



STRATEGIC PLAN

FOR REFEREES AND REFEREEING 2014-2018

Developed by Capital Football Referees Technical Committee, Capital Football Referees Standing Advisory Committee, Referee Manager, CFR members and interested parties.



Date of Plan: **30 June 2014**

Signature Page

The Strategic Plan has been developed at length and agreed to and signed off by the following stakeholders of *Capital Football Referees*:

Capital Football Referees Technical Committee

1. Chris Blain (Chair)
2. Clive Mackillop (Deputy Chair)
3. Andrea Hotchkiss (Community Representative)
4. Allyson Flynn
5. Gavin Martin
6. Richard Naumovski (Ex-Officio – Chair, RSAC))
7. James Nikolaidis (Futsal Representative)

Referees Standing Advisory Committee (RSAC)

1. Richard Naumovski (Chair)
2. Pat Caggiano (Deputy Chair)
3. Chris Conti (Futsal Representative)
4. Alex McConachie
5. David Ockerby
6. Daniel Rajic

Capital Football

1. Heather Reid (CEO)
2. Alasdair Grocock (Referee Manager)
3. Greg Taylor (Referee Administrator)

Date: 30 June 2014

This Strategic Plan will play an integral role in managing Capital Football Referees and achieving its goals over the next five years.

It builds upon the FFA Refereeing Strategic Plan 2012-2015 and the Capital Football Triennium Strategic Plan 2012-2015. It also takes into account the issues raised in the Members' Forum organised by the RSAC during the 2013 season.

It will be used extensively by the CF Referees Technical Committee, RSAC and the Referee Manager and Referee Administrators.

When necessary, it will be modified to reflect the ongoing development and needs of the sport and the changing expectations of the governing bodies, Capital Football and Football Federation Australia.

Please note that all references to “football”, “elite competitions”, “community leagues”, “junior league” and similar in this Strategic Plan INCLUDE AND REFER TO BOTH (outdoor) football AND futsal unless otherwise stated

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1. Vision and Mission Statements

Capital Football Referees (CFR) functions as part of Capital Football (CF) and works in partnership with Football Federation Australia (FFA).

FFA

VISION: TO BE A WORLD LEADER IN THE WORLD GAME

FFA REFEREES DEPARTMENT

VISION: TO HAVE AUSTRALIAN REFEREES REGARDED AS WORLD CLASS OFFICIALS

MISSION: FROM THE AUSTRALIAN FOOTBALL COMMUNITY RECRUIT DEVELOP AND DELIVER ELITE REFEREES CAPABLE OF REFEREEING THE WORLD CUP FINAL.

CAPITAL FOOTBALL

VISION: TO BE A REGIONAL LEADER IN THE WORLD GAME
YOUR GAME / OUR GAME / ONE GAME

MISSION: PROVIDING FOOTBALL PROGRAMS TO MEET THE NEEDS OF OUR REGION.

CAPITAL FOOTBALL REFEREES

VISION: TO PROVIDE OUR REFEREES WITH THE BEST TRAINING, EDUCATION AND DEVELOPMENT PROGRAMS IN THE COUNTRY.

MISSION: PROVIDING AND DEVELOPING REFEREES FOR COMMUNITY AND ELITE FOOTBALL IN THE REGION.

2. Issues facing Capital Football Referees

Capital Football Referees is faced with a number of issues that are likely to have a direct impact on the implementation of the plan. These issues have been addressed in this Strategic Plan as appropriate.

Issues

- Referee safety
- Abuse of referees
- Continued 'turnover' of referees (retention)
- Higher player participation levels in community football
- Limited number of referees available for community leagues
- Falling membership
- Not enough female referees
- The need for more referee coaches

- Effective communication with our members
- Increased expectations of football community and membership
- Community and media attitudes
- Child Protection legislation and issues

- A more unified national approach, led by FFA, to strategic planning and co-ordination
- Referee reaccreditation and ongoing education of referees
- The continuing evolution and reform of education and training programs

- Training venues and costs
- Absence of an A-League team in Canberra
- Geographic issues (ACT)

3. Objectives and Key Result Areas

The overall goal of Capital Football Referees is to improve the quality and coverage of refereeing in the ACT.

The specific **Key Result Areas (KRAs)**, identified by the stakeholders, for action in this Strategic Plan are to:

- 1. Improve and enhance the standard of refereeing in the ACT**
- 2. Provide better support for all referees at all levels, especially community and junior referees**
- 3. Improve match official retention rates**
- 4. Improve the public and media profile of referees and refereeing**
- 5. Identify and develop talented young officials in the ACT**
- 6. Increase the number of referees who officiate each week in our competitions, especially female referees.**

4. Strategic Plan 2014-18

KRA1: Improve and enhance the standard of refereeing in the ACT.					
Objectives	Strategies	Action	Person resp.	Time	Priority
1.1 Provide our referees with greater access to a wider range of professional learning resources and educational experiences.	1.1.1 Provide our referees with greater access to the FIFA/AFC teaching and learning resources.	1.1.1A Distribute FIFA/AFC resources at education sessions, trainings and meetings to members for education purposes and reaccreditation practice.	RM/RA	Implemented Feb 2014.	H
	1.1.2 Establish and maintain our own database of video clips from local matches and video from education sessions to be available to members.	1.1.2A Collect and organise video clips/incidents from local matches for education and practice. This database needs to be accessible to members day-to-day or available to copy as in 1.1.1A.	RM/RA	2014 season	M
	1.1.3 Provide regular and important feedback to FFA regarding available education tools and their effectiveness	1.1.3A Participant surveys to be completed at the end of every education session and specific feedback to be sought regarding the quality of the educational experience and the resources which are provided.	RM/Chair TC	End of 2014	M
		1.1.3B The TC or its representative to evaluate formally twice per year (June/October) the effectiveness of the education sessions and teaching materials and report to FFA.	RM/Chair TC	Mid-2014	M
	1.1.4 Request FFA to develop a process for member Federations to share curriculum, resources, strategies etc.	1.1.4A FFA is now currently working on this. Contact the FFA Referee office and enquire about the project's progress. Also, collate and organise annually our resources in preparation for sharing.	Chair TC	Implemented	
1.2 Increase the skills and knowledge of our referee coaches/assessors.	1.2.1 Provide a structured, organised Assessor/Coach education curriculum consistent with FFA's vision for coaching and assessing.	1.2.1A Develop and formalise a twelve month Assessor/Coach education program/curriculum. The curriculum will be updated annually.	RM/Chair TC	Partly implemented – end of 2014	H

	1.2.2 Schedule regular assessor and coach education sessions.	1.2.2B Include on the calendar and advertise the Assessor Education sessions every second month during the season.	RM/Chair TC	Implemented	
		1.2.2C Incorporate video, written and/or multiple-choice testing into each Assessor Education session.	RM/Chair TC	Implemented	
	1.2.3 Prioritise assessor reaccrreditation.	1.2.3A FIFA, AFC and FFA teaching resources and video material to be made freely available to all members who present an external hard drive.	RM/RA	Implemented Feb 2014	
		1.2.3B Schedule and advertise a practice examination evening to help assessors prepare for reaccrreditation prior to the examination evening.	RM/Chair TC	Implemented Feb 2014	
1.3 Increase the number of available coaches.	1.3.1 Promote referee coaching and assessor pathways and encourage members to see referee coaching as important and viable pathway.	1.3.1A Continue to work with FFA to develop viable and achievable pathways for both elite and community referee coaches.	RM/Chair TC	Ongoing	M
		1.3.1B Increase payment for coaching sheets and coaching responsibilities.	RM/ Chair RSAC	2015	M
		1.3.1C All assessors/coaches must be given opportunities to reaccrredit as mandated and fulfil at least the minimum requirement regarding the number of coaching sheets/assessments per year.	RM/Chair TC	Implemented	
	1.3.2 Develop a system which allows refereeing/coaching availability to be specified and all available coaches appointed.	1.3.2A Investigate whether Schedules can be modified to achieve this or whether another system is required.	RM/Chair TC	Implemented March 2014	
	1.3.3 Provide more regular feedback to referee coaches and assessors about their own performances.	1.3.3A Hold an Assessors Day twice per season where all Assessors will be invited to observe and provide coaching/ assessments on the matches in question.	RM/Chair TC	Implemented	
		1.3.3B Coaches and Assessors to receive feedback about their coaching sheets or practical Assessments at least twice per season.	RM/Chair TC	2014 season onwards	M

1.4 Improve the skills and knowledge of our active referees by developing thorough and relevant training and education sessions targeted specifically at different levels of referees (junior, elite, cadet/academy, community, futsal).	1.4.1 Develop a written, integrated, measured winter training program for members (i.e. Wednesday training) and for Futsal training.	1.4.1A Produce a written curriculum for weekly winter training. It would take into account the refereeing demographic typical of training attendance and try to develop a program relevant to all who attend training or recommend other ways to manage training for a diverse range of fitness and ability levels.	RM/Chair TC/ Training Coord.	2015 season onwards	H	
		1.4.1B Integrate key video and written test skills into the curriculum we will develop in 1.4.1A.	RM/Chair TC/ Training Coord.	2015 season onwards	M	
		1.4.1C Develop, as part of the curriculum outlined in 1.4.1A, a theory component of training which would complement and enhance the referee education program.	RM/Chair TC/ Training Coord.	2015 season onwards	M	
		1.4.1D Futsal referees be invited and encouraged to attend the existing weekly training sessions	RM/Chair TC/ Futsal Coord.	2015 season onwards	L	
	1.4.2 Provide more opportunities during the season for groups of referees to meet and discuss important issues and topics.	1.4.2A Find and establish a regular venue or venues for Education sessions which will be held at the same time/s, days each month, whenever possible.	RM/RA	ongoing	M	
		1.4.2B NPL and Futsal A Panels to meet once every month during the season for instruction and discussion.	RM/Chair TC	Implemented March 2014		
		1.4.2C Cadet/Academy members are expected to attend an education session at least once every two months as part of their program as identified in 5.3.1A.	RM/Chair TC/Academy and Cadet Coords.	Implemented March 2014		
		1.4.2D CFR to identify a person responsible for the mentoring program by January of each year: redesigning, refining and enhancing the mentor/mentee relationships which are pivotal to the Cadet and Academy programs as in 5.2.2C.	RM/Chair TC	Implemented Feb 2014		
	1.5 Improve the on-field	1.5.1 Introduce KPIs for our officials	1.5.1A Develop Key Performance	RM/Chair TC	April 2014	H

<i>expectations and performance of our referees.</i>	into our elite and community leagues.	Indicators (KPIs) for the elite competitions in accordance with FFA KPI and Overall Performance Guidelines (OPGs) for community leagues.			
	1.5.2 Improve the fitness of our members.	1.5.2A Continue to provide ample opportunities for our members to improve their fitness at weekly training.	RM/Chair TC/Training Coord.	Ongoing	H
		1.5.2B Fitness standards for NPL A-Panel members be modified in accordance with new FFA guidelines (re consistency across NPL nationwide).	RM/Chair TC	Mid-2014 onwards	H
	1.5.3 Improve the way feedback from coaches is conveyed to referees.	1.5.3A Set a benchmark and aim to provide more frequent coaching to each of our members. See 2.4.1A and 2.4.1B.	RM/Chair TC	2014 onwards	H
		1.5.3B Reassess and rewrite existing CF Coaching Sheets to make them more relevant to modern coaching techniques.	Chair TC	April 2014	H
		1.5.3C Elite referees and officials to develop with mentors/coaches an Individual Coaching Plan (ICP).	Chair TC	Summer 2014	M

KRA2: Providing better support for referees at all levels, especially community and junior referees.

Objectives	Strategies	Action	Person resp.	Time	Priority
2.1 Develop a more efficient nomination process for appointments to elite tournaments and leagues.	2.1. Identify potential candidates for elite tournaments and leagues early in the season (or the season prior) and better prepare these referees for the elite tournament or league.	2.1.1A Timeline of nomination deadlines and requirements for the various tournaments to be drawn up in January of each year and tabled at the first Technical Committee meeting of each calendar year.	RM/Chair TC	Partially implemented Jan 2014	H
		2.1.1B Potential candidates to be identified and shortlisted for education, assessment, coaching and mentoring.	RM/Chair TC/Academy Coord.	Partially implemented Jan 2014	H
		2.1.1C A coaching and mentoring program must be devised for the individuals/group which addresses their own needs and the requirements of the tournament or league in question.	RM/Chair TC	Partially implemented Jan 2014	M
		2.1.1D Nominees or potential candidates will be expected to participate in our winter training program and our monthly Education sessions. Attendance and participation in these learning opportunities shall be taken into account when determining the final nominees/ selections.	RM/Chair TC	Partially implemented Jan 2014	H
		2.1.1E Organise and conduct a regular review of each prospective candidate's progress and development in preparation for nomination or selection.	RM/Chair TC/Academy Coord.	Partially implemented Jan 2014	H
2.2 Develop training and educational experiences relevant to both elite and community referees.	2.2.1 Create and maintain separate and appropriate coaching and training programs for identified 'referees with potential'.	2.2.1A All National Talent Pool, W-League, A-League and NYL officials to receive an Individual Coaching Plan. See also 1.5.3C.	RM/Chair TC	Summer 2014	M

		2.2.1B All CF NPL Panel 1 and Academy members to develop their own Individual Coaching Plan in cooperation with mentors and the TC. See also 1.5.3C.	RM/Chair TC		M
		2.2.1C Identify and develop focus areas before each season begins for coaches and referees in the community leagues to concentrate on in terms of our education and instructing practices.	RM/Chair TC	Implemented Jan 2014	H
		2.2.1D Publicise and educate referees in the community leagues about the focus areas for each season and make these the priorities in coaching and instructing our community referees at training, education sessions and on match days.	RM/Chair TC	Ongoing	H
		2.2.1E Organise and schedule a practical "Learn to be an AR" session prior to the community league season commencing, targeted at junior, beginner and inexperienced officials.	RM/RA/ Training Coord.	April 2014	H
		2.2.1F Organise and schedule a "Learn to be a Referee" session prior to the community league season commencing, targeted at junior, beginner and inexperienced officials.	RM/RA/ Training Coord.	April 2014	H
		2.2.1G Provide more educational opportunities for junior referees throughout the season.	RM/Chair TC	2015 onwards	H
		2.2.1H Conduct regular 'advanced education' sessions for Academy and Cadet Program and other elite referees.	RM/Chair TC/ Academy and Cadet Coords.	Implemented Feb 2014	M
	2.2.2 Make appropriate professional advancement and reaccreditation a priority for our prospective candidates for elite competitions and	2.2.2A Schedule and conduct formal revision and refresher sessions for each candidate seeking advancement and or reaccreditation.	RM/Chair TC	Implemented Mar 2014	H

	for community referees.	2.2.2B Provide educational support and extra instruction for any prospective elite or community referee who needs assistance to gain promotion or reaccreditation.	RM/Chair TC	Ongoing	M
		2.2.2C Ensure wider distribution and use of FIFA/AFC/FFA training resources and software. See also 1.2.3A.	RM/RA	Implemented Feb 2014	H
2.3 Develop suitable coaching and coaching management structures which are appropriate for the present competition and football structures in the ACT and FFA competitions.	2.3.1 Put in place a coaching/management structure which will see the necessary work done in 2014, facilitate the implementation of the first year of this Strategic Plan, and signpost the way forward. See 2.3.1B.	2.3.1A Draw up a list of duties and roles for members of the TC and other experienced members for 2014. That includes the strategic actions resulting from this document.	Chair TC	Implemented Jan 2014	H
		2.3.1B A subcommittee is to be established to examine the current coaching and coaching management needs of CFR, consult with the TC, RSAC and the 2013 Head Coaches, then recommend a suitable coaching/coaching management structure for the future by July 2014, with a view to such a structure being implemented in January 2015.	Chair TC	April 2014	H
	2.3.2 Engage more effectively with the junior clubs and the Referee Coordinators.	2.3.2A Appoint a Junior Coaching Liaison whose responsibilities include working more closely with the clubs and the Referee Coordinators.	RM/Chair TC	Implemented Jan 2014	H
		2.3.2B Organise, plan and schedule Referee Coordinator meetings and coaching sessions twice per season.	RM/Junior Liaison	Partially implemented April 2014	H
		2.3.2C Make better use of the Kanga Cup tournament to engage local referees and provide more coaching and educational opportunities for referees from the ACT at and following this tournament.	RM/RA/Chair TC/Academy and Cadet Coords.	Mid-2014	M

2.4 Improve the amount of coaching available to community referees.	2.4.1 Provide more frequent coaching at matches for community referees.	2.4.1A Ensure each senior member who referees in the community competitions is coached on a match at least once per season.	RM/Chair TC	2014 season onwards	H
		2.4.1B Organise and schedule, in consultation with the Ref Coordinators, a team of coaches to attend each of the junior area at least once per season and provide coaching to junior referees.	RM/RA/Junior Liaison	Implemented in 2013	H

KRA3: Improve match official retention rates.

Objectives	Strategies	Action	Person resp.	Time	Priority
3.1 Understand, identify and address the reasons why around 40% of our members do not return or rejoin the next season	3.1.1 Seek more relevant and frequent feedback from our members about what is done well and what needs to be improved	3.1.1 An end-of-season member survey to be formulated and sent to all members to allow feedback to the RSAC and TC. This survey should be refined each year and the issues identified and emerging from it need to be addressed by the CF office, the RSAC and/or the TC as a matter of priority.	RSAC Chair	Implemented	
		3.1.1B Contact by telephone all of our senior men and women members who do not rejoin by the beginning of March each year. The questions and conversations are to be planned in advance by the members of the RSAC.	RSAC Chair	1 April 2014	H
		3.1.1C Liaise and work with the Ref Coordinators and junior clubs to identify junior members who have not rejoined and develop a plan to contact and speak with these referees. See 5.1.1A.	RSAC Chair/RM/ Junior Liaison	End April 2014	H
		3.1.1D Initiate and encourage greater recognition of junior referees at the end of each season and at relevant club and referee presentation days and evenings.	RSAC Chair/RM/ Junior Liaison	2014	H
		3.1.1E. Build stronger relationships with other member Federations in this area as all states are facing the same issues and we can all learn from each other's experiences in trying to address this issue.	RSAC Chair/RM	Annually from end of 2014 season	M
3.2 To improve the working environment for all referees.	3.2.1 Provide a safe and secure working and training environment for all of our members.	3.2.1A In reviewing the 'two referee policy', the highest priority is to ensure and maintain a safe working environment for our members, even while reviewing this policy in the context of 6.1.1E.	TC Chair/RM	2014 onwards	H

		3.2.1B Reviewing the level of match fees to bring them more into line with other states and jurisdictions while taking into account the realities of football in the ACT.	RSAC	Implemented Dec 2013	
		3.2.1C Making “dealing effectively with dissent” our focus for the 2014 season and beyond to improve the working environment for referees.	TC Chair/RM	Implemented Feb 2014	
		3.2.1D Ensuring the training environment remains up to standard even in the face of the issues with AIS and our weekly training venues.	TC Chair/RM/ Training Coord.	Implemented but ongoing	H
3.3 Bring together the referee membership in a social context and foster a sense of teamwork and camaraderie.	3.3.1 Provide more social events for the members and more opportunities to build and strengthen social relationships.	3.3.1A An annual social event program to be devised by January each year, distributed to members at the respective Annual Seminars and placed on the CFR calendar of events.	RSAC/Social Committee	Implemented	
		3.3.1B At least thirty minutes of ‘social time’ to be scheduled at the conclusion of the monthly Education Sessions to enhance relationships and communication.	RSAC/Social Committee	Implemented 2013	
		3.3.1C Organise, at least once per calendar year, an interstate trip for members to attend a World Cup Qualifier, high profile A League match, or similar suitable event.	RSAC/Social Committee	2014 onwards	L
3.4 Open up communication channels between members, the CF office, the RSAC and the TC to allow better and more fruitful discussion of crucial issues.	3.4.1 Make it easier for members to raise issues of concern with the person/s responsible and encourage members to feedback regularly to the TC, RSAC and Capital Football office.	3.4.1A Schedule, organise and manage a Members’ Forum once per season where issues are able to be raised directly at a suitable forum	Chair RSAC	Implemented 2013	
		3.4.1B Organise an RSAC email address at Capital Football which would improve communications between the RSAC and the general membership.	Chair RSAC	Implemented 2013	

	3.4.2 More regular communication is needed between the TC and the members regarding technical issues and coaching matters.	3.4.2A One (non-active) member of the TC to be present at members' winter training each week of the season to offer technical advice, answer questions, clarify match situations and improve communications between the TC and the referees.	Chair TC	Ongoing, partially implemented	H
		3.4.2B The TC Chair to issue a weekly or two-weekly technical memo which addresses and/or clarifies issues or directs members as to what needs to happen in light of new Laws and interpretations, match day issues etc.	Chair TC	April 2014 onwards	H

KRA4: Improving the public and media profile of referees and refereeing.

Objectives	Strategies	Action	Person resp.	Time	Priority
4.1 Improve the standing of referees and refereeing in the football community.	4.1.1 Ensure that there is more positive information about referees and refereeing in Capital Football communications with clubs and the positive information is regularly reinforced.	4.1.1A Work with the CF President, Executive and CEO to reinforce publicly the importance of referees to CF competitions to the Presidents of clubs and at every meeting and public forum.	Chair TC/TC Community Rep/RM/RA	2014 onwards	M
	4.1.2 Build stronger relationships and links with Junior, Senior and Women's clubs. See also 2.3.2.	4.1.2A At the executive level, CFR needs to engage the clubs and provide more opportunities for interaction between the referees and the clubs' executive/coaching staff.	Chair TC/RM/ RA/Chair RSAC	2014 onwards	H
		4.1.2B There needs to be wider and better dissemination about grassroots refereeing programs through all the community league channels.	RM/RA/Office	2014 onwards	H
		4.1.2C The CFR Junior Liaison to work more closely and remain in regular contact with Referee Coordinators about what is needed in terms of coaching and support.	Chair TC/RM/ Junior Liaison	April 2014 onwards	H
	4.1.3 Map out pathways for parents of young referees and for referees in CFR communications and information.	4.1.3A Refereeing pathways, elite and community, for younger members (and their parents) need to be clearly set out and explained.	RM/RA/Office	As required and at Junior Seminars	M
		4.1.3B Refereeing pathways for senior members (community and elite) need to be clearly set out and explained to all members.	RM/RA/Office/ Chair TC/Academy and Cadet Coords.	Senior Seminars and Academy and Cadet Meetings	M
	4.2 Improve the standing of referees and refereeing in the wider community and the media.	4.2.1 Ensure that there is positive information about referees and refereeing disseminated at every opportunity	4.2.1A CFR to approach CF Media Office to ensure each CF newsletter features a positive refereeing story.	RM/RA	Implemented Jan 2014
4.2.1B CFR to reach out to traditional			RM/RA/Office/	March 2014	M

		media (newspaper, television and radio) and build relationships, aiming for one positive refereeing story per month in the traditional media.	RSAC Chair/TC Chair	onwards	
		4.2.1C CFR to work with FFA to promote refereeing more positively in the mass media.	TC Chair/RSAC Chair	Mid-2014 onwards	M
		4.2.1D CFR to appoint a Media Liaison, a person whose role involves working with CF Media Office and the various media in our community to improve the standing of referees and refereeing.	To be discussed further	To be discussed further	To be discussed further

KRA5: Identifying and developing talented young officials in the ACT.

Objectives	Strategies	Action	Person resp.	Time	Priority
5.1 More effective identification of young, talented officials from the junior leagues, Kanga Cup and competitions.	5.1.1 Build stronger connections and lasting rapport with the twenty-three Junior Football Clubs and especially their Referee Coordinators.	5.1.1A CFR to nominate an administrator, referee coach or experienced referee as Junior Liaison to make more regular and closer contact with the Referee Coordinators throughout the season. See 3.1.1C.	RM/TC Chair	Implemented 2013	
		5.1.1B Junior Liaison to attend one meeting of clubs before the season commences and open up channels of communication.	Junior Liaison	2014 onwards	H
		5.1.1C Junior Liaison to arrange a meeting or teleconference for all Referee Coordinators prior to the season or early in the season.	RM/Junior Liaison	Implemented April 2014	
	5.1.2 Referee Coordinators need to play more of a role in identifying, nominating and recommending individuals for further development on the elite pathways.	5.1.2A CFR to develop a nomination form which will be distributed to the Referee Coordinators before each season. The identification and nomination process will be clearly explained as part of the documentation and nominations can be received at any time before the end of July each year.	RM/TC Chair/Junior Liaison	April 2014	M
		5.1.2B CFR should encourage and accept nominations of talented officials from a wider range of stakeholders in the football community (e.g. Kanga Cup Ref Coordinator, Club Administrators).	RM/TC Chair/Junior Liaison	To be discussed further	M
		5.1.2C Young officials newly identified and nominated as part of this process need to be looked at by a CFR coach, assessor or experienced referee in August and September with a view to being further developed on the elite pathways or encouraged to remain as a referee in	RM/TC Chair/Junior Liaison	To be discussed further	

		the community leagues.			
	5.1.3 Referee Coordinators need to play more of a role in identifying competent individuals suitable for further development and experience with a view to making a successful transition from junior community football to senior community football.	5.1.3A CFR to promote the benefits of refereeing in the senior community leagues at the Kanga Cup and through the Referee Coordinators. Contact also to be made directly with younger referees who are considering the transition into officiating in senior community leagues.	RM/TC Chair/Junior Liaison	July 2014 onwards	H
		5.1.3B Junior Liaison to maintain frequent contact with Referee Coordinators with a view to smoothing the transition from junior to senior football for referees.	Junior Liaison	April 2014 onwards	H
5.2 Develop the skills of talented youth referees while working towards selection for the FFA National Talent Pool and national panels.	5.2.1 Formalise and clarify the available pathways for promising young officials and make them more widely available and understood by our members and the various stakeholders.	5.2.1A Develop, articulate and publicise within our target group the various pathways open to young talented referees and include this information as part of the documentation and information for potential Cadet and Academy members.	RM/TC Chair/Academy and Cadet Coords.	Implemented	
		5.2.1B Make better use of the Kanga Cup referee development program so that promising local referees can also experience the full benefits of the tournament.	RM/TC Chair/Junior Liaison	July 2014 onwards	M
	5.2.2 Get referees who officiate in the junior leagues to see training as enjoyable, beneficial and relevant to their needs.	5.2.2A Cadet/Academy members expected to attend one training session each month as part of their program.	RM/TC Chair/Academy and Cadet Coords	Implemented Feb 2014	
		5.2.2B Scheduling training/instruction sessions specifically targeted at community junior referees twice per season at a suitable venues and times.	RM/TC Chair/Junior Liaison/ Training Coord.	2014 season – to be discussed further	H
		5.2.2C CFR to identify a person responsible for the mentoring program: redesigning, refining and enhancing the mentor/ mentee relationships which are so pivotal to our Cadet/Academy	TC Chair/Academy and Cadet Coords	Implemented Feb 2014	

		programs as identified in 1.4.2D			
	5.3.1 Encourage greater Cadet/Academy, talented young referee attendance at Education Sessions and other learning opportunities.	5.3.1A Cadet/Academy members expected to attend an education session at least once every two months as part of their program as outlined in 1.4.3C.	RM/TC Chair/Academy and Cadet Coords	Implemented Feb 2014	

KRA6: To increase the number of referees who officiate each week in our competitions, especially female referees.

Objectives	Strategies	Action	Person resp.	Time	Priority
6.1 Increase the number of referees available for appointments to the community leagues.	6.1.1 Increase our membership by targeting and recruiting potential community referees.	6.1.1A A recruitment drive needs to occur each year between the end of one season and the commencement of the next, targeting people already involved in the sport and who would be likely and suitable to referee on the community leagues.	RM/RA/Office Media Dept/TC Chair/RSAC Chair	End of 2014 onwards	H
		6.1.1B Courses for new referees need to be properly promoted through a range of media including traditional mass media, social media and through the publicity structures the clubs already have in place.	RM/RA/Office Media Dept/TC Chair/RSAC Chair	Partially implemented but ongoing	H
		6.1.1C Devise a detailed recruitment plan which addresses the recruitment issues from a number of directions and approaches, the aim being to increase our coverage of the community competitions.	RM/RA/Office Media Dept/TC Chair/RSAC Chair	End of 2014 onwards	H
		6.1.1D Innovative programs for recruiting referees need to be devised and implemented (for example, a 'bring a friend to reffing' campaign which provides incentives for existing members to bring a friend or friends to join).	RM/RA/Office Media Dept/TC Chair/RSAC Chair	End of 2014 onwards	H
		6.1.1E Review the 'two referee policy' currently in place. See also 3.2.1A.	RM/TC Chair/RSAC Chair	April 2014	H
		6.1.1F Work with FFA to lead a nationwide recruitment campaign targeted at recruiting more referees, especially for community leagues.	TC Chair	Implemented but ongoing	H
		6.1.2 Encourage 'club referees' who are regular referees for their clubs on	6.1.2A Negotiate with the community league clubs so they are not	RM/TC Chair	To be discussed

	Saturdays to join our organisation and be officially appointed.	disadvantaged by having their 'club referees' join CFR.		further	
		6.1.2B Devise specific, targeted ways of encouraging club referees to join by offering discounts on membership or subsidised equipment.	RM/TC Chair	To be discussed further	H
	6.1.3 Change our approach to the appointments process when the number of referees trends downwards significantly during the coldest months of the year.	6.1.3A Forward planning of appointments needs to happen during these months so that members have the ability to inform in advance their intentions and that the appointments officer can then take appropriate measures as required	RM/RA	Implemented	
		6.1.3B Contact directly those members who remain unavailable for appointments for an extended period of time.	RM/RA	2014 season onwards	H
		6.1.3C Clarify to our members that it is expected, for the most part, that they will be available for the community leagues each week if they are on the community league panels.	RM/RA/TC Chair	End of March 2014 onwards	H
	6.1.4 Promote the positives of becoming a referee so as to break down the traditional view of referees and refereeing in the community.	6.1.4A Contacts and relationships need to be built with newspaper and radio journalists to promote the positives of refereeing. The CF media officers also need to appreciate and understand the importance of putting a positive view of refereeing to the community and featuring stories about referees and its positives each newsletter.	RM/RA/Office Media Dept/TC Chair/RSAC Chair	Ongoing	H
	6.1.5 Work with Capital Football for better planning with regards to where and when games are played for the community leagues.	6.1.5A CFR needs to Work with CF and the Competition Administrator/s so that more games are placed at the same venue or multi-venue locations and the kick-off times of the various matches need to be reviewed to help increase the referee coverage of community competitions.	RM/RA/Office Media Dept/TC Chair/RSAC Chair	Ongoing	M
		6.1.5B More effective and frequent	RM/RA/Office/	Ongoing	M

		contact with the specific CF committees is required.	TC Chair/RSAC Chair		
6.2 Increase the number of female referees in our organisation.	6.2.1 Retain more of our female referees in the transition from refereeing junior football into senior football (mostly targeting referees in the 18 to 25 years group)	6.2.1A CFR to consider appointing a suitable person to be responsible for the promotion and retention of female referees in football. Closer links need to be made with Referee Coordinators and young female referees to help with the transition from juniors to seniors.	RM/TC Chair	Implemented 2014 season	H
		6.2.1B High profile female referees need to be prominent in the public relations strategy developed as part of 6.1.4A.	RM/RA/Office Media Dept/TC Chair/RSAC Chair	Ongoing	H
		6.2.1C As part of the recruitment drive outlined in 6.1.1A, CFR needs to specifically target potential female referees by focusing on promoting football refereeing in schools, other sporting organisations and other organisations with the demographic we are targeting.	RM/RA/Office Media Dept/TC Chair/RSAC Chair	Ongoing – focus on 2015 and beyond	H
	6.2.2 Arrange for more and specialised coaching for our female referees, preferably with experienced female referees acting as coaches and instructors.	6.2.2A Increase the number of female referee coaches in our organisation by encouraging existing female referees to take the FFA Assessors' course in 2014.	RM/RA	2014 season	H
	6.2.3 Community and elite referee coaches need to have a greater presence at Women's matches.	6.2.3A The Appointments Officer/Referee Coach Coordinator to appoint at least two referee coaches (one community, one elite) each week to the women's competition.	RM/RA/TC Chair	2014 season onwards	H
	6.2.4 Increase the number of new female referee	6.2.4 Hold specific female referee introductory course in accordance with the FFA Women's Football Strategic Plan	RM/RA/TC Chair	2014	H

5. Monitoring and Reviewing Progress

The Capital Football Strategic Plan for Referees and Refereeing will be reviewed every six months by the Technical Committee and the Referees Standing Advisory Committee (RSAC).

The various members of these committees must prepare a short report on the achievement or otherwise of the Actions and Strategies at the heart of this Strategic Plan.

The end of calendar year major review will take place in November/December of each year. Progress against the KRAs and associated KPIs (presented in section 3 of this Plan) will be reported on.

6. Appendices

6.1 2014 Coaching and Other CFR Roles

This Strategic Plan requires that for 2014 we create a list of jobs/roles and find a suitable person or persons to fill them. Furthermore, it is proposed that a subcommittee be established in Jan 2014 to look at and propose a new structure for implementation from 2015 onwards.

Jobs for 2014

Coaching/Assessing Administrator

- Organise appointment of coaches week-to-week
- Collate, file and summarise all coaching sheets on a weekly basis
- Organise Prac Assessments etc for upgraders
- Organise a roster for non-active TC members to ensure someone is present each week at training.

Education Coordinator

- Plan and coordinate monthly curriculum and education sessions (in line with FFA)
- Plan and coordinate junior coaching curriculum and sessions (in line with FFA)
- Plan and coordinate assessor education curriculum and sessions (in line with FFA)
- Plan and coordinate reaccreditation sessions
- Plan and coordinate all courses and upgrade sessions.

Women Referee Liaison

- Promote and recruit female referees
- Work closely with Junior Ref Coordinators to identify, coach and support female referees
- Work closely with and coach female referees on a regular basis
- Identify and coach possible candidates for Nationals and other tournaments.

Junior Coaching Liaison

- Liaise and work with the Referee Coordinators as outlined in this Strategic Plan
- Organise and maintain a roster for junior coaching each Saturday
- Identify and organise coaching for possible candidates for Nationals and other tournaments
- Work closely with and coach junior referees on a regular basis
- Coordinate and organise junior coaching sessions as per Strategic Plan.

Futsal Liaison

- Organise and oversee referee coaching in Futsal
- Identify and organise coaching for possible candidates for Nationals and other Futsal tournaments
- Work closely with and coach Futsal referees on a regular basis
- Coordinate and organise Futsal Referee Education Sessions as per Strategic Plan.

Kanga Cup Roles

1. Appointments Officer

- Organise the appointments for Kanga Cup.

2. Coaching Liaison

- Organise the coaching appointments for Kanga Cup
- Liaise with and work closely with visiting and local coaches during the tournament.

3. Education Liaison

- Organise and present/coordinate the Ref Coaches' meeting prior to the tournament
- Organise and present/coordinate the referees' training and meeting prior to the tournament
- Organise and present the technical sessions at the Kanga Cup Ref's camp.

4. Camp Liaison

- Responsible for the referees at the Kanga Cup Ref's Camp on a day-to-day basis
- Ensure transport is organised for referees for each day of the tournament.

Academy Coordinator

- Plan, manage, coordinate and organise the Academy Program
- Monitor and evaluate each candidate's progress
- Oversee the mentor/mentee relationships.

Cadet Coordinator

- Plan, manage, coordinate and organise the Cadet Program
- Monitor and evaluate each candidate's progress
- Oversee the mentor/mentee relationships.

Recruitment Liaison

- Organise, manage and deliver the recruitment campaign as detailed in the Strategic Plan.

Media and Publicity Liaison

- Promote refereeing across the different media organisations and outlets.

Practical Training Sessions Liaison (for new or inexperienced officials)

- Organise and promote the “How to be an AR session” or sessions (preseason)
- Organise and promote the “How to be an Referee session” or sessions (preseason)

6.2 FFA Referee Accreditation Pathway

