



Vision 2014

South Australian Women's Football

Authors

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AUSKICK

JUNIOR

YOUTH

SENIOR

OFFICIALS

Vision

Our vision is to increase the participation of females in all aspects of the game of Australian Rules Football in SA.

Mission

To promote, encourage and lead the growth of the game of Australian Football in South Australia, so that females not only participate in the game but are role models in the community.



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Background

Young females have been able to participate in junior football for many years and traditionally left to play other sports when approaching their teenage years. Senior Female Football commenced in South Australia during 1990 with the formation of two teams and in the following year the South Australian Women's League (SAWFL) was established with six teams. Over the ensuing years the number of teams ebbed and flowed, with the League reduced to four teams in early part of this century and has remained at four teams for nearly a decade.

In 2008 the SANFL realised that the development of female football had stalled and was in fact dropping behind other States. Senior women's football had stagnated and there were limited opportunities for youth girls to compete in their own right. In an attempt to address the situation, the SANFL created a Female Football Advisory Board (FFAB) and took over the administration of the SAWFL. At the same time the League commissioned Jenny Williams to review the status of female football in South Australia.

Stakeholder Analysis

The Review by Jenny Williams was completed and presented to the AFL Women's National Football Panel on 5 December 2008. A copy of the Review presentation is contained in the appendices.

Using the Review as a foundation, critical input from key stakeholders was then obtained via facilitated workshops of the FFAB which is made up of the following members:

- David Hutton - Chairman (General Manager Game Development)
- Jan Cooper - AFL National / WAFC Female Football Manager
- Jan Sutherland - CEO of Sport SA
- Cheryl Cates - President SAWFL
- Kylie Taylor - Office for Recreation & Sport representative
- Jenny Williams - SANFL Representative
- Peter Cates - SANFL Multicultural & Female Coordinator

Through a series of workshops Key Result Areas were identified and a number of actions and strategic directions were devised which have been included in this document. A copy of the output from the stakeholder analysis is contained in the appendices.



Key Result Areas

The Key Result Areas describe the facets of the plan that define the scope of the Vision for 2014 and provide strategic direction for stakeholders in engaging in the plan and ensuring all parties are committed and fulfil their obligations in order to successfully execute the plan.

The Key Result Areas are:

- 1 **Governance** - Defined Best Practice governance structures at all age groups and league and club levels inclusive of the AFL, SANFL and SAAFL involvement.
- 2 **Profile** - Developed recognised and valued brands for female football in South Australia.
- 3 **Pathways** – The Fast track of talent management at all levels of female football.
- 4 **Competition** - Optimised participation, access and involvement in the game at all levels.
- 5 **Coaching, Officiating and Volunteering** – Quality leadership of the game at all levels and acceptance of stewardship of the game.



1 Governance

Defined Best Practice governance structures at all age groups and league and club levels inclusive of the AFL, SANFL and SAAFL involvement.

Objectives

- 1.1 Trained administrators leading the game.
- 1.2 Female pathways in place for the transition from player to administrator.
- 1.3 Female focused development.

Strategy

- Non player reward and recognitions programs at league, club and individual levels

Actions

- 1.1.1 Devise Award structure and criteria.
- 1.1.2 Document best practice governance model.
- 1.1.3 Devise female Administrator development program.
- 1.1.4 Devise female focused training module for development officers.

Key Performance Indicators

- 1 % of trained/ accredited administrators in the game.
- 2 % of female admin/ officiators/coaching staff.
- 3 Number of hours of paid support provided to the development of the game.



2 Profile

Developed recognised and valued brands for female football in South Australia.

Objectives

- 2.1 Female role models in the community.
- 2.2 Female football Brands are recognised in the football community.
- 2.3 Increased media exposure and access for Female Football.

Strategy

- Secure sponsorship at Women's, competition and club levels
- Developed brands, logos and marketing plans
- Use of internet based media as primary communication

Actions

- 2.2.1 Develop sponsorship packages to reflect level of involvement.
- 2.2.2 Secure major Sponsors.
- 2.2.3 Develop a Marketing plan to address growth of the game.
- 2.3.1 Coordinate web site management.

Key Performance Indicators

- 4 Number of media exposures per year – print, TV, Radio and web
- 5 Number of hits on the female web sites



3 Pathways

The Fast track of talent management at all levels of female football.

Objectives

- 3.1 Talent programs in place at senior and junior levels for players and officiators
- 3.2 Links between school and club programs

Strategy

- Annual Female football academy for 16 to 21 year olds
- Annual Junior Talent programs

Actions

- 3.1.1 Launch Senior Female Football Academy
- 3.1.2 Launch talent identification program
- 3.2.1 Launch junior development squad
- 3.2.2 Devise player retention program

Key Performance Indicators

- 6 % of Talented Player Pathway (TPP) participants in senior Football
- 7 % of Female Football Academy participants in the SAWFL state team



4 Competition

Optimised participation, access and involvement in the game at all levels

Objectives

- 4.1 Provide for year round participation in women's football for all ages
- 4.2 The game to geographically spread across metro Adelaide and country SA
- 4.3 Increased player and spectator numbers

Strategy

- Structured age based competitions
- Standardised Women's rules across competitions
- Provide both Summer and winter competitions
- Provide regional SA based format
- Draws and game schedules to be linked to other league fixtures

Actions

- 4.1.1 Launch Junior competitions
- 4.1.2 Revise Female Football rules
- 4.1.3 Launch summer program
- 4.2.1 Devise country program inclusive of SAWFL outreach and talent squad participation.
- 4.2.2 Increase SAWFL from 4 to 8 teams
- 4.3.1 Design senior fixture to deliver 3 matches per ground/per round, mixed with other leagues
- 4.3.2 Design and launch player database

Key Performance Indicators

- 8 Number of players, under age and open
- 9 Number of regional SA players
- 10 Number of spectators at the SAWFL grand final



5 Coaching, Officiating and Volunteering

Quality leadership of the game at all levels and acceptance of stewardship of the game

Objectives

- 5.1 Female sport lead by females for females
- 5.2 Qualified help leading the game
- 5.3 Retention of Volunteers

Strategy

- Integrated umpiring into existing leagues
- Targeted female development for all forms of governance both on and off field
- Skill Recognition Programs, assessment and feedback to ensure continued learning

Actions

- 5.1.1 Devise female Umpire development program
- 5.1.2 Devise female Trainer development program
- 5.1.3 Devise female Administrator development program
- 5.1.4 Devise female Coaching development program
- 5.2.1 Establish Volunteer database inclusive of skill capability

Key Performance Indicators

- 11 % of trained/accredited coaches, officiators, volunteers in the game
- 12 % of female admin/ officiators/coaching staff
- 13 Number of hours of non paid support provided to the development of the game.



Appendix 1 – Stakeholder analysis



STAKEHOLDERS ANALYSIS

Female Football in SA - Strategic Plan 2009 – 2013



Prepared for the SANFL Female Advisory Board by
Jeff Dry



September 2009

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Mission Statement:

To promote, encourage, control and manage the game of Australian Football in South Australia so that those females who wish to participate are given that opportunity.

Vision Statement:

Our vision is to increase the participation of females in all aspects of the game of Australian Rules Football in SA.



Key Areas:

Governance – incorporating aspects of leadership, finance and administration
(QUALITY ENVIRONMENT AND CULTURE)*

Profile – incorporating aspects of marketing, promotion and information management
(MEDIA AND PROMOTION)*

Pathways – incorporating aspects of high performance and elite programs
(TALENTED)*

Competitions – incorporating aspects of venues and events
(PARTICIPATION – GROWING THE GAME)*

Coaching, Officiating and Volunteers – incorporating aspects of training, recruitment and recognition (QUALITY ENVIRONMENT AND CULTURE)*

Links to AFL National Female Football Strategic Priorities

Governance

- Create better governance structures for female football
- Develop a business plan for female football
- Incorporate female football into SANFL strategic plan
- Seek opportunities to increase the presence of females in various roles/levels of football in SA
- Seek better “buy-in” from JDL’s and SAAFL clubs and country clubs to embrace female football
- Secure/source adequate resourcing from SANFL to support and drive growth in female football
- Implement education programs for SANFL Development officers to focus on girls in all programs
- Establish stronger links and coordination with relevant administrative structures (Links into supported structures)
- Linking to club objectives as to why you need women

Profile

- Identify and secure current and potential sponsorship and grant opportunities
- Develop an all female data-base capturing females involved in Auskick through to senior registrations
- Develop a range of promotional materials and media packages to increase the profile in general public and the media
- Investigate changing the ‘culture’ of female football
- Investigate setting up a website for female football in SA



Pathways

- Create more effective pathways for female football from Auskick to senior level
- Establish a high performance program including an elite academy for talented footballers
- Develop better linkages with school sport programs and events as a recruitment opportunity
- Establish links with school curriculum PE programs
- Implement retention programs targeted at beginner level
- Establish umpire pathways program

Competitions

- Provide quality delivery sports model
- Provide alternate competition models/structures (e.g. 9-a-side and 18-a-side, twilight)
- Develop better recruitment from growth area of school knock-out competitions
- Create better links with traditional female sports to offer an off-season alternative activity
- Create a set of consistent rules and structures for female football competitions
- Promote the family aspect of female football
- Identify more suitable venues to cater for female football competitions
- Establish 9-a-side as a legitimate competition model at both state and national competition level



Coaching, Officiating and Volunteers

- Develop improved coaching and officiating opportunities/programs for females
- Target programs to increase the number of female coaches and umpires.
- Introduce female football into SANFL coach education programs
- Develop volunteer recruitment programs
- Develop greater numbers of female sports trainers

Key measures of success

- A more united administration
- Increased numbers of females participating in all aspects of the sport
- Increased member satisfaction
- Improved quality of players, coaches, umpires and administrators
- Greater acceptance and acknowledgement of the value of female football by associated administration structures
- Improved commitment and engagement by support structures
- Increased financial and human resource support for female football
- Increase profile and awareness in the public and in the media
- Creation of more effective pathway



Appendix 2 SAWFL review 2008

Review and Recommendations Regarding

Australian Rules Football for Women and Girls under the SANFL banner.

Report prepared by
Jenny Williams.

Dip.T. B.Ed. Grad. Dip Psych. B.B.Sc. (Hons)
Provisional M.Psych (Final subject)

Delivered Dec 5th Sydney to AFL Women's Football Panel.

Input for this presentation

- SANFL staff
- SAWFL officials past and present
- SAWFL players past and present
- JDL staff
- SAAFL staff
- Govt staff.



The report.

- This report has been based on the conversations with a wide variety of stakeholders interested in women's football and football in general.
- An overwhelming expression of tension and negativity between so many of the groups and great volunteers suggests that unity and the future of the game depends on good leadership and an ability entuse people to embrace change and work together.

History of Women's Football in SA

- Start of SAWFL
 - 1990 6 teams. Constitution set up. Vision for pathway.
 - First SA / Vic contact.
- Team structure
 - Based on where the groups could find a coach.
 - Wanted to affiliate with SANFL teams.. No love.
- 18 years on.
 - 4 teams struggle to find enough players. No junior development pathway.



SAWFL and Junior Girls at Present

- **The Good**

- A recommendation to strategically review the game.
- The beginning of culture change at SAWFL.
 - Less alcohol.
 - More players interested in football vs social
- Growth in junior numbers at schoolgirls level.

SAWFL and Junior Girls at Present

- **The Not So Good.**

- The name.. It's SAWFL.
- The SAWFL board structure.(too many reps)
- The competition numbers.
- The pathway from junior to senior.
- The culture of the clubs. (Alcohol dominates)
- Predatory behaviour.
- All about "Me" rather than the game
- Best description is that it is broken.



The Need to Support Women's Football in SA (and elsewhere)

- Why the SANFL and AFL must support women playing the game of Aussie rules.
- Do most men in power honestly care ? NO
- Comparison with women's soccer (football)
- Do you think the men of soccer care ? No
- So why have they suddenly taken notice and set up Women's League.
- Money and game brand and future.
 - The money ... decision makers of the households. (Westfield league, ABC telecasts)
 - The game brand... Aren't we women's football ? If soccer becomes football to many women then we may start losing the brand.
 - The game future. Women determine what their children will play. (Research stats) If women take their daughters and sons with them when they play soccer then familiarity theory dictates that they may prefer soccer. We will not only lose girls but we will continue to lose boys. This should be of major concern to all people involved in the AFL.

Bottom line is Football Australia cares about it's bottom line and that ploy involves a major play for the hearts and boots of the Women of Australia.

The great part about being broken.

- Rather than trying to just fix something or even patch repair the game as is often done, we have the opportunity to stand back, reassess the options and move forward in a way that will enhance the involvement of women and girls in playing the game.
- A brand new vision.
- A challenge to the establishment.
- Look at sports such as "Touch" and Women's Soccer and why they are growing.



The Cons

- It will take a lot of networking and work to look at a new structure.
- There is a possibility of losing some of the established players.
- There is a possibility of losing some of the admin. (Already happened.)
- Cost of funding new positions.

The Pros

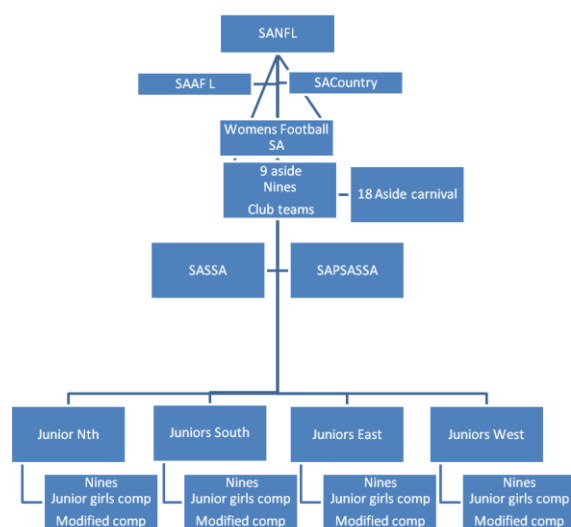
- Establishment of a complete vision of the game.
- Consistency for all girls and women playing the game under the WFSANFL banner.
- New clubs.
- New players.
- More money coming into the game
- Sponsors.
- The men taking notice of the big picture.
- The establishment of a full and modified game that is an exemplar for game development.
- Football stakeholders talking to each other.



The future direction of the game.

- SAWFL
- Change of Name to.. Women's Football SANFL
 - A better acronym.
 - Good strategy re google and game branding.
- Affiliate with Amateur League Clubs that have juniors and want a family atmosphere
- Establish a pathway of participation that is manageable and strategically sound.

Women's Football Structure



The future direction of the game.

- **Problems with current football game structure.**
 - 18 a side. Largest number team sport. (For men let alone women)
 - Teams had 40, lots didn't get a game, otherwise when they did weren't ready.
 - Game suited the few stars for each team.
 - Difficult to find 18 friends. Bigger than a couple of car loads or 1 mini bus.
 - No junior competition.
 - No consistent rules and modifications for schools and others.
 - Modifications not made with good game development principles involved.
 - Modified game can be played twilight and can run summer or winter.

The future direction of the game.

- **Implication for women, girls and junior boys.**
 - Full game vs Nines vs Modified Nines.
 - (The need for each to be seen in their own right.)
 - Easier to find a team.
 - Played on oval or square pitch.
 - Addressing declining numbers because of perceived injury.
 - Small sided games more skill development and fitness for all. (Good players just get better)
 - The opportunity to play or train with family. (Less transport, less cost more opportunity with clubs.)



Future directions.

Suggested competition format ... All comps the have the same basic rules and modifications.

- Footy Nines (Adopt the name..like rugby sevens)
 - senior 9 aside full game. (Pitch implications)
 - senior 9 aside modified
 - Junior 9 aside full game
 - Junior nine aside modified.
- and 15 / 18 aside full game as carnival or short comp.
- Country carnival (for girls)

Reasons for consideration.

- Currently 4 teams .. Anywhere between 15 and 35 registered in that group. Max of 76 players involved each week.

Those with 40 originally had 1 team.

With nines.

Scope for at least 3 teams from 40 players.

Can allow new players to play B grade or modified game.

Can allow for an U/18 comp.

Easier to get new teams. New clubs can find 9 women.

Can affiliate schools with boarding houses to club teams to play regularly.

Modified..

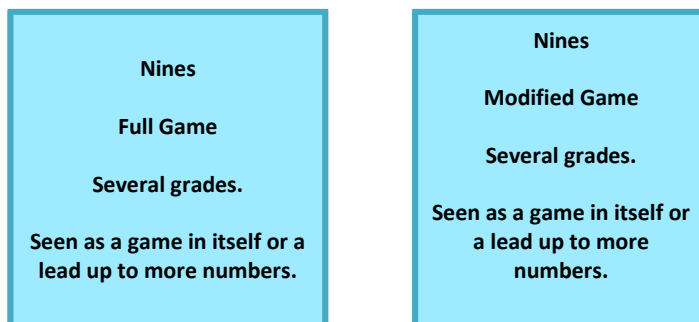
Gain players from other sports who want to play a fitness form of football but do not want to tackle.

Gain players who do not want to get hurt but like footy.

Can play mixed or with young boys.

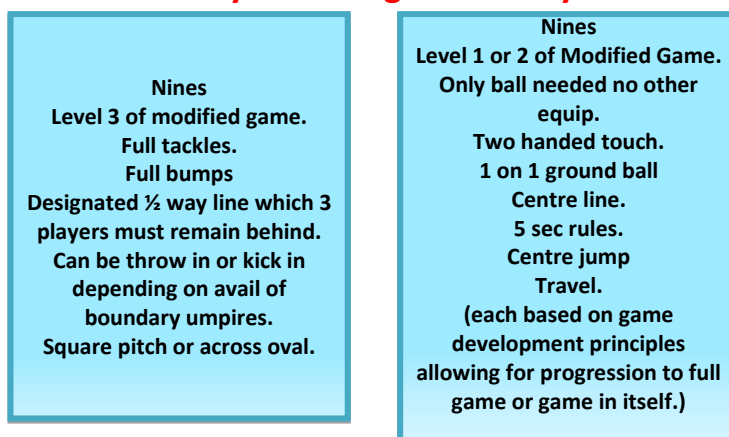


Suggested Women's Football SANFL Game Structure



15 or 18 aside Short seasons Carnivals or State games.

Now for the extra controversial bit Why I challenge Rec footy !



15 or 18 aside Short seasons Carnivals or State games.



Things to consider.

- Coaches..
 - Increase number of women coaches.
 - Finding extra coaches for teams.
- Umpires.
 - Ability to have only 1 umpire.
 - Can use kick in if no boundary umpires.
 - Modified game very easy to umpire.
 - Year 12 Umpiring course through VET.
- Uniforms.
 - Reversible so club teams can play each other.
- Season Lengths and Timing.
 - Summer / Winter Research suggests 12 week seasons popular.
- New Board Structure.
- Venues.. Common and club based. Club based is popular for SAAFL.
- Fitting around State Competitions.

Recommendations.

- Funding is provided for 2 years of a full time position as Executive Officer / Game Developer for Women's Football SA.

(If this job is done well and the game advances then it should almost be self funding in 3 years.) The job should have a job description, KPIs and appointed after an appropriate recruitment process.

- This position should be based at either the SANFL or the SAAFL but must be funded and supported with distribution networks.
- Should funding not be available it would be impossible to carry out such change with only volunteers. Funding possibilities must be explored and the AFL asked to contribute as this is important in the growth of the game.
- The vision and recommendations are presented to the SANFL Commission the SAWFL and Game development group so they understand the need for consistency and the importance to the overall development of football.
- The SANFL using their profile to relaunch Womens Football in the media. A big event and the constant articles in the News and the Messneger.
- A profile for Women on the SANFL website and SAAFL website. (Links)



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- The SANFL using their profile to relaunch Womens Football in the media. A big event and the constant articles in the News and the Messneger.
- A profile for Women on the SANFL website and SAAFL website. (Links)

Recommendations.

- There should be no specific women's development officer but the role of development officers be occupied by men and women each which have outcomes and numbers attached written specifically for girls in areas. This includes all documents that are produced. Women and girls are NOT a minority group within the population. They are a legitimate target group with huge potential numbers.
- The pathway for development is clearly mapped and followed.
- Good research is conducted that looks not only at the participation in 1 off short events but in fully fledged competitions and the success of the pathways leading between each.
- The establishment of a functional Women's Football Board. (Cheryl Cates has a good model)
- Establish a code of conduct for the game.
- Work in conjunction with alcohol go easy re club culture.



Recommendations.

- An action plan established and followed. (Too many strategic plans have been made before and never reviewed.)
- Key outcomes established and participation goals set at each level.
- Writing of financial plan that looks at fees and profitability of women's football.
- The plan reviewed over 12 months.
- Looking at funding opportunities from government groups. (Sports commission and Health commission)
- Possible academy U/18 group selected to work with Port group. Could be linked to Year 12 Work ed group.
- Links established between women's football and the JDL groups.
- Writing of umpiring curriculum and an encouragement of girls to be involved.
- Work with other states to look at opportunities for development.
 - Vic interested in Masters Nines.

Recommendations.

- Work is conducted in conjunction with indigenous women as far as opportunities in various communities and carnivals.
- Continuous links with the AFL Women's football group and a commitment to send significant people to the conferences.
- Celebrating Women's Round in the AFL with a significant event that involves a women's football conference, a fun event, and the recognition of women as participants in the game.



Appendix 3 Action Table

Key Result Area	Item no.	Action	Start Date	Finish Date	Who	Status
Governance	1.1.1	Devise Volunteer Award structure and criteria	2010	Dec 2010	FFWG	
	1.1.2	Document best practice governance model	2010	Dec 2010	FFWG	
	1.1.3	Devise female Administrator development program	2010	Feb 2011	SANFL/FFWG	
	1.1.4	Devise female focused training module for Development officers	2010	2011	SANFL/FFWG	
Profile	2.2.1	Develop sponsorship packages to reflect level of involvement	Dec 09	Ongoing	SAWFL/FFWG	
	2.2.2	Secure major Sponsors	Dec 09	2013	SANFL/SAWFL	
	2.2.3	Develop a Marketing plan to address growth of the game	Jan 10	Dec 10	FFAB	
	2.3.1	Coordinate web site management	May 09	Dec 11	SANFL/SAWFL	60%
Pathways	3.1.1	Launch Senior Women's Academy	Nov 09	Nov 09	SANFL	100%
	3.1.2	Launch talent identification program	Feb 10	Ongoing	SANFL	
	3.2.1	Launch junior development squad	Jul 10	Nov 10	SANFL/SAWFL	
	3.2.2	Devise player retention program	2012	2013	SANFL/SAWFL	
Competition	4.1.1	Launch Junior competitions	Mar 10	Ongoing	SANFL	
	4.1.2	Revise Female Football rules	Mar 10	Oct 10	FFWG	
	4.1.3	Launch summer program	Oct 10	Feb 11	SANFL/SAWFL	
	4.2.1	Devise country program inclusive of SAWFL outreach and talent squad participation	Jan 10	Ongoing	SAWFL/SANFL	
	4.2.2	Increase SAWFL from 4 to 8 teams	Dec 09	Dec 12	SAWFL/SANFL	



Key Result Area	Item no.	Action	Start Date	Finish Date	Who	Status
	4.3.1	Design senior fixture to deliver 3 matches per ground mixed with other leagues	Dec 09	Dec 11	SAWFL	
	4.3.2	Design and launch player database	2009	2011	SAWFL/FFWG	10%
Coaching Officiating & Volunteering	5.1.1	Devise female Umpire development program	Jan 10	2012	SANFL/SAWFL	
	5.1.2	Devise female Trainer development program	2010	2013	SANFL/SAWFL	
	5.1.3	Devise female Administrator development program	2010	2013	SANFL/SAWFL	
	5.1.4	Devise female Coaching development program	2010	2013	SANFL/SAWFL	
	5.2.1	Establish Volunteer database inclusive of skill capability	2011	2014	SANFL/SAWFL	



Appendix 4 Consolidated KPI's

KRA	KPI Item	KPI Description	Target					
			Current	2010	2011	2012	2013	2014
Governance	1	% of trained/ accredited administrators in the game	1%	15%	20%	25%	35%	50%
	2	<i>% of female Officials accredited:</i> Admin Officials (includes trainers) Umpires	10% 17%	15% 20%	25% 30%	30% 45%	40% 50%	50% 60%
	3	Number of hours of paid support provided to the development of the game.	20hrs/wk	45hrs/wk	55hrs/wk	75hrs/wk	85hrs/wk	100hrs/wk
Profile	4	Number of media exposures per year – print, TV, Radio and web	6	10	15	20	25	30
	5	Number of hits on the female web sites	50,000	75,000	90,000	110,000	130,000	150,000
Pathways	6	% of Talented Player Pathway (TPP) participants in senior Football (Over 16)	0%	25%	50%	75%	100%	100%
	7	% of TPP participants in the SAWFL state team	nil	25%	n/a	50%	n/a	95%
Competition	8	Number of players, under age and open	250	350	450	550	650	750
	9	Number of regional SA players	5	60	75	105	120	150
	10	Number of spectators at the SAWFL grand final	1200	1500	1600	1700	1800	2,000
Coaches, Officiators, Volunteers	11	% of trained/accredited coaches, officiators, volunteers in the game	20%	35%	50%	65%	70%	75%
	12	% of female admin/ officiators/coaching staff	15%	20%	25%	30%	40%	50%
	13	Number of hours of non paid support provided to the development of the game.	1200	1500	1600	1700	1800	1900



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