



SA Community Football Club 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	
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	
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	

KRA 2 FINANCE

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

- 2.1.17 Each League has implemented the CFB system to manage petty cash and record expenditure and retain receipts
- 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
- 2.1.22 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
- 2.1.25 Each Club has a documented payroll system (either electronic or hard copy) for paid employees of the Club
- 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)
- 2.1.31 Each Club meets the necessary requirements to provide superannuation payments to employees
- 2.1.35 Each Club has an Strategic 5 year Action Plan in place to meet the specified financial requirements

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

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

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

3.1.17 All Clubs have registered for Footy Web

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

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

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:

- 6.1.4 All Club members and players have agreed to the Code of Conduct and this forms part of membership application and or registration
- 6.1.10 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

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:

- 7.1.7 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
- 7.1.9 Each Club has a high priority Action Plan detailing how any extreme risks (identified through the risk assessment process) will be managed
- 7.1.10 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
- 7.1.14 Each Club has documentation displayed on its premises that clearly describes how to be compliant with risk reduction processes



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