducted on all applicable football regulations and requirements that apply to all Clubs

1.3.17 A gap analysis has been conducted on all football Clubs as a result of the compliance audit

1.3.18 An action plan has been developed that prioritises all the gaps from the compliance audit

1.3.19 The action plan that has been developed to fulfill the requirements of the compliance audit has accountabilities, responsibilities and timeframes set to achieve each of the tasks set out in the action plan

1.3.20 The results of each compliance audit conducted is independently verifiable

1.3.21 As part of each League's Strategic Plan there is a component on developing relationships with local government

1.3.22 As part of each Club's Strategic Plan there is a component on developing relationships with local government

1.3.23 As part of each League's Strategic Plan there is a component on building local partnerships

1.3.24 As part of each Club's Strategic Plan there is a component on building local partnerships

1.3.25 The CFB can clearly show where they intend to be (using the SMF) on completion of the 5 year Strategic Plan.This intention and estimate of where they will be must be reviewed annually

1.3.26 Each League can clearly show where they intend to be (using the SMF) on completion of the 5 year Strategic Plan.This intention and estimate of where they will be must be reviewed annually

1.3.27 Each Club can clearly show where they intend to be (using the SMF) on completion of the 5 year Strategic Plan.This intention and estimate of where they will be must be reviewed annually

1.4   Recognition of robust leadership practices at all levels and the demonstration of SA Community Football to keep up to date with changes in regulations

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA's 1.1 to 1.3 plus the items stated below:

1.4.1   The CFB consistently meets all KPIs for a minimum of one entire football season

1.4.2   Each League consistently meets all KPIs for a minimum of one entire football season

1.4.3   Each Club consistently meets all KPIs for a minimum of one entire football season

1.4.4   Internal evaluation by Community Football Board for Strategic Development is undertaken

1.4.5   Regular reviews of all strategic plans are being undertaken and measurable progress can be seen

1.4.6   SA Community Football is recognised by governance bodies as a leader in strategic development

1.4.7   Club to club, league to league review program in place to ensure maximum information sharing

1.4.8   All Clubs comply with 100% of the actions arising from the compliance of regulations gap analysis

1.4.9   Governing bodies monitor new regulations and rules and introduce these for trial prior to governing body adoption

1.4.10 The development of a sub-committee from CFB nominated representatives as part of the Government community engagement board

1.5 **Community Football in South Australia is recognised by Governing Bodies and Peers as leaders in the development of Football**

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA's 1.1 to 1.4 plus the items stated below:

1.5.1   The CFB consistently meets all KPIs for a minimum of three football seasons

1.5.2   Each League consistently meets all KPIs for a minimum of three football seasons

1.5.3   Each Club consistently meets all KPIs for a minimum of three football seasons

1.5.4   AFL Benchmarking exercise recognise the 'Community Football South Australia' as the leader in Community Football in Australia

1.5.5   SANFL Benchmarking recognise the CFB as the leader in strategic development of Community Football

1.5.6   State peers recognise South Australia Community Football development as leading practice

1.5.7   External recognition from Government or other bodies of Community Football as leaders in sporting management and development

1.5.8   External audits show top quartile compliance to strategic plan

KRA 2 FINANCE

2.1   Audit and assess the Financial Governance Systems, Current Operating Methods and Financial Viability of all Clubs, Leagues and CFB

In order to achieve the above status, The Community Football Board must meet the following criteria:

2.1.1   CFB has prepared a professional and auditable "Community Football SA Budget". This budget is prepared on an annual basis

2.1.2   CFB has prepared a Strategic 5 year "Community Football SA Budget".

2.1.3   CFB has prepared discreet financial goals (annually) for Community Football in South Australia and these goals are communicated to all Leagues and Clubs

2.1.4   CFB annual "Community Football SA Budget" includes the financial requirements for the applicable Affiliation Fees

2.1.5   CFB annual "Community Football SA Budget" includes the financial requirements for the applicable Programs Levy

2.1.6   CFB annual "Community Football SA Budget" includes the financial details for SANFL Contributions

2.1.7   CFB annual "Community Football SA Budget" includes funding details from Government sources, AFL & SANFL for all Training and Development

2.1.8   CFB annual "Community Football SA Budget" includes funding details for Administrators/ Coaches/Sports Trainers and Volunteers

2.1.9   CFB annual "Community Football SA Budget" includes funding details for Junior Development

2.1.10 CFB annual "Community Football SA Budget" includes details of all grants

2.1.11 CFB has appointed an "Auditor" to certify end of year financial statements

2.1.12 CFB produce an annual budget to ensure funding is available for CFB initiatives, activities and programs

2.1.13 CFB has developed a financial corporate (Community Football) governance model which has been disseminated to all Leagues and Clubs

2.1.14 CFB has developed and issued a timetable to all Leagues and Clubs that clearly describes annual reporting requirements regarding the financial status of each League

2.1.15 CFB has developed a system to manage petty cash and ensure expenditure is recorded and receipts retained

2.1.16 Each League has implemented the CFB system to manage petty cash and record expenditure and retain receipts

2.1.17 Each Club has implemented the CFB system to manage petty cash and record expenditure and retain receipts

2.1.18 CFB has developed and implemented a policy that requires all Leagues, Clubs (and the CFB) to hold financial records for 5 years. This policy has been distributed and effectively communicated to all Leagues and Clubs

2.1.19 CFB has developed an education program for all treasurers of Football Clubs to enhance capability. Alternatively the CFB may organise suitable training for Treasurers and make this training available as appropriate

2.1.20 The role of the treasurer is clearly defined in each League and Club and a job description exists detailing all the treasurers duties

2.1.21 Each League has appropriate documentation in place to maintain membership records and receipt of payments

2.1.22 Each Club has an insurance policy to cover risks associated with club assets, burglary, business interruption and fire. Each Club must also have JLT Sport Insurance

2.1.23 CFB has a documented payroll system (either electronic or hard copy) that covers any payments to Board Members

2.1.24 Each League has a documented payroll system (either electronic or hard copy) for paid employees of the League

2.1.25 Each Club has a documented payroll system (either electronic or hard copy) for paid employees of the Club

2.1.26 CFB has an appropriate Workcover policy in place to cover all paid employees of the Community Football Board

2.1.27 Each League has appropriate Workcover policies in place to cover any paid employees

2.1.28 Each Club has appropriate Workcover policies in place to cover any paid employees

2.1.29 Each Club treasurer is familiar with annual and quarterly reporting requirements with respect to GST and complies with all taxation stipulations including Business Activity Statements (BAS)

2.1.30 Each League meets the necessary requirements to provide superannuation payments to employees

2.1.31 Each Club meets the necessary requirements to provide superannuation payments to employees

2.1.32 CFB has established a Review Committee with appropriate representation from League and

Club levels to review and assist in the implementation of Community Football Financial requirements

2.1.33 CFB has an Strategic 5 year Action Plan in place to meet the specified financial requirements

2.1.34 Each League has an Strategic 5 year Action Plan in place to meet the specified financial requirements

2.1.35 Each Club has an Strategic 5 year Action Plan in place to meet the specified financial requirements

2.2   All assessment audits complete and the Financial needs and requirements of all Clubs, Leagues and CFB identified

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 2.1, plus the items stated below:

2.2.1   CFB has produced a financial checklist to enable an audit of all Levels of Community Football (Budget/Actuals)

2.2.2   CFB has disseminated documentation that clearly defines the requirements of Pay as you go (PAYG) taxes

2.2.3   Each Club completes an audit to identify the funding requirements of junior football on an annual basis

2.2.4   CFB develops and makes available a central file system for all AGM financial reports. This central filing system is used and valued by those who use it

2.2.5   CFB has developed a central list of established financial communication contacts at all levels of Community Football and these contacts details are available through the Community Football Web Site

2.2.6   CFB develops a system which prioritises the allocation of available funding dollars

2.2.7   CFB develops / makes available a Financial Template that is provided to each League and each Community Football Club to ensure consistency of financial reporting

2.2.8   Each League uses an appropriate system to ensure all protocols for budget versus actual reporting are being followed

2.2.9   Each Club uses an appropriate system to ensure all protocols for budget versus actual reporting are being followed

2.2.10 CFB provides to all Leagues and Clubs a set of financial procedures that are in line with financial auditor requirements

2.2.11 Each League conducts a gap analysis to identify the Leagues financial capability (for each season) taking into account the goals that are planned to be achieved through the Strategic Action Plans

2.2.12 Each Club conducts a gap analysis to identify the Clubs financial capability (for each season) taking into account the goals that are planned to be achieved through the Strategic Action Plans

2.2.13 A clearly defined management system is in place for all junior development funding from AFL and other sources

2.2.14 All clubs have been issued with a budget template to help develop budgets

2.2.15 Each League Treasurer has conducted a periodic check of actual v budget on the League Financials

2.2.16 Each Club Treasurer has conducted a periodic check of actual v budget on the Club Financials

2.2.17 Each League involves League Officials in the development of the annual League Budgets

2.2.18 Each Club involves Club Members in the development of the annual Club Budgets and presents at the relavent Annual General Meeting

2.2.19 CFB has produced a document that clearly explains the Purchasing Policy to be applied across Community Football South Australia

2.3   Each Club has its own Financial control system in place which is supported by the Leagues and the CFB

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 2.1and 2.2 plus the items stated below:

2.3.1   Each Club has received and implemented the generic financial package that includes financial audit process for all levels of Community Football in South Australia and reporting protocols for budget v actual reporting have been commissioned

2.3.2   CFB has produced a calendar that clearly shows the dates for any funding opportunity (and associated deadlines). This calendar is produced annually

2.3.3   CFB has developed simplified CFB strategic plan overview for marketing purposes. The simplified Strategic Plan includes pictorials and symbols and is used to attract extra funding

2.3.4   CFB has organized a sub-committee for treasurers to recommend any possible improvements for Community Football financial management practices (CFB member to chair)

2.3.5   The "Treasurers" sub-committee is working and in place with appropriate representation from the Leagues and Clubs

2.3.6   CFB has explored options available to "pool" funds and park them in an account that provides them with a higher return on investment. These options are provided to the Leagues and Clubs so suitable decisions can be made

2.3.7   Each League has processes and succession plans in place to ensure financial records are maintained

2.3.8   Each Club has processes and succession plans in place to ensure financial records are maintained

2.3.9   CFB has developed and implemented a system to manage and distribute all funds raised as a result of SANFL/AFL development grants (formally transfer fees)

2.3.10 CFB produces an annual 12 month financial forecast as part of its financial responsibilities

2.3.11 Each League produces an annual 12 month financial forecast as part of its financial responsibilities

2.3.12 The CFB and each League and Club review expenditure priorities within their annual budget

2.3.13 The Action Plans for the CFB, the Leagues and each Club have a section that states the initiatives required to achieve the "identified" financial goals

2.3.14 All Community Football Members have a common financial year that runs from November 1st to October 31st

2.3.15 The Action Plans for the CFB, the Leagues and each Club   clearly describe growth options (Investment Opportunities)

2.3.16 CFB has produced a document that clearly explains the Expenditure Policy of Community Football SA. This Policy sets limits to what CFB and Officials are entitled to spend

2.3.17 CFB has produced and disseminated standard documentation for all Clubs to use for funding submissions

2.4   Strategic 5 year Financial Action Plans are well progressed and actions are over 50% complete

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 2.1 to 2.3 plus the items stated below:

2.4.1   CFB Strategic 5 year (2011-2016) Financial Action Plan is at least 50% complete

2.4.2   Each League has their Strategic 5 year (2011-2016)Financial Action Plan at least 50% complete

2.4.3   Each Club has their Strategic 5 year (2011-2016)Financial Action Plan at least 50% complete

2.4.4   All actions in the specific Action Plan that is developed as a result of the Audit are completed by the CFB and each League and Club

2.4.5   Each League has an electronic system in place to ensure membership fees reminders are sent to members a month prior to being due

2.4.6   Each Club has an electronic system in place to ensure membership fees reminders are sent to members a month prior to being due

2.4.7   Each League has a Junior Football Financial Action Plan developed with actions to address any financial shortfalls

2.4.8   CFB has developed and implemented a communication system to share cost saving initiatives to all Leagues/Clubs/CFB/Members

2.4.9   The Strategic 5 year Financial Action Plan developed by each level of Community Football is submitted to the next up body (e.g.: club to submit to league, league to submit to directors, directors to submit to CFB, CFB to submit to SANFL)

2.4.10 A Due Diligence Audit is conducted to ensure good consistent financial management in all Leagues and Clubs

2.4.11 A specific Action Plan is developed by the CFB and each League and Club that has had an Audit completed

2.4.12 CFB has developed a set of guidelines to seek non-traditional revenue sources at all levels and these guidelines are communicated to all Clubs and Leagues within SA Community Football

2.4.13 CFB has implemented a depreciation model that operates to ensure assets are costed correctly on the accounting books, this means that as assets depreciate, the amount charged is set aside for future replacement of that asset

2.4.14 CFB and each League and Club has a system in place that holds employees records (in detail) for a minimum 10 years

2.5   Community Football SA has a sustainable financial operating model in place that is gaining financial strength year after year

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 2.1 to 2.4 plus the items stated below:

2.5.1   A proportion of investment money is invested in the Community Football Board Investment Fund (CFBIF)

2.5.2   All Leagues and Clubs have a system in place that minimises the need for handling cash at all levels

2.5.3   CFB has a 5 year rolling financial Forecast in place

2.5.4   Each League has a 5 year rolling financial Forecast in place

2.5.5   Each Club has a 5 year rolling financial Forecast in place

2.5.6   CFB has completed 100% of their Action Plan

2.5.7   Each League has completed 100% of their Action Plan

2.5.8   Each Club has complete 100% of their Action Plan

2.5.9   Another board member is competent with the duties of the treasurer and are able to perform all the reporting requirements of the GST and completion of BAS statements

2.5.10   All Annual budgets produced at all levels of Community Football report Budget verses Forecast variance for the year is less than 10%

2.5.11   There are multiple sponsorship arrangements in place with a written commitment of at least 3 years duration

2.5.12   CFB has implemented a reporting structure which allows all Community Football Clubs, Leagues and the CFB to view all Club / League budgets

2.5.13   Community Football South Australia is financially profitable and all Leagues and Clubs share in its financially robust position

KRA 3 COMMUNICATION AND TECHNOLOGY

3.1   Undertake an Audit of the Clubs and Leagues' Computers (hardware & software), Users, Programs, etc., and determine the best communication methods

In order to achieve the above status, Community Football must meet the following criteria that are listed under the headings of:

• Communication & Technology Needs Analysis
• Footy Web Program
• Quality Documents System

Communication & Technology Needs Analysis

3.1.1   A digital survey has been completed by each League and Club to capture and record the following information:

• Computer access for each Club/League (including dedicated Club/League owned computers and access via non-Club/League owned computers)
• Software loaded onto Club/League owned computers
• Internet access (Broadband, etc.)
• Competencies (ability of Club/League personnel to use selected computer hardware and software)
• Collect Details for Key Club/League personnel (and preferred means of communication)

Note: This digital survey is a once off exercise however after this event each League and Club is required to communicate any changes or needs as they arise to the CFB

3.1.2   CFB create and implement a suitable platform upon which online surveys and appropriate central point communication can be provided

3.1.3   CFB set up the digital survey online and establish data reporting capabilities to extract relevant information in a range of different formats and fields

3.1.4   CFB communicate online survey to all members and establish a Communication & Technology needs analysis 'roll out' plan

3.1.5   CFB implement the Communication & Technology needs analysis 'roll out' plan and generate a report to show exact Communication & Technology needs of the Clubs/Leagues

3.1.6   CFB create Key Contact Zone on the Communication & Technology platform and enable all members to update their details on the 'live' system

3.1.7   Each League completes the online survey and clearly establishes their Communication & Technology status (and needs)

3.1.8   Each Club completes the online survey and clearly establishes their Communication & Technology status (and needs)

3.1.9   The CFB provides the ability to update key contacts on the Community Football Web Site

3.1.10   Each League has their key personnel update their details in the key contacts list

3.1.11   Each Club has their key personnel update their details in the key contacts list

Footy Web Program

3.1.12   CFB provide Footy Web Program to all Leagues and Clubs

3.1.13   CFB have up to date records on the following:

- Who has been provided with the Footy Web program (dates, when, etc…)
- Assistance provided
- Registration details
- Activity (implementation phase, full users, etc..)

3.1.14   CFB establishes Footy Web Administrator and provides phone & computer access to League and Club's Key Personnel to request support and assistance

3.1.15   CFB Footy Administrator demonstrates every League and Club has been contacted (as necessary) to register for Footy Web

3.1.16   Demonstrate that Clubs affiliated with the Community Football League have registered for Footy Web

3.1.17   All Clubs have registered for Footy Web

Quality Management Documents

3.1.18   CFB provides access to the Constitution, Regulations, Policies, Procedures, Stationary Documents, etc. on the platform

3.1.19   CFB has the ability to track and record who downloads SANFL Documentation and consequently can identify who requires updates and latest versions

3.1.20   CFB have a Quality Document System in place to manage updates and releases of all critical documentation

3.1.21   CFB organizes and develops an interactive tour of the Community Football Website and makes it available for Key Personnel

3.1.22   All Leagues acknowledge they have obtained a copy of the Constitution, Regulations, Policies, Procedures and Stationary Documents

3.1.23   All Clubs acknowledge they have obtained a copy of the Constitution, Regulations, Policies, Procedures, and Stationary Documents

3.1.24   All League Key Personnel (from Key contact Zone) indicate they have completed the interactive tour of the Community Football Web Site

3.1.25   All Club Key Personnel (From Key Contact Zone) indicate they have completed the interactive tour of the Community Football Web Site.

3.2   Identify and develop user friendly IT programs to improve systems and communication

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 3.1, plus the items stated below:

3.2.1   CFB collate all information from the online Communication & Technology Needs Analysis completed by the Leagues and Clubs

3.2.2   CFB prioritise the Communication & Technology needs of all Leagues and Clubs

3.2.3   CFB develop an Action Plan to address the Communication & Technology needs of the Leagues and Clubs

3.2.4   CFB to establish a deal with hardware and accessories suppliers to ensure uniform provision of computer equipment

3.2.5   Each League has access to a laptop and wireless broadband and appropriate software support

3.2.6   Each Club has access to a laptop and wireless broadband and appropriate software support

3.2.7   CFB to establish a deal with a suitable Broadband carrier and ensure the best rates for the Clubs and Leagues

3.2.8   CFB to develop a program to train Club and League Members in applicable information technology requirements

3.2.9   CFB to develop an interactive training package to ensure all Leagues and Clubs are aware of Footy Web capabilities

3.2.10 Each League has a nominated and designated Footy Web Champion

3.2.11 Each Club has a nominated and designated Footy Web Champion

3.2.12 Each League has an Action Plan developed that shows how it is going to upload all required documentation and history into Footy Web

3.2.13 Each Club has an Action Plan developed that shows how it is going to upload all required documentation and history into Footy Web

3.2.14 Each League has an Action Plan developed to address requirements beyond Footy Web

3.2.15 Each Club has an Action Plan developed to address requirements beyond Footy Web

3.2.16 CFB further develops Website for Community Football and provides online management tools to aid efficiencies in strategic planning for all Leagues and Clubs

3.2.17 CFB develops newsletter/community football paper

3.2.18 CFB develops applicable training packages regarding Communication and Technology for all key volunteers, coaches, umpires

3.2.19 Each League maintains up to date details for their key personnel via the online key contacts list

3.2.20 Each Club maintains up to date details for their key personnel via the online key contacts list

3.3 Implement training and practices for improvement and development of communication networks

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 3.1and 3.2 plus the items stated below:

3.3.1 CFB develops an Action Plan to 'roll out' Footy Web to all Leagues

3.3.2 CFB develops an Education Package to train volunteers/users in Footy Web

3.3.3 Each League monitors it's Clubs to ensure they are accurately updating Footy Web after each round

3.3.4 Each League has uploaded at least 30% of their history onto Footy Web

3.3.5 Each Club has uploaded at least 30% of their history onto Footy Web

3.3.6 CFB develops a cross-platform website to enable integration of Footy Web and tracking and recording of downloads e.g. constitution, rules and regulations

3.3.7 Each League collates email addresses, phone numbers and contact details for all members. Each League lists the best communication method for each member

3.3.8 Each Club collates email addresses, phone numbers and contact details for all members. Each Club lists the best communication method for each member

3.3.9 CFB to develop and implement interactive football forum for the Community Football Web Site

3.4 Review, analyse, update and implement continuous improvement of communication and information technology requirements

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 3.1 to 3.3 plus the items stated below:

3.4.1 Communicate web address to enable all parties interested in Community Football to join forums

3.4.2 Each League has uploaded at least 60% of their history onto Footy Web

3.4.3 Each Club has uploaded at least 60% of their history onto Footy Web

3.4.4 Footy Web feedback and suggestions are submitted to Community Football Manager

3.4.5 CFB promote the Web Site to wider community

3.5 Cross functional IT Platforms are established which provide open and transparent communication at all levels

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 3.1 to 3.4 plus the items stated below:

3.5.1 CFB has implemented cross functional IT Platforms which enable different IT Programs to share information as well as the ability to track and record which football information is being shared across these platforms by members of SA Community Football

3.5.2 Each League has uploaded all their history onto Footy Web

3.5.3 Each Club has uploaded all their history onto Footy Web

3.5.4 Footy Web and associated programs are operational across all Affiliated Leagues and Clubs and updated as required

3.5.5 All Leagues and Clubs are downloading and using Community Football stationery

KRA 4 GROUNDS, INFRASTRUCTURE & FACILITIES

4.1   Identify and assess all grounds, infrastructure and facilities within the Community Football Structure in South Australia

In order to achieve the above status, SA Community Football must meet the following criteria:

4.1.1   CFB to develop Listing of all Grounds, Infrastructure, and Facilities for each club

- Coaches Boxes
- Canteens
- Change Rooms, Medical Rooms, Umpires Rooms
- Provision for Females
- Time Keepers Facilities
- Scoreboard
- Viewing, grandstand, and protected facilities
- Licensed Premises
- Toilet Facilities
- Ground Security
- Perimeter & Oval
- Goalposts
- Wheelchair access
- Lights
- Parking
- Water Resource capabilities

4.1.2   Each Club has completed a documented condition survey on Grounds Infrastructure and Facilities to approved rating system. This condition survey is completed annually

4.1.3   CFB has compiled a list showing the multiple users of Grounds, Infrastructure and Facilities. This list is available on the Community Football Web Site

4.1.4   Each Club has documented records showing ownership of all grounds, Infrastructure and Facilities in their district

4.1.5   Each Club has Operating and Capital expenditure records for all Grounds, Infrastructure & Facilities held in a spreadsheet or database

4.1.6   CFB has compiled an ownership register for all facilities used by Clubs in South Australia

4.1.7   Each Club has reviewed and updated the ownership register for all facilities as required. This is completed annually

4.1.8   CFB has developed an approved method for the valuation of all individual Grounds, Facilities and Infrastructure (which can be used for funding requests and assessments)

4.1.9   Each Club has projected growth table developed for the next 5 – 10 years

4.1.10 CFB has developed a competency training matrix for all maintainers and operators of Grounds, Infrastructure and Facilities

4.2　Establish minimum standards for Grounds, Infrastructure and Facilities in accordance with the legislation and SA Community Football expectations

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 4.1, plus the items stated below:

4.2.1　CFB has developed an approved rating system to assess each ground using the same criteria

4.2.2　Each Club has conducted an audit on the Grounds, Infrastructure and Facilities that they are responsible for

4.2.3　Each Club has identified the gaps between the minimum standards established by the AFL and the existing condition of Grounds, Infrastructure and Facilities

4.2.4　Each Club has conducted an audit on the training requirements of people who are maintaining Grounds, Infrastructure and Facilities

4.2.5　Gaps identified from the audit on the training requirements are documented and there is a plan developed to provide the necessary skills and education to maintainers

4.2.6　Each Club has documentation that lists all the maintenance and operating costs of all grounds, infrastructure and facilities used by Community Football Clubs, including cost share arrangements

4.2.7　Each Club has documentation that describes potential growth areas. This documentation is reviewed annually by each Club and it details the GIF considerations that need to be addressed in order to accommodate the projected growth

4.3　Actively fulfill identified needs to improve Grounds, Infrastructure and Facilities and to accommodate existing and future growth

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 4.1 and 4.2 plus the items stated below:

4.3.1　Each Club has an annual action plan with detailed tasks and timelines in place to develop potential growth areas identified within their respective Grounds, Infrastructure and Facilities

4.3.2　Each Club has a projected 5 year plan to develop Grounds, Infrastructure and facilities into the future

4.3.3　Each Club has a system in place to ensure maintainers of facilities are trained and competent in areas where they are providing services

4.3.4　CFB provide assistance, support and resources to assist Clubs that are struggling financially to maintain Grounds, Infrastructure and Facilities

4.3.5　CFB provide documentation to assist Clubs with their training needs

4.3.6　A Club sub-committee exists for GIF to bring strategic issues to the table for resolution and escalation

4.3.7   There is a priority spending list for all GIF that is recommended by the sub committee

4.3.8   There is a Sub Committee of the CFB to develop a strategic GIF plan from for all levels of Community Football

4.3.9   Council/Government communication strategies are developed and enable strong communication between Football and Local Councils via the Local Government Association (LGA) to allow sourcing of Local, State & Federal funds

4.3.10 There is a priority rating for items that meet the guidelines to obtain letters of support from the CFB to support applications for funding in line with priorities

4.3.11 CFB has developed a list of recommended service providers from all football sponsors in all areas

4.3.12 Each Club has completed at least 25% of all actions from any GIF Audits

4.4   All Clubs have significantly progressed their audit actions and conform to approved standards   for Grounds, Infrastructure and Facilities in Community Football in South Australia

        In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 4.1 to 4.3 plus the items stated below:

4.4.1   Each Club has targeted the areas for improvement as described in the GIF Audit/s and expenditure has resulted in the anticipated outcomes

4.4.2   Council/Government communication strategies are resulting in funds being received from Local Government Bodies

4.4.3   CFB has developed a standard process to help Clubs relate to Local Council and Government bodies when discussing GIF and other funding opportunities

4.4.4   CFB has facilitated the development of a Electricity/Water cost sponsorship/cost saving program

4.4.5   All Clubs have access to the assessment criteria for Club funding priorities

4.4.6   CFB has established a forum to share information about Grounds, Infrastructure and Facilities between all Clubs

4.4.7   CFB has established a program to train young people in trades related to Grounds, Infrastructure and Facilities

4.4.8   Each Club has a projected 10 year plan to develop Grounds, Infrastructure and facilities into the future

4.4.9   Each Club has completed at least 70% of all actions from any GIF Audits

4.5   All Clubs meet and exceed the standards set by legislation and the Grounds, Infrastructure and Facilities Audit Protocol

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 4.1 to 4.4 plus the items stated below:

4.5.1   Each Club has completed all of the actions from the GIF Audits

4.5.2   Each Club can measurably demonstrate they meet and exceed all legislative requirements in regards to Grounds, Infrastructure and Facilities

4.5.3   The forum that has been set up to share information about Grounds, Infrastructure and Facilities between all Clubs is functional and used by the majority of GIF Sub Committee Members

4.5.4   The program the CFB has established to train young people in trades related to Grounds, Infrastructure and Facilities is in place, functional and working well

4.5.5   CFB has created a profile that shows projected growth of all Clubs over the next 10 years and the development requirements for all associated Grounds, Infrastructure and Facilities

KRA 5 GROWING THE GAME

5.1 **Encouraging Leagues and Clubs to assist SANFL Game Development Department review and assess strategies and programs to establish the best possible outcomes in line with AFL and SANFL Game Development objectives.**

In order to achieve this position the SA Community Football Leagues and Clubs must adopt the following AFL criteria based on a philosophy of "National Objectives – Local Solutions"

Objective 1 – Participation

To Develop and support appropriate pathways for all segments from AFL Auskick to open age that maximise participation

Objective 2 – Community

To motivate volunteers, umpires, coaches and sports trainers for all levels of Australian football to promote quality environments

Objective 3 – Talent & Second Tier

To develop the talented player pathway and enhance second tier competitions to capture and develop talented players

Objective 4 – Facilities

To collaborate on facility development for the community football network of leagues and clubs

Objective 5 – Indigenous

To utilise Australian football as a vehicle to promote education and health initiatives, particularly in Indigenous and multicultural communities

Objective 6 – Fans

To build the relationship with community players, coaches, umpires and volunteers to develop them as fans of the AFL Competition and AFL Clubs

For the game to grow, it is critical that all League's and Clubs embrace these strategies and programs.

Junior Development and Auskick

5.1.1 CFB has developed a system to capture and record all Junior Participation in Community Football Activities

5.1.2 CFB has a list of current programs which includes the resources and equipment to successfully execute these programs

5.1.3 CFB has in place proformas and stationery which detail all resources that are used to support and fund Junior Development Activities

5.1.4   CFB has developed the ability to record and report all Junior Development funding and all Junior Development activities to all Leagues and Clubs

5.1.5   Auskick is established as a professional stand alone "program" with dates, timelines, locations, resources and responsibilities clearly defined each year

5.1.6   CFB has developed a set of guidelines that describe the recommended process on how Community Football is to liaise with schools on football and game development

5.1.7   CFB has developed a list of all football related programs and activities that are run in association with schools and this information is available through the Community Football Web Site

Umpires, Coaches and Trainers Development Program

5.1.8   An assessment of all existing development programs for umpires, coaches and trainers has been conducted by the CFB to determine all the good practices and initiatives that are currently in place

5.1.9   CFB researches good practices throughout other Football Associations and analyses the existing good practices and initiatives from Community Football South Australia then develops a Best Practice Development Program for Umpires, Coaches and Trainers relevant and specific to the needs of Community Football SA

5.1.10   A position description exists for Umpire Development Officers to cover Community Football Leagues

5.1.11   A position description exists for Umpires performing duties at Club level games. This includes position descriptions for umpires, boundary umpires and goal umpires

5.1.12   A position description exists for the role of League and Club "Coach"

5.1.13   A position description exists for the role of League and Club "Official"

5.1.14   A position description exists for the role of League and Club "Trainer"

5.1.15   Each League in consultation with its clubs, has an annual Action Plan in place to attract, train and motivate umpires, coaches, officials and trainers

5.1.16   Each Club has an annual Action Plan in place to attract, train and motivate umpires, coaches, officials and trainers

Volunteer Management and Succession Planning

5.1.17   CFB has conducted an assessment of all existing plans to attract, recruit and train volunteers to determine all the good practices and initiatives that are currently in place

5.1.18   CFB researches good practices throughout other Football Associations and analyses the existing good practices and initiatives from Community Football South Australia then develops a set of guidelines to assist Leagues and Clubs to attract, train and motivate volunteers in Community Football in SA

5.1.19 CFB provides access to the "Guidelines" via the Community Football Web Site

5.1.20 CFB offers tools, resources, ideas (initiatives) and support to the Leagues and Clubs to assist the Leagues and Clubs to attract, train and motivate volunteers

5.1.21 Each League develops an annual Action Plan to attract, train and motivate all volunteers

5.1.22 Each Club develops an annual Action Plan to attract, train and motivate all volunteers

Membership Management and Development

5.1.23 All leagues and clubs in SA are using Footy Web system as a player management tool

5.1.24 CFB maintain and advises a centralized list of all League and Club Key contacts

5.1.25 Each League reviews the online key contacts lists and updates information as it occurs or at least yearly

5.1.26 Each Club reviews the online key contacts lists and updates information as it occurs or at least yearly

5.1.27 CFB has developed a membership recruitment strategy to encourage more members to join Clubs

5.1.28 CFB makes the membership recruitment strategy available to all Leagues and Clubs via the SACFL website

Code of Conduct Standards and Behaviour Management

5.1.29 A minimum Code of Conduct expectation exists for SANFL Clubs in relation to zone commitments

5.1.30 A representative sub-committee review and produce a Code of Conduct specific for Community Football South Australia. The sub-committee has representation from Leagues, Clubs, zones, CFB and SANFL

5.1.31 A representative sub-committee review and produce a set of Behaviour Management Standards. The sub-committee has representation from Leagues, Clubs, zones, CFB and SANFL

Competition Management, Organisation and Forecasting

5.1.32 CFB has developed a documented system to manage, organize and plan all aspects of the Competition in Community Football South Australia

5.1.33 CFB has developed Action Plans to fulfill task requirements that enable the documented system above to be produced

5.1.34 Local Leagues support and proactively participate in competition design

5.1.35 There is a process in place to display the League ladder, best players and goal scorers each week

5.1.36 The Community Football Logo is promoted as part of ground signage at Community Football games

5.1.37 Each League has conducted an annual audit in line with their compliance to the Laws of Australian Football and Community Football Rules and Regulations

5.1.38 Each Club has conducted an annual audit in line with the requirements of the Laws of Australian Football

5.1.39 CFB has reviewed the audits conducted by all Leagues and Clubs and have responded appropriately

Sponsorship Opportunities, Management and Marketing

5.1.40 Each League has a plan developed to expand and improve the level of sponsorship (each season / year)

5.1.41 Each League has a timetable showing the fund raising activities that will be performed throughout the year

5.1.42 Each Club has a plan developed to expand and improve the level of sponsorship (each season / year)

5.1.43 Each Club has a timetable showing the fund raising activities that will be performed throughout the year

5.2 **Determine "Game Development" priorities and implement plans to improve the "game" in all areas**

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 5.1, plus the items stated below:

Junior Development and Auskick

5.2.1 CFB has made available information and statistics on Junior Participation in Community Football Activities through the Web Site

5.2.2 CFB has in place proformas and stationery which detail all resources that are used to support and fund Junior Development Activities

5.2.3 Junior Development funding and activities are communicated on a quarterly basis to all Leagues and Clubs through an appropriate report

5.2.4 Auskick Programs occur as planned and dates, timelines, responsibilities, etc., are met (each season / year)

5.2.5   CFB have developed a clear pathway from Junior Football to Senior Football starting with Auskick

5.2.6   CFB clearly communicate the pathway from Junior Football to Senior Football and make appropriate documentation available through the Community Football Web Site

5.2.7   Each League has in place an Action Plan to successfully implement the Auskick Program each season. This 'plan' demonstrates that Auskick is owned and supported by the respective League. The 'plan' also clearly defines the equipment and resources that are needed to successfully implement the Auskick Program

5.2.8   Each Club (as appropriate) has in place an Action Plan to successfully implement the Auskick Program each season. This 'plan' demonstrates that Auskick is owned and supported by the respective Club. The 'plan' also clearly defines the equipment and resources that are needed to successfully implement the Auskick Program

5.2.9   Schools are identified to run the Auskick Program. Each school where the Auskick Program is being conducted (each season) has in place an Action Plan to successfully implement the program. The 'program' is facilitated by an appropriate Community Football person and the 'plan' demonstrates that Auskick is owned and supported by the respective School. The 'plan' also clearly defines the equipment and resources that are needed to successfully implement the Auskick Program

5.2.10   The provision of funding for junior development is advised by SANFL Game Development department or by the CFB

5.2.11   A SANFL Junior Review Committee is appointed by SANFL Game Development department to develop relationships with clubs and schools

5.2.12   The SANFL Junior Review Committee communicates regularly with clubs and schools

5.2.13   Each Club and League has a School Participation Program in place and functioning

5.2.14   There is a 5 year plan for football development and support in schools

5.2.15   There is a 5 year plan by the SANFL Game Development department for football development in clubs and schools

Umpires, Coaches and Trainers Development Program

5.2.16   A Best Practice Development Program for umpires has been implemented and any qualification and competency gaps of umpires are measurably being addressed

5.2.17   A Best Practice Development Program for coaches has been implemented and any qualification and competency gaps of coaches are measurably being addressed

5.2.18   A Best Practice Development Program for trainers has been implemented and any qualification and competency gaps of trainers are measurably being addressed

5.2.19   Each Club has Umpires who have participated in the best practice Umpires Development Program and has achieved the necessary qualifications and competence

5.2.20 Each Club has Coaches who have participated in the best practice Coaches Development Program and has achieved the necessary qualifications and competence

5.2.21 Each Club has trainers who have participated in the best practice Trainers Development Program and has achieved the necessary qualifications and competence

5.2.22 Each League can demonstrate through their Action Plans that they have 'planned' to attract, train and motivate umpires associated with the League

5.2.23 Each Club can demonstrate through their Action Plans that they have 'planned' to attract, train and motivate umpires associated with the Club

5.2.24 Each League can demonstrate through their Action Plans that they have 'planned' to attract, train and motivate coaches involved with their League

5.2.25 Each Club can demonstrate through their Action Plans that they have 'planned' to attract, train and motivate coaches involved with their Club

5.2.26 Each League can demonstrate through their Action Plans that they have 'planned' to attract, train and motivate trainers associated with their League

5.2.27 Each Club can demonstrate through their Action Plans that they have 'planned' to attract, train and motivate trainers associated with their Club

Volunteer Management and Success Planning

5.2.28 Position descriptions exist for all volunteers – gatekeepers, timekeepers, goal/boundary umpires

5.2.29 Position descriptions exist for all key volunteer appointments, committee positions, time keepers, umpires etc

5.2.30 CFB offers tools, resources, ideas (initiatives) and support to the Leagues and Clubs to assist the Leagues and Clubs to attract, train and motivate volunteers

5.2.31 Each League develops an annual Action Plan to attract, train and motivate all volunteers

5.2.32 Each Club develops an annual Action Plan to attract, train and motivate all volunteers

5.2.33 Each Club uses (where possible) the tools and support offered by the CFB to assist in attracting, training and motivating volunteers

5.2.34 There is a summary page identifying the current position of football within current CFB Communities and develop suitable strategy based on this information

Membership Management and Development

5.2.35 The centralised list for all club memberships and access to all Leagues and Clubs is kept up to date on the Community Football Web Site and this can be verified through an appropriate audit. It is the responsibility of each League and Club to keep this list up to date

5.2.36   Membership drive strategies are occurring to encourage members to join Clubs

5.2.37   The membership drive strategy which has been made available to all Leagues and Clubs via the Community Football Web Site is being used by the Leagues and Clubs and is found to be useful and effective

Code of Conduct Standards and Behaviour Management

5.2.38   The Code of Conduct specific for Community Football South Australia has been developed and shared with all Leagues and Clubs

5.2.39   It can be verified through an appropriate audit that the sub-committee who developed the Code of Conduct had representation from Leagues, Clubs, zones, CFB and SANFL

5.2.40   The Behaviour Management Standards specific for Community Football South Australia has been developed and shared with all Leagues and Clubs

5.2.41   It can be verified through an appropriate audit that the sub-committee who developed the Behaviour Management Standards had representation from Leagues, Clubs, zones, CFB and SANFL

5.2.42   An online survey has been conducted (bi-annual) and the Code of Conduct and Behaviour Management Standards are seen by the Leagues and Clubs to be of value and up to date for their needs

Competition Management, Organisation and Forecasting

5.2.43   CFB has developed a high level Action Plan that provides clear goals and objectives in terms of achieving the strategic 5 year vision for each "Game Development" Area

5.2.44   CFB has developed a high level action plan that provides clear goals and objectives in terms of achieving the Junior Football Committees 5 year strategic plan for each Game Development outcome

5.2.45   CFB in conjunction with SANFL Game Development department has developed clear goals and targets that allow clubs and leagues to plan their actions plans for competition management and game development

5.2.46   The Action Plans developed by each Club to expand and improve the level of sponsorship (each season / year) is resulting in measurable improvements

5.2.47   Each League has developed an Action Plan (at least annually) as a result of the findings with the audit conducted on : Laws of Australian Football and Community Football Rules and Regulations. As approved by SANFL Game Development Dept

5.2.48   Each Club has developed an Action Plan (at least annually) as a result of the findings with the audit conducted on : Laws of Australian Football and Community Football Rules and Regulations. As approved by SANFL Game Development Game

5.2.49 CFB has reviewed the Action Plans developed by all Leagues and Clubs and have offered / provided appropriate support. CFB have also provided written feedback on the Action Plans as required

Sponsorship Opportunities, Management and Marketing

5.2.50 Each Club has an Action Plan for Game Development (one Action Plan per season)

5.2.51 CFB review the Game Development Action Plans of all Leagues and Clubs and track progress of actions. CFB is aware of all gaps within the competition

5.2.52 The centralised list for sponsorship arrangements displayed on the Community Football Web Site is kept up to date each season

5.2.53 The Action Plans developed by each Club to expand and improve the level of sponsorship (each season / year) is resulting in measurable improvements

5.3   Growing the game priorities have been successfully implemented and all additional plans are progressing

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 5.1 and 5.2 plus the items stated below:

5.3.1   Each League can demonstrate that they have a Strategic 5 year Action Plan in place for each Game Development Area listed below:

• Participation
• Community
• Talent and Second Tier
• Facilities
• Indigenous
• Fans

As part of this criterion each League can demonstrate that each of the Action Plans for the areas of Game Development are reviewed and updated annually. In addition to this each of the Strategic 5 year Action Plans must be at least 50% complete

5.3.2   Each Club can demonstrate that they have a Strategic 5 year Action Plan in place for each Game Development Area listed below:

• Participation
• Community
• Talent and Second Tier
• Facilities
• Indigenous
• Fans

As part of this criterion each Club can demonstrate that each of the Action Plans for the areas of Game Development are reviewed and updated annually. In addition to this each of the Strategic 5 year Action Plans must be at least 50% complete

5.3.3   CFB has developed information/education sessions for all media persons involved in covering football at a local level

5.3.4   CFB has developed a system that measures and recognizes "Best Umpire" and exemplary Umpiring Standards

5.3.5   CFB has developed the criteria for the umpire mail medal of the Community Football of South Australia

5.3.6   CFB has developed a best and fairest system for all umpiring roles in Community Football. The best and fairest system is based on game performance over each season

5.3.7   CFB has developed a strategy and supporting annual plan to encourage school age participants into Umpiring Programs

5.3.8   CFB has developed documentation that clearly shows the umpire pathway from Community Football to AFL

5.3.9   CFB has developed a universal Training Program for all Volunteers

5.3.10   CFB has developed and implemented a timetable that shows alignment with designated "No Play Days" and significant community events

5.3.11   CFB has developed a process to advertise representative matches to communities

5.3.12   Competition design strategy developed to encourage even competition

5.3.13   School Participation Programs incorporate the following:

• Multi cultural
• Indigenous
• Female groups

When School Participation Programs don't include the above mentioned items these are incorporated into the existing Programs at the League and Club levels

5.3.14   The Best Practice Development Program for umpires has 'certified' a statistically significant number of umpires. The calculation must be based on the total need for qualified umpires across all Leagues and Clubs

5.3.15   The Best Practice Development Program for coaches has 'certified' a statistically significant number of coaches. The calculation must be based on the total need for qualified coaches across all Leagues and Clubs

5.3.16   The Best Practice Development Program for trainers has 'certified' a statistically significant

number of trainers. The calculation must be based on the total need for qualified trainers across all Leagues and Clubs

5.3.17 CFB has developed and implemented a clear 'talented player' pathway and this is well understood by all in Community Football

5.3.18 CFB has developed and implemented a marketing plan to attract sponsorship to the league

5.3.19 CFB has developed a Training Matrix and a Pathway Program for trainers to advance their qualifications

5.3.20 CFB has produced documentation that shows trainers how to progress to the highest level in Community Football South Australia

5.3.21 Each Club can demonstrate they have implemented the CFB developed Code of Behaviours Rules (COBRA) expectations

5.3.22 Each Club can demonstrate they have communicated the Code of Behaviour Rules to the Community Football players and committee (at least bi-annually)

5.3.23 Statistics show that there is evidence of cultural alignment with Code of Behaviour Rules. This is applicable at each level of Community Football

5.3.24 CFB provide a formal report to the SANFL on the School Participation Program in South Australia (annually). This report is based on information provided by all Leagues and Clubs

5.3.25 CFB has developed and introduced a specific Code of Behaviour Rules to add substance, importance and clarity to the Community Football Code of Behaviour

5.3.26 CFB has integrated disciplinary guidelines for non compliance to the Code of Behaviour Rules as these form part of the constitution

5.3.27 CFB has developed a Mentor Program for young players that promotes standards and examples of behaviour from Football Players. These standards and examples will include as a minimum what is acceptable and unacceptable behaviour. Additionally what is exemplary behaviour and what is considered true leadership behaviour for football

5.3.28 Each League has implemented a Mentor Program for young players that is based on the Mentor Program provided by the CFB

5.3.29 Each Club has implemented a Mentor Program for young players that is based on the Mentor Program provided by the CFB

5.3.30 CFB has produced an electronic induction program for all Players in Community Football Leagues on the Code of Behaviour Rules

5.3.31 CFB has developed an effectiveness rating scale that enables the Leagues and Clubs to uniformly 'rate' the effectiveness of each "Game Development" Area on a scale of 1 to 5 with 5 being highly effective and 1 being no effect at all

5.4   Review effectiveness of all strategies, programs and plans and implement continuous improvement practices

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 5.1 to 5.3 plus the items stated below:

5.4.1   Each League reviews their Action Plans, Strategies and Programs to ensure they are being effective. As part of this review a rating of each "Game Development" Area is provided to show a quick effectiveness snapshot. The effectiveness rating shall be on a scale of 1 to 5 with 5 being highly effective and 1 being no effect at all. Specific definitions for each of these ratings are provided by the CFB

5.4.2   Each Club reviews their Action Plans, Strategies and Programs to ensure they are being effective. As part of this review a rating of each "Game Development" Area is provided to show a quick effectiveness snapshot. The effectiveness rating shall be on a scale of 1 to 5 with 5 being highly effective and 1 being no effect at all. Specific definitions for each of these ratings are provided by the CFB

5.4.3   Each Club can demonstrate that they have completed at least 90% of their Strategic 5 year

Action Plan requirements for each Game Development Area listed below:

• Junior Development and Auskick
• Umpires, Coaches and Trainers Development Program
• Volunteer Management and Success Planning
• Membership Management and Development
• Code of Conduct Standards and Behaviour Management
• Competition Management, Organisation and Forecasting
• Sponsorship Opportunities, Management and Marketing

5.4.4   CFB has developed and implemented a promotional strategy for local Clubs and Leagues (media, SANFL etc.)

5.4.5   CFB has created an Action Plan for the development of a CFB Umpire Academy that has clear links to the National Umpire Academy

5.4.6   CFB has produced and implemented a timetable for regional development visits (annually)

5.4.7   CFB has produced and communicated all Coach, Umpire, Trainer and Volunteer Education Programs. All Leagues and Clubs are clear about how people apply and complete courses

5.4.8   Each League has a list of approved Training Courses for all groups. Adequate resources are available to enable individuals to complete required training and this is verifiable by audit

5.4.9   Each Club has a list of approved Training Courses for all groups. Adequate resources are available to enable individuals to complete required training and this is verifiable by audit

5.4.10 A forum has been created for public meeting briefings. These public meetings will enable local Leagues/Clubs to present to communities game development pathways

5.4.11 CFB has established a sponsored Local Government liaison committee to broadly promote strategic relationships, expectations and standards by all Leagues

5.4.12 CFB has developed and implemented an online community football paper for all Leagues and this is provided on the Community Football Web Site

5.4.13 CFB has established a Volunteer Recognition Program that appropriately recognises and reward volunteers

5.4.14 CFB has established a Junior Umpire Academy Program that focuses on development at a young age , for example, keeps the young people, who do not want to play football, involved in football

5.4.15 CFB has established an umpire secondment program which is running between different Leagues

5.4.16 CFB has developed and implemented a recruitment campaign that is run each November to sign up potential Umpires

5.4.17 Each League has an Action Plan in place to ensure 100% of Clubs have qualified trainers at their disposal at training and league games

5.5   Future prosperity of football in community SA is clearly defined with active support and collaboration from AFL/SANFL

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 5.1 to 5.4 plus the items stated below:

5.5.1   The CFB Local Government liaison committee actively and positively promotes strategic relationships, expectations and standards by all Leagues

5.5.2   CFB has provided web functions, tools and programs to enable Clubs to promote themselves and their roles to the wider community

5.5.3   Each Club demonstrates they are using the web functions, tools and programs provided by the CFB to promote themselves to the wider community and audit results show this aspect of community football is working well

5.5.4   CFB demonstrates 100% completion of all Strategic 5 year Action Plans associated with Game Development

5.5.5   Each League demonstrates 100% completion of all Strategic 5 year Action Plans associated with Game Development

5.5.6   Each Club demonstrates 100% completion of all Strategic 5 year Action Plans associated with Game Development

5.5.7   The designated days to run recruitment campaigns through schools/universities and communities are occurring according to the schedule that is developed and these campaigns are highly successful

5.5.8   The Umpire Development Program is recognized at the AFL level as being best practice

5.5.9   The Trainer Development Program is recognized at the AFL level as being best practice

5.5.10 The Trainer Development Program is recognised as best practice by other sporting codes and there is at least one other sporting code who has adopted the Trainer Development Program in part or in whole

5.5.11 The Trainer Development Program is recognised by (Sportsmed) as leading practice and is publicly endorsed

5.5.12 The Coach Development Program is recognized at the AFL level as being best practice

5.5.13 Sporting Associations (other than Football) adopt Code of Behaviour Rules and Program and incorporate it into their sport

5.5.14 Recognition of the high standards of the CFB's Code of Behaviour Rules is achieved through the AFL adopting all or part of this Code

5.5.15 High level recognition of the CFB's Code of Behaviour Rules is achieved through the AFL adopting part or all of this Code and the practices used to implement it throughout Community Football SA

5.5.16 The Community Football Talented Player Pathway Program is recognised as best practice by the AFL.

KRA 6 COMMUNITY CITIZENSHIP

6.1   Develop and establish best practices standards and a code for all Leagues, Clubs, Officials, Players and Spectators

In order to achieve the above status, SA Community Football must meet the following criteria:

6.1.1   The CFB Code of Conduct has been made available to all Leagues and members are aware of the content that relates to their behavior when they attend games and after game functions

6.1.2   All League members and players have agreed to the Code of Conduct and this forms part of membership application and or registration

6.1.3   The CFB Code of Conduct has been made available to all Clubs and members are aware of the content that relates to their behavior when they attend games and after game functions

6.1.4   All Club members and players have agreed to the Code of Conduct and this forms part of membership application and or registration

6.1.5   CFB has developed a written statement that defines "Community Citizenship" and what it means to Community Football SA

6.1.6   CFB has made the "Community Citizenship" Statement available to all Leagues and Clubs via the Community Football Web Site

6.1.7   CFB has organized an Education Program to be developed to educate Community Football members about the responsibility around drink driving after games and functions

6.1.8   CFB has developed a 'process' to ensure appropriate management of volunteers (e.g.: Different coloured shirt for inexperienced umpires, etc..)

6.1.9   Each League has actively implemented the Code of Conduct and the Code of Conduct Rules into the Junior Football Programs they are involved in

6.1.10   Each Club has actively implemented the Code of Conduct and the Code of Conduct Rules into the Junior Football Programs they are involved in

6.1.11   Each Club has an Action Plan in place which includes applicable / affiliated Netball Clubs in Football Club activities

6.2   Active development of partnerships and relationships with local government, sporting Clubs, businesses, service Clubs, schools and community groups

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 6.1, plus the items stated below:

6.2.1   Each League has an Action Plan in place that requires the League to be involved in a minimum of two community initiated events / activities per year

6.2.2   Each Club has an Action Plan in place that requires the League to be involved in a minimum of two community initiated events / activities per year

6.2.3   Each League has an Action Plan in place that involves leaders from local government, sporting organisations, businesses, service Clubs, schools, and community organisations in football

6.2.4   Each Club has an Action Plan in place that involve leaders from local government, sporting organisations, businesses, service Clubs, schools, and community organisations in football

6.2.5   Each League has an Action Plan in place showing how they are going to proactively develop relationships with local government to promote football

6.2.6   Each Club has an Action Plan in place showing how they are going to proactively develop relationships with local government to promote football

6.2.7   Each League has developed a Community Calendar that is appropriately displayed and available for all members

6.2.8   Each Club has developed a Community Calendar that is appropriately displayed and available for all members

6.2.9   Each Club has a list that identifies the top 5 local community issues

6.2.10   CFB develops or makes available generic packages to train and educate members in applicable 'local' community issues

6.2.10   CFB develops a schedule to train and educate members in applicable 'local' community issues e.g. Healthy Living and Lifestyles, Quit Smoking, Drug and Alcohol Awareness, Heart Health, etc.

6.2.11   All Leagues/Clubs within Community Football in South Australia have access to Drink Driving Education Program and have had members attend / complete this awareness training

6.2.12   All Clubs within Community Football in South Australia have access to Drink Driving Education Program and have had members attend / complete this awareness training

6.2.13   Each Club has an Action Plan in place showing how they are going to build on and expand potential growth activities between Football and Netball

6.2.14   Community Football has organized an annual SANFL Premiership game in country league on a yearly basis

6.3   Action Plans to implement best practices for "Community Citizenship" are 40% complete for the CFB and all Leagues and Clubs

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 6.1 and 6.2 plus the items stated below:

6.3.1   CFB Action Plans for Community Citizenship are at least 40% complete and this is verifiable by audit

6.3.2   Each Leagues Action Plans for Community Citizenship are at least 40% complete

6.3.3   Each Clubs Action Plans for Community Citizenship are at least 40% complete

6.3.4   Each League can demonstrate that Football fundraisers are a part of community events (on an annual basis)

6.3.5   Each Club can demonstrate that Football Club fundraisers are a part of community events (on an annual basis)

6.3.6   Each League can demonstrate that they are actively involved in events which promote football within the community (on an annual basis)

6.3.6   Each Club can demonstrate that they are actively involved in events which promote football within the community (on an annual basis)

6.3.7   Each Club/League can demonstrate that their Footballers are participating and attending schools for coaching clinics or information awareness sessions (on an annual basis)

6.3.8   Each Club/League can demonstrate that their Footballers participate in Auskick within their community (on an annual basis)

6.3.9   Each League can demonstrate at least 50% of their members have attended the Community Football SA Education Program on Drink Driving

6.3.10   Each Club can demonstrate at least 50% of their members have attended the Community Football SA Education Program on Drink Driving

6.3.11   Each League can demonstrate active involvement in programs related to at least two of the top five local community issues

6.3.12   Each Club can demonstrate active involvement in programs related to at least two of the top five local community issues

6.3.13   Each Club can demonstrate they have conducted 'joint' activities with other sporting associations e.g. Netball

6.4.   Action Plans to implement best practices for "Community Citizenship" are 80% complete for the CFB and all Leagues and Clubs

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 6.1 to 6.3 plus the items stated below:

6.4.1   CFB Action Plans for Community Citizenship are at least 80% complete and this is verifiable by audit

6.4.2   Each Leagues Action Plans for Community Citizenship are at least 80% complete and this is verifiable by audit

6.4.3   Each Clubs Action Plans for Community Citizenship are at least 80% complete and this is verifiable by audit

6.4.4   Each League can demonstrate fundraising and in kind help are conducted for relief support regarding community hardship events

6.4.5   Each Club can demonstrate fundraising and in kind help are conducted for relief support regarding community hardship events

6.4.6   Each League/Club can demonstrate at least 90% of their Players/Officials have attended the Community Football SA Education Program on Drink Driving

6.4.7   Each League can demonstrate active involvement in programs related to at least four of the top five local community issues

6.4.8   Each Club can demonstrate active involvement in programs related to at least four of the top five local community issues

6.4.9   Each Club can demonstrate they have integrated activities with Netball (or in certain instances another applicable sporting association) and a sporting 'partnership' has been formed

6.4.10 There is an Annual AFL trial match held in a Community Football League in South Australia

6.5   Community Football makes an ongoing, measurable contribution to safety, wellbeing and prosperity in all communities

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 6.1 to 6.4 plus the items stated below:

6.5.1   CFB Action Plans for Community Citizenship are 100% complete and this is verifiable by audit

6.5.2   Each Leagues Action Plans for Community Citizenship are 100% complete and this is verifiable by audit

6.5.3   Each Clubs Action Plans for Community Citizenship are 100% complete and this is verifiable by audit

6.5.4   Each League/Club is actively involved in Programs that measurably contribute to the well-being, prosperity and resilience to the community

6.5.5   Each League can demonstrate active involvement in programs related to all five of the top five local community issues

6.5.6   Each Club can demonstrate active involvement in programs related to all five of the top five local community issues

6.5.7   Community Football South Australia is recognized by the State Government for its positive and significant contributions to the communities in South Australia

6.5.8   The "community Citizenship" approach by Community Football South Australia has been documented as a Best Practice Model (or Best Practice Case Study) and has been shared with other sporting clubs throughout Australia

KRA 7   RISK MANAGEMENT

7.1   Establish and implement a clearly defined Risk Management System that can be utilised by all Leagues and Clubs

In order to achieve the above status, SA Community Football must meet the following criteria:

7.1.1   The CFB has developed and implemented a Risk Management System that includes a Policy and Risk Assessment Tools to effectively assess and manage risks associated with the rules and regulations of Football including any relevant laws

7.1.2   The CFB has created a list of risks that need to be managed by the Leagues and Clubs and this list is available for all to access via the Community Football Web Site

7.1.3   The CFB has made the Risk Management System and Tools available to the League and the Clubs via the Community Football Web Site

7.1.4   The CFB has offered club representatives at the Leagues and Clubs to receive training in the Risk Management System and Tools

7.1.5   The CFB has developed a training package on the Risk Management System and has commenced some training

7.1.6   Each League has a documented risk register detailing the risks that are applicable to them and the control measures that need to be implemented, or that have been implemented

7.1.7   Each Club has a documented risk register detailing the risks that are applicable to them and the control measures that need to be implemented, or that have been implemented

7.1.8   Each League has documented records to show the risk assessments that have been conducted. The risk assessments have also been captured and recorded in the Risk Register

7.1.9   Each Club has documented records to show the risk assessments that have been conducted. The risk assessments have also been captured and recorded in the Risk Register

7.1.10   Each Club has documentation displayed on its premises that clearly describes how to be compliant with risk reduction processes

7.1.11   The CFB has provided a Risk Assessment Tool for all Leagues and Clubs to use to assess risks and their associated levels of criticality

7.1.12   All risks are ranked in line with the Rules of Australian Football and any relevant regulations

7.1.13   Each League has a high priority Action Plan detailing how any extreme risks (identified through the risk assessment process) will be managed

7.1.14   Each Club has a high priority Action Plan detailing how any extreme risks (identified through the risk assessment process) will be managed

7.2   Develop a clearly defined risk profile for all Leagues and Clubs

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 7.1, plus the items stated below:

7.2.1   CFB develop and implement an online training program on Risk Management for South Australian Community Football

7.2.2   CFB communicate the online Risk Management Training Program to all Leagues and Clubs and let them know this is available to complete

7.2.3   CFB has organized a schedule for general risk assessment training to be conducted for personnel in Leagues and Clubs who are required to perform risk assessments

7.2.4   Each League has developed a risk profile that details its overall risk score

7.2.5   Each Club has developed a risk profile that details its overall risk score

7.2.6   Each League has an Action Plan describing how it will lower the overall risk profile of the League

7.2.7   Each Club has an Action Plan describing how it will lower the overall risk profile of the Club

7.2.8   Each League can show a list of prioritized risks that have been ranked from the highest risk to the lowest risk according to the risk assessment tools provided by the CFB

7.2.9   Each League can show a list of prioritized risks that have been ranked from the highest risk to the lowest risk according to the risk assessment tools provided by the CFB

7.2.10 All Club Administrators are aware of their own Club risks and can mentor future Club Administrators in the management of these risks

7.3   Risk management processes are in place and functional and each League / Club can show their Risk Profile has been lowered

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 7.1 and 7.2 plus the items stated below:

7.3.1   Each League has Action Plans in place to manage the risks listed in their Risk Registers

7.3.2   Each Club has Action Plans in place to manage the risks listed in their Risk Registers

7.3.3   Each League has effectively managed all their extreme and high risks and this can be demonstrated with a lowered risk profile

7.3.4   Each Club has effectively managed all their extreme and high risks and this can be demonstrated with a lowered risk profile

7.3.4   Each League can demonstrate they have all Public Liability Risks addressed, all Fire and Property Damage Risks addressed, all Player Risks addressed, all Equipment Risks addressed and all Legislative Risks addressed

7.3.5   Each Club can demonstrate they have all Public Liability Risks addressed, all Fire and Property Damage Risks addressed, all Player Risks addressed, all Equipment Risks addressed and all Legislative Risks addressed

7.3.6   CFB has ensured training has been conducted at the League and Club levels on performing chemical risk assessments

7.3.7   Each League has at least one person trained to perform risk assessments

7.3.8   Each Club has at least one person trained to perform risk assessments

7.3.9   Each Club has at least one person trained to conduct chemical risk assessments

7.3.10 Each League has completed at least 50% of all tasks stated in their Action Plans

7.3.11 Each Club has completed at least 50% of all tasks stated in their Action Plans

7.4   A significant reduction of the Risk Profile has occurred for all League / Clubs and all Action Plans items are complete

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 7.1 to 7.3 plus the items stated below:

7.4.1   Each League can demonstrate that all identified "critical and high" risks have been addressed and effectively managed

7.4.2   Each Club can demonstrate that all identified "critical and high" risks have been addressed and effectively managed

7.4.3   Each League can demonstrate that an annual review of risks occur and that all new risks that arise have been effectively managed

7.4.4   Each League can demonstrate that an annual review of risks occur and that all new risks that arise have been effectively managed

7.4.5   CFB has establish a 'sharing facility' for all Leagues and Clubs to share information about risk management at the local level

7.4.6   Each League has more than one person trained to perform risk assessments

7.4.7   Each Club has more than one person trained to perform risk assessments

7.4.8   Each League has more than one person trained to conduct chemical risk assessments

7.4.9   Each Club has more than one person trained to conduct chemical risk assessments

7.4.10 Each League has completed all of the tasks stated in their Action Plans

7.4.11 Each Club has completed all of the tasks stated in their Action Plans

7.5   Community Football SA risks are recognised as ALARP and standards of excellence in risk management has been achieved

In order to achieve the above status, SA Community Football must meet all the criteria listed in KRA 7.1 to 7.4 plus the items stated below:

7.5.1   Each League has lowered their risk profile to "as low as reasonably achievable" and this is independently verifiable

7.5.2   Each Club has lowered their risk profile to "as low as reasonably achievable" and this is independently verifiable

7.5.3   Each League reviews their risk registers annually and it is evident where new risks have been added and managed

7.5.4   Each Club reviews their risk registers annually and it is evident where new risks have been added and managed

7.5.5   Leagues share information about risk management with other Leagues around Australia to assist them to effectively managing risk

7.5.6   Clubs share risk assessments with other Clubs around Australia to assist them to effectively managing risk

7.5.7   CFB produces a report that clearly shows a reduction in SA Community Football's risk profile

7.5.8   Community Football South Australia is formally recognized by an appropriate government authority as having achieved 'excellence' in risk management practices

7.0   REVIEW AND DOCUMENT CONTROL

The Strategic Management Framework will be formally reviewed bi-annually or as required by the SA Community Football Board. If required, the Strategic Management Framework will be updated and reissued in accordance with the document control requirements.

Minor updates and reviews of KRA criteria will be performed by representatives from CFB, the Leagues and the Clubs. Minor updates and reviews will include at least one representative from the CFB, Leagues and Club levels.

Formal reviews and major upgrades of the SMF will involve representatives from CFB, the Leagues and the Clubs. As a minimum, at least three representatives from the CFB, four representatives from the League and six representatives from the Clubs will be involved in any review.

NOTES