VICTORIAN CHURCHES FOOTBALL ASSOCIATION INC.

VCFA STRATEGIC PLAN 2022 - 2026 V.2

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2022 revised edition

The Strategic business plan has been developed, agreed to and moved by resolution by the members of the Association and has been approved by the following stakeholders of the Victorian Churches Football Association Inc.

THE BOARD	PORTFOLIO
Timothy de Graaf	President
Rob Prins	Acting Vice President
Jamie Sutton	Secretary
Francis Hubben	Match Day Administrator
Elliot Lauder	Junior Committee Chair
Andrew Farmer	Chaplain
Amy Robinson	Member without Portfolio
Nicola Westwood	General Manager

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Foreword

We are proud to re-introduce the Victorian Churches Football Association's Strategic Plan for 2022 – 2026.

When the board developed the VCFA Strategic Plan 2020-2024 in 2019, we were bold and excited about what our Association members could achieve together. There was a direction for growth in membership, female football, administrative support and in creating marketing exposure for Christian football in Victoria. We also realised the importance of qualified coaches and referees and put a focus on upskilling these roles in our Association.

Then we had 2020. Who knew the challenges that would come our way last year, and this year in 2021? The pandemic has changed the way we all live and impacted so many aspects of life, including our football Clubs and communities.

Despite the challenges of COVID-19, we have managed to maintain our member numbers, we have grown our female programs with the addition of Under 16 Girls, we have improved administrative methods by adding a part-time assistant General Manager, launched the KickStart program and supported new Clubs in starting this program. We have a permanent Chaplain position on the Board, alignment with other football bodies through the introduction of SSG at U10 level. Courses for coaching and refereeing have been provided for our Members, and we have kept our fees low and affordable, including refunding all fees in 2020. A big couple of years!

Our future is bright. In late 2021 we sat down as a Board to reset our thinking and provide this document, the VCFA Strategic Plan 2022-2026, as an update. We remain ambitious in our plans, something that as President makes me proud of the Board I have led in 2021. We have immediate growth plans in 2022 with the implementation of the Under 14 Girls competition, supporting female pathways in our sport. The KickStart program will be taken up by new Clubs once again, and we have a number of new Clubs looking to join our Association across our senior Men and Women competitions. We have new coaching benchmarks for coaches to adhere to, once again supported with a free of charge coaching course in early 2022. We continue to support our referees by paying them market value across Victorian football competitions.

Although we may have set these targets, we need your support and action to implement the goals we have and to truly impact the growth of our unique and awesome Association. The VCFA is a unique opportunity to show love and acceptance in a society that needs exactly that. We are a product which can demonstrate God in our sport and offer a place of community every time we step on the pitch.

I hope you will take up the challenge and support this Strategic Plan. There is something in it for everyone and we value your input and support in helping us achieve the goals we have set and by honouring God, through football.

Blessings,

Tim de Graaf
VCFA President 2022

Governance Structures

As per the understanding of the VCFA Constitution, 6. Association Management:
The authority of the Association shall be vested in the properly constituted meetings of the Association and delegated for administrative efficiency to the Association's Board. Per 6.3, all members of the Board shall be members of a Church community.

Subject to Clauses 6.13.3 and 6.14, the majority of decisions of Board meetings, Association meetings and the Judicial Tribunal shall be binding on all Members.

The VCFA governance structure:

Executive:

1. President
2. Vice-President
3. Secretary
4. Treasurer

Board members:

5. Chaplain
6. Member without portfolio
7. Member without portfolio
8. Member without portfolio (third member optional)

Executive Management (without voting rights)

9. General Manager
10. Assistant General Manager

Other roles and responsibilities within the Association currently:

- Senior Match Secretary
- Junior Match Secretary
- Judicial Secretary
- Judicial Tribunal Chair
- Judicial Tribunal Panel Members
- Match Review Panel
- Referee Coordinator
- Nationals – Sub-Committee Chair
- Nationals – Sub-Committee Panel Members
- Nationals Hosting Team Chair
- Nationals Hosting Team Panel Members

BOARD EXECUTIVE	RESPONSIBILITIES
PRESIDENT	6.12.1. The President shall guide the Association with initiative and discretion to fulfil the objectives of the Association.
VICE-PRESIDENT	6.12.2. The Vice-President will act as President in the absence of the President, and, working individually or as a convener of specific subcommittees, endeavour to fulfil the objectives of the Association.
SECRETARY	6.12.4. The Secretary shall, with the assistance of competent advice as necessary, ensure that the proceedings and activities of the Association conform to legal requirements and conventional social and Christian standards, and shall conduct the correspondence of the Association, convene any meetings of the Association or the Board, keep minutes of such meetings, circulate minutes to the members and to the Board. The Secretary also maintains a register of all fully accepted member names (including life member names), addresses and the date on which each member's name was entered in the register and is responsible for the books, records and securities (other than the financial books and records) of the Association.
TREASURER	6.12.5. The Treasurer shall receive all monies paid to the Association derived from levies (entrance fees, affiliation fees, team registration fees etc.), fines, donations and such other sources as the board determine. The Treasurer issues receipts for same, and pays such monies into the Association's bank account. The bank account shall be kept with a bank convenient to the Treasurer for efficiency of operation, and regular reports of the Association's funds position shall be made to meetings of the Association and the Board. The Treasurer must present written financial statements at each meeting of the Association. If there have been no financial movements since the previous meeting, the Treasurer must state this. Accounts shall be ratified at Association or general meetings. The Treasurer shall be consulted regarding funds availability before commitments are made on behalf of the Association. The Treasurer is also responsible for the financial books and records of the Association.

BOARD POSITIONS	RESPONSIBILITIES
As per clause 6.12.6. of the VCFA constitution, general board members will perform the roles they are elected to co-ordinate as well as providing general governance oversight of the association. General board members without portfolio will undertake other coordination roles as required from time to time.	
CHAPLAIN	The Chaplain will be responsible for management and promotion within the Association of those which relate to the Christian faith and to Christian principles; and perform other duties such as ministerial management among Board members and Clubs.
MEMBER(S) WITHOUT PORTFOLIO	There may be up to three General Board Members elected. General Board Members will perform the roles they are elected to co-ordinate as well as providing general Governance oversight of the Association. General Board Members Without Portfolio will provide general governance oversight of the Association and undertake other coordination roles as required from time to time.

EXECUTIVE MANAGEMENT	RESPONSIBILITIES
GENERAL MANAGER	Ensure smooth operation of the VCFA, working in close partnership with the VCFA Board to fulfil the purpose and future vision of the Association. Key Accountabilities include Event Management; Club Communications and Liaison; Co-ordination of Board Services; Support of Tribunal Management; support of Child Protection Regulation; support of Financials and bookkeeping; support of Fixtures and Match Day Reporting; Nationals Planning and Coordination.
ASSISTANT GENERAL MANAGER	Act as assistant to the General Manager as needs arise and support the ongoing operations of the VCFA; be present at meetings when necessary; Manage role of Digital Content Manager to support ongoing marketing and promotions and to source sponsorship; Support online operations' among other tasks and responsibilities.

JUDICIAL TRIBUNAL

As an external party, the judicial tribunal members will not sit on the board. However, the roles and responsibilities will remain:

JUDICIAL TRIBUNAL	RESPONSIBILITIES
JUDICIAL TRIBUNAL CHAIR	Chairman of judicial tribunal meetings
JUDICIAL SECRETARY	Call judicial tribunal meetings as needs arise; arrange tribunal members to sit at each meeting; handle communication between interested and necessary parties.
JUDICIAL TRIBUNAL PANEL MEMBERS	Members or neutral parties called upon to sit on the judicial tribunal or full-bench tribunal in the event of disputes, protests, or other matters.

MENS, WOMENS AND JUNIOR COMMITTEE OF MANAGEMENT

Each Committee may consist of, but not be limited to:

COMMITTEE	RESPONSIBILITIES
CHAIR	Chair meetings, liaise with VCFA Board, support initiative implementation
SECRETARY	Create agenda, take minutes, call meetings and send/share correspondence
MATCHDAY SECRETARY	Complete match day duties, such as: fixtures, collate exemptions, be across results and ladders; and support the disciplinary processes set by the junior and senior match secretaries and judicial tribunal.
GENERAL MEMBER 1	Attend meetings, actively support initiative implementation
GENERAL MEMBER 2	Attend meetings, actively support initiative implementation

Committee Mandate:

The Men, Women and Junior Committee members will be determined by the VCFA Board Executive, and those members in question will agree to abide by the following mandate as set out by the VCFA Board Executive:

1. The ___ Committee can be formed to consider any initiatives which may enhance, unite, improve, promote and develop areas in the VCFA which involve our ___ players.
2. To enhance and improve where necessary, any current programs involving our ___ players.
3. To maintain open communication with other boards currently operating within the VCFA so as not to be in conflict with initiatives that may be considered.
4. To provide advice on the ___ competition and provide recommendations for senior board discussion and ratification.
5. The ___ Committee vision and mission falls under the VCFA's vision and mission as outlined in the VCFA Constitution.

REFEREES COMMITTEE OF MANAGEMENT

The Referee's Committee may consist of, but not be limited to:

MEMBERS	RESPONSIBILITIES
REFEREE COORDINATOR	Chair meetings, liaise with VCFA Board, support initiative implementation
REFEREE COMMITTEE SECRETARY	Create agenda, take minutes, call meetings and send/share correspondence
GENERAL MEMBER 1	Attend meetings, actively support initiative implementation
GENERAL MEMBER 2	Attend meetings, actively support initiative implementation

Referee Committee Mandate:
Referee committee members will be determined by the VCFA Board Executive, and those members in question will agree to abide by the following mandate as set out by the VCFA Board Executive:

1. The Referee Sub-Committee can be formed to consider any initiatives which may enhance, unite, improve, promote and develop areas in the VCFA which involves our Referees.
2. To enhance and improve where necessary, any current programs involving our junior and senior referees.
3. To maintain open communication with other boards currently operating within the VCFA so as not to be in conflict with initiatives that may be considered.
4. To provide advice on the VCFA referee system and protocols and offer recommendations for senior board discussion and ratification.
5. The Referee Sub-Committee's vision and mission falls under the VCFA's vision and mission as outlined in the VCFA Constitution.

NATIONALS COMMITTEE OF MANAGEMENT

The National's Committee may consist of, but not be limited to:

COMMITTEE	RESPONSIBILITIES
NATIONALS COORDINATOR	Chair meetings, liaise with VCFA Board and CFFA Board, support initiative implementation
NATIONAL COMMITTEE SECRETARY	Create agenda, take minutes, call meetings and send/share correspondence
GENERAL MEMBER 1	Attend meetings, actively support initiative implementation
GENERAL MEMBER 2	Attend meetings, actively support initiative implementation
GENERAL MEMBER 3	Attend meetings, actively support initiative implementation

National Committee Mandate:
The National committee members will be determined by the VCFA Board Executive, and those members in question will agree to abide by the following mandate as set out by the VCFA Board Executive:

1. The National Sub-Committee can be formed to consider any initiatives which may enhance, unite, improve, promote and develop areas in the VCFA which involves our National Tournament.
2. To enhance and improve where necessary, any current programs, initiatives and protocols involving the National Tournament.
3. To maintain open communication with other boards currently operating within the VCFA so as not to be in conflict with initiatives that may be considered.
4. To provide advice on the National Tournament process and protocols and offer recommendations for senior board discussion and ratification.
5. The National Sub-Committee's vision and mission falls under the VCFA's vision and mission as outlined in the VCFA Constitution.

Strategic Summary

MISSION STATEMENT	**PLAN**	For God Through Football
GOALS	PURPOSE	Bringing People Together to Play Football at all levels in a way that Reflects our Christian Values
	VALUES	Respect Inclusivity Sportsmanship Integrity Community
	VISION	God, Family, Football
OUTCOMES	SILO'S	1. PRESIDENT 2. VICE PRESIDENT 3. TREASURER 4. SECRETARY 5. CHAPLAIN 6. MEMBERS WITHOUT PORTFOLIO
	FOCUS	Practise Our Values Growth in Participation Best Practise Governance Enhance Professionalism Financial Sustainability + Growth
	TARGETS	1. UPHOLDING OUR VALUES AND CULTURE 2. IMPROVING ADMINISTRATION, COMMUNICATION AND PUBLIC RELATIONS 3. SENIOR MEN'S - TEAMS + PLAYER GROWTH 4. SENIOR WOMEN'S - TEAMS + PLAYER GROWTH 5. JUNIOR FEMALE - TEAMS + PLAYER GROWTH 6. JUNIOR MIXED - TEAMS + PLAYER GROWTH 7. INCREASE QUALIFIED SENIOR REFEREES 8. INCREASE QUALIFIED JUNIOR REFEREES 9. INCREASE QUALIFIED COACHES 10. ASSOCIATION-WIDE FINANCIAL SUSTAINABILITY

VCFA History

In 1970, 50 years ago this year, the first Senior Competition was formed and known as the *Reformed Churches Soccer League*. The first Junior Competition was formed separately in 1978 and was known as the *Eastern Suburbs Protestant Churches Junior Soccer Association*.

The amalgamation of these two associations came in the year of 1983. It was at this point that we acknowledge the formation of what we now know as the VCFA, but then known as the *Eastern Suburbs Churches Soccer Association Inc*.

Clubs that were a part of those first few years of the association included: Ashburton, Blackburn, Boronia, Doveton (now Berwick Churches Soccer Club), Doveton Baptist, Heathmont, Lilydale (Eagles) Soccer Club, Mooroolbark, North Blackburn (now Blackburn New Hope Soccer Club) and Mt Evelyn Soccer Club.

At the 1982 AGM, the following Committee of Management for the inaugural 1983 season was named below:

Patron	Rev. Tony Cupit
President	Alan Wright (Life Member)
Vice President	Ron Lehman
Secretary	Bill Parry (Life Member)
Match Secretary	Allen Stephenson
Chairman	Alan Oldman (Life Member)
Treasurer	David Barr (Life Member)
Committee Member	Aly Prins (Life Member)
Committee Member	Tony Smit (Life Member)

The association ran junior competitions in under 10, U12, U14 and U16's and one senior men's competition. Men's division 2 was established in *1988* and by *1993*, A third men's division was created.

Over the past 18 years, the association has grown to 28 member-clubs, including 3x affiliate member clubs. The Senior Men's Competition has grown from 3x senior men's divisions in 2001, to field 79 senior men's teams over 8 divisions in 2019. The Men's Premier League and Reserves was introduced in 2015 and there are currently 6x social divisions in tow.

The Women's competition boasts 17x teams over the Women's Premier League and Women's Division 1. While in the juniors, there are 117 teams ranging from Under 8's through to Under 17's, with the introduction of the first all-female Under 12 Girls competition comprising 6x teams in 2019. Altogether in 2019 we saw 3,467 players take to the pitch under the Association's banner.

FOR GOD THROUGH FOOTBALL

This is the overall aspiration which the association strives to achieve. While usually difficult to measure and quantify, this goal will set the direction of our association and support our mission statement.

Christian Football Federation Australia is the peak body for all Christian Football Associations in Australia who work together to promote our brand of the world game. CFFA exists to provide an environment through which people can come to know the Lord Jesus Christ through playing football which is competitive and played in a friendly spirit.

The VCFA is the Victorian Branch of our peak body. As per our VCFA Constitution and Statement of Purpose, the VCFA exists to: bring glory to God through participation in a church-oriented soccer competition organised for Saturday play; to promote Christian friendship between players, officials, and supporters of participating teams, and; to foster the development of soccer skills and the understanding that it is of paramount importance that all games be played in the best spirit of Christian sportsmanship.

We aspire to continue to support Christian families by maintaining a Christian-led organisation through which our member communities can provide quality organised football that does not interfere with our Church commitments, communities where we can teach and encourage our players to choose and maintain correct Godly responses on the sporting field and in all situations in life.

We aim to encourage the establishment of similar Christian sporting organisations throughout the wider community, and plan to grow and develop our brand with the highest priority of reaching the lost for Christ.

Purpose

BRINGING PEOPLE TOGETHER TO PLAY FOOTBALL AT ALL LEVELS IN A WAY THAT REFLECTS OUR CHRISTIAN VALUES

We believe football can bring people together from all walks of life, from all abilities, from all stages. We hope to facilitate a community spirit in an environment that is set apart from what is considered normal, and make it normal – that is, a loving, Christian community where God is honoured, biblical values are upheld and we can play the game we love through it all.

We want all people, regardless of age, gender, ability, nationality or background, to love the game, to be able to participate, be active, contribute and inspire others to get involved. We want all people to have powerful connections with football through positive and memorable football experiences and powerful connections with each other and our God while doing so.

Values

RESPECT COMMUNITY INTEGRITY SPORTSMANSHIP INCLUSIVITY

Determined by the VCFA Board in conjunction with the VCFA member Club Presidents, the following five values and its Biblical foundations, have been highlighted as the basis of our Association.

RESPECT

- **We value all people:** We know that God has created all people in His image, regardless of whether they believe in Christ. We show proper respect and honour because created souls are of more value than all the wealth in the world (Luke 10:33–34; 1 Corinthians 10:33).
- **We respect the game and the people that make it**: we are polite, courteous and we care more about the person than the role that they play (be it match official, club leader, team management, player or spectator).
- **As association, club and team leadership, we collaborate positively:** We listen to each other and welcome new ideas. We are punctual, prepared, present and professional. Let all that you do be done in love (1 Corinthians 16:14).

INCLUSIVITY

- **We are stronger together:** be like-minded, be sympathetic, love one another, be compassionate and humble (1 Peter 3:8).
- **Football is oneness in action:** When played well, football is unity on display. Players come from different races and different backgrounds. However, when they get on the field, they harmonize their differences toward a common goal. They do this because the goal is larger than their individual preferences.

- **We celebrate our differences:** we join together representing the kingdom of God for the glory of God. We value diversity in ALL that we do and we encourage and embrace belonging.

INTEGRITY

- **We are honest and transparent with each other:** because of who we are in Christ, we can step out boldly and live distinctively - confident that God will use us to show Christ to a world of sport desperately in need of him.
- **We trust each other:** We can hold ourselves and each other accountable. The life of a Christian in sport is best lived in community and this is reiterated with collective nouns throughout Ephesians - 'us' and 'we'.
- **We are fair and consistent:** A person of integrity seeks to follow the Lord's will in everything. 'I know, my God, that you examine our hearts and rejoice when you find integrity there. You know I have done all this with good motives.' (1 Chronicles 29:17)
- **We know there is more to life:** Being a child of God is our identity above being a captain, coach, player or referee. It is an identity which is unshakeable, and which means we can know what it is to be truly loved and truly cared for, and how to truly love and care for our football communities.

COMMUNITY

- **We aim to bring people together:** 'Sport speaks to people in a language they can understand' Nelson Mandela. Football can transcend boundaries and provide opportunities for all human beings regardless of race, colour, religion, age, physical ability, circumstance or economic background, to connect with each other and the world around them.
- **We want stronger, healthier, happier and safer communities:** Psalm 133:1 (NIV) tells us, 'How good and pleasant it is when God's people live together in unity!' Being in a loving, football community can give us the chance to be around people at different stages of their faith journey—and to bear their burdens alongside them (Galatians 6:2).

SPORTSMANSHIP

- **We are team players:** Sportsmanship is the ability to win without bragging, lose without complaining, and play while respecting others. Whatever you do, work at it with all your heart, as working for the Lord (Colossians 3:23). Just like in the body of Christ, we each have different talents and strengths, that when used together, can accomplish great things. (1 Corinthians 12:27) No one person can win without the help and support of others.
- **We act courteously and treat others kindly:** This includes the officials, spectators, and teammates before, during, and after games or events. Even the opposing team, their coaches, and fans deserves respect. Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves (In Philippians 2:3).
- **We are confident in our leaders and submit to their authority:** This includes governing bodies, referees, coaches and captains. We believe in humility and respect for those in charge, no matter who they are (1 Peter 5:5)

GOD FAMILY FOOTBALL

'Love the Lord your God with all your heart and with all your soul and with all your mind. This is the first and greatest commandment. And the second is like it: 'Love your neighbour as yourself.' Matthew 22:37

Our philosophy to 'bring people together to play football at all levels in a way that reflects our Christian values' underpins our desire to put God first in our lives, honour our family second and love football and our community thereafter. We understand there is more to life than football, and we seek to first Love God and grow His Kingdom and use our footballing community as a means to do so. This is our calling and our ministry.

'Go and make disciples of all the nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all things that I have commanded you.' Matthew 28: 19-20

In the VCFA, we believe there is no one individual more important than another. We are all able to develop by supporting each other and this is the greatest lesson we can implement as individuals, as clubs, as communities and as an association. Our development is all derived from players, coaches, leadership, parents and friends in our community all pulling together in the same direction.

We aim to:

- Develop well rounded young players through an appropriate football environment which teaches respect, inclusivity, integrity, community and sportsmanship;
- Provide an inclusive environment for every player from all walks of life which allows freedom of expression and creativity and helps the player to fall in love with the game;
- Encourage our clubs to facilitate best-practise player learning; to constantly improve club football-knowledge base through education; to offer the best Christian football environment to our clubs and players; and to provide best-practise administration to support our clubs' growth and development;
- Provide an inclusive development pathway; to Encourage leadership through mentor coaching and refereeing. Encourage an appreciation for the association, our clubs, volunteers, administrators and officials.

PRESIDENT	CHAPLAIN
VICE-PRESIDENT	MEMBER WITHOUT PORTFOLIO
SECRETARY	MEMBER WITHOUT PORTFOLIO
TREASURER	MEMBER WITHOUT PORTFOLIO

Our Board Executive Team

President
Our President will guide the Association with initiative and discretion to fulfil the objectives of the Association. He/she will look to long-term growth and sustainability of the Association and will support day-to-day matters with practicality and acumen.

Vice-President
The Vice-President will support the vision of the President and the Association, providing accountability and sound judgement in decision-making, while endeavouring to actively fulfil the objectives of the Association.

Secretary
The Secretary will support the ongoing philosophy of the Association, while ensuring that the proceedings and activities of the Association conform to legal requirements and conventional social and high Christian standard. The Secretary will handle correspondence of Board members and Club members and is responsible for the books, records and securities of the Association.

Treasurer
The Treasurer, being an executive member, will maintain and promote the financial vision and sustainability of the Association's future. He/she will monitor the incomings and outgoings of all monies within the Association with appropriate jurisdiction and management. The treasurer will provide regular reports of the Association's funds to meetings of the Association and the Board. The Treasurer shall be consulted regarding funds availability and is responsible for the financial books and records of the Association.

Our Board Portfolio Team

Chaplain
The Chaplain will be responsible for management and promotion within the Association of those which relate to the Christian faith and to Christian principles; and perform other duties such as ministerial management among Board members and Club leadership; while also supporting the vision and growth of the Association.

Member(s) without Portfolio
There may be up to three General Board Members elected. General Board Members will perform the roles they are elected to co-ordinate as well as providing general Governance oversight of the Association. General Board Members Without Portfolio will provide general governance oversight of the Association and undertake other coordination roles as required from time to time.

PRACTISE OUR VALUES GROWTH IN PARTICIPATION BEST PRACTISE GOVERNANCE ENHANCE PROFESSIONALISM FINANCIAL SUSTAINABILITY

Practise our Values:

Our first focus, to practise our values, lies in the need and ongoing desire to uphold the culture that was set when this Association first began. That culture as identified in our statement of purpose, is outlined in the VCFA Constitution:

- To bring glory to God through participation in a church-oriented soccer competition organised for Saturday play;
- To promote Christian friendship between players, officials, and supporters of participating teams, and;
- To foster the development of soccer skills and the understanding that it is of paramount importance that all games be played in the best spirit of Christian sportsmanship.

TARGET: Upholding our Values and Culture

Growth in Participation:

Our next focus, and the four proceeding targets, put heavy emphasis on growth across all our ages – the ultimate motive for this Strategic Plan. Not only do we desire to see growth in number, but growth in love for the game, growth in professionalism in management and administration and growth in community. Participation growth will come from our ambition for greater inclusivity, our vision to see our club's prosper through support and education, and our desire to see our communities come together in Christian brotherhood.

TARGET: Senior Men's - teams + player growth
TARGET: Senior Women's - teams + player growth
TARGET: Junior Female - teams + player growth
TARGET: Junior Mixed - teams + player growth

Enhance Professionalism:

Our ultimate aim to grow as an association will reinforce the 'why' we do things the way we do – and will enhance the professionalism across all elements of the game and the Association. From pursuing and educating coaches to an increase in referees and their qualifications, we will see a great leap in proficiency of how the World Game can be played in our VCFA communities.

TARGET: Increase Qualified Senior Referees
TARGET: Increase Qualified Junior Referees

TARGET: Increase Qualified Coaches

Best Practise Governance:

Our fourth focus is to continually seek best-practise. Not only will ultimate growth reinforce the 'why' in our Association, it will also reinforce the question as to 'how' we do things. And that is, and should always be, of best-practise; to do our utmost for His glory and for the success of the VCFA. Our governance - our leadership - both at association-level and club-level, will be what drives this association and its success into the future.

TARGET: Improving Administration, Communication and Public Relations

Financial Sustainability:

Finally, and realistically, this growth will undoubtedly come at some cost – an emotional, physical and financial cost to our clubs and members. This cost is and will become an investment into the future of this association and everything we hold it to be. The VCFA will continue to support our clubs in financial sustainability, as our clubs believe in and support the Association to work towards current and future financial sustainability for all.

TARGET: Association-wide Financial Sustainability

Targets

Our targets will be what drives our performance, and what we will measure year-to-year to determine our growth, success and failure.

TARGETS (Key Performance Areas)

1. Upholding our Values and Culture
2. Improving Administration, Communication and Public Relations
3. Senior Men's - teams + player growth
4. Senior Women's - teams + player growth
5. Junior Female - teams + player growth
6. Junior Mixed - teams + player growth
7. Increase Qualified Senior Referees
8. Increase Qualified Junior Referees
9. Increase Qualified Coaches
10. Association-wide Financial Sustainability

TARGET INCREASE PERCENTAGES

From the creation of this strategic plan, until the end of 2026 (for the beginning of the 2022 season), our aim will be to see the 10x targets increase by the following percentage amounts:

TARGETS	BY 2026
Upholding our Values and Culture	Significant and measurable improvement in Member Satisfaction with supporting data
Improving Administration, Communication and Public Relations	Significant and measurable improvement in Member Satisfaction with supporting data
Senior Men's teams + player growth	Increase by 25%
Senior Women's teams + player growth	Increase by 50%
Junior Female teams + player growth	Increase by 200%
Junior Mixed teams + player growth	Increase by 25%
Increase Qualified Senior Referees	Increase by 50%
Increase Qualified Junior Referees	Increase by 200%
Increase Qualified Coaches	Increase by 150%
Association-wide Financial Sustainability	Consistent achievement of surplus or break-even result in order to fund Association activities and improved communication of financial drivers and greater member satisfaction

TARGET BREAKDOWNS

A list of actionable items and strategies has been created in the following three levels: Short-term (6-12 months), Medium-term (2-3 years) and Long term (5 years).
This will enable the VCFA Board to efficiently measure the strategies implemented and the outcomes that these strategies aim to achieve. This list of strategies is purely a draft of ideas that may be added to or omitted throughout each year based on member, club and association needs.

TARGET: Upholding our Values and Culture

UPHOLDING OUR VALUES AND CULTURE			
YEAR	**GOAL**	**TIME FRAME**	**STRATEGY**
2019	**RESPECT**	Maintain constitutional and VCFA Match Rule rights	
	INCLUSIVITY	Introduction of Under 12's Girls Competition	
	SPORTSMANSHIP	Discipline voting system by referees to recognise Fair Play Award	
	INTEGRITY	*No VCFA Chaplain or Chaplain's Program*	
	COMMUNITY	Bi-yearly President's Dinners	
	OVERALL	Understand and track member satisfaction within the VCFA	Create and introduce an Annual Satisfaction Survey for members
		Encapsulate and promote the history of the VCFA	Create a VCFA History document that correctly recounts our inception and growth. Have this information available on website
		Create and promote a 10-year Strategic Review (2010 – 2019)	Review 10-year VCFA growth and management following from data in David Head's completed review in 2010
	RESPECT	Rewrite and update Match Rules to maintain and uphold Association Values	Ongoing maintenance and restructure of Match Rules to set association apart from others
	INCLUSIVITY	Introduction of Under 16's Girls competition	Junior Board and Women's Board work together to promote new competition, support recruitment processes by clubs and provide promotional material
	SPORTSMANSHIP	Introduce Club Culture Voting System (creation of improved formula)	Club Culture Award/Club of the Year - Source sponsor to provide monetary incentive) - Applications for clubs to be considered to prove community engagement - Referee Reports

			- Set up Opposition Reports on Sports TG Use Chaplain and life members to provide subjective perspective
2020/ 2021	**INTEGRITY**	Introduction of Chaplain on VCFA Board	Implement a Chaplaincy program to support our Board members and club leaders
		Creation of VCFA Handbook to include Codes of Conduct	Codes of Conduct for players, leaders and spectators made easily accessible and promoted throughout association for accountability in behaviour (to be ready for AGM 2022)
		Club Relationship Strategy	Have Board members meet with Club Committees to forge relationship
	COMMUNITY	Monthly VCFA Newsletter/Bulletin	Promotion and communication of VCFA events and updates to maintain appropriate level of interaction with members past and present
	OVERALL	Create, distribute and collate Annual Satisfaction Member Survey (increase 10%)	Understand and track member satisfaction within the VCFA for review and answerability
SHORT TERM (in the coming year)			
	RESPECT	Create and distribute promotional material for VCFA values	Create set of all-weather posters and indoor posters distribute to clubs at AGM (for 2022 season)
		Rewrite constitution to uphold VCFA Values and biblical principles	Roll out new constitution at 2022 AGM
	INCLUSIVITY	Introduction of U14 Girls	Junior and Women's Board promote new competition, support recruitment processes by clubs and provide promotional material
	SPORTSMANSHIP	Sportsmanship Document	Create and promote good sportsmanship document
		Evaluate and manage annual discipline table points	Communicate annual discipline points by competition and by club to set reduced targets for following year
	INTEGRITY	Nationals Chaplain Program	Chaplain to coordinate Nationals Chaplain Program at CFFA Tournament

	COMMUNITY	Introduction of Club Care Program	VCFA Chaplain to create club chaplaincy support program
		Introduction of bi-monthly Member Networking Events	Networking events for specific groups within VCFA to support growth and community. E.g. presidents; coaches; club committees etc.
	OVERALL	Distribute and collate Annual Satisfaction Member Survey	Understand and track member satisfaction within the VCFA for review and answerability
		SALT Programs ($300 per program)	Introduce and utilise SALT programs to tackle mental health issues; support implementation at VCFA & club level
		Governance Structure Policy	VCFA sanctioned introduction of 3-person commitment per team nomination.
		Create template for 3-year Club plan	As the VCFA have presented their 5-year plan, clubs will reciprocate their 3-year plan to align goals and values.
MEDIUM TERM (2-3 years)			
2023	**RESPECT**	Implement a Member Protection Policy	Revisit VCFA Codes of Conduct; audit Club codes of conduct; provide sound disciplinary procedures and understand incident processes.
	INCLUSIVITY	Introduction of Veterans League	Promote and source minimum 6x teams to participate in inaugural Veteran's Competition
	SPORTSMANSHIP	Good Sport Award (annual)	Introduction of sportsmanship award as nominated by members for outstanding sportsmanship
	INTEGRITY	Ongoing Community Support (alumni events)	Chaplains team to meet with communities – for example retiring referees, life members to maintain ongoing relationships
	COMMUNITY	Set up a VCFA Buddy/Mentor System	Provide opportunity for members to create a buddy relationship to monitor and help each other in their role s within the VCFA and/or member clubs
		Match of the Round Social Events	Provide details for Match of the round in monthly bulletin to life members, retirees etc. to provide social platform for VCFA affiliates
	OVERALL	Distribute and collate Annual Satisfaction Member Survey	Understand and track member satisfaction within the VCFA for review and answerability; Significant and

			measurable improvement in Member Satisfaction with supporting data
		SALT Programs continuation	Introduce and utilise SALT programs to tackle mental health issues; support implementation at VCFA level and club level
2024	**RESPECT**	Member Protection Policy Training and Education	Provide VCFA training and education course to ensure clubs have the skills to deal with poor behaviour and a good understanding of fair play. E.g. Play by the Rules online training courses
	INCLUSIVITY	'Soccer Mums' gala event/this girl can (obtain Vic Health funding)	VCFA to host a soccer mums gala night to promote the game to older women and mums; ongoing training opportunities set up for social and fitness options for mums
	SPORTSMANSHIP	Good Sport Award (monthly)	Introduction of monthly sportsmanship award as nominated by clubs, players, spectators for outstanding sportsmanship
	INTEGRITY	Mandatory for all clubs to nominate a Club Chaplain each year hereafter	Chaplain to provide ongoing support to clubs via club chaplain
	COMMUNITY	'Come and Try' Day	A 'Come and Try Day' package for clubs to host to encourage people to bring their family and friends.
	OVERALL	Distribute and collate Annual Satisfaction Member Survey (increase by 10%)	Understand and track member satisfaction within the VCFA for review and answerability
		SALT Programs continuation	Introduce and utilise SALT programs to tackle mental health issues; support implementation at VCFA level and club level
LONG TERM (4+ YEARS)			
	RESPECT	VCFA Fair Play Day	Introduce Fair Play Day to support ongoing fair-play practises, training and education among member clubs
	INCLUSIVITY	Introduction of inclusive playing option	- Deliver walking football Gala Nights - Deliver all-abilities (promote inclusivity for people with disability) - Implement Street Soccer option

2025		Create 'Go Football' style street program	Facilitate walk up competitions
	SPORTSMANSHIP	Good Sport Award (ongoing)	Ongoing encouragement and promotion of 'good sports' within the VCFA community – have 'spotlight' piece on website for monthly good sports acknowledgement
	INTEGRITY	Mental Health Round	Promoting & acknowledging Mental health issues in the community (promotional materials etc)
		Ministry through Sport Package (GideonsBA)	Create a package for our Christian Football Community
	COMMUNITY	Develop a Welcoming Officer resource for clubs	Seek to implement a welcoming officer in clubs to greet new members and their families and help them settle into the club and community
	OVERALL	Distribute and collate Annual Satisfaction Member Survey	Understand and track member satisfaction within the VCFA for review and answerability
2026 and beyond	**RESPECT**	Fair Play Round – Clubs to host	Introduce Fair Play Round at Club level to support ongoing fair-play practises, training and education
	INCLUSIVITY	Inclusive Football – all-abilities competition	Support & promote the implementation of Walking Football
	SPORTSMANSHIP	Audit discipline table per club/team	Statistically and actively reduce targets annually.
	INTEGRITY	Audit VCFA Values at Club level	Board to complete an audit of club policies/practices to identify areas for improvement in developing a inclusive environment upholding VCFA values
	COMMUNITY	VCFA Member Wellness Officer	Appoint a VCFA Wellness Information Officer that is accessible to all members for support
	OVERALL	Distribute and collate Annual Satisfaction Member Survey	Understand and track member satisfaction within the VCFA for review and answerability. Re-write Annual Satisfaction Survey to account for changes going forward.

TARGET: Improving Administration, Communication and Public Relations

IMPROVING ADMINISTRATION, COMMUNICATION AND PUBLIC RELATIONS			
YEAR	**GOAL**	**TIME FRAME**	**STRATEGY**
2019	General Manager employed for approximately 15 hours per week		
	Videographer employed to create highlights reel of 'game of the round'		
	Photographer employed for Cup Finals and Presentation Night		
	Communications via: - Email (to club committee members only - not members) - VCFA Facebook page with 1705 followers (at Oct 19) - VCFA Website traffic reaching 62,500 (in this calendar year)		
2020/ 2021	Streamline documentation and administration of VCFA		Consistent reporting framework and mandates across all portfolios, protocols and policies within VCFA
	Create and empower target committees in order to remove % of operational needs at Executive level		Committees set up and streamlined for best process and groundwork functioning, for proposal and approval
	Employ Assistant General Manager to support on-going management of Association		Advertise, interview and employ Assistant General Manager - Requires allowance in budget (approx. 10 hours per week)
	Improved communications via: - Email to member clubs and life members (including introduction of monthly newsletter) - Creation and roll out of new VCFA Website with ongoing blog updates; event updates - Creation and use of VCFA Instagram page Ongoing management and use of Facebook page		Management Team's responsibility to support the ongoing social media, website and email communications

SHORT TERM (coming year)		
2022	MT to source Digital Content Manager to help maintain design and content for Facebook page, Instagram and Website	Advertise, interview and employ Digital Content Manager - Requires allowance in budget
	Advertise and employ Videographer for event needs	Videographer employed to provide highlights package at main VCFA events: pre-season tournament; CFFA Nationals tournament; Cup Finals - Requires allowance in budget
	Advertise and employ photographer for event needs	Photographer employed to provide images at main VCFA events: pre-season tournament; nationals tournament; cup finals; junior and senior presentation nights etc. - Requires allowance in budget
	Increase presence with councils (engage with them relationally)	Management to provide option to meet with each council annually
	Club Operations Support Package	Create appropriate governance models - giving clubs understanding of how to operate a club
	Administrative Courses - 'how to start, maintain and grow a club'	Create and implement document and course designed to support current membership and new clubs
MEDIUM TERM (2-3 years)		
2023	Employ additional Management/admin Team Support	Advertise, interview and employ Administration Assistant (or similar) - Requires allowance in budget (approx. 10 hours per week)
	Continued improvement for Nationals Tournament trial process	Management to work closely with National Chairman and members for ongoing management and improvement of tournament processes
	Management of VCFA Game Day App (sportlomo)	User-friendly mobile app to include data from sportlomo and VCFA web page for ease of access (calendar, fixtures, results, ladders, events, blogs important information etc)
2024	Videographer to perform roaming Interviews: weekly interviews of members, stakeholders, players etc. promoting our brand, advertising events and programs etc	Advertise and employ Videographer for ongoing needs - Requires further allowance in budget
LONG TERM (4+ YEARS)		

2025	Input a VCFA representative team for Men (and Women?) into the FFA Cup or other such competition	Use this alongside the VCFA representative teams training and preparation for CFFA
	Input a team in the (current?) Christian World Cup from the VCFA/CFFA	Long-term-aim to host the event
	Lease of VCFA Offices for meeting spaces, archives and member use	Research and source centrally-located space - Requires allowance in budget
	Advertise and employ Videographer for weekly highlights package:	Videographer employed to provide highlights package and whole game footage to YouTube for Game of the Round (to include VCFA sponsors) - Requires allowance in budget
BEYOND		
2026 and beyond	Purchase of a factory or grounds facility - indoor facility and VCFA offices/headquarters	Research, source and purchase space - account for this cost in budgeting projection
	Explore the opportunity to start a VCFA Club in Football Victoria	Create an aspirational club for progression of VCFA players

TARGET: Senior Men's Teams and Player Growth

SENIOR MEN'S TEAMS + PLAYER GROWTH			
YEAR	**GOAL**	**TIME FRAME**	**STRATEGY**
2019	77 teams (approx. 1500 players) Premier League and Reserves (20) Division 1 - 6 (57)		
2020/2021	**(Maintain numbers post-COVID year)** 76 teams (approx. 1500 players) Premier League and Reserves (20) Premier League 2 and Reserves 2 (20) Division 1 - 4 (36)		Introduction and Development of second tier competition (MPL2 / and MPL Reserves)
			Implement governance models / guidelines in clubs (requirements for MPL / MPL2 clubs)
			Greater promotion to broader Victoria football community using social and web presence and churches around member club locations
SHORT TERM (coming year)			
2022	**(Increase teams by 4)** 80 teams: Premier League and Reserves (20) Premier League 2 and Reserves 2 (20) Division 1 - 4 (40)		VCFA is recognized in wider football community through ongoing promotion on social/web and by engaging with competitions outside of VCFA (invitational cup games/pre-season competition growth)
MEDIUM TERM (2-3 years)			
2023	**(Increase teams by 6)** 86 teams: Premier League and Reserves (20) Premier League 2 and Reserves 2 (20) Division 1 - 4 (40) Veterans (6+)		Create and implement a strategic invitational model to churches or existing clubs to grow their clubs.
			Introduction of Veterans League
2024	**(Increase teams by 4)** 90 teams: Premier League and Reserves (20) Premier League 2 and Reserves 2 (20) Division 1 - 4 (40) Veterans (10)		Create and implement a multicultural growth inclusion strategy
LONG TERM (4+ years)			

2025	**(increase teams by 4-6)** 95 teams: Premier League and Reserves (20) Premier League 2 and Reserves 2 (20) Division 1 - 5 (45+) Veterans (10)	Introduce Division 5 Target regional growth/targeted growth areas within current VCFA club geography (Ringwood, Frankston/bay, Narre Warren, Glen Waverley, Oakleigh, Dandenong, etc.)
BEYOND		
2026	**(increase teams by 4-6)** 100 teams: Premier League and Reserves (20) Premier League 2 and Reserves 2 (20) Division 1 - 5 (50) Veterans (10)	Potential to introduce Division 6 depending on growth
	Implementation of all-year football opportunities - winter comp, summer comp, preseason comps	Set up summer indoor/outdoor competitions or social leagues (provide a no-commitment alternative)

TARGET: Senior Women's Teams and Player Growth

SENIOR WOMEN'S TEAMS + PLAYER GROWTH		
YEAR	**GOAL**	**STRATEGY**
2019	8 Premier League Teams (approx. 145 players) 9 Division 1 Teams (approx. 160 players)	
2020/2021	8 Premier League Teams (approx. 140 players) 6 Division 1 Teams (approx. 100 players)	Introduction of the Under 16 girl's competition to feed the Senior competitions and create depth in clubs and participation
	Greater capacity for promotion and management of Women's game within the VCFA	Source members for Women's Committee from clubs with larger female presence: Maroondah, Blackburn, FC CityLife
		Set Committee Roles and Responsibilities specific to Women's Committee needs
		Women's Town Hall Meeting (specific to women's coaches + players)
		Host Females in Football Event – implement SALT program and dessert(?) night to promote positive mental health and community
SHORT TERM (coming year)		
2022	**(increase teams by 4-6)** 10 Premier League Teams 10 Division 1 Teams	Meet with St Paul's, Mitcham, Mooroolbark, Healesville to support potential new teams for next year
		Women's Season Launch Event held in April – bring all teams together to play at one venue to launch the season and to promote community among women's and girls teams
	Increase communication specific for women	Create database of email addresses specific to female football (under 12, 16s and Women's) – Set up Contact Form/subscription to Women's news
	Target women for wider VCFA roles	Board member and committee member roles
MEDIUM TERM (2-3 years)		
	(increase teams by 2-4)	Education for clubs around respecting the Girl's Game; having appropriate facilities for privacy etc.

2023	10x Premier League Teams 8x Division 1 Teams 6 Division 2 Teams	Introduction of Female-only events (networking, social, etc.) 'Women's Round'
		Ongoing creation of promotional videos, articles, website blogs specific to needs and interest of women and girls
		Set up programs for starting + managing Women's teams - Create Women's Football Development Guide
		Set up networking opportunities for women's coaches (including mandatory coaching license programs)
2024	8 Premier League Teams 8 Premier League Reserves Teams 10 Division 1 Teams	Move to PL + Reserves Format; Drop Division 2
		Promote and implement specific Girls and Women's Summer Competition Programs and clinics
LONG TERM (4+ YEARS)		
2025	10 Premier League Teams 9 PL Reserves Teams 9 Division 1 Teams	Equip Club Ambassadors with resources to promote the VCFA and local clubs through schools and clinics
BEYOND		
2026	10 Premier League Teams 10 PL Reserves Teams 10 Division 1 Teams	Reach target of 30 teams altogether
2028	10 Premier League Teams 10 PL Reserves Teams 6-8 Division 1 Teams 6-8 Division 2 Teams	Introduce 2nd Division
2030	10 Premier League Teams 10 PL Reserves Teams 10 Division 1 Teams 10 Division 2 Teams	VCFA to create a VCFA Club and put it into FV competition as a progressive option and to retain the talented players within the VCFA Both a progression option and culture charge – bringing the VCFA culture and values to a secular environment. Seen as a representative measure across senior men's, women's and juniors (male and female)

TARGET: Junior Mixed Teams and Player Growth

JUNIOR MIXED TEAMS + PLAYER GROWTH		
YEAR	**GOAL**	**STRATEGY**
2019	**TOTAL** 101 junior teams (approx. 1450 players) Under 8's SSG - 11 teams Under 9's SSG - 19 teams Under 10's - 9 teams Under 11's - 11 teams Under 12's - 13 teams Under 13's - 13 teams Under 14's - 11 teams Under 15's - 11 teams Under 16's - 6 teams Under 17's - 6 teams	
2020/2021	**TOTAL** 108 junior teams (approx. 1500 players) Under 8's SSG - 10 teams Under 9's SSG - 10 teams Under 10's SSG - 17 teams Under 11's - 9 teams Under 12's - 11 teams Under 12 Girls - 7 teams Under 13's - 10 teams Under 14's - 7 teams Under 15's - 9 teams Under 16's - 7 teams Under 16 Girls - 5 teams Under 18's - 6 teams	Introduce Small-sided games format at Under 10's level Introduce Under 16 Girls Competition Merge under 17's into an under 18 combined competition
	Create Kickstart Package	Creation and distribution of a KickStart Package to supply current VCFA members support to initiate a junior program at their club (this may include a KickStart program and financial aid for SSG goals)
SHORT TERM (coming year)		
	Kickstart Package (continued roll out)	Ongoing distribution of VCFA Kickstart Package to supply current members support to initiate a junior program at their club.
	TOTAL 124 junior teams (approx. 1600 players) Under 8's SSG - 12 teams	Introduce Small-sided-games at Under 11's

2022	Under 9's SSG - 12 teams Under 10's SSG - 18 teams Under 11's SSG - 12 teams Under 12's - 12 teams Under 12 Girls - 6 teams Under 13's - 10 teams Under 14's - 8 teams Under 14 Girls - 6 teams Under 15's - 10 teams Under 16's - 8 teams Under 16 Girls - 6 teams Under 18's - 8 teams	Promote with more sophistication (e.g. video, web, SM) and detail to **member clubs** regarding VCFA plans and forward-thinking
		Promote with more sophistication (e.g. video, web, SM) and detail to selected **private schools and churches** (tagged to local clubs)
MEDIUM TERM (2-3 years)		
2023	**TOTAL** 140 junior teams (approx. 1700 players) Under 8's SSG - 14 teams Under 9's SSG - 14 teams Under 10's SSG - 18 teams Under 11's SSG - 14 teams Under 12's SSG - 12 teams Under 12 Girls - 8 teams Under 13's - 12 teams Under 14's - 10 teams Under 14 Girls - 6 teams Under 15's - 10 teams Under 16's - 8 teams Under 16 Girls - 6 teams Under 18's - 8 teams	Introduce Small-sided-games at Under 12's
		Create a club 'VCFA Juniors Handbook' for Clubs to initiate junior opportunities ('how-to' document to create junior teams within clubs)
		Ongoing promotion of VCFA clubs with junior teams through PR outlets highlighting location, culture and development opportunities
		Creation of advertising materials for clubs to promote geographically (local schools, churches)
2024	**TOTAL** 150 junior teams (approx. 1800 players) Under 8's SSG - 14 teams Under 9's SSG - 14 teams Under 10's SSG - 18 teams Under 11's SSG - 14 teams Under 12's SSG - 14 teams Under 12 Girls - 8 teams Under 13's - 12 teams Under 14's - 12 teams Under 14 Girls - 6 teams Under 15's - 12 teams Under 16's - 10 teams Under 16 Girls - 6 teams Under 18's - 10 teams	Introduction of VCFA-supported/provided Junior Coaches to run clinics at local schools and clubs throughout the first months of season to promote our brand and provide player opportunities to engage with VCFA and clubs directly
		Utilize radio stations for promotion of VCFA competitions and events – Light FM, Casey FM etc.
		Potential to re-introduce Under 17's Competition as an additional competition

LONG TERM (4+ YEARS)		
2025	**TOTAL** 150 junior teams (approx. 1900 players) Under 8's SSG - 14 teams Under 9's SSG - 14 teams Under 10's SSG - 18 teams Under 11's SSG - 14 teams Under 12's SSG - 14 teams Under 12 Girls - 8 teams Under 13's - 12 teams Under 14's - 12 teams Under 14 Girls - 6 teams Under 15's - 12 teams Under 16's - 10 teams Under 16 Girls - 6 teams Under 18's - 10 teams	Growth through member club-base via churches in growth corridors One-on-one contact - VCFA representative to get to churches in certain areas
BEYOND 2025	**TOTAL** 150 junior teams (approx. 1900 players) Under 8's SSG - 14 teams Under 9's SSG - 14 teams Under 10's SSG - 18 teams Under 11's SSG - 14 teams Under 12's SSG - 14 teams Under 12 Girls - 8 teams Under 13's - 12 teams Under 14's - 12 teams Under 14 Girls - 8 teams Under 15's - 12 teams Under 16's - 10 teams Under 16 Girls - 8 teams Under 18's - 10 teams	Ongoing promotion of VCFA clubs with junior teams through PR outlets highlighting location, culture and development opportunities Ongoing VCFA-supported/provided Junior Coaches to run clinics at local schools and clubs throughout the first months of season to promote our brand and provide player opportunities to engage with VCFA and clubs directly
BEYOND		
2026	**TOTAL** 150+ junior teams (approx. 2000+ players)	

TARGET: Junior Female Teams and Player Growth

JUNIOR FEMALE TEAMS + PLAYER GROWTH		
YEAR	**GOAL**	**STRATEGY**
2019	Introduction of Under 12 Competition (quarter-size)	
2020/2021	Introduction of Under 16 Competition (full-size)	Online and targeted promotion to member clubs
	Continuation and growth of U12 Competition	Work in conjunction with VCFA Women's Committee for ongoing promotion, advertising and events in support of the VCFA Female Football Program.
SHORT TERM (coming year)		
2022	Introduction of Under 14 Competition (half-size)	Online and targeted promotion to member clubs
	Continuation and Growth of U12 Competition Continuation and Growth of U16 Competition	Work in conjunction with VCFA Women's Board for ongoing promotion, advertising and events in support of the VCFA Female Football Program: - Women's Season Launch Event held in April – bring all junior girls teams together to play at one venue to launch the season and to promote community among women's and girl's teams - Create database of email addresses specific to female football (under 12, 14's, 16s and Women's) - Set up Contact Form/subscription to Women's news (create bulletin?) - Education for members about respecting the Girl's Game; having appropriate facilities for privacy etc
MEDIUM TERM (2-3 YEARS)		
2023	Continuation and Growth of U12 Competition Continuation and Growth of U14 Competition Continuation and Growth of U16 Competition	Work in conjunction with VCFA Women's Board for ongoing promotion, advertising and events in support of the VCFA Female Football Program: - Introduction of Female-only events (networking, social, etc.) 'Women's Round' - Create Women's Football Development Guide

2024	Introduction of Under 10 Competition (quarter-size)	Online and targeted promotion to member clubs
	Continuation and Growth of U12 Competition Continuation and Growth of U14 Competition Continuation and Growth of U16 Competition	Work in conjunction with VCFA Women's Board for ongoing promotion, advertising and events in support of the VCFA Female Football Program: - Promote and implement specific Girls and Women's Summer Competition Programs and clinics
LONG TERM (4+ YEARS)		
2025	Continuation and Growth of U10 Competition Continuation and Growth of U12 Competition Continuation and Growth of U14 Competition Continuation and Growth of U16 Competition	Work in conjunction with VCFA Women's Committee for ongoing promotion, advertising and events in support of the VCFA Female Football Program: - Equip Club Ambassadors with resources to promote the VCFA and local clubs through schools and clinics
BEYOND		
2026	Introduction of Under 8 Competition (SSG) Continuation and Growth of U10 Competition (SSG) Continuation and Growth of U12 Competition (SSG) Continuation and Growth of U14 Competition (full-size) Continuation and Growth of U16 Competition (full-size)	
2027	Thriving all-female competitions at: Under 8 Under 10 Under 12 Under 14 Under 16	Continue to work in conjunction with VCFA Women's Committee for ongoing promotion, advertising and events in support of the VCFA Female Football Program.

TARGET: Increase Qualified Referees

INCREASE QUALIFIED SENIOR REFEREES		
YEAR	**GOAL**	**STRATEGY**
2019	33 VCFA (or FV) Qualified Senior Referees 28 Qualified Assistant Referees	Ongoing Referees courses, training and networking opportunities for better recruitment and development pathways
2020/2021	35 VCFA (or FV) Qualified Senior Referees 15 Qualified Assistant Referees *(retain and increase by 3)*	Additional accredited Referee Training program sessions hosted different / varied locations to aid travel (each year increase by x1 course to land on 4x courses geographically): - Introduce 2nd VCFA Referee Course (preseason and post-season courses depending on demand)
SHORT TERM (coming year)		
2022	38 VCFA (or FV) Qualified Senior Referees 33 Qualified Assistant Referees *(retain and increase by 4 + 3)*	Advertise referee recruitment via social media/website etc - target ex-players' and FV players
		- Introduce independent referees at Junior games at Under 18s - Support growing clubs with independent referees
		Host monthly scheduled meetings and networking throughout the season for junior, senior and assistant referees: - Pre-Season training - Q&A and workshops (half-day proposed) - Senior Pre-Season briefings
		Set and introduce referee parameters for retirement (65 years)
		Increase communications sets for apprenticeship-style learning
		Increase Referee Assessment for quality control: - Interview lowest-scoring referees from voting teams/clubs
MEDIUM TERM (2-3 years)		
2023	42 VCFA (or FV) Qualified Senior Referees 36 Qualified Assistant Referees	Additional accredited Referee Training program sessions hosted in various locations to

	(retain and increase by 3 + 3)	aid travel (each year increase by x1 course to land on 4x courses geographically): - Introduce 3rd VCFA Referee Course (March, July and November courses)
2024	45 VCFA (or FV) Qualified Senior Referees 40 Qualified Assistant Referees *(retain and increase by 3 + 4)*	Increase referee assessments for feedback and growth: - Interview lowest-scoring referees from voting teams/clubs - Set legal structures around liabilities and responsibilities – contact FV as per their requirements - Provide pathways for referee's post-retirement (mentoring, club support – such as junior games etc.)
LONG TERM (4+ YEARS)		
2025	48 VCFA (or FV) Qualified Senior Referees 43 Qualified Assistant Referees *(retain and increase by 3 + 3)*	Continue to provide accredited Referee Training program sessions hosted in various locations to aid travel (each year increase by x1 to land on 4x courses geographically) over the calendar year.
		Introduce independent referees at Junior games (starting from highest age groups and descending to SSGs)
2026	50+ VCFA (or FV) Qualified Senior Referees 45+ Qualified Assistant Referees *(retain and increase by 2 + 2)*	Introduce 'retiring referee club' – to maintain community engagement
		Ongoing targeted advertising and recruitment: - Advertising at Uni's, churches, Christian schools - Past/Presents players as potential Referees
BEYOND		
2027	55 VCFA (or FV) Qualified Senior Referees 50 Qualified Assistant Referees	
INCREASE QUALIFIED JUNIOR REFEREES		
YEAR	**GOAL**	**STRATEGY**
2019	**There are currently no *registered* VCFA Junior Referees (all club-run + no VCFA mandate)	

2020/2021	15 VCFA-Qualified Junior Referees	Provide 2x VCFA Referee Courses (March and November courses)
SHORT TERM (coming year)		
2022	30 VCFA-Qualified Junior Referees	Clubs to work in conjunction with VCFA to maintain and submit Junior Referees qualifications (create template in Google Drive)
		Mandatory to have at least 1x club representative attend VCFA or FV Qualified referee at each club (ideally junior referee coordinator)
	VCFA-provided referees at under 18's	VCFA to provide senior referees at under 18's level for as many matches as possible.
MEDIUM TERM (2-3 years)		
2023	40 VCFA-Qualified Junior Referees	Introduce 3rd VCFA Referee Course (March, July and November)
		Introduce mentoring program for Senior to Junior referees
2024	50 VCFA-Qualified Junior Referees	Mandatory that ALL junior referees are VCFA-Qualified by 2024
LONG TERM (4+ years)		
2025 and beyond	55 VCFA-Qualified Junior Referees	Continue to provide additional accredited Referee Training program sessions hosted at various locations throughout the calendar year.
		Continue mentoring program for Seniors to support Junior referees
BEYOND		
2026	65 VCFA-Qualified Junior Referees	

TARGET: Increase Qualified Coaches

INCREASE QUALIFIED COACHES		
YEAR	**GOAL**	**STRATEGY**
2019	*There are currently no VCFA Qualified Coaches or VCFA/CFFA -accredited coaching courses available*	
2020/2021	20 VCFA Qualified Coaches *(Increase by 20 Qualified Coaches)*	Introduction of VCFA Coaching Course (March) **Entry Level -** Kickstart - Under 8s to Under 10's (small-sided game format) **Junior Level -** Under 11's to Under 14's **Youth Level -** Under 15s - Under 18's **Senior Level C -** Senior Men and Women
		Form template provided by VCFA for clubs to maintain and submit coaching qualifications to VCFA - VCFA to keep register of coaches who have qualified
SHORT TERM (coming year)		
2022	40 VCFA Qualified Coaches *(increase by 20+)*	VCFA Coaching Course (February) **Addition of Senior Level B –** Senior Men and Women
		Mandatory for ALL Premier League and Premier League Reserves coaches to have VCFA Level C Qualification
		VCFA Ambassadors to meet with certain # of clubs at club coaches meeting to maintain appropriate level of communication regarding Match Rules/LOTG, Child Safe and other needs arising
MEDIUM TERM (2-3 years)		
2023	60 VCFA Qualified Coaches *(increase by 20+)*	Introduction of 2nd VCFA Coaching Course (March + November) **Addition of Senior Level A –** Senior Men and Women
		Mandatory for ALL Premier League and Premier League Reserves coaches to have VCFA Level C Qualification
2024	80 VCFA Qualified Coaches	Mandatory for ALL Premier League and Premier League Reserves coaches to have VCFA Level B Qualification

	(increase by 20+)	Mandatory to have minimum 1x junior coach per age group at each club to have VCFA Qualification (head coach for age group)
LONG TERM (4+ years)		
2025	90 VCFA Qualified Coaches *(increase by 10+)*	Mandatory for ALL Senior Men's and Women's coaches to have VCFA Level C Qualification
2026	100 VCFA Qualified Coaches	Mandatory for ALL Premier League and Premier League Reserves coaches to have VCFA Level A Qualification
		Mandatory for ALL junior coaches to have VCFA Qualification for appropriate age group
BEYOND		
2027	100+ VCFA Qualified Coaches	Mandatory for ALL Senior Men's and Women's coaches to have VCFA Level B Qualification
2028		Mandatory for ALL Senior Men's and Women's coaches to have VCFA Level A Qualification

TARGET: Association-wide Financial Sustainability

ASSOCIATION-WIDE FINANCIAL SUSTAINABILITY		
YEAR	**GOAL**	**STRATEGY**
2019	Source Treasurer for on-going daily bookkeeping and future-planning	
	Source new Bookkeeper and/or new Auditor	
2020/2021	Allow for increase in capacity for General Manager	Reworking of fee structure to provide clarity of income, expenditure, future plan
	Employ Assistant General Manager	Become more innovative with our communication of financials to clubs
	Support of junior SSG implementation	Provide KickStart facilities resource package
SHORT TERM (coming year)		
2022	Hosting of Nationals Tournament	Support CFFA and pre-payment for needs arising
	Assistant General Manager increase in capacity to adjust for growth in association size	Continued re-working of fee structure to provide clarity of income, expenditure and future-planning
	Prepare to lease office facility for 2023 and beyond	Create a 'futures' fund grow our reserves to invest in a facility
MEDIUM TERM (2-3 years)		
2023	Research multipurpose facility for lease	Continue to maintain and grow reserves for facility investment needs
	General Management Team to increase in capacity to adjust for growth in association size	Continued re-working of fee structure to provide clarity of income, expenditure and future-planning
2024	Lease multipurpose facility for VCFA and member-club use	Continue to maintain and grow reserves for facility investment needs
LONG TERM (4+ years)		
2025	Research to VCFA investment facility	Reserve funds used to purchase and maintain VCFA investment facilities. Income generated from of lease of facilities
2026	Employ 2x full-time General Managers to adjust for growth in association size	Continued re-working of fee structure to provide clarity of income, expenditure and future-planning
	Prepare to purchase office, factory, playing facility investment	Continue to maintain and grow reserves for facility investment needs

Though the VCFA operate essentially as a non-for-profit organization, the VCFA Board have set some aspirational financial goals that we believe will help set up the long-term financial stability and viability of the Association so that it can continue to grow in number and in our reach.

GOALS

The three main financial goals for the VCFA over the next five years are as follows:

- **Investing in our membership**: we want to work towards elevating the status and professionalism of the Association, whilst still maintaining equity in our fee structures charged to our players and our teams, across all competitions. We will be revisiting our fee structures to assess the impact on our current financial position and our future growth aspirations.
- **Investing in our infrastructure**: we want to invest in our infrastructure, including our executive presence, our systems and processes (for both internal and Member use) and our physical administration requirements. We recognize that investing in our infrastructure is integral to us elevating the professionalism and attractiveness of the VCFA.
- **Investing in our growth**: we want to invest in the VCFA's growth in the Juniors, Women's and Men's competitions as well as across Victoria, as we look to grow our existing Members and attract new Members. We will be looking to seek external funding (i.e., grants and sponsorships) and build funds to proactively invest in development programs, investment into our member clubs and new club expansion initiatives.
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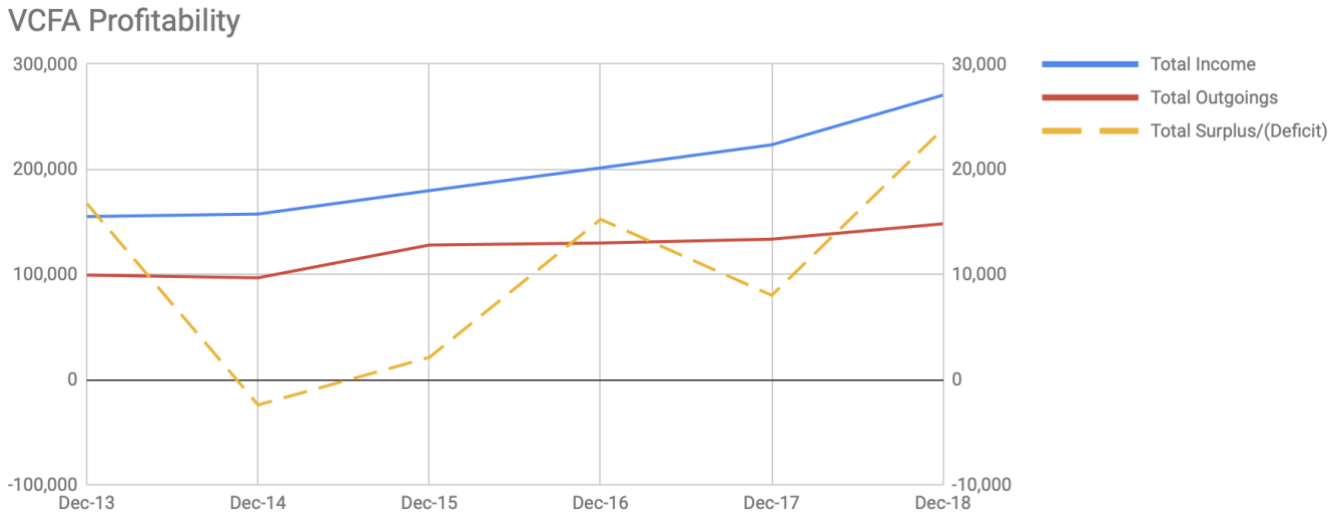
SURPLUS AND LOSS PERFORMANCE UPDATE

The VCFA has maintained an immaterial surplus level for the five-year period ending 31 December 2018, due to careful management of the P&L, tight financial control and increasingly robust forecasting of future revenues.



Key items to note:

- **Pricing:** we note that the VCFA pricing remains competitive across all football associations, in particular against the FFV. The 2019 pricing structure is as follows:

Season 2019	Junior Fees	Senior Fees
Player Fees	$50	$55
Team Fees	$180	$1,200

We note that U12 Girls teams and U8/U9 teams do not have team registration fees attached.

- **Player Numbers:** Player numbers and team numbers (combination of junior and senior) on the whole have increased over the five-year period across junior, women's and men's competition.

- **Referee fee structure:** we note that referees get paid according to the following tiers:

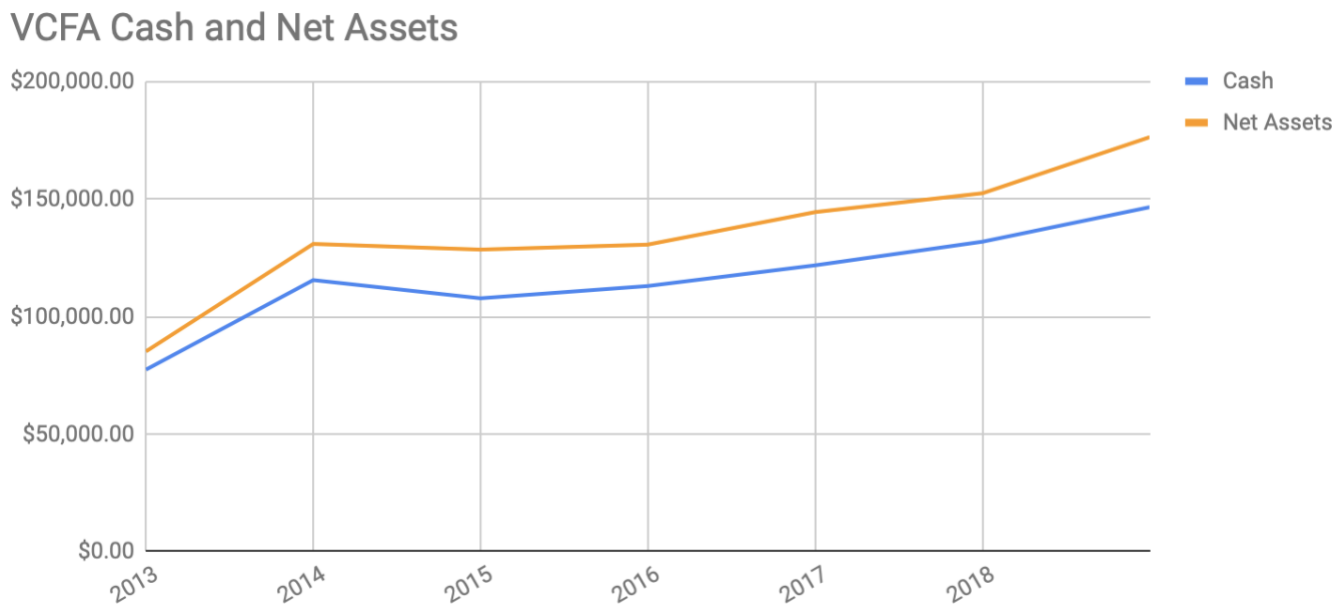
Season 2019	Divisions	Team Fees
Tier 1	PL	$130
Tier 2	WPL, PL Res, SD1	$120
Tier 3	All other divisions	$110
Assistants	All divisions	$50

In addition, the VCFA introduced Assistant Referee's as part of the ongoing referee program from Season 2016.

- **Operating Expenses:** operating expenditure has remained flat over the period with the main expenditure relating to the administration of the league, which has grown in complexity and size over the five-year period.

BALANCE SHEET

The VCFA has a strong balance sheet, with net assets of approximately $150k. We note that the VCFA have invested heavily into the Association and as such returned working capital/invested where required.



Key items to note:

- **Cash:** The VCFA has cash reserves of over $140k, with $70k of this sitting in a long-term investment account accruing interest.
- **No long outstanding dues:** We note that the debtor book is immaterial, and minimal history of write-offs
- **No borrowings:** We note the Association has no borrowings or long-term debt, and as such has no obligations.

Monitor and Review Structure

Each monthly VCFA Board meeting, an agenda item will be set aside specifically to monitor and review the structure of the Strategic Plan, and maintain appropriate strategies for implementation of our target goals.

The Key Performance Areas and subsequent objectives will be monitored and reviewed by the VCFA General Management team, and it will be the responsibility of the General Management team to include appropriate updates and reminders for goal implementation accountability.

Each year a new implementation/KPA plan will be created, based on the strategies, targets and expectations met or unfulfilled, together with the feedback and outcomes of the Member Satisfaction Survey at the conclusion of each season.

This is a working document to be reviewed at regular intervals and presented at every VCFA Board meeting for accountability purposes and progress reports as maintained by the VCFA General Manager.