



# SA Community Football League Strategic Plan 2011



# 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



KRA's		FIVE STEPS TO PERFORMANCE EXCELLENCE				
Key Result Areas (KRA)	Level 1	Level 2	Level 3	Level 4	Level 5	
<b>Football Leadership &amp; Administration</b> <b>(KRA 1)</b>	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	
<b>Finance</b> <b>(KRA 2)</b>	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	
<b>Communication &amp; Technology</b> <b>(KRA 3)</b>	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	
<b>Grounds, Infrastructure &amp; Facilities</b> <b>(KRA 4)</b>	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	
<b>Growing the Game</b> <b>(KRA 5)</b>	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	
<b>Community Citizenship</b> <b>(KRA 6)</b>	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	
<b>Risk Management</b> <b>(KRA 7)</b>	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	

## 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 (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

## 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
- Foothy Web Program
- Quality Documents System

#### **Communication & Technology Needs Analysis**

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

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

#### **Quality Management Documents**

3.1.22 All Leagues 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

## 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 (in conjunction with the League) 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

## 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:

- 7.1.6 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
- 7.1.8 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
- 7.1.13 Each League has a high priority Action Plan detailing how any extreme risks (identified through the risk assessment process) will be managed



## NOTES



© Forwood Sport Pty Ltd.

ABN 61 084 504 094

© Strategic Management Framework Version 5.11 (1994-2010)

ALL RIGHTS RESERVED

## TERMS AND CONDITIONS OF USE

1. The Strategic Management Framework, its development processes, methodologies, supporting IT functions and all supporting documentation is protected under Australian and international copyright laws.
2. Apart from any fair dealing for the purposes of private study, criticism or review, as permitted under the Copyright Act 1968 (Commonwealth of Australia), no part of this Strategic Management Framework or its supporting documentation may be reproduced by any means without the prior written permission from Forwood Sport Pty Ltd.
3. Forwood Sport has provided written permission for the Strategic Management Framework (SMF) and its supporting documentation to be used and reproduced by Forwood Sport in order to assist Community Football South Australia with the restriction that the SMF is only used for Community Football South Australia.
4. The written permission enables the Strategic Management Framework to be modified and tailored to meet the specific needs of the S.A. Community Football League on the condition that Forwood Sport's copyright is respected.
5. Term and Condition # 2 above does not apply to any graphics or information inserted into this document that have been developed by the SA Community Football League.
6. This Strategic Management Framework (and its supporting documentation) was provided to Community Football SA during a series of facilitated workshops throughout 2009 and 2010.
7. This Strategic Management Framework and its supporting documentation is not permitted to be used by any organisation, company, or institution outside of the South Australian operation. Any reproduction or use by any other organisation is strictly prohibited and is a breach of copyright laws.
8. The original Strategic Management Framework and supporting documentation was developed by a Forwood Safety 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 Safety Pty Ltd © Forwood Safety. Forwood Sport uses this Strategic Management Framework under licence from Forwood Safety.
9. The commercial utilization of this Strategic Management Framework or any of the supporting documentation is prohibited without the prior written consent of Forwood Sport. Written consent (if approved) will state commercial conditions of use.
10. The information contained in this Strategic Management Framework and its supporting documentation is provided as a guide and is for information purposes only. Forwood Sport makes no representation or warranty as to the compliance of this Strategic Management Framework with any and all local, state, and national laws, nor as to the accuracy or reliability of such information. Forwood Sport will not be responsible for any direct, indirect or consequential damages or loss of profits, even if Forwood Sport has been advised of the possibility of such damage. Where any law implies any term, condition or warranty and that law prohibits the provision of, or exclusion of, or exercise of liability under such term, condition or warranty, then that term, condition or warranty is deemed to be included in these terms and conditions of use. The amount however will be limited to the amount paid by the purchaser for this specific product.

All enquiries regarding any copying, use or other matters relating to this Strategic Management Framework should be directed to:

Forwood Sport Pty Ltd  
PO Box 1250 Earlville QLD 4870  
E-mail: [enquiries@forwoodsport.com](mailto:enquiries@forwoodsport.com)

