

ALBURY WODONGA FOOTBALL ASSOCIATION



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Bendigo Bank

Strategic Plan 2010 to 2015

Discussion Paper

November 09

This discussion paper outlines the strategic plans of the Albury Wodonga Football Association. It is intended that this paper is a 'living document' that will be progressively developed through discussion with various stakeholders of the Association and as new information arises.

Mission Statement

The Albury Wodonga Football Association (AWFA) is an organisation which designs, organises, implements, and controls football activities; coordinates, advises and supports member clubs; represents the sport and its members at the regional, state and national level and plans and organises sponsorship and promotion so that people can participate, enjoy and achieve through playing football.

The Association operates within the constraints of funding, the capacity of many volunteers and the support of clubs, local councils, schools, parents, the media and sponsorship from commercial organisations.

The Association holds the following core values that assist in decision making, priority setting and determining right from wrong.

Professional

- The AWFA is a business and we aim to conduct our business in a considered and competent manner

Respectful

- We will treat others with respect and consideration

Inclusive

- We welcome the involvement of all people to the sport of football

Accountable

- We will monitor our activities and measure and reflect on our performance

The core aspiration of the AWFA is:

participation, enjoyment and achievement through football

The long term goal (vision) of the AWFA is:

To be the leading regional football association in South East Australia

This goal can be measured by the performance of our players and teams and the regions ability to host regional, state, national and international events.

This goal is dependent on the members of the AWFA to achieve in leadership, administration and promotion of the game.

Strategic Priorities and Strategic Intent of the AWFA

The AWFA have identified five strategic priority areas that focus the scope of responsibility and development facing the AWFA over the next 5 years. Each priority area has a strategic aim and a series of initiatives to guide AWFA operations. The priority areas, their description and strategic intent are illustrated below.

1. Football Operations

(the development of the game and its products)

To develop Football in the AWFA Region through strong clubs and well structured competitions with products that meet the needs of specific market segments

2. Business Operations

(the management of the internal business of the association as an organisation)

To build the capacity of the AWFA to deliver increasing social and economic benefits to the sport and the Regional community

3. Resources

(the physical resources and people who work to carry out the business of the association)

To develop the physical resources of the game and support and recognise the people who work to advance the goals of the Association

4. High Performance and Development

(the development of players and teams)

To create and support development pathways and opportunities for players to achieve their potential

5. External Operations

(working with external stakeholders to achieve mutually acceptable outcomes)

To improve promotion, sponsorship and events to increase community awareness, the profile of the game and revenue to Clubs, the Association and the broader community

Strategic Plan 2010 to 2015

The following strategic plan outlines the aims and initiatives of the AWFA aligned with each strategic priority area.

1. Football Operations

To develop Football in the AWFA Region through strong clubs and well structured competitions with products that meet the needs of specific market segments

A Junior Development

To grow the game in the region by doubling the number of junior players over the next five years

Initiatives

- 1 Establish a junior league
- 2 Develop a small sided game structure for players
- 3 Initiate and support a school based development program

B Senior Development

Initiatives

- 1 Improve the standard of competition
- 2 To create a more even competition
- 3 Get more exposure for the game

D Futsal

Initiatives

- 1 Develop Futsal through schools
- 2 Junior promotion of Futsal

E Disciplinary

To operate a disciplinary system that is consistent, fair and aligned with FFA standards

Initiatives

- 1 Review the procedures for appeal and improve where necessary
- 2 Review the composition, selection and skill requirements of board members

F Club Development

To support clubs to achieve their aims and those of the Association

Initiatives

- 1 Improve communication with clubs
- 2 Provide support and training to help clubs run (forms, kits)
- 3 Increase the number of pitches available so that all clubs have access to three grounds
- 4 Help Clubs promote their family, social and community strengths (see 5A3)

2. Business Operations

To build the capacity of the AWFA to deliver increasing social and economic benefits to the sport and the Regional community

A Regulations

To have a regulatory base that enables the game to achieve its potential

Initiatives

- 1 Modify the constitution / regulations to provide greater flexibility for membership
- 2 Ensure consistency with affiliated bodies
- 3 Ensure rules/regulations are continually updated and posted on the AWFA web site

B Staffing

To develop and support people to enable the Association to achieve its goals

Initiatives

- 1 Appoint a paid position to carry out the work of the association
- 2 Create a position responsible for seeking funding and sponsorship
- 3 Develop a plan for additional positions e.g. CEO, Development officer

C Funding and Finance

To ensure the Association has the financial strength to achieve its goals

Initiatives

- Maximise the use of assets / cash flow streams
- Minimise cost of participation

D Communication, Relationships and Advocacy

To engage stakeholders in the achievement of the Association's goals

Initiatives

- 1 Improve communication with member clubs, FFV, FFA, Football NSW
- 2 Further develop advocacy role for members and member clubs at State and National Levels
- 3 Improve the Association's web site so that it becomes a major communication tool

E Assets, Infrastructure & Information Technology

To improve the operating facilities of the AWFA

Initiatives

- 1 Complete research into the viability of land purchase / lease
- 2 Develop and maximise use of information technology
- 3 Investigate and upgrade information technology systems to cater for requirements now and into future

F Research and Innovation

To be an organisation that seeks to improve and innovate

Initiatives

- 1 To review the marketing strategy of the AWFA: brands, pricing, place, people, promotion
- 2 Investigate other brands of football (street, beach etc)

3. Resources

To develop the physical resources of the game and support and recognise the people who work to advance the goals of the Association

A Refereeing

To improve the opportunities for our Referees

Initiatives

- 1 The future working relationship with the referees body
- 2 Code of conduct; players, coaches, spectators, administrators

B Coaching

To improve the skills and opportunities for our coaches

Initiatives

- 1 Improve the availability of coaching accreditations and upgrades
- 2 Improve the exposure of coaches to higher levels

C Administration

To improve the skills and opportunities for our administrators

Initiatives

- 1 Training courses
- 2 Make sure the legal requirements comply with State legislation
- 3 State variations NSW to Victoria

C Grounds and Facilities

To improve the quality and range of facilities available in the area

Initiatives

- 1 Improve the quality of our pitches
- 2 Increase the number of pitches available so that all clubs have access to three grounds
- 3 Improve lighting
- 4 Improve car parking
- 5 Improve change facilities
- 6 Improve road safety
- 7 Shelters available at all grounds

D Recognition

To recognise the achievements and contributions of members and participants

Initiatives

- 1 State criteria and basis for awards
- 2 State criteria for Life Membership

4. High Performance and Development

To create and support development pathways and opportunities for players to achieve their potential

A Development Programs

Initiatives

- 1 Identify and develop potential representative players
- 2 Club based junior development programs

B Representative Teams

Initiatives

- 1 Develop a clearly understood methodology for selection
- 2 Define selection criteria for representative players

C Representative Players

Initiatives

- 1 Improve the opportunities for elite development
- 2 Increase the availability of scholarships to players
- 3 Make Player pathways more easily understood

5. External Operations

To improve promotion, sponsorship and events to increase community awareness, the profile of the game and revenue to Clubs, the Association and the broader community

A Media

To manage the various media options to increase promotion of the sport and its people

Initiatives

- 1 Improve newspaper coverage of the game and its products
- 2 Improve television coverage of the game and its products
- 3 Promote the family, social and community strength of clubs

B Sponsorship

To increase the level of revenue from sponsorship of the game and its products

Initiatives

- 1 Maximise the sponsorship opportunities
- 2 Improve and maintain the relationship with existing sponsors

C Events

To attract major football events to the region to promote the game

Initiatives

- 1 Attract National League teams to the region
- 2 Attract an international team to the region in 2022, if we have the world cup
- 3 Attract major junior competitions
- 4 Develop an annual competition