



WESTERN AUSTRALIAN
CHRISTIAN FOOTBALL
ASSOCIATION

STRATEGIC PLAN 2014

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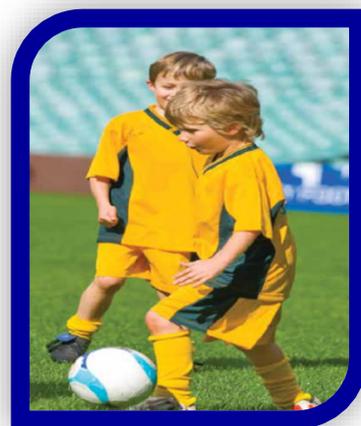
I INTRODUCTION

This Strategic Plan was developed by the Planning Sub-committee of WACFA in December 2013 and ratified by the Management Committee February 2014. It provides an overarching view of the vision, mission, values and goals of WACFA for a period up to 2020. It will be reviewed on an annual basis to ensure it remains current and responsive to the changing conditions in which WACFA operates and reflects the developing aspirations and goals of the association.

Planning Sub-Committee

The Planning Sub-Committee of WACFA as of the date of publication is as follows.

Name	Club affiliation	Contact details
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2 BACKGROUND

The Western Australia Christian Football Association (WACFA) began in 2000 as the Evangelical Soccer Association of Western Australia (ESAWA) with the stated aim to provide a quality soccer (football) competition that did not conflict with Christian families' commitment to attend church. Hence, the original mission statement stated explicitly that games were to be played on days other than Sundays and other recognised Christian holidays e.g. Easter and Christmas. ESAWA grew from an initial (number) clubs with around 300 players to eleven clubs with around 1200 players by 2013. The association changed its name to WACFA in 2010.



In 2012 a number of planning workshops were conducted by the Management Committee of WACFA to develop plans and goals to guide the ongoing development of the association. In 2013 discussion regarding the use of funds received from Football West for development projects and in respect of the timing and feasibility of the establishment of the role of a Development Officer (DO) for WACFA led to the realisation that the association still needed to formalise and document the long term growth goals of the association. Consequently, a planning session was held at Huntingdale Christian Church on Saturday October 19th and a report produced that was subsequently accepted by the Management Committee as the basis for producing this Strategic Plan.

A follow up meeting was held on Monday December 9th to continue to develop this plan with emphasis on refining goals and organising them into logical Key Result Areas (KRAs) as well as completing an initial SWOT analysis. The following MC members were present at that meeting. Apologies were received from Andre Georges (Perth Strikers CFC) and Anthony Lepore (Kingsway United CFC).

Roger Edland -	President
Andrew Mercer -	Treasurer
Mick Stringer -	Secretary
Brent Fourie -	Riverside CFC
Kim Fourie -	Riverside CFC
Russell Seymour-	Kingsway United CFC
Naomi Danfield -	Ellenbrook Rovers CFC
David Ladner -	Valley United CFC

3 MANAGEMENT STRUCTURE

WACFA exists as an independent not for profit incorporated association registered in WA. It sits under the umbrella of Football West, the peak body overseeing football in WA. At this time Football West requires no reporting or accountability from WACFA. WACFA is run via a Management Committee (MC) comprised of four elected positions (President, Secretary, Treasurer and Chaplain) and one voting representative of each affiliated club. The 2013 MC was as follows.

President – Roger Edland

Secretary – Mick Stringer

Treasurer – Andrew Mercer

Chaplain – Peter Burne



General Committee Members (with club affiliation)

Jon-Paul Tyrer – Armadale CFC

Craig Danfield – Ellenbrook Rovers CFC

Naomi Danfield – Ellenbrook Rovers CFC

Graeme Burnside – Greyhounds CSC

Greg Davis – Greyhounds CSC

Brendan Lindstrom – KC Saints

Paul Ash – Kingdom City FC

Anthony Lepore – Kingsway United CFC

Russell Seymour - Kingsway United CFC

Brent Fourie – Riverside CFC

Mark Moss – Southern Force FC

Andre Georges – Perth Strikers CFC

Phil Stewart – Perth Strikers CFC

Tim Van Zuylen – Valley United CFC

The operations of the association are governed by its Constitution which can be viewed online at (insert web address)

4 WACFA VISION, VALUES AND MISSION

One of the key outcomes of the planning session held on October 19th, 2013 was the work done to develop a more succinct vision statement and a statement of values to guide the association into the future. Work done in the meeting held on December 9th also streamlined the original mission statement and these three elements form the overarching tenets of WACFA at present.



VISION

The vision of WACFA is to provide access to high quality organised football to every West Australian family in a manner that supports and encourages active participation in all aspects of Christian life and community.

VALUES

WACFA is (or “strives to be” or “aspires to be”)

1. **Centred in Christ** – we believe all of life is to be lived under the Lordship of Christ. Therefore, we expect high standards of player and parent conduct, a positive and encouraging culture and a determination by all participants to maintain good relationships. To the best of our ability, and by God’s grace, everything we do will reflect our submission to Christ.
2. **Focused on Families** – we value families as the building blocks of our community and support their need for quality sport and recreation to be accessible and affordable. We will continue to structure WACFA so as to make it as fulfilling and affirming as possible for the whole family.
3. **Supportive of the Church** – we encourage active participation by families and individuals in the life and mission of the Church through involvement in their local church community.
4. **Committed to Personal Growth** – we promote the development of every participant’s skills and abilities. Players, parents, coaches, referees and club officials are all encouraged to strive towards their personal best in all aspects of their lives, both on and off the field of play.

MISSION STATEMENT

The Western Australian Christian Football Association will:

1. Provide high quality organised football on days other than Sundays and major Christian holidays
2. Encourage players, coaches, volunteers and officials to choose and express godly responses on and off the sporting field.

5 SWOT ANALYSIS

This introductory SWOT analysis was produced from discussions of participants meeting held Monday December 9th 2013 and reflects thinking current at that time. It is subject to review in the context of the annual update of this Strategic plan. It covers broad areas highlighted by the group including its understanding of perceptions that may be held by those outside the current WACFA structure. It is important to note that only anecdotal evidence exists for these perceptions i.e. no specific investigation or research was done into how WACFA is perceived. This SWOT analysis was conducted in two small groups and the factors that **both groups** nominated are presented in **bold italics** for emphasis.



STRENGTHS

- *The Christian ethos and values that we uphold and promote*
- *Main playing day is Saturday*
- *The hub/central venue location of matches is thought to be supportive of families and well liked*
- Involvement in the annual National competition through the CFFA
- Strong Management Committee
- Welcoming, friendly feel
- Climate of respect
- Our desire to grow and change to meet needs of participants

WEAKNESSES

- *Lack of financial resources and revenue streams*
- *Perception that the football standard is lower than junior Sunday leagues resulting in movement of skilled players to these leagues*
- *Small pool of potential volunteers (coaches, referees, officials) due to restrictive requirements set by us*
- Lack of control over venues and facilities
- Single tier competition
- Tone of men's adult competition
- Lack of perceived club support of association and National competition

OPPORTUNITIES

- *Large Christian school systems in Perth and WA*
- Families disillusioned with other football competitions
- Good relationship with Football West
- Possibility of dual registration of players

THREATS

- *Perception that we have a lower standard of football than junior Sunday leagues*

Perhaps not surprisingly, a couple of WACFA's key strengths have a "flip side" i.e. they were also highlighted as weaknesses. Most notable was the Christian ethos and values which, while being a key component of the attractiveness of the league for families wanting this environment, was also identified as a factor that limits the pool of people from which coaches and club officials can be recruited. This was discussed at some length and it was clear that the current Form 2 requirements and some related aspects of the Constitution may need to be re-examined to see if this tension can perhaps be better balanced in future. This issue and others that arose in the context of recent planning sessions were noted for future references. Ones that need to be addressed by the WACFA MC are listed in Appendix 1.

6 MAJOR GOALS FOR 2020

Major goals for the development of WACFA from this date to 2020 are presented below. These goals fall into one or more of the four Key Result Areas (KRAs) agreed upon in the December 9th meeting and presented later in this document. Goals 1 to 6 were those that arose directly from the planning session held on October 19th and goals 7 to 10 were present in some form as additional goals in the report of that meeting. Further operational detail will be required but some initial Possible Objectives and Actions can be found at Appendix 2.



GOAL 1 -Five (5) metropolitan playing hubs, each with 6 participating clubs/schools.

Currently, the Perth metropolitan area is home to two (2) playing hubs for juniors and 11 clubs. The long term goal of 5 hubs with a total of 30 clubs operating in the Perth metro area is broken down to short and medium term targets as follows. The geography of Perth suggests hubs located generally in regions defined as North West, North East, Inner North, South East and South West somewhat approximating the Perth metro ABS boundaries as found at <http://betaworks.abs.gov.au/betaworks/betaworks.nsf/projects/ASGSBoundariesOnline/frame.htm>

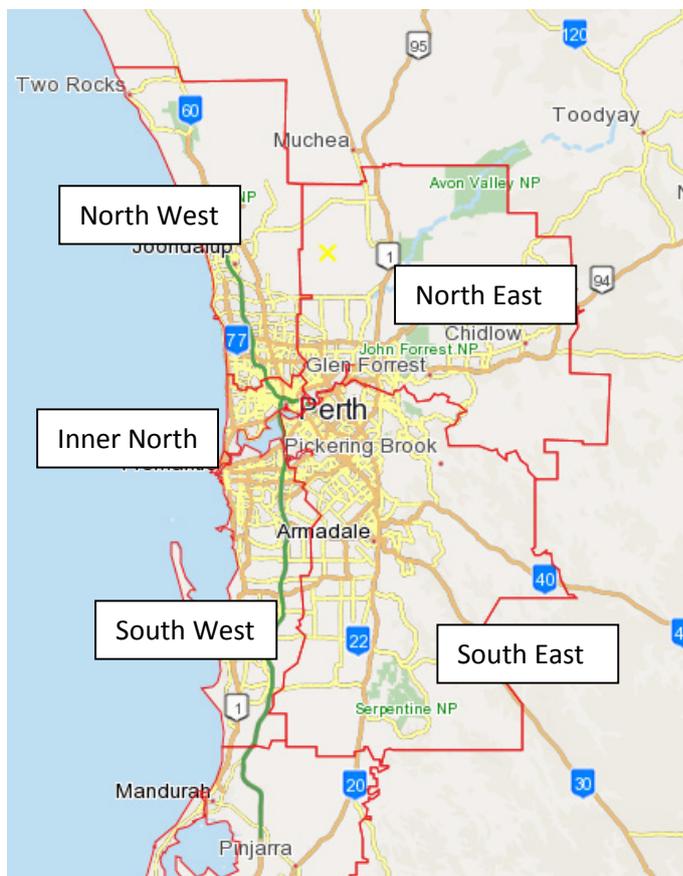


Figure 1 – screen shot from the ABS website showing 5 regions in Perth metro area

	2014	2015	2017	2020
Clubs	11 (120pc)	14 (125pc)	20 (150 pc)	30 (175pc)
Players	1320	1750	3000	5250
Hubs/Locations	2	3	4	5

The following is a possible development scenario for new playing hubs. Firstly, given that the current “southern hub” for junior players is located in Ashfield, priority could be given to opening up a South East hub located somewhere around Gosnells that would better service the existing southern clubs (Armadale, Southern Force, and Riverside) and encourage the entry of new clubs into this hub. The existing grounds at Ashfield could then be home to Valley United, Perth Strikers and KC Saints in the short to medium term with these clubs working (as would the clubs in the new South East hub) towards the formation of new clubs in their area to add to the strength of their hub. Ellenbrook Rovers could stay in the existing northern hub or shift across to the Ashfield hub as they desired. In the longer term, the North East hub could perhaps move further east, perhaps to grounds to be sourced around Midland which seems a more logical geographic centre of clubs in this area.

The next metropolitan hub to be established would probably be one located in the southern coastal strip down to and including Rockingham. This would become the South West metro hub and because it is a strong area of population growth with significant numbers of independent Christian schools, could provide much of the growth WACFA is looking for over the next few years. Finally, a playing hub could be established in the Inner metro area, that region north of the Swan river from Fremantle west to around Maylands and north to perhaps Innaloo. This region is home to the more affluent suburbs of Perth but also contains Christian schools of note that may be fruitful hosts of WACFA clubs in the future. Perhaps concurrently, the existing northern hub could move a little further north to become the North West hub servicing the coastal strip from Innaloo to Two Rocks. Somewhere around Joondalup (or perhaps a little north of this) would perhaps better cater for the growing northern coastal suburbs.

GOAL 2 - Five (5) regional (non-metropolitan) hubs each with 4 participating clubs/schools.

Five regional hubs with four clubs per hub mean a total of twenty clubs and (at 100 players per club) 2,000 players outside the metro area. At this stage, all regional centres (including Mandurah) are possible growth areas but as a priority WACFA should target towns and regional centres that are currently not serviced by alternative football associations with similar goals or methods. For example, the Leeuwin Naturaliste Junior Soccer Association currently provides Saturday football for around 700 registered players in the South West of WA, drawing mainly from the towns of Capel, Nannup, Busselton, Dunsborough, Vasse and Margaret River. Their website is at <http://www.lnjsa.com.au/> for further details. There is a great deal of scope in WA for the expansion of WACFA into regional centres without cutting across existing structures and associations such as this. More research needs to be done to determine the towns and centres with the greatest needs but below is a possible timeline. A key strategy here may be to target schools (some of which may be residential) that draw from the surrounding region.

	2016	2017	2018	2019	2020
Town/Region	Mandurah	Bunbury	Geraldton	Hedland	Kalgoorlie
Clubs	4	8	12	16	20
Players	400	800	1200	1600	2000

GOAL 3 - Around 7,500 registered players by 2020

Given the growth suggested above, player numbers should look after themselves. However, it is important that WACFA also focuses attention on assisting existing clubs as well as new clubs to build their player base and to ensure that larger clubs in the association become resource centres for smaller clubs. For example, large clubs can host coach development sessions to which they invite smaller clubs to send delegates, perhaps assisting them financially in this process. Such an attitude would reflect the values of WACFA and greatly assist in the strengthening of the league as a whole. Larger clubs could be encouraged to identify players that are coming from suburbs where no clubs currently reside and take it upon themselves to help form new clubs.

GOAL 4 - Of those 7,500 players, one third to be female (around 2,500).

Special attention needs to be paid to the development of opportunities for girls and women to be involved as players as well as in all levels of club management and WACFA itself. Indeed, by offering greater opportunities for girls to play, WACFA may accelerate the growth of the league beyond these targets. Mention was made in during this process of notable private girls schools looking for ways to get their students playing football and WACFA is uniquely placed to offer this facility. This is a key area that needs urgent and particular attention.

GOAL 5 - 100% of coaches to have undertaken some form of coach accreditation.

WACFA currently has a process for registration of coaches and other officials based upon the completion of a Form 2. The suggestion here is that WACFA works towards an accreditation process that involves some form of coach development or training such that all coaches will have undertaken this accreditation by 2020. This could involve community courses via the FFA or an internal WACFA coach development program or both. The FFA National Football Curriculum should be the foundation for a consistent approach to coach education. If this were done, we would be offering a product that may well be the benchmark for all football associations in WA!

GOAL 6 – Two (2) annual football mission events.

As an expression of the values of WACFA, football related outreach or mission events based (for example) on the Scripture Union family camp model would be held, perhaps targeting remote communities, indigenous peoples, refugee camps and overseas communities.

GOAL 7 – 20% of all youth (U16 and U18) and adult players serving their clubs and WACFA through coaching, refereeing or other volunteering support.

If we are to promote the kind of attitudes espoused in our values as well as ensure the future growth of the league, we must set goals that encourage young adults to give back what they have received.

GOAL 8 – All competitive matches (i.e. all matches where results are recorded in league tables) officiated by an accredited referee.

The quality of refereeing of matches is of growing importance to participants as they mature and is an important element in enhancing player satisfaction and retention. To this end, our goal is to work towards all competitive matches being handled by accredited referees.

GOAL 9 – To become regular winners of National Titles in the context of CFFA (or equivalent) competitions.

This goal will help drive the league to think seriously about coaching quality and player development. It will encourage clubs to think more about how to develop their players so they can represent WACFA in the CFFA national competition. It would drive the league to grow in excellence on and off the field. If there are 5 levels of competition at each national tournament, a challenging goal would be that by 2020 we are regularly winning 2 of these 5 titles per annum.

GOAL 10 – The development of inter-hub, regional and State tournaments.

Several possibilities exist as the association grows across the state. Firstly, metropolitan hubs could join for a knockout “cup” competition that runs concurrent with the regular season. It would most likely be an evening competition that could be scheduled to avoid clashes with similar Football West competitions and therefore avoid issues with ground booking. Secondly, clubs could avail themselves of the opportunity to participate in Football West knockout competitions that do not conflict with WACFA schedules, thus allowing clubs and teams to “test” themselves against broader opposition. Thirdly, a state wide “Champions League” could be held in which regional champions for each hub of the competitive leagues (U12 to adults) could be held in Perth or a regional centre at the end of each season. This could be accompanied by trials for state representative teams or held separately; there are many possibilities!

7 EVALUATION AND REPORTING

This Strategic Plan should be viewed as a “living” document; subject to change and development as opportunities arise and circumstances change. As such it shall be reviewed at least annually, on or around the anniversary of publication of the original document.

Annual reviews are to be carried out by the Planning Sub-Committee of the time, said committee to be elected, chosen or appointed from members of the WACFA Management Committee.

Evaluation of the success (or otherwise) of any goals will be carried out in accordance with the decision of the Planning Sub-Committee and may include any means necessary to gather sufficient information to adequately assess the relevant outcome. For example, player surveys, club reports, anecdotal evidence, referee reports, league tables, CFFA National Title results, feedback from sponsors and governing bodies etc.

8 KEY RESULT AREAS

Four Key Result Areas (KRAs) have been identified. Three of these align directly with the Football West Strategic Plan 2014-2016 and this alignment has been intentional so as to promote and develop the relationship with Football West and to ensure that goals related to player development and resourcing for WACFA could be promoted.

The four KRAs are

Grow the Game | Enhance the Experience | Provide Pathways | Develop Disciples

Each major goal fits into one or more of these KRAs and each KRA has a number of clearly articulated components that sum up the intent of WACFA. The KRAs are summarised in the following table.

WACFA Key Result Areas			
Vision: to provide access to high quality organised football to every West Australian family in a manner that supports and encourages active participation in all aspects of Christian life and community.			
Mission: 1 – Provide high quality organised football on days other than Sundays and major Christian holidays. 2 – Encourage players, coaches, volunteers and officials to choose and express godly responses on and off the field.			
Grow the Game	Enhance the Experience	Provide Pathways	Develop Disciples
Retain existing clubs, players, coaches, referees and officials Promote the formation of new clubs Encourage clubs to recruit new players, coaches, volunteers and referees Increase participation by under-represented groups e.g. females, indigenous Australians, recent immigrants Source new revenue streams for ongoing development and growth	Enhance participant's experience by helping clubs improve their administration, facilities and community engagement Seek and secure access to high quality grounds for playing hubs Improve the format and quality of football competitions Improve communication with clubs and participants by better utilising technology and social media Become the best "value for money" football in WA	Improve the overall standard of football through education, support and resources Provide accessible and defined pathways to develop players, coaches, club officials and referees Provide greater support and encouragement for female participants Implement the FFA National Football Curriculum and adopt its development philosophy Encourage involvement in CFFA Nationals and other elite competitions	Encourage active involvement in local churches and the mission of the Church Provide leadership in values and conduct within the football community Promote servanthood and Christian discipleship amongst players, volunteers, officials and spectators
GOALS - 1,2,3,4	GOALS - 1, 2, 8, 10	GOALS - 5, 9, 10	GOALS 6, 7
WACFA strives to be: CENTRED IN CHRIST - FOCUSED ON FAMILIES - SUPPORTIVE OF THE CHURCH - COMMITTED TO PERSONAL GROWTH			

APPENDIX I – ISSUES ARISING

1. Constitutional issues related to Statement of Faith and Form 2 requirements. The question raised relates to whether we have the right balance between ensuring that our values and ethos are well protected while making it as easy as possible for volunteers to fulfill our requirements for involvement as club officials, coaches etc. Further discussion needs to be had around whether the Constitution and Form 2 is too prescriptive and excludes people who would very capably uphold the values of the association.
2. Discussion is required around the value placed by clubs on involvement of WACFA in the CFFA Nationals. Issues relate to lack of perceived support by club coaches to having their players in the state squad and whether we need state coaches who are independent from particular clubs to overcome any reluctance for clubs to encourage player involvement.
3. Is it necessary, advisable or advantageous to have an internal WACFA Referee's association?
4. Should we maintain point 3 of the current mission statement as found in the Constitution i.e. to establish similar sporting organisations?