

STRATEGIC PLAN

2017-2022



WEST AUSTRALIAN
FOOTBALL COMMISSION INC.



FOREWORD

The WAFC Strategic Plan 2017 to 2022 sets a new vision for football in WA.

It is a vision that seeks to build from our strong foundations with a clear plan for the future.

It is a vision that will align our organisation and the industry on how we make football relevant, successful and engaging for everyone associated with our great game, both today and into the future.

It is a vision to ***connect and enhance WA communities via our great game.***

Football has a proud history in Western Australia and we cannot simply take for granted our position as the premier sport in the State. We must continue to play a key role in our communities across our vast State, delivering the social value that comes from a connection with our great game.

This plan was developed following the 2016/2017 Structural Review of WA Football (SRF) where the WAFC, in conjunction with the Boston Consulting Group, reviewed all competitions, pathways, structures and governance models across WA Football. The review included deep consultation with key stakeholders backed by industry research and comparison against best practise sporting organisations across Australia and overseas.

The SRF identified that whilst football had solid foundations in WA, significant reform was required to meet the challenges and demands required for our game to continue to thrive from grass roots football through to our elite pathways.

It is this reform that forms the basis of our strategic plan for the next five years for the WAFC and the broader football industry in Western Australia.

Our strategic plan sets an ambitious reform agenda through to 2022, with over 60 industry reforms across our pillars of Engagement, Talent and Sustainability aimed at ensuring our game continues to prosper.

Importantly the reform required for our game cannot be delivered by one person, one club or one organisation. It will require the collective effort of the WA football industry, working in partnership from the AFL down to our community football clubs to deliver outcomes in the best interests of WA Football. Some of it will be hard and some of it will take time but if we remain focused on our vision, remain aligned as an industry, are accountable for our deliverables, we will ensure a bright future for our game.

I look forward to working with you in the coming years as we continue to connect and enhance WA communities via our great game.



Chief Executive Officer
Gavin Taylor



Chairman
Murray McHenry

STRATEGIC SUMMARY

VISION



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

PILLARS

3 FOUNDATIONS critical to achieving our vision, **Engagement, Talent** and **Sustainability**



GOALS



14 GOALS aligned to our pillars to **achieve our vision**

KPIs

16 STRATEGIC key performance indicators that form our scoreboard to **measure our success**



STRATEGIES



62 STRATEGIC reform projects to be delivered over **5 year period**, including SRF reforms and internal projects

INDUSTRY ALIGNMENT

WAFC SPECIFIC



OUR VISION

CONNECTING AND ENHANCING WA COMMUNITIES THROUGH OUR GREAT GAME

The WAFC's programs and staff support:-

More than 300,000 participants **More than 40,000 community football volunteers**
More than 41,000 Auskickers **More than 6,000 accredited coaches** **More than 4,800**
aboriginal club footballers **More than 150 female club football teams**

WHAT DO WE DO?

The Western Australian Football Commission (WAFC) is the caretaker of football throughout the State and is responsible for the overall development of the game.

The WAFC's role includes ownership of the State's two AFL teams – the West Coast Eagles and Fremantle Football Club, guiding the Western Australian Football League (WAFL State League Competition), overseeing community football, managing umpiring, and driving participation through game development and the talent pathway.

The WAFC is a not for profit sports association. It is incorporated under the Associations Incorporation Act and governed by a voluntary Board of Commissioners that oversees the operation of all football activities throughout the State. The WAFC features more than 100 employees spread across the State.

The WAFC plays an important role in funding the ongoing development of football via our affiliates, schools,

competitions and academies across all WA communities. This ensures that football is the best resourced sporting code in the State and can have the most active role in building better communities through various development programs.

The rich history of football in the community of Western Australia stretches back to 1885. Today it is the most popular sporting code in Western Australia with 105,000 club participants, of which from Auskick to Seniors, 7% identify as Aboriginal and Torres Strait Islander.

This results in a significant social benefit and the creation of better communities through the active promotion of the sport and its associated values of teamwork, responsibility, respect, leadership, commitment and community participation.

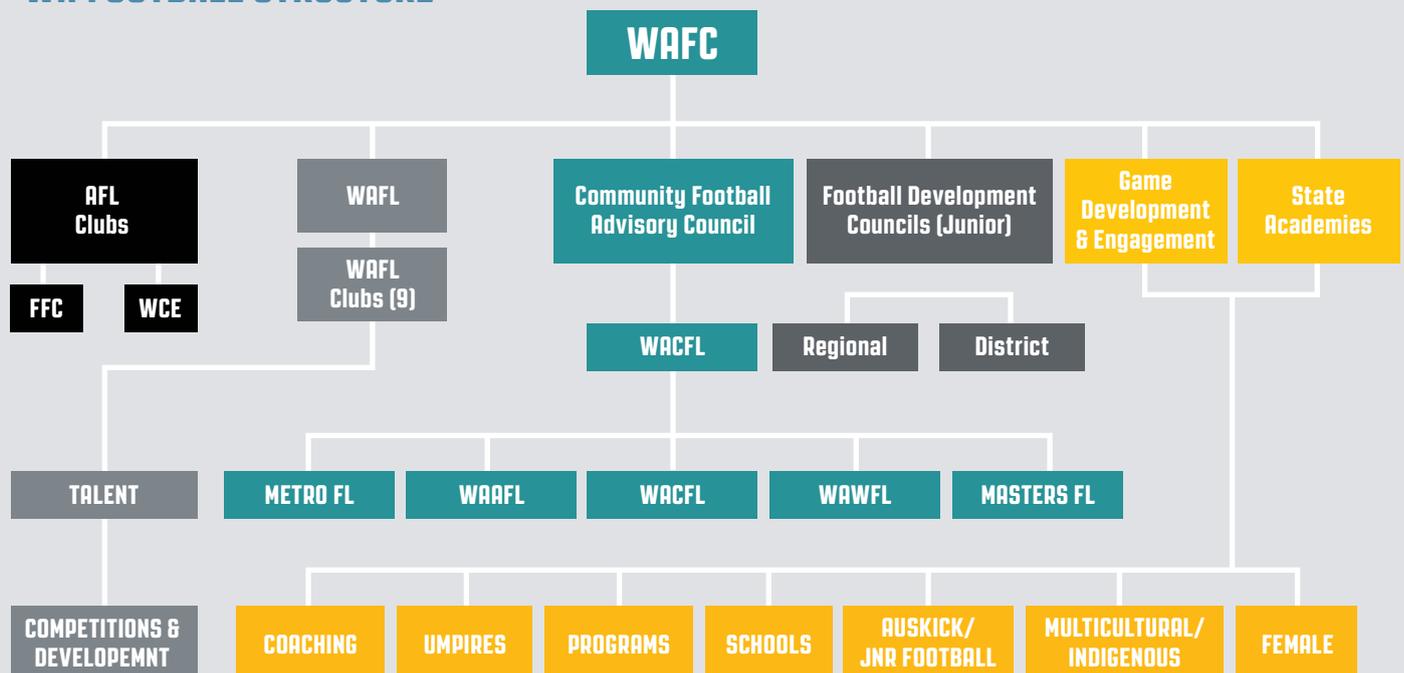
While many of these benefits have long been the result of our activities, the Western Australian Football Commission has both harnessed and harvested those activities delivering these benefits, and used the understanding to develop the most comprehensive community benefits programs in Australia.



We run and support:-

The WAFL competition The Colts competition and supporting talent pathway State talent academies for both males and females The umpiring talent pathway Numerous schools programs including competitions and the school ambassador cohort Numerous multi-cultural engagement programs Numerous indigenous engagement programs including the Nicky Winmar and Kirby Bentley carnivals Auskick, junior and youth football All competitions through our affiliate leagues Tribunals, governance and integrity programs Community facility funding Coaching, umpiring and volunteer accreditation and development

WA FOOTBALL STRUCTURE



VALUES

AT THE WEST AUSTRALIAN FOOTBALL COMMISSION WE VALUE



OUR PEOPLE

- We care for, support and develop our people
- We are one united team committed to delivering our agreed objectives
- Together we celebrate our successes and achievements

OUR RELATIONSHIPS

- We build trust through our behaviors and communication
- We build relationships that are sustainable and enduring
- We deeply value the players, volunteers, stakeholders and fans of our game





LEADING OUR INDUSTRY

- We respect our history as we shape our future
- We work in partnership to ensure football is successful
- We aim to set the standards for our industry

BEING OUR VERY BEST

- We strive to give our very best everyday
- We are recognised as an organisation that gets things done
- We bring passion, perseverance and a positive attitude to everything that we do





OUR PILLARS

During the SRF three areas were identified as being critical to the future of WA football. These pillars are the foundation to achieving the vision we have set for our game, all our efforts are directed towards successfully delivering upon these.

ENGAGEMENT

More people are engaged in footy than with any other sport in WA



TALENT

WA is recognised as best practice in talent identification and player development

SUSTAINABILITY

WA clubs and competitions are well-governed, operate with integrity and are sustainable



KEY PERFORMANCE INDICATORS

16 KPIS FOR STRATEGIC SCORECARD INCLUDING MIX OF INTERNAL AND EXTERNAL METRICS

SUSTAINABILITY

1. WAFC cash balance
2. Annual governance review
3. % of funding from commercial sources
4. # of WAFL clubs with positive annual cash balance
5. Employee satisfaction & capability
6. Boards & Exec diversity target
 - Female focused
7. HSE and risk internal compliance

ENGAGEMENT

8. Total participation
9. Club participation
10. Participant satisfaction
11. WAFL competitiveness
12. Social return on investment

TALENT

13. Total AFL draftees
14. Total AFLW draftees
15. AFL & WAFL club talent perception result
16. Umpire and coach pathway progression

A young boy in a blue and black football jersey is shown in profile, looking intently at a red football he is holding. The football has the brand name 'Burley' printed on it. In the background, other players in similar jerseys are visible, though out of focus. The scene is set outdoors on a grassy field.

STRATEGIES

ENGAGEMENT PILLAR

More people are engaged in footy than with any other sport in WA

CURRENT STATE

- The SRF found that WA performs relatively well on engagement. We have a high rate of engagement compared to other states and strong growth, driven largely by introductory participation programs, which have been effectively delivered through schools. The drop-off in participation between junior and youth levels in WA is more pronounced than in other states. In country areas football still remains popular but faces its own unique challenges with changing demographics and changing populations of the towns. There is some complexity in the structure of the district system, which underpins junior football and how it fits with other parts of the football industry.
- Football is underpinned by a large and valued network of volunteers, who, in our clubs, are seeking more support and resources to assist them to deliver better club and gameday environments, particularly in the areas of coaching, umpiring and administration.
- The WAFL has contributed so much to the game of football in WA, reflecting much of our history, culture and the structure of our game. WAFL Clubs are under considerable pressure, being pulled in multiple directions: providing a talent pathway for the AFL, playing a community role in their districts and regions, managing and trying to commercialise their home venues and striving to win premierships for their passionate members.
- We will continue to maintain our strong introductory programs while looking to convert this into club-based participation, whilst also maintaining our strong support for the WAFL competition and its clubs.

FUTURE STATE

- Football continues to be the largest participation sport in WA
- We have delivered a significant uplift in our conversion from introductory and schools programs into club-based participation, ensuring the prominence of our clubs within the football system
- Our investment into front-line staff who support club development, coaching and umpiring has delivered a consistent improvement in the satisfaction of our participants, who value their involvement with football
- The WAFL remains as the premier state league competition in Australia, with close games regularly featured on broadcast television and all teams having had the opportunity to play for a premiership



STRATEGIES: ENGAGEMENT PILLAR (I/II)

Pillar	Engagement: More people are engaged in footy than with any other sport in WA		
KPIs	• Total participation	• Club participation	• Participant satisfaction
Goals	E1 Introduce all WA children to football	E2 Increase the number of players who choose to continue to play football	E3 Support all types of participants, including volunteers and fans
Strategies (SRF/non-SRF)	<p>E1.1 Implement strategies in line with the WAFC Reconciliation Action Plan to support the needs of Aboriginal players, coaches, umpires and administrators to improve retention and engagement</p> <p>E1.2 Work to develop and implement engagement programs for people with disabilities</p> <p>E1.3 Develop a Diversity Action Plan to target multicultural participants, coaches, umpires and administrators</p>	<p>E2.1 Implement Youth Football Review strategies for better retention</p>	<p>E3.1 Relocate the district development staff into 3 metropolitan-based offices, central to their geographic areas of responsibility (which could be at a WAFL Club, subject to appropriate facilities being available)</p> <p>E3.2 Minimise duplication by consolidating into three football development regions in the metropolitan area and eight country regions, without disruption to the existing junior and senior district competition structures, with corresponding governance reform</p> <p>E3.3 Increase the number of development staff working in the specialised areas of coaching, umpiring, club development and youth football</p> <p>E3.4 Implement clear KPIs to measure retention of participants in the key transition phases of their participation journey to create more life-long participants in our game</p> <p>E3.5 Implement a best practice management framework that supports the WAFC having the responsibility for the management and governance of any player registration levies that support community investment</p> <p>E3.6 Investigate greater coordination and alignment between the Regional Football Development Commissions and the WA Country Football League</p>



STRATEGIES: ENGAGEMENT PILLAR (II/II)

Pillar	Engagement: More people are engaged in footy than with any other sport in WA	
KPIs	<ul style="list-style-type: none"> • WAFL competitiveness • Social return on investment 	
Goals	E4 Deliver measurable community benefits through football	E5 Maintain a quality State league competition
Strategies (SRF/non-SRF)	<p>E4.1 Conduct an annual qualitative survey on stakeholders' perception of the health of our game and the delivery of key programs and initiatives</p> <p>E4.2 Consider undertaking a social impact study of football to better articulate its benefits and the need for ongoing support</p> <p>E4.3 <i>Develop a plan to improve relationships with Government at all levels</i></p> <p>E4.4 <i>Build understanding of WAFC role with key stakeholders inc. media</i></p>	<p>E5.1 Identify and implement other specific competition equalisation measures that support club sustainability, team competitiveness and a broadcast-quality competition, with all measures in place by the end of the 2019 season including zone review of WAFL Club/District zones</p> <p>E5.2 Change the WAFL home and away season to an 18-round season to assist in managing the costs of the competition</p> <p>E5.3 Undertake a detailed review of community expectations for WAFL Clubs to develop an appropriate mix of facilities, services, food and beverage experiences plus marketing strategies to attract a new generation of members and fans to the WAFL</p> <p>E5.4 Work with AFL to ensure the WAFL remains the only senior competition in WA from which AFL players can be drafted and provide support to potential draftees accordingly</p> <p>E5.5 Implement strategies to work with the WAWFL to develop a new WAFL-aligned women's competition and determine size and licence conditions for teams in the competition</p> <p>E5.6 <i>Develop process for regular WAFL benchmarking both monthly and annually against agreed KPIs</i></p> <p>E5.7 <i>Review ideal competition structure for WAFL</i></p> <p>E5.8 <i>Develop a heritage and memorabilia plan</i></p>



TALENT PILLAR

WA is recognised as best practice in talent identification and player development

CURRENT STATE

- Fans (and their money) are increasingly drawn to the AFL and the production of talent for the AFL is important for football's sustainability in WA, our two AFL teams and as an attractive pathway to build engagement.
- The talent produced by WA for the AFL is inconsistent and has been in decline. The number of top 20 draft picks has been declining by 16% per annum over the last 10 years. BCG established that this is consistent with the views of AFL Clubs, who rate WA the worst or second worst state in terms of 'focus on preparing players for the AFL' and 'ability to prepare players for the AFL'.
- This has been driven by three factors. Firstly, an inadequacy in resources supporting the talent pathway in WA. In the last 12 months the WAFC has put significant effort into increasing resources and structures within the WAFC to support talent development.
- The second factor relates to inconsistencies in player program delivery, crowded player pathways and a lack of alignment between player outcomes and club objectives. Thirdly, it is affected by drop-out rates in male youth football. To maximise the development of talent, a consistent and fully aligned system is required, with a clear 'player first' mentality. WA has been very successful in the development of female talent to support the AFLW competition, although more work is required to support the growing expectations and demands.

FUTURE STATE

- WA's performance at the AFL and AFLW drafts have improved, the number of players being drafted consistent year on year rather than fluctuating up and down.
- AFL recruiters recognise the quality of talent being produced in WA, with positive feedback about the mental and physical preparedness of WA footballers for the next level of competition
- Retention of players involved in the talent pathway is exceptionally high, with those not drafted into the AFL finding homes with their WAFL or community clubs and still enjoying the benefits of being involved in the game
- Improved career pathways for coaches, umpires and administrators sees WA punching above its weight on the national stage, contributing significantly off the field to the success of our national game



STRATEGIES: TALENT PILLAR

Pillar	Talent: WA is recognised as best practice in talent identification and player development			
KPIs	• Total AFL draftees	• Total AFLW draftees	• AFL & WAFL club talent perception	• Umpire & coach pathway progression
Goals	T1 Increase the number and quality of AFL draftees	T2 Ensure retention of talented players within WA football system	T3 Ensure career pathways for talented coaches, umpires and administrators	
Strategies (SRF/non-SRF)	<p>T1.1 Transfer management of the WA talent pathway from the WAFL to the WAFC (with commensurate changes to WAFL funding and AFL draft fees), whilst supporting the deep connection of players to WAFL Clubs</p> <p>T1.2 Develop and adopt a clearly defined and resourced female participation and talent pathway</p> <p>T1.3 In conjunction with community football, establish a more concise pathway to allow talented regional players to be identified and developed</p> <p>T1.4 Develop an annual calendar of competition that incorporates both the needs of schools and state-based talent academies to reduce overloading players</p>	<p>T2.1 Monitor the impact of the new talent structure in line with clear, measurable targets relating to talent outcomes, player retention and participant satisfaction</p> <p>T2.2 Provide support to mature-age talent playing in the WAFL competition</p> <p>T2.3 Work closely with our AFL Clubs to effectively align Next Generation Academies with WAFL programs and planning</p>	<p>T3.1 Develop a plan to provide relevant Professional Development and mentoring to support talented coaches, umpires and administrators</p>	



SUSTAINABILITY PILLAR

WA clubs and competitions are well-governed, operate with integrity and are sustainable

CURRENT STATE

- At a high level, the financial sustainability of WA football is healthy. WA is the only state where royalty payments go directly from AFL Clubs into community football, which occurs because the WAFC owns the two AFL licences. While the AFL Clubs operate with considerable autonomy, there is still a strong connection between grassroots and elite football.
- Our AFL Clubs are well managed, which is important to the financial sustainability of football across the state.
- At the next level, WAFL Clubs are under financial pressure. While average WAFL revenue has increased at five percent per annum over the last ten years, expenses have increased at six percent over that time. The average net balance (revenue less expenditure) over the last five years is significantly lower than the previous five years for 7 of the 9 WAFL Clubs.
- In relation to governance, it is intended that the WAFC represents all of WA football. A voting mechanism is in place to give all stakeholders a role in the appointment of Commissioners, but the final decision must be ratified by a majority of the members, who are appointed by the AFL Clubs and the WAFL Clubs. Because of this, the WAFC is perceived by some as not representing the interests of all of football and being too heavily weighted towards the AFL or the WAFL.

FUTURE STATE

- Our two AFL clubs remain financially strong, and via their performance at the new Perth Stadium and our royalty arrangements they contribute significantly financially to grassroots football
- New diversified, non-Government revenue streams, as well as clarity of purpose, have ensured that the WAFC and football clubs are financially sustainable
- WA football as whole is recognised externally as being efficient and effective, delivering exceptional community outcomes due to the high quality of the people involved in the sport – both paid and volunteer
- Our Boards and committees are held up as being representative of WA's diverse community
- WA football is well settled in a new home which recognises our history and delivers first class facilities for our range of programs

STRATEGIES: SUSTAINABILITY PILLAR (I/II)

Pillar	Sustainability: WA clubs and competitions are well-governed, operate with integrity and are sustainable			
KPIs	<ul style="list-style-type: none"> • WAFC cash balance 	<ul style="list-style-type: none"> • Annual governance review 	<ul style="list-style-type: none"> • % of funding from commercial sources 	<ul style="list-style-type: none"> • # of WAFL clubs with positive annual cash balance
Goals	S1 Support the ongoing success of our AFL clubs	S2 Ensure all parts of football have a sustainable business model	S3 Improve the quality of governance	
Strategies (SRF/non-SRF)	<p>S1.1 Retain the existing WAFC/ AFL Club legal relationship and develop a new royalty model, as it serves as a unique and sustainable funding model for the future of our sport</p> <p>S1.2 Renew the partnership model until 2021, to provide stability to the competition and a clear development pathway for our two AFL Clubs</p>	<p>S2.1 Review opportunities for shared services and branding with the AFL, which could include renaming/rebranding the WAFC and integration of corporate services such as marketing, IT, HR, whilst maintaining the constitutional independence of the WAFC.</p> <p>S2.2 Undertake an industry-wide review of player payments and establish a clear policy on how these payments can be implemented and monitored across all senior competitions in WA</p> <p>S2.3 Seek a long-term broadcast deal that can offer new revenue opportunities for WAFL Clubs and showcase the WAFL to the broadcast market in WA</p> <p>S2.4 Review the existing WAFC resource allocation and organisational structure to align to the new strategic objectives of the WAFC.</p> <p>S2.5 Adjust funding to WAFL Clubs to ensure a sustainable level of spending consistent with WAFL's defined role as the premier state league, through a model that considers baseline funding, outcome-linked funding and project-specific funding, with clear criteria linked to objectives. This will be done in consultation with clubs, providing an adequate transition process</p> <p>S2.6 Undertake a feasibility study of joint commercial assets and membership structure of the WAFL to increase value and financial return of those assets, whilst delivering increased value to partners</p> <p>S2.7 Develop a 'how to' guide that provides a framework for junior and senior clubs voluntarily considering amalgamation</p> <p>S2.8 <i>Diversify revenue opportunities for the WAFC</i></p> <p>S2.9 <i>Develop social media and web communication strategy</i></p> <p>S2.10 <i>Identify and host national football events</i></p> <p>S2.11 <i>Develop regional roadshow events program and integration strategy with AFL Clubs and pre-season matches.</i></p>	<p>S3.1 Develop new funding criteria for all funding recipients, to ensure football remains sustainable and aligned in its objectives</p> <p>S3.2 Develop and seek endorsement of a revised WAFC governance model that more accurately represents the existing mix of WA football stakeholders</p> <p>S3.3 Support affiliate organisations to revise their constitutions to deliver enhanced consistency and alignment to industry goals</p> <p>S3.4 <i>Develop centralised governance model for tribunals and fixturing</i></p> <p>S3.5 <i>Develop Board skills, experience and qualification matrix to attract and retain relevant skilled people to WAFC Board</i></p>	



STRATEGIES: SUSTAINABILITY PILLAR (II/II)

Pillar	Sustainability: WA clubs and competitions are well-governed, operate with integrity and are sustainable		
KPIs	<ul style="list-style-type: none"> Board & Executive diversity target 	<ul style="list-style-type: none"> Employee satisfaction and capability result 	<ul style="list-style-type: none"> HSE internal compliance
Goals	S4 <i>Build the capacity of staff and volunteers</i>	S5 <i>Ensure football is supported through appropriate and quality facilities</i>	S6 <i>Ensure effective integrity measures are in place</i>
Strategies (SRF/non-SRF)	<p>S4.1 Diversify football leadership roles to better reflect the community</p> <p>S4.2 Undertake a volunteer engagement program for customisation by different affiliates to make volunteering easier to navigate and less onerous</p> <p>S4.3 Establish a football innovation forum</p> <p>S4.4 <i>Design staff performance management process inc. values measures that links to business plans and strategic plan</i></p> <p>S4.5 <i>Design and implement staff intranet</i></p> <p>S4.6 <i>Standardise tools and processes across organisation inc. establishment of quality management framework and accreditation</i></p>	<p>S5.1 Increase the focus on community facility planning, advocacy and shared use opportunities with the Dept. of Education, including developing guidelines for appropriate facilities for female participants.</p> <p>S5.2 <i>Develop plan to improve staff satisfaction/engagement</i></p> <p>S5.3 <i>Design and implement staff wellness program and annual staff conference</i></p> <p>S5.4 <i>Secure short, medium and long-term home for WAFC</i></p> <p>S5.5 <i>Develop strategic facilities plan including focus on female-friendly facilities</i></p>	<p>S6.1 <i>Develop integrity processes for competitions and affiliates with greater alignment to AFL best practice standards</i></p>



STRATEGIC REFORM PHASING 2017-2021

			2017	2018	2019	2020	2021
Engagement	E1.1	Implement strategies in line with the WAFC Reconciliation Action Plan to support the needs of Aboriginal players, coaches, umpires and administrators to improve retention and engagement.	✓	✓	✓		
	E1.2	Work to develop and implement engagement programs for people with disabilities.			✓		
	E1.3	Develop a diversity action plan to target multicultural participants, coaches, umpires and administrators.			✓		
	E2.1	Implement Youth Football Review strategies for better retention.	✓	✓	✓	✓	✓
	E3.1	Relocate the district development staff into 3 metropolitan-based offices, central to their geographic areas of responsibility (which could be at a WAFL Club, subject to appropriate facilities being available).		✓			
	E3.2	Minimise duplication by consolidating into three football development regions in the metropolitan area and eight country regions, without disruption to the existing junior and senior district competition structures, with corresponding governance reform.		✓	✓		
	E3.3	Increase the number of development staff working in the specialised areas of coaching, umpiring, club development and youth football.		✓			
	E3.4	Implement clear KPIs to measure retention of participants in the key transition phases of their participation journey to create more life-long participants in our game.	✓	✓			
	E3.5	Implement a best practice management framework that supports the WAFC having the responsibility for the management and governance of any player registration levies that support community investment.			✓		
	E3.6	Investigate greater coordination and alignment between the Regional Football Development Commissions and the WA Country Football League.		✓			
	E4.1	Conduct an annual qualitative survey on stakeholders' perception of the health of our game and the delivery of key programs and initiatives.	✓	✓	✓	✓	✓
	E4.2	Consider undertaking a social impact study of football to better articulate its benefits and the need for ongoing support.	✓	✓			
	E4.3	Develop a plan to improve relationships with Government at all levels.	✓				
	E4.4	Build understanding of WAFC role with key stakeholders inc. media.		✓			

STRATEGIC REFORM PHASING 2017-2021

			2017	2018	2019	2020	2021
Engagement	E5.1	Identify and implement other specific competition equalisation measures that support club sustainability, team competitiveness and a broadcast-quality competition, with all measures in place by the end of the 2019 season including zone review of WAFL Club/District zones.	✓	✓	✓		
	E5.2	Change the WAFL home and away season to an 18-round season to assist in managing the costs of the competition.		✓			
	E5.3	Undertake a detailed review of community expectations for WAFL Clubs to develop an appropriate mix of facilities, services, food and beverage experiences plus marketing strategies to attract a new generation of members and fans to the WAFL.		✓			
	E5.4	Work with AFL to ensure the WAFL remains the only senior competition in WA from which AFL players can be drafted and provide support to potential draftees accordingly.	✓	✓	✓	✓	✓
	E5.5	Implement strategies to work with the WAWFL to develop a new WAFL-aligned women's competition and determine size and licence conditions for teams in the competition.		✓			
	E5.6	Develop a process for regular WAFL benchmarking both monthly and annually against agreed KPIs.	✓				
	E5.7	Review ideal competition structure for WAFL.				✓	
	E5.8	Develop a heritage and memorabilia plan.		✓			



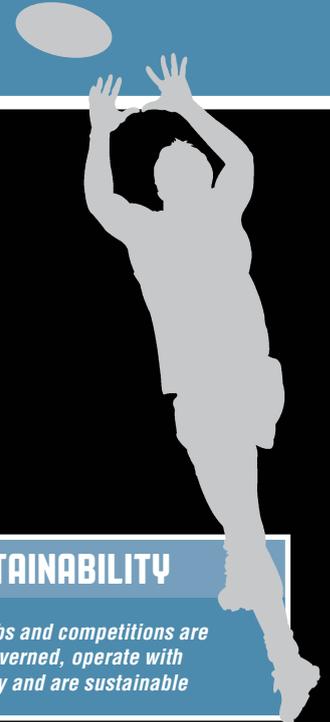
STRATEGIC REFORM PHASING 2017-2021

		2017	2018	2019	2020	2021	
Talent	T1.1	Transfer management of the WA talent pathway from the WAFL to the WAFC (with commensurate changes to WAFL funding and AFL draft fees), whilst supporting the deep connection of players to WAFL Clubs.		✓			
	T1.2	Develop and adopt a clearly defined and resourced female participation and talent pathway.		✓	✓		
	T1.3	In conjunction with community football, establish a more concise pathway to allow talented regional players to be identified and developed.		✓	✓		
	T1.4	Develop an annual calendar of competition that incorporates both the needs of schools and state-based talent academies to reduce overloading players.		✓			
	T2.1	Monitor the impact of the new talent structure in line with clear, measurable targets relating to talent outcomes, player retention and participant satisfaction.		✓	✓	✓	✓
	T2.2	Provide support to mature-age talent playing in the WAFL competition.			✓		
	T2.3	Work closely with our AFL Clubs to effectively align Next Generation Academies with WAFL programs and planning.		✓			
	T3.1	Develop a plan to provide relevant Professional Development and mentoring to support talented coaches, umpires and administrators.			✓		
Sustainability	S1.1	Retain the existing WAFC/AFL Club legal relationship and develop a new royalty model, as it serves as a unique and sustainable funding model for the future of our sport.	✓	✓			
	S1.2	Renew the partnership model until 2021, to provide stability to the competition and a clear development pathway for our two AFL Clubs.	✓				
	S2.1	Review opportunities for shared services and branding with the AFL, which could include renaming/rebranding the WAFC and integration of corporate services such as marketing, IT, HR, whilst maintaining the constitutional independence of the WAFC.	✓	✓			
	S2.2	Undertake an industry-wide review of player payments and establish a clear policy on how these payments can be implemented and monitored across all senior competitions in WA.	✓	✓			
	S2.3	Seek a long-term broadcast deal that can offer new revenue opportunities for WAFL Clubs and showcase the WAFL to the broadcast market in WA.	✓				
	S2.4	Review the existing WAFC resource allocation and organisational structure to align to the new strategic objectives of the WAFC.	✓				
	S2.5	Adjust funding to WAFL Clubs to ensure a sustainable level of spending consistent with WAFL's defined role as the premier state league, through a model that considers baseline funding, outcome-linked funding and project-specific funding, with clear criteria linked to objectives. This will be done in consultation with clubs, providing an adequate transition process.	✓	✓			
	S2.6	Undertake a feasibility study of joint commercial assets and membership structure of the WAFL to increase value and financial return of those assets, whilst delivering increased value to partners.		✓			
	S2.7	Develop a 'how to' guide that provides a framework for junior and senior clubs voluntary considering amalgamation.			✓		
	S2.8	Diversify revenue opportunities for the WAFC.		✓			
	S2.9	Develop social media and web communication strategy.	✓				
S2.10	Identify and host national football events.		✓	✓	✓	✓	
S2.11	Develop regional roadshow events program and integration strategy with AFL Clubs and pre-season matches.		✓				

STRATEGIC REFORM PHASING 2017-2021

			2017	2018	2019	2020	2021
Sustainability	S3.1	Develop new funding criteria for all funding recipients, to ensure football remains sustainable and aligned in its objectives.		✓			
	S3.2	Develop and seek endorsement of a revised WAFC governance model that more accurately represents the existing mix of WA football stakeholders.		✓	✓		
	S3.3	Support affiliate organisations to revise their constitutions to deliver enhanced consistency and alignment to industry goals.	✓	✓	✓		
	S3.4	Develop centralised governance model for tribunals and fixturing.		✓			
	S3.5	Develop Board skills, experience and qualification matrix to attract and retain relevant skilled people to WAFC Board.	✓				
	S4.1	Diversify football leadership roles to better reflect the community.		✓			
	S4.2	Undertake a volunteer engagement program for customisation by different affiliates to make volunteering easier to navigate and less onerous.			✓		
	S4.3	Establish a football innovation forum		✓			
	S4.4	Design staff performance management process inc. values measures that links to business plans and strategic plan.		✓			
	S4.5	Design and implement staff intranet		✓			
	S4.6	Standardise tools and processes across organisation inc. establishment of quality management framework and accreditation		✓	✓		
	S5.1	Increase the focus on community facility planning, advocacy and shared use opportunities with the Dept. of Education, including developing guidelines for appropriate facilities for female participants.	✓	✓			
	S5.2	Develop plan to improve staff satisfaction/engagement.	✓	✓			
	S5.3	Design and implement staff wellness program and annual staff conference		✓			
	S5.4	Secure short, medium and long term home for WAFC	✓	✓	✓		
	S5.5	Develop strategic facilities plan including focus on female-friendly facilities		✓			
	S6.1	Develop integrity processes for competitions and affiliates with greater alignment to AFL best practice standards		✓			





VISION

Connecting and enhancing
WA communities through our
great game



PILLARS

ENGAGEMENT

More people are engaged in footy than with any other sport in wa

TALENT

WA is recognised as best practice in talent identification and player development

SUSTAINABILITY

WA clubs and competitions are well-governed, operate with integrity and are sustainable



GOALS

WHAT ARE WE TRYING TO ACHIEVE?

- E1 Introduce all WA children to football
- E2 Increase the number of players who choose to continue to play football
- E3 Support all types of participants, including volunteers and fans
- E4 Deliver measurable community benefits through football
- E5 Maintain a quality State league competition

- T1 Increase the number and quality of AFL draftees
- T2 Ensure retention of talented players within WA football system
- T3 Ensure career pathways for talented coaches, umpires and administrators

- S1 Support the ongoing success of our AFL clubs
- S2 Ensure all parts of football have a sustainable business model
- S3 Improve the quality of governance
- S4 Build the capacity of staff and volunteers
- S5 Ensure football is supported through appropriate and quality facilities
- S6 Ensure effective integrity measures are in place



KPIs

HOW WILL WE MEASURE SUCCESS?

- Total participation
- Club participation
- Participant satisfaction
- WAFL competitiveness
- Social return on investment

- Total AFL draftees
- Total AFLW draftees
- AFL & WAFL club talent perception
- Umpire & coach pathway progression

- WAFC cash balance
- Annual governance review
- % of funding from commercial sources
- # of WAFL clubs with positive annual cash balance
- Board & Executive diversity target
- Employee satisfaction and capability result
- HSE internal compliance

STRATEGIES

AT THE WEST AUSTRALIAN FOOTBALL COMMISSION WE VALUE:

OUR PEOPLE | OUR RELATIONSHIPS | BEING OUR VERY BEST | LEADING OUR INDUSTRY

INDUSTRY ALIGNMENT

WAFC SPECIFIC



WEST AUSTRALIAN
FOOTBALL COMMISSION INC.