



WorkSafe Victorian Country Football League

Review of football in country Victoria

Progress update

August 2012

At the end of the Review into football in country Victoria, the overall conclusions of the Review team included

Draft

Irrespective of how the VCFL or AFL Victoria are seen to be operating now, country football needs a change of governance structures **to provide greater strategic focus, more effective decision-making at a regional level and an investment in resources directly in regions.**

In summary, with respect to regional resources and structure, the key recommendations were:

- ✓ The **establishment of regional commissions** to make independent and local decisions, more specifically, 8 larger regional commissions & 5 smaller ones (13 total).
- ✓ AFL Victoria to **co-fund a Region General Manager - RGM** (under the 8 larger regional commissions).
- ✓ Re-assign the **current AFL Victoria Region Development Managers (RDM's - 12 FTE) to report locally** to the RGM.
- ✓ Use current **VCFL player and club registration fees to fund the employment of additional locally based resources** to support the club development network and improve efficiencies relating to the participation pathway – at least 1 in each of 13 regions and, preferably, 2 in the larger regions.

Additionally, the Review team concluded that, as a consequence:

- ✓ A **merger between AFL Victoria and the VCFL** to create head office efficiencies, eliminate duplications and employ more resources directly in the regions.



As was stated in the Review report, the ongoing analysis has looked to create a framework for governance and administrative change

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In line with the Review of football in country Victoria, the Steering Committee has been conducting an analysis of the recommendations, which, broadly speaking, were focussed on the following key areas:

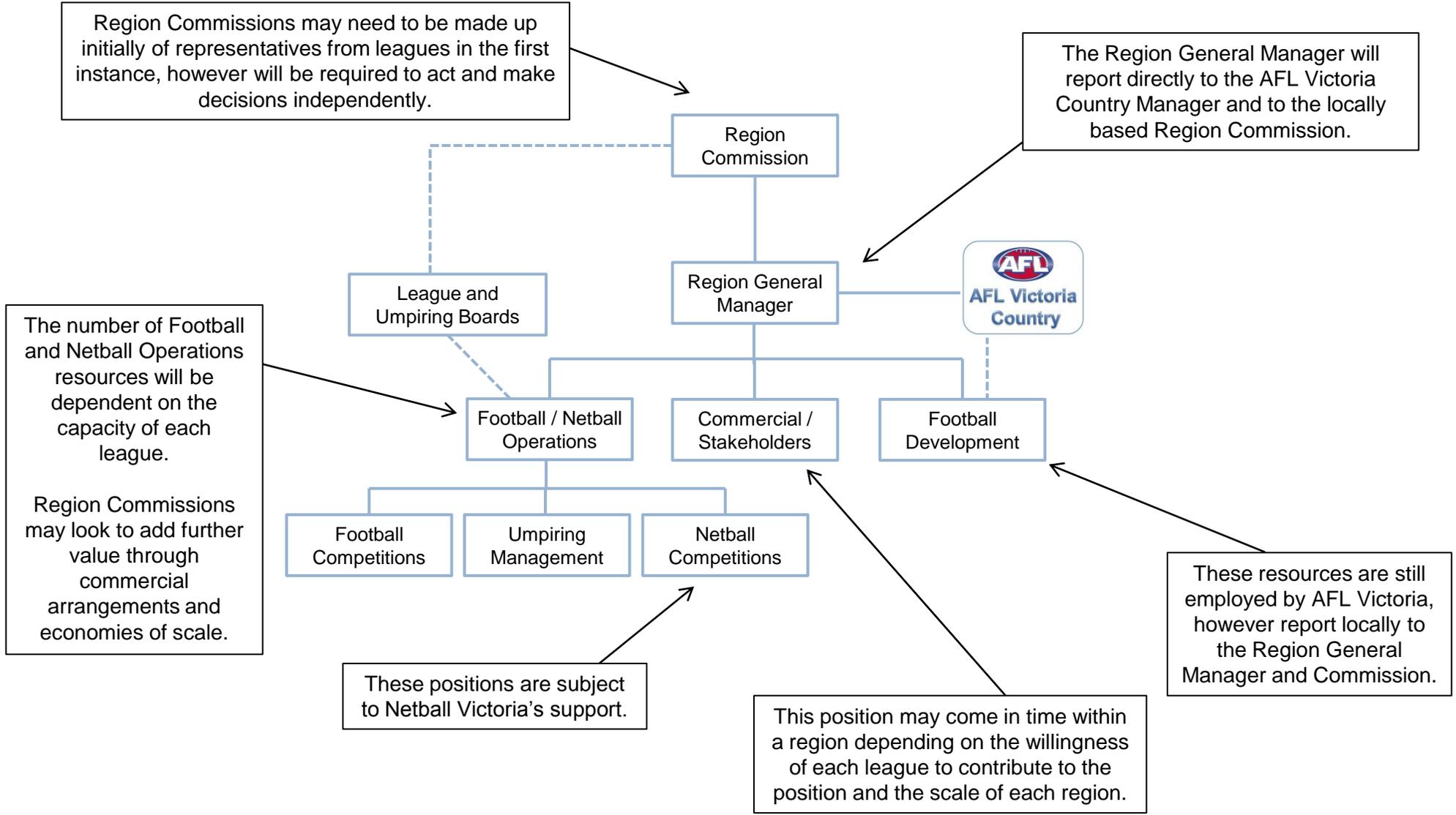
- 1 Minimise the cost of participation:** increase revenue locally to ensure it is invested back into the game locally.
- 2** Ensure all Central Administration Hubs (now referred to as Regional Administration Centres) are adequately resourced, and that **all resources report locally** to overcome the current differences between what AFL Victoria resources deliver and what VCFL resources deliver.
- 3 Ensure local authority is provided to allow local people to make local decisions in the best strategic interests of the game:** “common objectives, local solutions”, but there is no intention to take over the management of country Leagues.

“For country Victoria to maintain its status and indeed grow, the clubs must be vibrant and financially sustainable. This means putting support resources more directly at their disposal, providing training and development more directly, and reducing the cost of participating in competitions”.

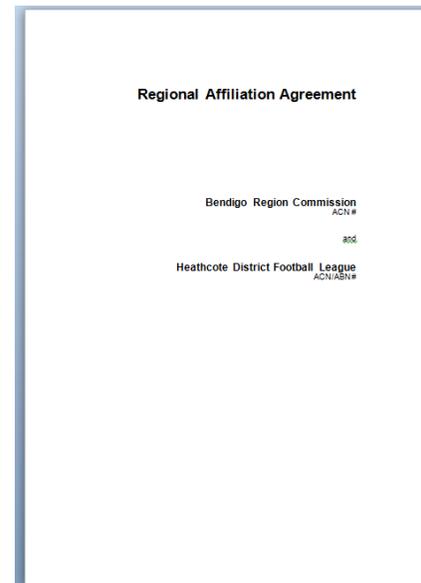
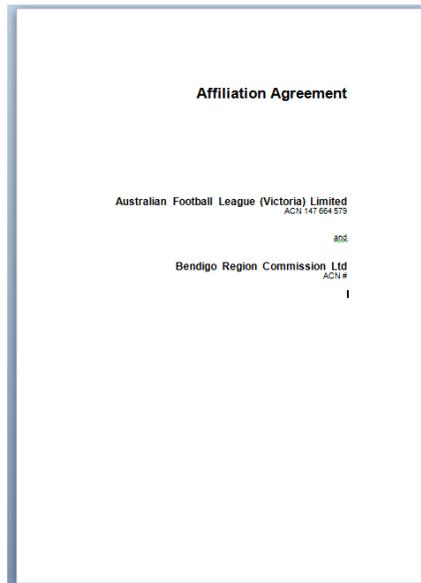
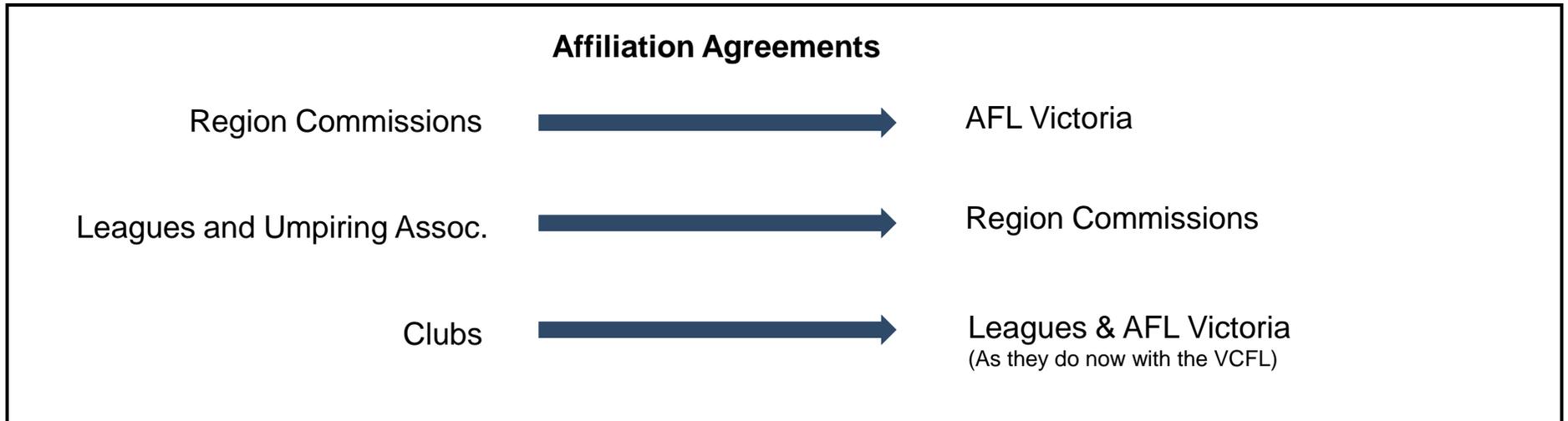
(Review of Football in Country Victoria – page 3)

Again, in line with the conclusions articulated in the report, the proposed structure of a Regional Administration Centre (RAC) is

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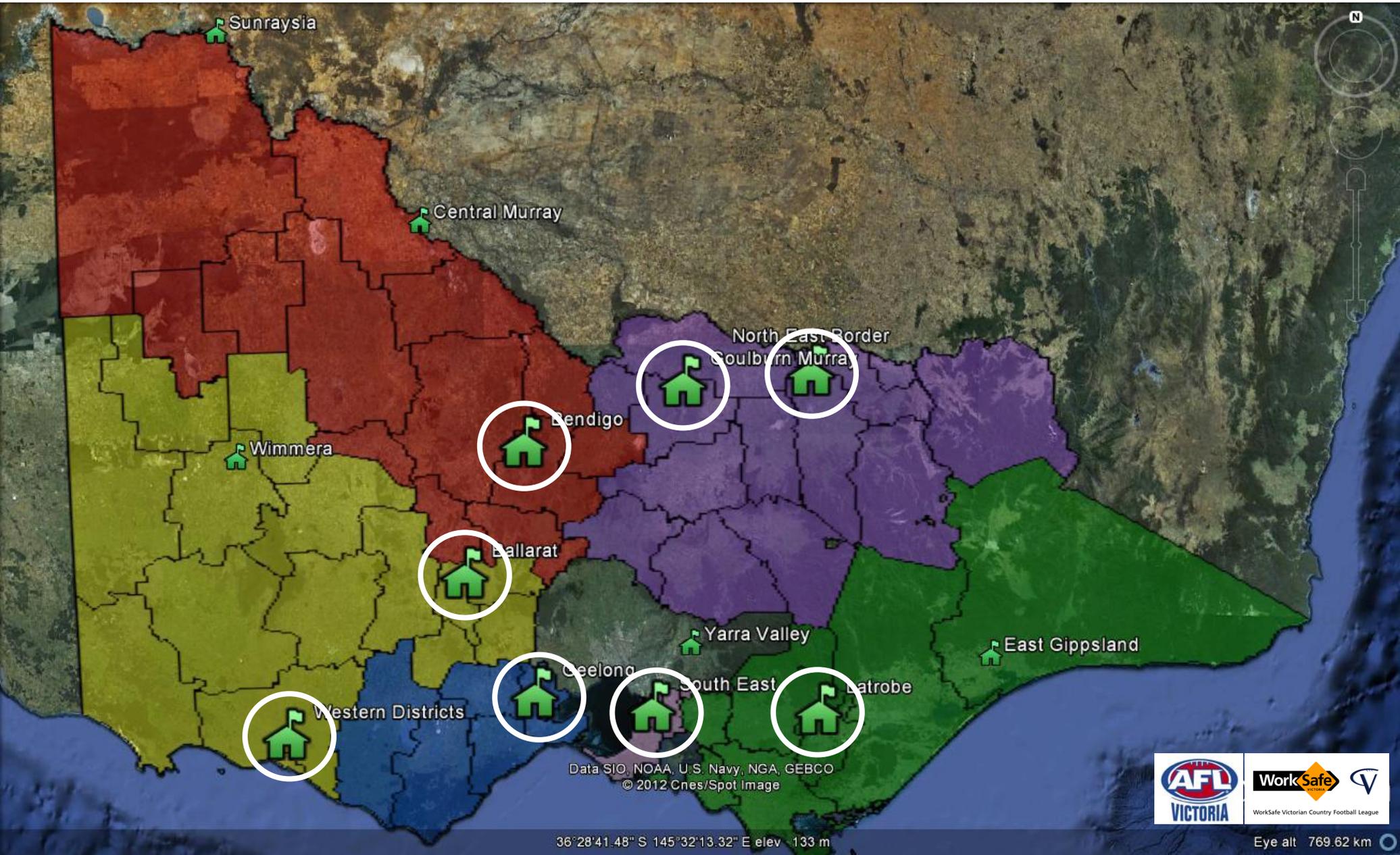


Region Commissions oversee the RAC's and will have an affiliation agreement with AFL Vic, as well as agreements with their individual Leagues & Clubs *Draft*



The formation of Commissions in the 8 larger regional areas identified in the Review will provide local authority and autonomy

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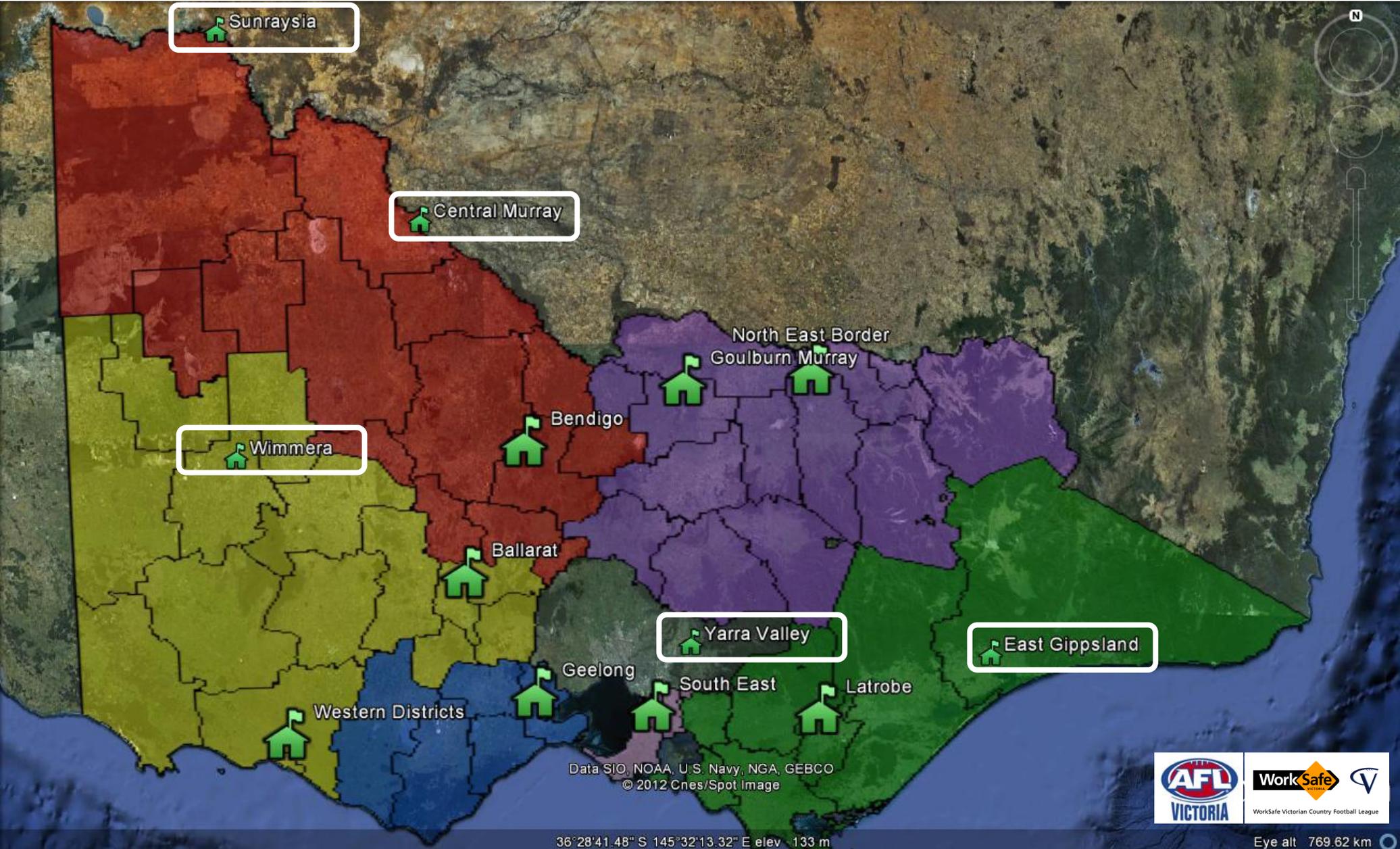
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Similarly, regional Commissions in five (5) satellite areas will be established to provide suitable state wide coverage in the remaining key regions

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Strategic decision making will be a key component of a Region Commission's charter, they will be making decisions in the best interests of the game

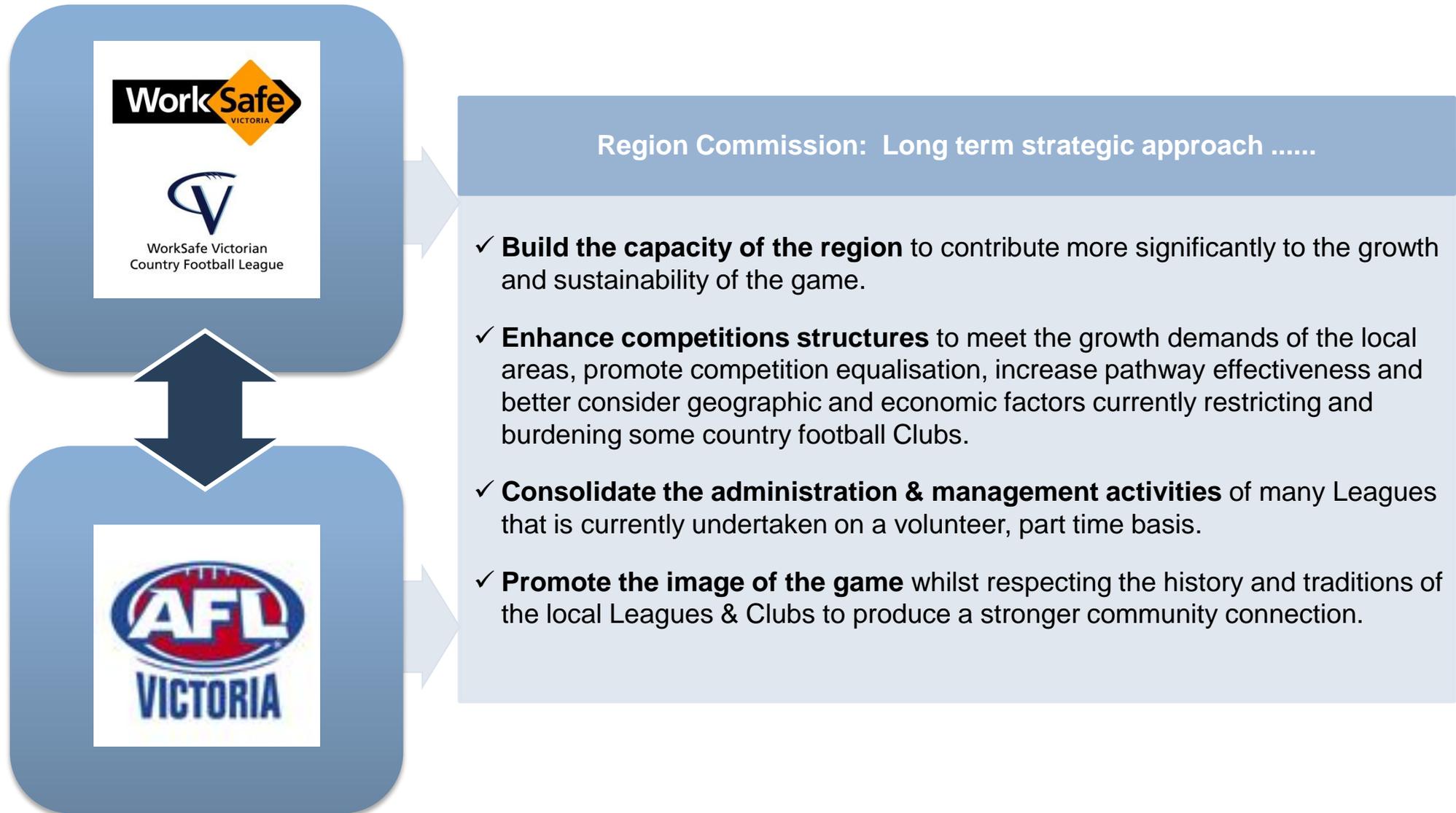
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Region Commission: Initial strategic responsibilities will be to

- ✓ Establish a **Regional Admin Centre** to support Leagues & Umpiring groups
- ✓ Manage **full time resources** employed by AFL Victoria and the Region
- ✓ Accept responsibility for **participation growth**
- ✓ Develop/implement **Coach education strategies**
- ✓ Develop/implement **Umpiring development strategies** - recruit, retain & train
- ✓ Improve **player transition** & reduce barriers for an effective player pathway
- ✓ Oversee effective **League & Club development** programs
- ✓ Ensure **competition structures** are meeting current demand
- ✓ Maintain **compliance** with AFL Vic / VCFL Rules & Regulations
- ✓ Monitor match day **behavior & environment**
- ✓ Oversee AFL Victoria **community development programs**
- ✓ Drive **facility development & infrastructure planning** with local Government
- ✓ Support AFL Victoria Country **partners**

Strategic decision making will be a key component of a Region Commission's charter, they will be making decisions in the best interests of the game Draft



League boards will still be an autonomous body with the responsibility of being custodians of their own League brand & direction

Draft

Key responsibilities of a League board would include;

- Continue to oversee their competition and support their clubs.
- Be an autonomous body that manages it's own constitution.
- Provide advice on preferred operational models to administrative resources and sign off on administrative task such as fixtures, cost centre budgets, finals and event planning etc.
- Assess ongoing value and efficiencies under the commission model.
- Provide operational support when needed to ensure activities such as finals run effectively.
- Manage interleague programs with the support of administrative resources.
- Direct their focus to the improvement of the match day environment within their leagues to ensure clubs are taking responsibility for supporters and the environment in which the game is played is safe and positive.
- Manage its own intellectual property.
- Manage historical records and memorabilia.
- Other duties as identified by the individual boards.

League boards will still play a part in some strategic decisions and Region Commissions will need to work collaboratively on strategic items to ensure mutually beneficial outcomes.

“That number of leagues and umpire associations means the number of people that need to be found to fill governance positions in these organisations is probably not sustainable and is a reason succession planning of league and umpire associations’ volunteers is a problem”. (Review of Football in Country Victoria – page 16)

Umpiring Associations will still be an autonomous body with the responsibility of being custodians of their own Umpiring Associations brand & direction

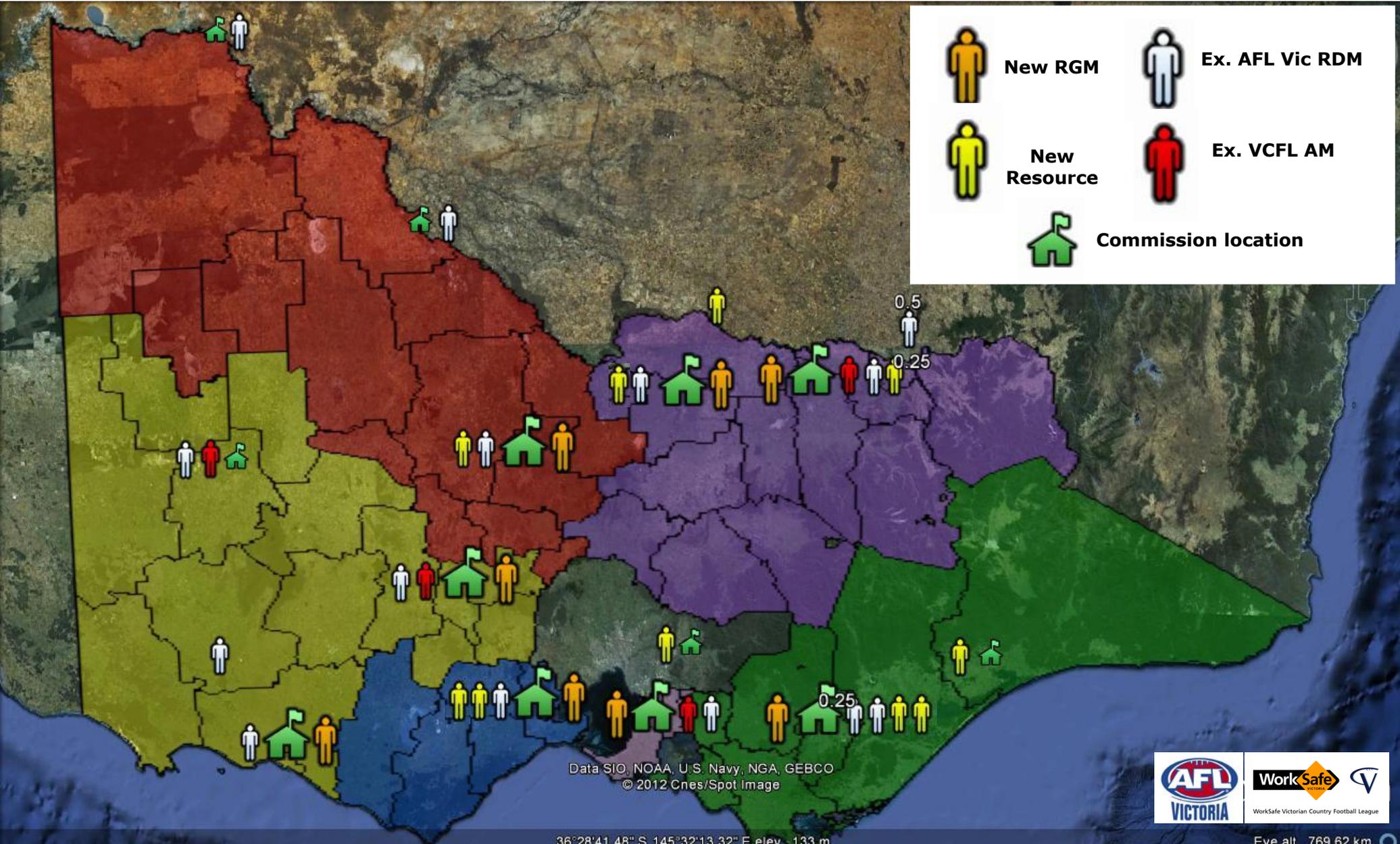
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Key responsibilities of an Umpiring Association may include;

- Continue to oversee their umpiring group and its members.
- Be an autonomous body that manages it's own constitution.
- Manage the appointment process for umpire coaches in consultation with a Region Commission and Region General Manager.
- Through its coaches, oversee the appointment process for all umpires to matches within the region.
- Provide advice on preferred operational models to administrative resources and sign off on administrative task such as umpire payments, coaching payments, resources and events etc.
- Assess ongoing value and efficiencies under the commission model.
- Provide operational support when needed to ensure activities such as presentation nights are run effectively.
- Manage interleague appointments and travel with the support of administrative resources.
- Direct their focus to the improvement of the match day environment within their region to ensure clubs are educated on taking responsibility for supporters and the environment in which the game is played is safe and positive.
- Manage all the smaller social functions eg: BBQ after training, after game functions aimed at supporting the umpiring group.
- Manage its own intellectual property.
- Manage historical records and memorabilia.
- Other duties as identified by the umpiring associations.

Under the direction of 8 RGM's, the network of 26 resources will result in increased support for country Leagues/Clubs, umpires & other programs

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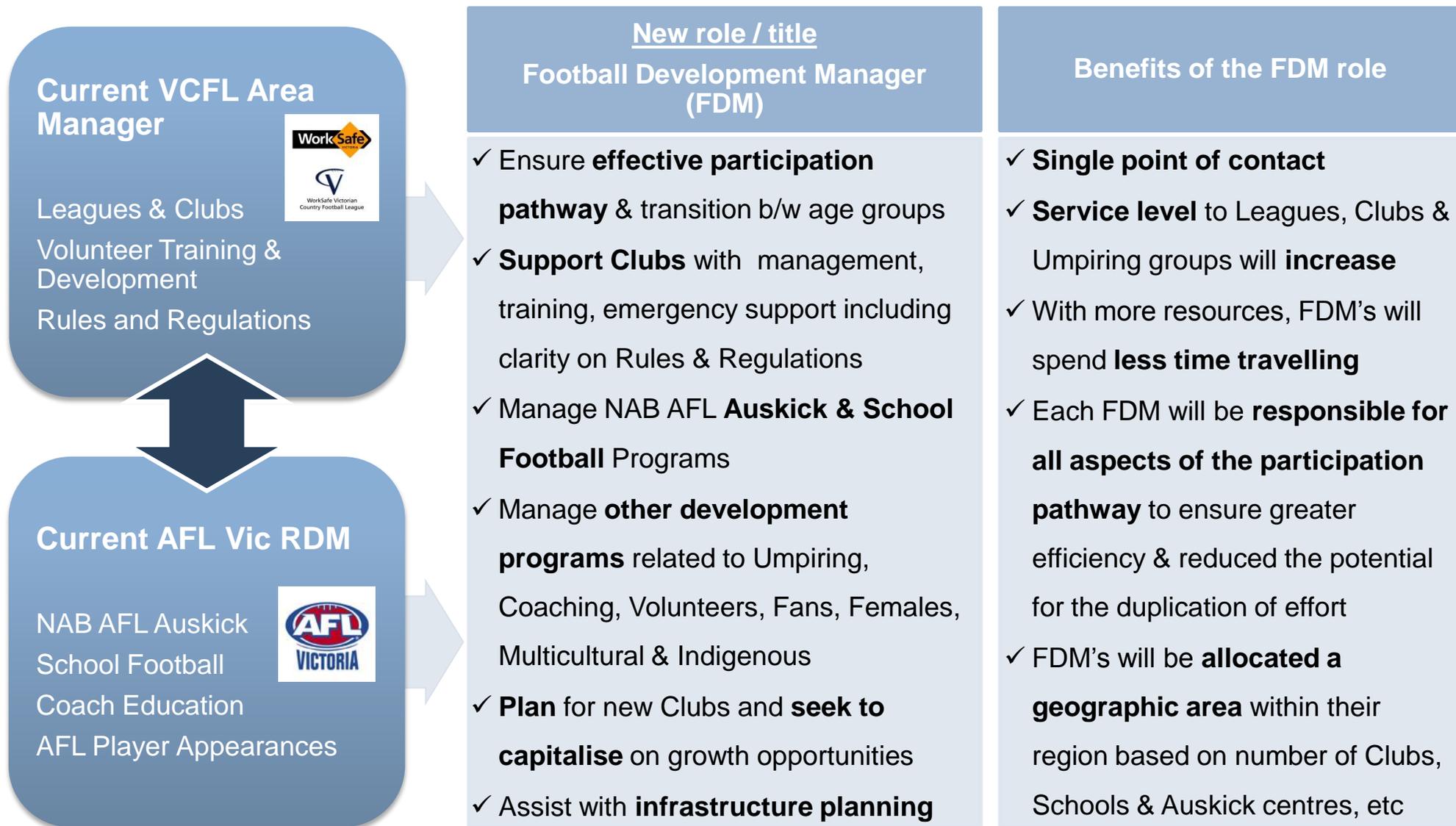


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The activities the 26 resources will undertake will be a combination of the roles previously performed by VCFL Area Managers & AFL Vic RDM's

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Note: In the long term, FDM's will not be required to have responsibilities in the talent pathway program other than general talent ID within development programs, community football, the VLine Cup U15 Championships & interleague football between country Leagues.

The extent of the network of FDM's has been determined by considering the number of the affiliates required to be supported & future growth opportunities.. Draft..

Proposed AFL Victoria Affiliated Region Commission to encompass all current boards	Total Clubs	Total Teams	Total Players	Required Resources	Existing Resources	New Resources	Teams per Football Development Manager	Clubs per Football Development Manager	Explanation regarding resources	Region General Manager
Geelong Region Commission (with RGM)	92	388	9700	3	1	2	130	31	With 24% growth in population over the next 20 years, plus an existing large scale to service a further 2 more FDM's are required	Region General Manager - Geelong
Western District Region Commission (with RGM)	67	230	5750	2	2	0	115	33.5	Current RDM's (now FDM's) are located in Hamilton & Warrnambool which allows them to service all parts of the region	Region General Manager - Western District
Ballarat Region Commission (with RGM)	46	244	6100	2	2	0	122	23	With significant growth areas east of Ballarat, 2 resources are needed to service this region	Region General Manager - Ballarat
Wimmera Region Commission	35	116	2900	2	2	0	58	17.5	Significant travel is required to service all clubs in the region	
Sunraysia Region Commission	23	89	2225	1	1	0	89	23	Sunraysia requires a resource due to isolation & may require support from the Wimmera	Region General Manager - Northern
Central Murray Region Commission	20	102	2550	1	1	0	102	20	With over 100 teams & travel issues, Central Murray requires a locally based resource	
Bendigo/North Central Region Commission (with RGM)	71	236	5900	2	1	1	118	35.5	2 resources will be located in Bendigo, however 1 resource will focus on those clubs north and the other will focus on clubs south of the city	

Smaller geographic areas to cover will mean less travel time resulting in a more local approach to the programs and support we provide

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Proposed AFL Victoria Affiliated Region Commission to encompass all current boards	Total Clubs	Total Teams	Total Players	Required Resources	Existing Resources	New Resources	Teams per Football Development Manager	Clubs per Football Development Manager	Explanation regarding resources	Region General Manager
Goulburn Murray Region Commission (with RGM)	100	320	8000	3	1	2	107	33	With large scale existing, as well as small primary school based clubs, 3 resources are needed (1 to be based in Barooga and 2 in Shepparton)	Region General Manager - Goulburn Murray
North East Border Region Commission (with RGM)	62	202	5050	2.75	1.75	1	75	23	Currently the Albury resource is (0.5 Vic/0.5 NSW), while another resource in Wangaratta (0.25) provides a small amount of localised support in that area. Given the scale in the region & travel required, more resources are needed to service the clubs.	Region General Manager - North East Border
Gippsland Region Commission (with RGM)	100	392	9825	3.25	1.25	2	122	31	Due to its scale, this area is currently under resourced & with pop. growth predicted of 39% there is a need for more resources	Region General Manager - Gippsland
East Gippsland Region Commission	20	54	1350	1	0	1	54	20	Due to its isolation East Gippsland requires a locally based resource	
South East Region Commission (with RGM)	61	362	9050	2	2	0	181	31	This growing area of Melbourne requires 2 resources to adequately service existing clubs, but also to create more clubs	Region General Manager - South East
Yarra Valley Region Commission	36	133	3325	1	0	1	133	36	This region requires a locally based resource considering the number of clubs and the location of its north most clubs which makes it hard to be serviced	



Note – Proposed Region Commissions are capable of joining to become larger Commissions should local governance believe this is in the best interest locally.

Regional comparison example Wimmera

Current Contribution

- ✓ Senior Player Affiliation Fees – \$68K
- ✓ Junior Player Affiliation Fees - \$33K
- ✓ Club Affiliation Fees - \$30K
- ✓ League Affiliation Fees – \$3K
- ✓ Umpire Affiliation Fees – \$4K

(less player, league, club and umpire insurances paid to JLT – \$88K)

Total Contribution
\$50K

Current Model



Current Return

- ✓ Hub Funding – \$17K
- ✓ Representative Football Funding – \$25K
- ✓ % Area Manager (AM) – \$25K
- ✓ Grants Program - \$6K
- ✓ IT & Training - \$8k
- ✓ Umpiring Incentives - \$0.5k

Total Return
\$81.5K

Proposed Contribution

- ✓ Senior Player Affiliation Fees – \$68K
- ✓ Junior Player Affiliation Fees - \$33K
- ✓ Club Affiliation Fees - \$30K
- ✓ Umpire Affiliation Fees – \$4K

(less player, league, club and umpire insurances paid to JLT – \$88K)

Total Contribution
\$47K

Proposed Model



Proposed Return

- ✓ All of the current returns, less AM – \$56.5K
- ✓ Region General Manager – will receive benefits of a Region General Manager based in Ballarat
- ✓ 1 X redirected RDM into an FDM role (now with club development responsibilities) – \$96K
- ✓ 1 X redirected Area Manager into FDM role \$100K

Total Return
\$252.5K

Note – ‘proposed returns’ don’t include FDM program costs which will be provided by AFLV. The hub funding figure in ‘current returns’ is based on what a region would receive via the new VCFL ‘per participant model’, and has been included even if a region hasn’t established a hub, as this funding is available.