

STRATEGIC PLAN

2023-2025





FOREWORD

Football provides a fabric that connects players, families and communities across Western Australia. The importance of this connection underscores the importance of growing and developing football in Western Australia. The West Australian Football Commission (WAFC) is the caretaker of football throughout the State and is responsible for the overall development of the game.

The WAFC Strategic Plan 2023 to 2025 aims to build on our strong foundations with a clear direction for the future of football in WA.

The strategy aims to align our organisation and the industry in order to grow football sustainably, increase the relevance of WA football and provide an opportunity for all Western Australians to engage in our great game.

Our vision is:
The game for all Western Australians

That vision emphasises that age, gender, ethnicity, sexual orientation, levels of physical or mental ability or any other of the many characteristics which make up our diverse community provide no impediment to participation in the game.

Our way of life is constantly changing and the landscape of sport and football is no different. Our new strategy enables the WA football community to address the challenges that come with change whilst taking advantage of the opportunities change provides.

The new strategy outlines our key focus areas for the WA Football Industry:

- Club, Volunteer & Administrator Support
- Facilities & Infrastructure
- Participation, Development & Talent Pathways, & Competitions
- Brand, Audience & Engagement

The WAFC has a sharp focus on our people and our capability as an organisation, to ensure we have the resources to deliver the plan.

Our emphasis will be on delivering the strategy with particular attention to our key outcomes, which are to grow all segments of football sustainably; increase funding to support football outcomes; increase the capability of the industry to deliver the best possible environment for football experiences and talent development; and improve stakeholder engagement through communication and collaboration across the industry.

Underpinning our strategy are our key fundamentals which aim to support the successful delivery of the plan through:

- Sustainable Investment Principles
- Encouraging diversity in participants
- Collaboration & Inclusion
- Integrity
- Proper systems of governance & risk management

We look forward to working with all stakeholders to assist in delivering the game for all Western Australians.



Hon Wayne Martin AC QC
Chair WAFC



Michael Roberts
CEO WAFC

WAFC STRATEGY 2023-2025

VISION: THE GAME FOR ALL WESTERN AUSTRALIANS

KEY OUTCOMES

Sustainable Growth | Increased Talent & Capability | Increased Revenue | Improved Stakeholder Engagement

WA FOOTBALL INDUSTRY FOCUS



Club, Volunteer & Administrator Support

Strategic Priorities:

- Building the capacity, diversity and capability of volunteers and administrators
- Simplifying the role of volunteers and administrators, providing tools to support them
- Support clubs and affiliates in establishing best practice governance and management processes that drive positive club environments and culture



Facilities & Infrastructure

Strategic Priority:

- To have sufficient and suitable facilities that support the growth of the game now and into the future



Participation, Development & Talent Pathways, & Competitions

Strategic Priorities:

- The participation pathway continues to grow at a sustainable rate
- Provide a clear talent pathway that enables individuals to reach their full potential
- Our competitions are well governed, safe, fun, fair and inclusive (Game Day Environment)



Brand, Audience & Engagement

Strategic Priorities:

- Grow audience and fans through a new WA football brand
- Improve data and segmentation, grow commercial opportunities
- Grow the relevance of WAFL/W competitions

INTERNAL FOCUS

PEOPLE & ORGANISATION CAPABILITY

Strategic Priority: We have talented and capable people with contemporary and diverse skills, that align to our values, along with the financial means and tools to lead the delivery of the strategy

UNDERPINNED BY KEY FUNDAMENTALS

Sustainable Investment Principles | Diversity | Collaborative & Inclusive | Integrity | Governance & Risk



KEY OUTCOMES

Key Outcomes	Milestones		
	2023	2024	2025
<p>Sustainable Growth – Grow all segments of football (including players, coaches, umpires, volunteers) with a focus on retention and growth of key segments (e.g. female) whilst ensuring the continued advocacy and development of football facilities & infrastructure</p>	<ul style="list-style-type: none"> Maintain the ratio of volunteers to participants in line with club participation growth 11 lighting projects have funding committed 15 inclusive change rooms (including umpire) have funding committed Increase number of available football facilities hours as determined through the ground usage audit project Overall growth of club participants by 3% (on 2022 results) which includes segment growth rates of <ul style="list-style-type: none"> Female by 25% Aboriginal and Torres Strait Islander by 2% Multicultural by 2% Inclusion by 2% Umpire retention is 70% and 10% of registered umpires are female with an overall growth of 10% (on 2022 results) 10% of registered Coaches are female with an additional 65 Level 2 Coaches (M/F) 	<ul style="list-style-type: none"> Maintain the ratio of volunteers to participants in line with club participation growth 12 lighting projects have funding committed 17 inclusive change rooms (including umpire) have funding committed Increase number of available football facilities hours as determined through the ground usage audit project Overall growth of club participants by 3% (on 2023 results) which includes segment growth rates of <ul style="list-style-type: none"> Female by 25% Aboriginal and Torres Strait Islander by 3% Multicultural by 5% Inclusion by 5% Umpire retention is 75% and 15% of registered umpires are female with an overall growth of 12% (on 2023 results) 12% of registered Coaches are female with an additional 65 Level 2 Coaches (M/F) 	<ul style="list-style-type: none"> Maintain the ratio of volunteers to participants in line with club participation growth 12 lighting projects have funding committed 18 inclusive change rooms (including umpire) have funding committed Increase number of available football facilities hours as determined through the ground usage audit project Overall growth of club participants by 4% (on 2024 results) which includes segment growth rates of <ul style="list-style-type: none"> Female by 30% Aboriginal and Torres Strait Islander by 5% Multicultural by 5% Inclusion by 5% Umpire retention is 80% and 20% of registered umpires are female with an overall growth of 12% (on 2024 results) 18% of registered Coaches are female with an additional 70 Level 2 Coaches (M/F)

Key Outcomes	Milestones		
	2023	2024	2025
<p>Increased Talent and Capability – Through targeted programs, education and advocacy, increase capability of the industry to deliver the best possible environment for football experiences and development</p>	<ul style="list-style-type: none"> Volunteer & Administrator engagement (benchmarked) The Quality Club Program portal is operational and promoted AFL Draftees <ul style="list-style-type: none"> 12.5% of total male AFL Draftees are from WA State Academies 80% of WA female AFL Draftees are from WA State Academies People Strategy is appropriately resourced to deliver targeted KPIs of: <ul style="list-style-type: none"> Female Management increased from 20% to 30% Multicultural representation increased from 10% to 15% Aboriginal and Torres Strait Islander representation increased from 5% to 9% 	<ul style="list-style-type: none"> Volunteer & Administrator engagement score growth (set after 2023) 25% of clubs have moved from base level of the Quality Club Program AFL Draftees <ul style="list-style-type: none"> 12.5% of total male AFL Draftees are from WA State Academies 80% of WA female AFL Draftees are from WA State Academies People Strategy is appropriately resourced to deliver targeted KPIs of: <ul style="list-style-type: none"> Female Management increased to 40% Multicultural representation increased to 20% Aboriginal and Torres Strait Islander representation increased to 11% 	<ul style="list-style-type: none"> Volunteer & Administrator engagement score growth (set after 2023) 50% of clubs have moved from the base level and 10% have reached the highest level of the Quality Club Program. AFL Draftees <ul style="list-style-type: none"> 15% of total male AFL Draftees are from WA State Academies 80% of WA female AFL Draftees are from WA State Academies People Strategy is appropriately resourced to deliver targeted KPIs of: <ul style="list-style-type: none"> Female Management increased to 50% Multicultural representation increased to 25% Aboriginal and Torres Strait Islander representation increased to 15%
<p>Increased Revenue – Increase funding to support the delivery of the strategy and the growth of the game</p>	<ul style="list-style-type: none"> Excluding State Funding, increase discretionary revenue by 3% on 2022 value Monetisation of digital and data strategy to be determined (benchmarked) Identified new revenue initiatives for female football, diversity and inclusion 	<ul style="list-style-type: none"> Excluding State Funding, increase discretionary revenue by 3% on 2023 value Monetisation of digital and data strategy to deliver at least 10% incremental commercial revenue growth Circa \$250k growth in commercial partnership revenue that aligns to digital and data strategy 	<ul style="list-style-type: none"> Excluding State Funding, increase discretionary revenue by 3% on 2024 value Monetisation of digital and data strategy to deliver at least 20% incremental commercial revenue growth Circa \$250k growth in commercial partnership revenue that aligns to digital and data strategy
<p>Improved Stakeholder Engagement – Critical focus on improving communication and collaboration across the industry to deliver strategy</p>	<ul style="list-style-type: none"> Stakeholder Engagement Score (baseline) Establish delivery of Brand Strategy 	<ul style="list-style-type: none"> TBC once the baseline is established Brand Health metrics (to be determined) 	<ul style="list-style-type: none"> TBC once the baseline is established Brand Health metrics (to be determined)





CLUB, VOLUNTEER & ADMINISTRATOR SUPPORT

Strategic Priorities	Objectives	Strategies / Projects
Simplifying the role of volunteers and administrators, providing tools to support them	<ul style="list-style-type: none"> Maintain the ratio of volunteers to participants in line with club participation growth Volunteer & Administrator engagement score (benchmark to be determined) 	<ul style="list-style-type: none"> Through consultation with stakeholders, develop and resource a dynamic Volunteer Strategy that addresses volunteer workloads, acquisition, retention and diversity and the use of technology Review current compliance and Game Day processes to establish opportunities to streamline volunteer and administrators workload
Building the capacity, diversity and capability of volunteers and administrators	<ul style="list-style-type: none"> WAFI Clubs, AFL Clubs, Affiliates are educated on the benefits of diversity resulting in advocating for a target of 50% on boards (Female, Indigenous, Multicultural, Inclusion or Age) 	<ul style="list-style-type: none"> Develop and resource key Leadership Programs focused on diversity within the industry such as: <ul style="list-style-type: none"> - Female Development - Aboriginal & Torres Strait Islander - Multicultural (CaLD) - Inclusion Investigate opportunities to tie funding to club and affiliate diversity representation
Support Clubs and Affiliates in establishing best practice governance and club management processes that drive positive club environments and culture	<ul style="list-style-type: none"> 50% of community clubs have moved from the base level of the Quality Club Program 10% of community clubs reach the highest level of the Quality Club Program 	<ul style="list-style-type: none"> Redevelop the Quality Club Program with contemporary standards and assist Clubs in signing up to, and understanding the benefits of being part of the Program Continue to undertake Child Safeguarding education whilst improving reporting and compliance requirements across the industry Establish a Club Development Program that provides tailored support for clubs and volunteers Support Affiliates to meet the objectives within their own Strategic Plans and define roles & responsibilities within the WA Football Industry Identify opportunities for development of senior administrators within our industry



PARTICIPATION, DEVELOPMENT & TALENT PATHWAYS, & COMPETITIONS

Strategic Priorities	Objectives	Strategies / Projects
The participation pathway continues to grow at a sustainable rate	<ul style="list-style-type: none"> Improve retention rates to 80% of club participants Overall growth of club participants by 10% which includes segment growth rates of: <ul style="list-style-type: none"> Female by 100% Aboriginal and Torres Strait Islander by 10% Multicultural by 10% Inclusion by 10% Football is a top 3 sport delivering Sporting Schools Program in Terms 2 and 3 Umpire retention is 80% and 20% of registered umpires are female with an overall growth of 35% 18% of registered Coaches are female 	<ul style="list-style-type: none"> A focus on Game Day Environment to drive participation acquisition and retention across all football segments Through a complimentary delivery model third parties (including WAFL Clubs) are engaged to deliver Sporting Schools Program Be bold in Female Football Advocacy ensuring Female Game Development activities are appropriately resourced The Football Pathway (participant/volunteer/officials) is clearly mapped out and promoted to stakeholders Inclusion and diversity programs are supported and promoted: <ul style="list-style-type: none"> Female Aboriginal and Torres Strait Islander Multicultural (CaLD) Inclusion The Retention and Acquisition Strategy for Umpiring continues to be funded and reviewed as appropriate
Provide a clear talent pathway that enables individuals to reach their full potential	<ul style="list-style-type: none"> AFL Draftees <ul style="list-style-type: none"> 15% of total male AFL Draftees are from WA State Academies 80% of WA female AFL Draftees are from WA State Academies An additional 200 Level 2 Coaches (M/F) WA State Teams win more than 50% of matches in all age groups 	<ul style="list-style-type: none"> A strategy is developed where talented coaches are identified, education is provided and retention of these coaches is a key focus Our State Academies Programs are continually funded at the required level to attract quality staff and provide players with the best chance to develop. A focus of investment will be on wellbeing and mental health Develop a Female Talent Pathway Strategy
Our competitions are well governed, safe, fun, fair and inclusive (Game Day Environment)	<ul style="list-style-type: none"> Improved participant experience in competitions and programs – engagement score (benchmark to be determined) Competitive balance measures continue to be implemented: <ul style="list-style-type: none"> Junior competitions decrease mercy rule activations by 5% Average winning margin in the WAFL is less than 30 points whilst maintaining the quality of the competition Every club plays finals in the WAFL within League and Colts WAFLW State League match is implemented An online integrity education portal is available to all segments of football 	<ul style="list-style-type: none"> Work with all stakeholders to standardise Competition Management Rules & Regulations Engage experienced leaders to ensure the Integrity Unit is an industry leader through appropriate programs and processes such as: <ul style="list-style-type: none"> Education programs Reporting and Investigation processes Continue to review and resource the Concussion Action Plan In conjunction with the WAFL Clubs develop a WAFL/W Competition Plan which includes: <ul style="list-style-type: none"> A clear competitive balance plan for both WAFL and WAFLW

FACILITIES & INFRASTRUCTURE

Strategic Priorities	Objectives	Strategies / Projects
To have sufficient and suitable facilities that support the growth of the game now and into the future	<ul style="list-style-type: none"> Increase number of available football facilities hours as determined through the ground usage audit project Through the ground usage audit, 35 lighting projects are identified and have funding committed Through the ground usage audit, 50 inclusive change rooms (including umpire) are identified and have funding committed 	<ul style="list-style-type: none"> Based on the community needs, shift the development of facilities and outcomes as per the WAFC Strategic Facilities Plan Support stakeholders with their facilities/ infrastructure needs: <ul style="list-style-type: none"> with the development of funding applications with the development or review of facilities/infrastructure plans Develop and implement a Government Relations Plan to support the requirement of new infrastructure Determine the number of facilities hours currently available and determine how many are required to meet the needs of football now and into the future: <ul style="list-style-type: none"> Activate School Facilities Rationalisation of football facilities
	<ul style="list-style-type: none"> \$2m WA Football Facilities Fund to deliver \$90m worth of facility projects Further investment of \$4m in the WA Football Facilities Fund is secured for new projects 	<ul style="list-style-type: none"> Secure investment partners (including all levels of Government and industry partners) Ensure the WAFC level of contribution is in line with project demand
	<ul style="list-style-type: none"> Future Home of Football: <ul style="list-style-type: none"> location has been determined is fit for purpose has approvals in place has funding secured 	<ul style="list-style-type: none"> Finalise the Future Home of Football by: <ul style="list-style-type: none"> concluding a review of possible locations continued discussion with Government on the viability of the current allocation of land Establishing a building completion timeline that meets the current Tuat College lease end date





BRAND, AUDIENCE & ENGAGEMENT

Strategic Priorities	Objectives	Strategies / Projects
Grow audience and fans through a new WA football brand	<ul style="list-style-type: none"> Brand Health benchmark determined in 2023 <ul style="list-style-type: none"> 2024 and 2025 improved brand health metrics Implement a modern digital experience for the WA Football community (measurement TBC) 	<ul style="list-style-type: none"> Develop and implement a new WA Football Brand Strategy Implement digital strategy to transform current social, web and App presence Leverage social impact outcomes to drive engagement with the community, partners and stakeholders Advocate the importance and support of marketing football at all levels
Improve data and segmentation, grow commercial opportunities	<ul style="list-style-type: none"> Monetisation of digital and data strategy to deliver at least 20% incremental commercial revenue growth 	<ul style="list-style-type: none"> Establish data sets and segmentation to inform the Commercial Growth Strategy across all of football Improve data capture and analytics capability for all of football Create customer journey maps and customer profiles to improve acquisition and retention strategies for all of football
Grow the relevance of WAFL/W competitions	<ul style="list-style-type: none"> Through collaboration attract new audiences to the WAFL/W competitions which results in year on year growth of audience (attendance, streaming and broadcast) 	<ul style="list-style-type: none"> Support development of a WAFL and Community Partnership Strategy to grow deeper connection of WAFL brand and clubs in the community Develop a Fan and Member Strategy to drive a younger and more engaged audience to WAFL/W Establish marketing strategy for WAFL/W competition and provide support for local area marketing activity by clubs

PEOPLE & ORGANISATION CAPABILITY

Strategic Priorities	Objectives	Strategies / Projects
<p>We have talented and capable people with contemporary and diverse skills, that align to our values, along with the financial means and tools to lead the delivery of the strategy</p>	<ul style="list-style-type: none"> • Staff Engagement Score increased to 85% • People Strategy is appropriately resourced to deliver targeted KPIs of: <ul style="list-style-type: none"> - Female Management increased to 50% - Multicultural representation increased to 25% - Aboriginal and Torres Strait Islander representation increased to 15% • Training budget is increased from \$270 to \$500 per capita 	<ul style="list-style-type: none"> • The organisational structure is designed to meet the requirements of the new strategic plan • Professional Development Program that reflects the current and future talent needs of the organisation • Action plans addressing the insights gained from the Staff Engagement Survey are developed, implemented and monitored • An internal communications strategy that promotes collaboration across the organisation
	<ul style="list-style-type: none"> • State Funding Agreement is maintained into the second term to at least the level of funding as received in the first term. • Royalty Funds continue to be utilised to support strategic football objectives • \$500k growth in commercial partnership revenue that aligns to digital and data strategy • Maintain adequate levels of reserves to support the organisation with the continuing level of uncertainty 	<ul style="list-style-type: none"> • Successfully negotiate the State Funding Agreement for 2027-2036 • The AFL Club Royalty Agreements are reviewed in line with the Agreement parameters • A user pay model is developed and funds reinvested into Community Football • Continued development of Social Return on Investment Project to drive future commercial engagement opportunities • Existing commercial assets are maximised and new assets/products are developed • Appropriate annual budgets are in place to deliver the strategy
	<ul style="list-style-type: none"> • Well governed business that embraces diversity and Inclusion by achieving the following targets on WAFC Committees: <ul style="list-style-type: none"> - Diversity 50% (Female, Indigenous, Multicultural, Inclusion and Age) • The organisation is fully compliant with all work health and safety legislative requirements • We are consistently delivering over 90% of our Reconciliation Australia endorsed Reconciliation Action Plan initiatives 	<ul style="list-style-type: none"> • Our sports governance standards and principles are strengthened including constitutional reform • Improved metrics are provided to enable evidence-based decisions to be made • The organisation promotes its Diversity and Inclusion Programs internally • RAP deliverables are embedded in operational plans • The agreed recommendations from the Industry Investment Model Review are implemented • We continue to fulfil the Board governance transparency initiatives





WEST AUSTRALIAN
FOOTBALL COMMISSION INC.