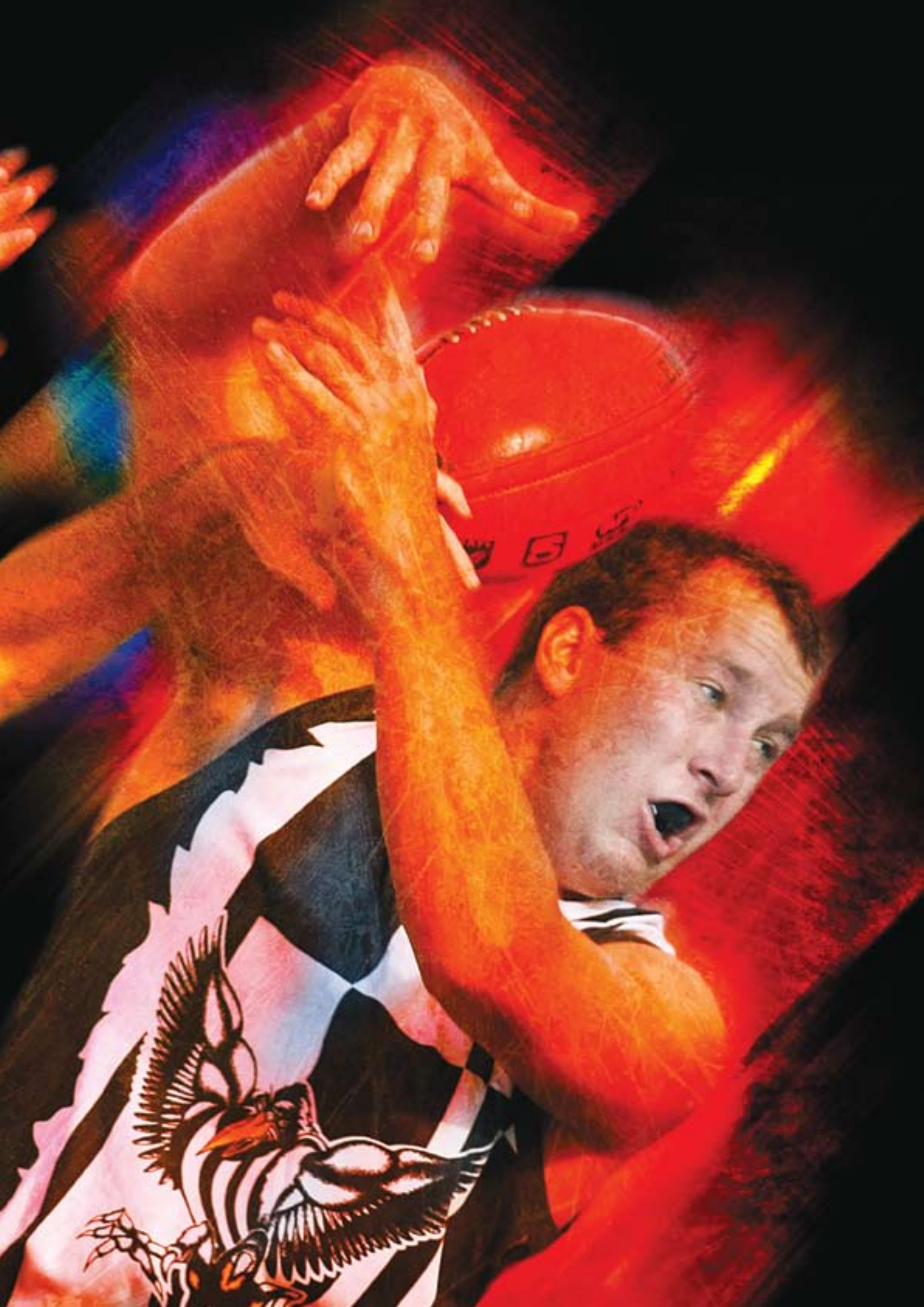


# SOUTH WEST REGION FUTURE DIRECTIONS 2008

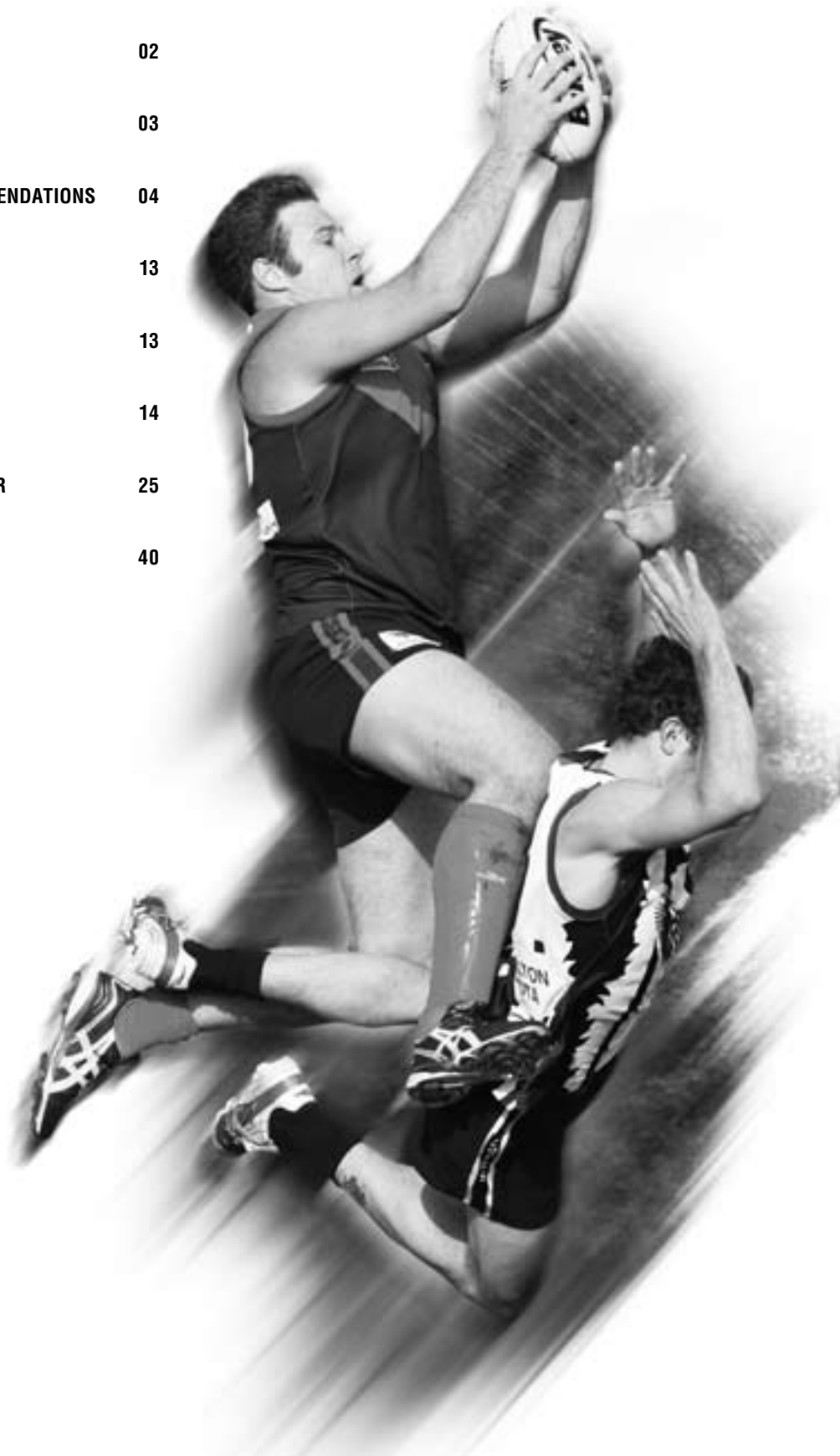
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## 1. INTRODUCTION

The South West region of Western Australia is a dynamic and constantly evolving community. Its diversity offers opportunity and challenges, both being prime catalysts for the production of this Future Directions report.

The delivery of this document follows the finalisation of the WACFL Future Directions report in 2007. This aimed to specifically outline the key strategic priorities and associated recommendations that may be implemented over the coming years to ensure the ongoing health and wellbeing of football in rural and regional communities.

The principles of this report have been applied to the South West Regional Future Directions document, where the objective was *“to provide a strategic plan that focuses on key priorities for the betterment of football in the region”*.

The result is a comprehensive and detailed paper that has produced key recommendations that will drive and facilitate the sports continued growth and development into the future.

Accompanying these recommendations are clearly defined strategies; timeframes; responsible persons and outcomes. Each of these endeavour to establish the how, when and who for each of the recommendations identified. This will ensure the report remains a ‘living and breathing’ document in the football community.

I encourage all leaders and stakeholders within the South West football region to read closely and accept the challenges set out in this report as we strive to continue making Australian Rules Football the premier winter sport in the South West region.

Finally, I would like to thank all those parties that have participated in the development of the Future Directions report. It is one that has taken considerable energy and effort to ensure the most desired and relevant documentation was delivered. Specifically, I would like to extend sincere gratitude to the Future Directions Committee who gave so much during the entire process.

Kind regards  
Cameron Agnew  
Chairman

### **Committee delegates:**

Cameron Agnew	(Chair)
Shane Atherton	(Regional Development Manager)
Kevin Lynn	(South West Football League President)
Mark Blakeley	(Bunbury)
Steve McGuire	(Busselton / Dunsborough)
Tim Harrington	(Lower South West)
Fred Yates	(Margaret River)
Hayden Rice	(Lower South West)





## 2. TERMS OF REFERENCE

The WACFL Executive has recognised the need to build on past achievements while building a clear direction for the future development of country football in the state. The result of this was the WACFL Strategic Plan 2006 – 2008: On The Ball.

The five priority areas from the WACFL strategic plan were recognised by the South West Regional Future Directions Committee, in consultation with the WACFL, as the underpinning priority areas for this report. These are of equal importance and are as follows:

- **Growing the game** - Ensuring the development of initiatives relating to participation and talent pathways.
- **Quality environment** - The development of the game's professionalism through leadership
- **People** – recognition that 'people' are the key ingredients
- **Stakeholder relationships** – the maintenance and development of positive relationships with key stakeholders and partners
- **Fiscal responsibility** – Ensuring the leagues and clubs within the South West Football Region maintain a strong financial position

Each of the priority areas presents with it a list of recommendations. The recommendations have all been allocated a priority level. These can be recognised as:

Priority Level	Timeframe to Implementation	Year of Implementation
Very High (VH)	0 – 2 years	2008 - 2009
High (H)	0 – 3 years	2008 - 2010
Medium (M)	0 – 4 years	2008 - 2011
Low (L)	0 – 4+ years	2008 - 2011+





### 3. STRATEGIC PRIORITIES AND RECOMMENDATIONS

Strategic recommendations for South West regional football

**Objective – to develop, monitor and review a Strategic Plan that focuses on key priorities for the betterment of football in the South West football region.**

#### **The Game – Enhancing, Growing, Sustaining**

Ensuring the development of initiatives relating to participation and talent pathways

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
1.	That all clubs develop affiliated links with their local primary and secondary schools	<ol style="list-style-type: none"> <li>1. WAFD staff to promote in all schools their local affiliated community club.</li> <li>2. Local clubs invest into the school with player visits, game invitations and supplying of resources.</li> <li>3. School champion / AFL Ambassador is identified at each school to serve as key contact for RDO's and community clubs.</li> <li>4. Clubs appoint contact for school liaison.</li> <li>5. WAFD staff and club contacts conduct pre-season meeting with school champion / AFL Ambassador.</li> <li>6. SW Development staff endeavours to inform local clubs of programs that are being held within their community and schools.</li> </ol>	VH VH VH VH VH VH	All local clubs and South West WAFD staff	Annually	Increase of 10% p.a. in Auskick registrations. 100% of schools have AFL ambassadors. All clubs have contact person for schools. All clubs create a partnership with a minimum of one school. Pre-season meetings conducted each year.
2.	That senior and junior football actively seeks working partnerships that improve the promotion and growth of the game to all participants.	<ol style="list-style-type: none"> <li>1. Structure senior game fixtures to allow junior (Auskick) grid games as part of family day event.</li> <li>2. Auskick Centres to function on week nights with Junior Clubs.</li> <li>3. Encourage the involvement of senior and veteran players to participate with junior teams and Auskick Centres.</li> </ol>	VH H VH	Local senior and junior clubs	2008 - 09 2008 - 10 2008 - 09	Senior clubs conduct 3 grid games per season. Senior clubs increase number of grid games x 3 per season. Auskick Centres operating in partnership with junior clubs. Annual increase in the number of veteran and senior clubs affiliated with junior clubs / Auskick Centres.



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
3.	That all operating football bodies (Auskick Centres, Junior Clubs; Senior Clubs and Veterans) commit to investigating the value in pursuing amalgamation.	<ol style="list-style-type: none"> <li>1. Testimonials provided from other regional WA clubs on the benefits of amalgamation.</li> <li>2. SWRDC and WACFL to assist clubs in working through the complications for amalgamation.</li> </ol>	M M	All local football bodies: - Seniors - Juniors - Veterans - Auskick SWRDC and WACFL	2008 - 11 2008 - 11	Presentations made to local junior and senior clubs by WACFL. Clubs to address at Annual General Meeting.
4.	A feasibility study is conducted to investigate the viability of a South West Colts team to enter the WAFL competition	<ol style="list-style-type: none"> <li>1. An independent consultant is appointed through funding from the WAFC.</li> <li>2. Steering committee is assigned to manage project with local representation.</li> <li>3. The investigation is to examine both financial and social implications.</li> </ol>	H M M	WAFC SWFL / LSWFL	2008 - 10 2008 - 11 2008 - 11	Completion of feasibility study
5.	Improved talent development pathways are provided for players between 14 – 18 years in the region.	<ol style="list-style-type: none"> <li>1. Identify and review systems of best practice that foster talent identification and development.</li> <li>2. A submission is made to the South West Academy of Sport.</li> <li>3. Identify and conduct regional carnivals that promote talented players and provide exciting competitions (to substitute existing zone WAFL club carnivals).</li> <li>4. Local Leagues / Associations, supported by the SWRDC, develop and implement systems that manage and control player development programs and initiatives.</li> <li>5. SWFR register 14's; 15's and 16's development teams in WAFL annual carnivals</li> </ol>	VH VH VH VH VH	SWRDC and Local Leagues / Associations SWRFDC SWRDC; WAFC and WAFL Clubs SWRDC and Local Leagues / Associations SWRDC and Local Leagues / Associations	2008 - 09 2008 - 09 2008 - 09 2008 - 09 2008 - 09	New structure identified and implemented. Submission completed. Successful completion of regional carnivals.  1 x team in the 14's and 15's age groups in 2008. Proposed 2 x teams per age group in 2009. Introduce 16's in April 2009.
6.	That the WACFL continues to work closely with the South West Region zoned WAFL clubs to ensure country players are equally advantaged in the talent pathway.	<ol style="list-style-type: none"> <li>1. WAFL Clubs liaise with regional leagues / associations to formulate and sign off on agreed talent programs for implementation prior to each season.</li> <li>2. Local clubs form direct contacts with appointed persons at WAFL Clubs to act as a conduit for information on talented players.</li> <li>3. WAFL Clubs and RDO's work with local coaches to complement talented player development.</li> <li>4. Financial transparency is provided by WAFL Clubs towards the contributions made to regional football talent development.</li> </ol>	H H H H	All local clubs All local clubs WAFL Clubs and RDO's All zoned WAFL clubs	2008 - 10 2008 - 10 2008 - 10 2008 - 10	All agreements signed prior to start of season.  Contact person confirmed and active.  Annual report provided



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
7.	That the South West region is provided with the service of additional WAFD staff.	1. WAFC approves funding to support the appointment of an additional Sports Ready Trainee for a 9 month period to the region.	VH	WAFC	2008 - 09	Sports Ready Trainee appointed.
		2. WACFL works with the SWRFDC to appoint and manage the location and duties of an additional RDO.	H	WAFD and SWRDC	2008 - 10	Appointment of new WAFD staff. Identify best practice model and implement with input, assistance and cooperation from local bodies.
		3. The South West region adopts a District Management model as implemented at the nine metro WAFD districts. Appropriate staffing levels in accordance with central hub style management model.	VH	WAFD/WACFL/ SWRDC	2008 - 09	
8.	That the SWFL continues to support and drive the relationship with netball to promote the concept of 'same day sport'.	1. SWFL investigates the availability of multi-purpose facilities in the region to host competitions in season.	VH	SWFL	2008 - 09	Each SWFL club is affiliated to a netball club. Minimum of 1 x association meeting attended by each sport.
		2. Football and netball association delegates attend each others meetings.	VH	SWFL and regional netball associations	2008 - 09	
9.	That senior footballs clubs / Associations to work closely with other local sporting groups to develop relationship that promotes the concept of 'same day sport'.	1. Leagues / Associations to investigate the availability of multi-purpose facilities in the region to host competitions in season.	H	All local Leagues / Associations	2008 - 10	Leagues / Associations provide outcomes from investigations and future strategies for implementation.
10.	That further investigations are made into improving the fairness of regional junior and youth competitions (this was ranked number 1 across all target audiences from the survey)	1. To further improve the understanding of the term fairness and its relation to creating an improved participation environment.	H	SWRDC	2008 - 10	Develop a report with identified actions to address the issues of fairness.
11.	All Leagues / Associations investigate flexible fixtures to accommodate work and family demands of all participants.	<p>Leagues / Associations and Clubs to clarify the financial and operational viability of the following:</p> <ol style="list-style-type: none"> <li>1. Friday night football.</li> <li>2. All day Saturday football combining juniors and seniors</li> <li>3. Targeting specific age groups to commence these changes.</li> <li>4. Alternate playing days over the weekend.</li> </ol> <p>* The success of these initiatives will be strengthened once the issue of amalgamation is addressed as a priority (see Recommendation #3).</p>	H H H H	All local Leagues / Associations	2008- 10  2008 - 10	Clubs generate a clear and concise report on how flexible programming will / will not grow the game within their club. Club reports provided back to League / Association to review for future season programming.



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
12.	An examination is conducted into the expansion of senior level football in the South West Football League.	1. Identify the future purpose and direction of the Onshore Cup.	M	WACFL SWFL SWRDC	2008 - 11	Increased number of competition teams in youth and senior football. Establish if the introduction of a new club is sustainable and will enhance the growth of the game.
		2. Establish a competition structure that will cater for the growth of youth football.	VH		2008 - 09	
		3. Develop a proposal for the introduction of a new senior team from the area into the SWFL.	H		2008 - 10	

## Quality Environment

The development of the game's professionalism through leadership

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
13.	That all clubs become 'family friendly' with the development and implementation of appropriate supporting policies i.e. healthy club, drug and alcohol, family areas, road safety awareness etc.	1. Identify current models that reflect best practice.	VH	All local clubs	2008 - 09	Increase attendance and membership of families at all local clubs. Improved awareness of 'healthy living' amongst club players, members and administrators.
		2. Develop strategy to develop and promote model of best practise at all clubs.	VH	SWRDC via DSR	2008 - 09	
		3. Identify funding opportunities for clubs to deliver models.	VH	SWRDC via DSR	2008 - 09	
		4. Identify local person(s) that can deliver identified training.	H	SWRDC via DSR	2008 - 10	
14.	All levels of football work towards developing behaviour standards that are acceptable and tolerated across a range of cultures.	1. Club and Association / League develop and implement policies targeting "Respect for Others".	VH	All local clubs; Leagues and Associations	2008 - 09	Conduct a pilot program at local club level embracing the ideal behaviour patterns for, coaches, players, spectators and parents.
		2. Player code of conduct for on and off the field behaviour addressing drugs and alcohol.	VH		2008 - 09	
		3. Code of conduct for coach's behaviour at all levels.	VH		2008 - 09	
		4. Code of conduct for spectator behaviour at junior games.	VH		2008 - 09	
		5. Junior Associations / Leagues investigate the concept of 'E Point' into their competitions.	H		2008 - 10	
15.	That all levels of football have appropriate models in place that provide safe environments for all participants of the game.	1. All clubs create and conduct appropriate risk management assessments that address: <ul style="list-style-type: none"> <li>• Spectator safety</li> <li>• Player and coach safety</li> <li>• Volunteer safety</li> <li>• Demonstration of duty of care</li> <li>• Development and implementation of appropriate policies</li> </ul>	VH	All local clubs	2008 - 09	All clubs implement risk management models.



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
16.	A facility audit is conducted on all clubs in the region to develop acceptable benchmark standards for a strategic facility plan.	1. Areas to address in the audit include: <ul style="list-style-type: none"> <li>Spectator facilities</li> <li>Basic service amenities</li> <li>Lighting for training / games – (seek assistance form WAFC to upgrade)</li> <li>Shelter and shade facilities</li> </ul>	VH	All local clubs; SWRFDC	2008 - 09	Completed strategic facility plan that identifies areas of priority and funding opportunities.
		2. That Hands Oval is to be developed as the Premier Sporting Oval in the South West football region.	H		2008 - 10	
17.	That the local leagues and associations work closely with the Umpiring WA to deliver appropriate umpiring programs and provide ongoing education that enhances the recruitment and retention of umpires.	1. Communication between umpires and the coach / player group is further developed in season.	VH	All Leagues and Associations Umpiring WA	2008 - 09	Umpires conduct visits to clubs for training / meetings.
		2. Umpires have elevated exposure in clubs.	H		2008 - 10	
		3. Improve coach and player awareness of challenges of being an umpire at all levels of competition.	VH	League / Association	2008 - 09	
		4. Establish umpire academy to recruit, promote and develop umpires.	VH	SWRDC and League / Assoc.	2008 - 09	Umpire academy established. 3 x annual visits per annum.
		5. Seasonal visits by Umpires WA Regional Officer	VH	Umpiring WA	2008 - 09	
18.	That the WACFL investigates and secures for each affiliated club in the region with a lap top computer and SportingPulse software program (as per WACFL Recommendation #69).	1. Leagues / Associations to lobby WACFL for confirmation of commitment to recommendation.	H	WACFL	2008 - 10	Each club is provided with a lap top.

### **Investment in Volunteers**

Recognition that 'people' are the key ingredient for 'growing the game'

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
19.	That all clubs provide ongoing recognition to their volunteers throughout the year.	1. Focus is to give the volunteer recognition over reward.	H	All local clubs; Leagues and Associations	2008 - 10	100% Clubs; Leagues / Associations formalise and implement procedures to recognise volunteers.
		2. Associations / Leagues and Clubs develop values on what that volunteer is and their importance to the organisation.	H		2008 - 10	
		3. Clubs invest and encourage volunteers to attend training development opportunities.	H		2008 - 10	
		4. Each club identifies a person to recruit and retain volunteers.	H		2008 - 10	
		5. Areas of recruitment.				



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
20.	Clubs and Leagues / Associations investigate methods to implement task (job) sharing roles to address time management issues.	1. Clubs develop 'Position Descriptions' for volunteers to co-share.	M	All local clubs; Leagues and Associations	2008 - 11	100% clubs have position descriptions developed and implemented.
21.	That all Leagues / Associations and Clubs use electronic communication to exchange and disseminate information for operational purposes.	1. All Clubs create own email address for administrators to access and send material.	VH	All local clubs; Leagues and Associations	2008 - 09	100% clubs have own email address established.
22.	To develop and implement improved coaching systems that continues to advance the game at all levels.  * It is mandatory that all coaches are Level 1 accredited.	1. RDO's conduct mentor visit to clubs to coach incumbent accredited coaches. 2. WACFL provides additional educational resources for coaches after gaining accreditation. 3. Clubs identify a Coaching Coordinator to liaise directly with coaches and RDO's. 4. All Associations / Leagues implement penalties for non-accreditation. 5. Bi – annual Level 2 coach accreditation course.	VH VH VH VH H	RDO's WACFL WACFL All clubs Associations / Leagues SWRFDC	2008 - 09 2008 - 09 2008 - 09 2008 - 09 2008 - 10	Minimum of 1 visit to all newly accredited Level 1 coaches.  100% clubs have coaching coordinator active and operational. Penalties finalised and implemented. Course conducted.
23.	That the WAFC work with Leagues / Associations to provide duty statements and codes of conduct for key administration, coaching and volunteer positions in the region.	1. The WAFC makes available on demand the duty statements and codes of conduct to local Leagues / Associations. 2. Electronic copies are made available for dissemination. 3. The WAFC make documents available on website.	H H H	WAFC WAFC WAFC	2008 - 10 2008 - 10 2008 - 10	All documentation available from WAFC. Clubs have email address for WAFC to distribute information to. Documentation on website
24.	Although not eluded to in the questionnaires and surveys, the SWRFDC appoints a neutral consultant to undertake a review of the football operations of all Associations and Leagues in the South West region to explore opportunities for growth of the game.	1. WACFL and SWRFDC to discuss and investigate opportunities to conduct project.	H	WAFC and SWRDC	2008 - 10	Report is completed by designated timeframe. Actions from report and implemented as recommended.



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
25.	That the WAFC provides training and development opportunities to the committees and operational arms of Leagues / Associations.	1. Education is provided to administrators on what tools are available to make their role more effective and efficient.	VH	DSR and SWRFDC	2008- 09	Annual workshops are conducted throughout the region.  Network register is developed and disseminated between clubs.
		2. Inductions and training is provided to volunteers on how and what to do in their roles.	H	SWRDC and DSR	2008 - 10	
		3. Creating a network for administrators to share ideas and gain new information.	H	SWRDC and DSR	2008 - 10	
26.	The region continues to be funded for the School Ambassador program.	1. WAFC continues commitment of funding towards the program.	VH	WAFC	2008 - 09	Funding grows in proportion to the growth of the program.
		2. WAFC increases funding as the program continues to grow.	VH	WAFC	Ongoing	
27.	That the WAFC and Regional Development Program target training programs for volunteers	1. Parents and coaches are in-serviced to become better educated on the rules of the game.	H	WAFC and RDO's	2008 - 10	Annual workshops conducted at all clubs / centres. Annual training course provided.
		2. Sports Trainers courses are provided that are streamlined to encourage participation.	H	DSR and Sports Medicine Australia	2008 - 10	

### **Stakeholder Relationships**

The maintenance and development of positive relationships with key stakeholders and partners

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
28.	That local Clubs and the Regional Development Program target local schools to improve partnerships that facilitate the games growth in the education sector.	1. Develop relationship with school principal / physical education staff.	VH	All local clubs and RDO's	2008 - 09	All schools receive an annual visit by RFD staff. All schools receive information and / or contact early in each season.
		2. Educate and up skilling of teachers	VH		2008 - 09	
		3. Saturate the school market early each season with the Development Program and local club involvement.	VH		2008 - 09	
29.	Clubs to develop strong working relationships with local government authority (LGA).	1. Clubs identify key shire staff and Councillors to forge working relationships.	H	All local clubs	2008 - 10	Clubs identify and developed rapport with local shire staff member.
		2. Clubs to invite LGA person(s) to keynote functions and events throughout the year.	H	All local clubs	2008 - 10	LGA staff member invited to a least 1 club function / game.



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
30.	That the all clubs of the South West region develop closer working relationships with their respective WAFL zone club.	1. Local clubs negotiate with Zoned WAFL clubs the distribution of resources.	H	All local clubs	2008 - 10	Negotiations conducted prior to the start of the season. All junior and senior clubs completed signing of agreements. WAFL Clubs identify and inform local clubs of their measures to improve transition.
		2. Local junior and senior clubs are co-partners in zone agreement with WAFL club.	VH	All local clubs	2008 - 09	
		3. WAFL clubs further improve player welfare and transition to Perth.	H	WAFL Clubs	2008 - 10	
31.	The hosting of AFL / WAFL games in the South West region to be completely reviewed to ensure that its function and purpose delivers maximum benefit to football in the region.	1. Conduct further investigations for financial viability for local clubs and associations to host regional WAFL games.	M	WAFL	2008 - 11	Study to be completed before next WAFL game.
		2. Future games are targeted in localities south of Bunbury in other rural centres.	M	WAFC	2008 - 11	WAFL games rotated through region. Multiple activities conducted to promote junior participation.
		3. WAFL clubs provide local junior players maximum opportunity for participation and engagement on game day.	M	WAFL	2008 - 11	
		4. To identify other organisations that can provide financial support for such events.	M	Leagues / Associations	2008 - 11	To be finalised before the hosting of the next WAFL game.
32.	That the SWRFDC continues to work with local Leagues / Associations to develop strong relationships with local sporting bodies to ensure new opportunities for combined sporting fixtures are available.	1. Examine availability of multi-purpose sporting venues to host competitions in season.	H	SWRDC	2008 - 10	Multi – purpose venues and compatible sports identified before 2009 season.
33.	That the WACFL provides to affiliated clubs improve avenues to seek and gain funding opportunities.	1. Increase administrator knowledge and awareness of where and how to locate grant opportunities.	H	WACFL	2008 - 10	Clubs receive notification of applicable grants. Minimum of 1 x workshop per annum in SWFL and LSWFL.
		2. Improve administrator's skills on writing grant applications.	H	SWRDC and DSR	2008 - 10	
		3. Improve administrator's skills on writing sponsorship proposals.	H	SWRDC and DSR	2008 - 10	
		4. Improve Club and League / Association ability to meet sponsors' expectations and needs.	H	SWRDC and DSR	2008 - 10	



## **Fiscal Responsibilities**

Ensuring the leagues and clubs within the South West Football Region maintain a strong financial position

<b>No.</b>	<b>Recommendation</b>	<b>Strategy (How?)</b>	<b>Priority</b>	<b>Responsibility (Who?)</b>	<b>Timeline (When?)</b>	<b>Outcome (Result)</b>
34.	That clubs demonstrate fiscal responsibility by providing annual financial reports.	<ol style="list-style-type: none"> <li>1. Clubs appoint persons to undertake financial roles with relevant and current education background.</li> <li>2. Training is provided to delegates to up skill them in financial operations.</li> <li>3. Undertake annual audited for financial report and provide certified documentation that process has been completed.</li> </ol>	H	All local clubs	2008 - 10	All clubs provide annual audited financial reports.
			H	All local clubs and DSR	2008 - 10	
			H	All local clubs	2008 - 10	
35.	That the South West region supports the WACFL continuing to actively research and pursue new systems / models for player and coach payments in country competitions.	N/A	M	WACFL	2008 - 11	New system identified and implemented.
36.	That the South West region supports the WACFL continuing to lobby the WAFC for a review of the current AFL transfer fee system, as proposed: 5% of all AFL transfer fees distributed to Club of origin.	N/A	H	WACFL	2008 - 10	Club of origin receives 5% of AFL transfer fee.
37.	That the South West region supports the WACFL continuing to lobby the WAFC and / or State Government to provide a capital works grant pool for football clubs in regional and rural WA.	N/A	VH	WACFL	2008 - 09	Capital works fund created for regional and rural WA football.
38.	The South West region supports the WACFL in continuing to research and actively pursue new funding opportunities for regional Clubs and Leagues / Associations.	N/A	H	WACFL	2008 - 10	All new funding opportunities are directly passed on to local Clubs and Leagues / Associations.
39.	That the WACFL provides to Clubs and Leagues / Associations new effective cost saving / sharing systems.	N/A	H	WACFL	2008 - 10	New systems are identified and passed onto Clubs and Leagues / Associations



## **4. MONITORING IMPLEMENTATION**

The South West Regional Development Committee will initially be the driving force for the implementation of the future directions paper. This will include the promotion and education of the report to all stakeholders and the football community at large. The ongoing activation of this document will involve committed participation from key stakeholders integral to its application. These stakeholders include the WAFC, WACFL, zoned WAFL clubs, local clubs, leagues and associations. With the associated timeframes, responsible persons and performance measures to each recommendation, this has imbedded a clear action plan for delivery. The plan should be reviewed annually at stakeholder meetings prior to the commencement of each season.

It is recognised that with a number of recommendations, the ability to attain success will rely strongly on numerous stakeholders, at times, working closely and effectively together. The capacity for this to be achieved will be a pivotal driving force in the implementation and monitoring process.

## **5. SUMMARY**

The south west region will continue to experience change as its diversity and scope for opportunity evolve. As a result, football must continue to adapt to ensure it positions itself as the leading sport in the region.

It is well recognised that South West region football is a significant partner of the football industry in Western Australia. It has been the breeding ground for many successful teams and players that have bled success into the game for others to aspire to.

We all wish to see football in the region to continue to propel itself into the future with clarity and purpose. The future directions report provides the planning and foundation to build this prosperity.





## 6. STRATEGIC RECOMMENDATIONS BY PRIORITY

2008 – 09

### The Game – Enhancing, Growing, Sustaining

Ensuring the development of initiatives relating to participation and talent pathways

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
1.	That all clubs develop affiliated links with their local primary and secondary schools	<ol style="list-style-type: none"> <li>1. WAFD staff to promote in all schools their local affiliated community club.</li> <li>2. Local clubs invest into the school with player visits, game invitations and supplying of resources.</li> <li>3. School champion / AFL Ambassador is identified at each school to serve as key contact for RDO's and community clubs.</li> <li>4. Clubs appoint contact for school liaison.</li> <li>5. WAFD staff and club contacts conduct pre-season meeting with school champion / AFL Ambassador.</li> <li>6. SW Development staff endeavours to inform local clubs of programs that are being held within their community and schools.</li> </ol>	VH VH VH VH VH VH	All local clubs and South West WAFD staff	Annually	Increase of 10% p.a. in Auskick registrations. 100% of schools have AFL ambassadors. All clubs have contact person for schools. All clubs create a partnership with a minimum of one school. Pre-season meetings conducted each year.
2.	That senior and junior football actively seeks working partnerships that improve the promotion and growth of the game to all participants.	<ol style="list-style-type: none"> <li>1. Structure senior game fixtures to allow junior (Auskick) grid games as part of family day event.</li> <li>2. Encourage the involvement of senior and veteran players to participate with junior teams and Auskick Centres.</li> </ol>	VH VH	Local senior and junior clubs	2008 - 09 2008 - 09	Senior clubs conduct 3 grid games per season. Auskick Centres operating in partnership with junior clubs. Annual increase in the number of veteran and senior clubs affiliated with junior clubs / Auskick Centres.
5.	Improved talent development pathways are provided for players between 14 – 18 years in the region.	<ol style="list-style-type: none"> <li>1. Identify and review systems of best practice that foster talent identification and development.</li> <li>2. A submission is made to the South West Academy of Sport.</li> <li>3. Identify and conduct regional carnivals that promote talented players and provide exciting competitions (to substitute existing zone WAFL club carnivals).</li> <li>4. Local Leagues / Associations, supported by the SWRFDC, develop and implement systems that manage and control player development programs and initiatives.</li> <li>5. SWFR register 14's; 15's and 16's development teams in WAFL annual carnivals</li> </ol>	VH VH VH VH VH	SWRFDC and Local Leagues / Associations SWRFDC SWRFDC; WAFC and WAFL Clubs SWRFDC and Local Leagues / Associations SWRFDC and Local Leagues / Associations	2008 - 09 2008 - 09 2008 - 09 2008 - 09 2008 - 09	New structure identified and implemented. Submission completed. Successful completion of regional carnivals. 1 x team in the 14's and 15's age groups in 2008. Proposed 2 x teams per age group in 2009. Introduce 16's in April 2009.



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
7.	That the South West region is provided with the service of additional WAFD staff.	1. WAFC approves funding to support the appointment of an additional Sports Ready Trainee for a 9 month period to the region.	VH	WAFC	2008 - 09	Sports Ready Trainee appointed.
		2. The South West region adopts a District Management model as implemented at the nine metro WAFL districts. Appropriate staffing levels in accordance with central hub style management model.	VH	WAFC/WACFL/SWRFDC	2008 - 09	Identify best practice model and implement with input, assistance and cooperation from local bodies.
8.	That the SWFL continues to support and drive the relationship with netball to promote the concept of 'same day sport'.	1. SWFL investigates the availability of multi-purpose facilities in the region to host competitions in season.	VH	SWFL	2008 - 09	Each SWFL club is affiliated to a netball club. Minimum of 1 x association meeting attended by each sport.
		2. Football and netball association delegates attend each others meetings.	VH	SWFL and regional netball associations	2008 - 09	
12.	An examination is conducted into the expansion of senior level football in the South West Football League.	1. Establish a competition structure that will cater for the growth of youth football.	VH	WACFL SWFL SWRDC	2008 - 09	Increased number of competition teams in youth and senior football.

## Quality Environment

The development of the game's professionalism through leadership

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
13.	That all clubs become 'family friendly' with the development and implementation of appropriate supporting policies i.e. healthy club, drug and alcohol, family areas, road safety awareness etc.	1. Identify current models that reflect best practice.	VH	All local clubs	2008 - 09	Increase attendance and membership of families at all local clubs. Improved awareness of 'healthy living' amongst club players, members and administrators.
		2. Develop strategy to develop and promote model of best practise at all clubs.	VH	SWRFDC via DSR	2008 - 09	
		3. Identify funding opportunities for clubs to deliver models.	VH	SWRFDC via DSR	2008 - 09	
14.	All levels of football work towards developing behaviour standards that are acceptable and tolerated across a range of cultures.	1. Club and Association / League develop and implement policies targeting "Respect for Others".	VH	All local clubs; Leagues and Associations	2008 - 09	Conduct a pilot program at local club level embracing the ideal behaviour patterns for, coaches, players, spectators and parents.
		2. Player code of conduct for on and off the field behaviour addressing drugs and alcohol.	VH		2008 - 09	
		3. Code of conduct for coach's behaviour at all levels.	VH		2008 - 09	
		4. Code of conduct for spectator behaviour at junior games.	VH		2008 - 09	



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
15.	That all levels of football have appropriate models in place that provide safe environments for all participants of the game.	<ol style="list-style-type: none"> <li>All clubs create and conduct appropriate risk management assessments that address: <ul style="list-style-type: none"> <li>Spectator safety</li> <li>Player and coach safety</li> <li>Volunteer safety</li> <li>Demonstration of duty of care</li> <li>Development and implementation of appropriate policies</li> </ul> </li> </ol>	VH	All local clubs	2008 - 09	All clubs implement risk management models.
16.	A facility audit is conducted on all clubs in the region to develop acceptable benchmark standards for a strategic facility plan.	<ol style="list-style-type: none"> <li>Areas to address in the audit include: <ul style="list-style-type: none"> <li>Spectator facilities</li> <li>Basic service amenities</li> <li>Lighting for training / games – (seek assistance form WAFC to upgrade)</li> <li>Shelter and shade facilities</li> </ul> </li> </ol>	VH	All local clubs; SWRFDC	2008 - 09	Completed strategic facility plan that identifies areas of priority and funding opportunities.
17.	That the local leagues and associations work closely with the Umpiring WA to deliver appropriate umpiring programs and provide ongoing education that enhances the recruitment and retention of umpires.	1. Communication between umpires and the coach / player group is further developed in season.	VH	All Leagues and Associations League / Association	2008 - 09	Umpires conduct visits to clubs for training / meetings.
		2. Improve coach and player awareness of challenges of being an umpire at all levels of competition.	VH			
		3. Establish umpire academy to recruit, promote and develop umpires.	VH	SWRFDC and League / Assoc. Umpiring WA	2008 - 09	Umpire academy established. 3 x annual visits per annum.
		4. Seasonal visits by Umpires WA Regional Officer	VH			

### **Investment in Volunteers**

Recognition that 'people' are the key ingredient for 'growing the game'

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
21.	That all Leagues / Associations and Clubs use electronic communication to exchange and disseminate information for operational purposes.	<ol style="list-style-type: none"> <li>All Clubs create own email address for administrators to access and send material.</li> </ol>	VH	All local clubs; Leagues and Associations	2008 - 09	100% clubs have own email address established.
22.	<p>To develop and implement improved coaching systems that continues to advance the game at all levels.</p> <p>* It is mandatory that all coaches are Level 1 accredited.</p>	1. RDO's conduct mentor visit to clubs to coach incumbent accredited coaches.	VH	RDO's WACFL	2008 - 09	Minimum of 1 visit to all newly accredited Level 1 coaches.
		2. WACFL provides additional educational resources for coaches after gaining accreditation.	VH	WACFL	2008 - 09	
		3. Clubs identify a Coaching Coordinator to liaise directly with coaches and RDO's.	VH	All clubs	2008 - 09	100% clubs have coaching coordinator active and operational. Penalties finalised and implemented.
		4. All Associations / Leagues implement penalties for non-accreditation.	VH	Associations / Leagues	2008 - 09	



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
25.	That the WAFC provides training and development opportunities to the committees and operational arms of Leagues / Associations.	1. Education is provided to administrators on what tools are available to make their role more effective and efficient.	VH	DSR and SWRFDC	2008 - 09	Annual workshops are conducted throughout the region.
26.	The region continues to be funded for the School Ambassador program.	1. WAFC continues commitment of funding towards the program.	VH	WAFC	2008 - 09	Funding grows in proportion to the growth of the program.
		2. WAFC increases funding as the program continues to grow.	VH	WAFC	Ongoing	

## Stakeholder Relationships

The maintenance and development of positive relationships with key stakeholders and partners

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
28.	That local Clubs and the Regional Development Program target local schools to improve partnerships that facilitate the games growth in the education sector.	1. Develop relationship with school principal / physical education staff.	VH	All local clubs and RDO's	2008 - 09	All schools receive an annual visit by RFD staff. All schools receive information and / or contact early in each season.
		2. Educate and up skilling of teachers	VH		2008 - 09	
		3. Saturate the school market early each season with the Development Program and local club involvement.	VH		2008 - 09	
30.	That the all clubs of the South West region develop closer working relationships with their respective WAFL zone club.	1. Local junior and senior clubs are co-partners in zone agreement with WAFL club.	VH	All local clubs	2008 - 09	All junior and senior clubs completed signing of agreements. WAFL Clubs identify and inform local clubs of their measures to improve transition.

## Fiscal Responsibilities

Ensuring the leagues and clubs within the South West Football Region maintain a strong financial position

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
37.	That the South West region supports the WACFL continuing to lobby the WAFC and / or State Government to provide a capital works grant pool for football clubs in regional and rural WA.	N/A	VH	WACFL	2008 - 09	Capital works fund created for regional and rural WA football.



2008 – 10

**The Game – Enhancing, Growing, Sustaining**

Ensuring the development of initiatives relating to participation and talent pathways

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
2.	That senior and junior football actively seeks working partnerships that improve the promotion and growth of the game to all participants.	1. Auskick Centres to function on week nights with Junior Clubs.	H	Local senior and junior clubs	2008 - 10	Auskick Centres operating in partnership with junior clubs.
4.	A feasibility study is conducted to investigate the viability of a South West Colts team to enter the WAFL competition	1. An independent consultant is appointed through funding from the WAFC.	H	WAFC	2008 - 10	Completion of feasibility study
6	That the WACFL continues to work closely with the South West Region zoned WAFL clubs to ensure country players are equally advantaged in the talent pathway.	1. WAFL Clubs liaise with regional leagues / associations to formulate and sign off on agreed talent programs for implementation prior to each season.	H	All local clubs	2008 - 10	All agreements signed prior to start of season.
		2. Local clubs form direct contacts with appointed persons at WAFL Clubs to act as a conduit for information on talented players.	H	All local clubs	2008 - 10	Contact person confirmed and active.
		3. WAFL Clubs and RDO's work with local coaches to complement talented player development.	H	WAFL Clubs and RDO's	2008 - 10	
		4. Financial transparency is provided by WAFL Clubs towards the contributions made to regional football talent development.	H	All zoned WAFL clubs	2008 - 10	Annual report provided
7.	That the South West region is provided with the service of additional WAFD staff.	1. WACFL works with the SWRFDC to appoint and manage the location and duties of an additional RDO.	H	WAFL and SWRDC W	2008 - 10	Appointment of new WAFD staff. Identify best practice model and implement with input, assistance and cooperation from local bodies.
9.	That senior football clubs / Associations to work closely with other local sporting groups to develop relationship that promotes the concept of 'same day sport'.	1. Leagues / Associations to investigate the availability of multi-purpose facilities in the region to host competitions in season.	H	All local Leagues / Associations	2008 - 10	Leagues / Associations provide outcomes from investigations and future strategies for implementation.



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
10.	That further investigates are made into improving the fairness of regional junior and youth competitions (this was ranked number 1 across all target audiences from the survey).	1. To further improve the understanding of the term fairness and its relation to creating an improved participation environment.	H	SWRFDC	2008 - 10	Develop a report with identified actions to address the issues of fairness.
11.	All Leagues / Associations investigate flexible fixtures to accommodate work and family demands of all participants.	<p>Leagues / Associations and Clubs to clarify the financial and operational viability of the following:</p> <ol style="list-style-type: none"> <li>1. Friday night football.</li> <li>2. All day Saturday football combining juniors and seniors</li> <li>3. Targeting specific age groups to commence these changes.</li> <li>4. Alternate playing days over the weekend.</li> </ol> <p>* The success of these initiatives will be strengthened once the issue of amalgamation is addresses as a priority (see Recommendation #3).</p>	H H H H	All local Leagues / Associations	2008 - 10  2008 - 10	Clubs generate a clear and concise report on how flexible programming will / will not grow the game within their club. Club reports provided back to League / Association to review for future season programming.
12.	An examination is conducted into the expansion of senior level football in the South West Football League.	1. Develop a proposal for the introduction of a new senior team from the area into the SWFL.	H	WACFL SWFL SWRDC	2008 - 10	Establishment of a new sustainable senior club.

## Quality Environment

The development of the game's professionalism through leadership

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
13.	That all clubs become 'family friendly' with the development and implementation of appropriate supporting policies i.e. healthy club, drug and alcohol, family areas, road safety awareness etc.	1. Identify local person(s) that can deliver identified training.	H	SWRFDC via DSR	2008 - 10	Improved awareness of 'healthy living' amongst club players, members and administrators.
14.	All levels of football work towards developing behaviour standards that are acceptable and tolerated across a range of cultures.	1. Junior Associations / Leagues investigate the concept of 'E Point' into their competitions.	H	All local clubs; Leagues and Associations	2008 - 10	Conduct a pilot program at local club level embracing the ideal behaviour patterns for, coaches, players, spectators and parents.



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
16.	A facility audit is conducted on all clubs in the region to develop acceptable benchmark standards for a strategic facility plan.	1. That Hands Oval is to be developed as the Premier Sporting Oval in the South West football region.	H	All local clubs; SWRFDC	2008 - 10	Standard to host AFL level game
17.	That the local leagues and associations work closely with the Umpiring WA to deliver appropriate umpiring programs and provide ongoing education that enhances the recruitment and retention of umpires.	1. Umpires have elevated exposure in clubs.	H	Umpiring WA	2008 - 10	Umpires conduct visits to clubs for training / meetings.
18.	That the WACFL investigates and secures for each affiliated club in the region with a lap top computer and SportingPulse software program (as per WACFL Recommendation #69).	1. Leagues / Associations to lobby WACFL for confirmation of commitment to recommendation.	H	WACFL	2008 - 10	Each club is provided with a lap top.

### **Investment in Volunteers**

Recognition that 'people' are the key ingredient for 'growing the game'

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
19.	That all clubs provide ongoing recognition to their volunteers throughout the year.	1. Focus is to give the volunteer recognition over reward.	H	All local clubs; Leagues and Associations	2008 - 10	100% Clubs; Leagues / Associations formalise and implement procedures to recognise volunteers.
		2. Associations / Leagues and Clubs develop values on what that volunteer is and their importance to the organisation.	H		2008 - 10	
		3. Clubs invest and encourage volunteers to attend training development opportunities.	H		2008 - 10	
		4. Each club identifies a person to recruit and retain volunteers.	H		2008 - 10	
23.	That the WAFC work with Leagues / Associations to provide duty statements and codes of conduct for key administration, coaching and volunteer positions in the region.	1. The WAFC makes available on demand the duty statements and codes of conduct to local Leagues / Associations.	H	WAFC	2008 - 10	All documentation available from WAFC.  Clubs have email address for WAFC to distribute information to. Documentation on website
		2. Electronic copies are made available for dissemination.	H	WAFC	2008 - 10	
		3. The WAFC make documents available on website.	H	WAFC	2008 - 10	



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
24.	Although not eluded to in the questionnaires and surveys, the SWRFDC appoints a neutral consultant to undertake a review of the football operations of all Associations and Leagues in the South West region to explore opportunities for growth of the game.	1. WACFL and SWRFDC to discuss and investigate opportunities to conduct project.	H	W AFC and SWRFDC	2008 - 10	Report is completed by designated timeframe. Actions from report and implemented as recommended.
25.	That the W AFC provides training and development opportunities to the committees and operational arms of Leagues / Associations.	1. Inductions and training is provided to volunteers on how and what to do in their roles.	H	SWRFDC and DSR	2008 - 10	Annual workshops are conducted throughout the region. Network register is developed and disseminated between clubs.
		2. Creating a network for administrators to share ideas and gain new information.	H	SWRFDC and DSR	2008 - 10	
27.	That the W AFC and Regional Development Program target training programs for volunteers	1. Parents and coaches are in-serviced to become better educated on the rules of the game.	H	W AFC and RDO's	2008 - 10	Annual workshops conducted at all clubs / centres. Annual training course provided.
		2. Sports Trainers courses are provided that are streamlined to encourage participation.	H	DSR and Sports Medicine Australia	2008 - 10	

## Stakeholder Relationships

The maintenance and development of positive relationships with key stakeholders and partners

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
29.	Clubs to develop strong working relationships with local government authority (LGA).	1. Clubs identify key shire staff and Councillors to forge working relationships.	H	All local clubs	2008 - 10	Clubs identify and developed rapport with local shire staff member. LGA staff member invited to a least 1 club function / game.
		2. Clubs to invite LGA person(s) to keynote functions and events throughout the year.	H	All local clubs	2008 - 10	
30.	That the all clubs of the South West region develop closer working relationships with their respective WAFL zone club.	1. Local clubs negotiate with Zones WAFL clubs the distribution of resources.	H	All local clubs	2008 - 10	Negotiations conducted prior to the start of the season. WAFL Clubs identify and inform local clubs of their measures to improve transition.
		2. WAFL clubs further improve player welfare and transition to Perth.	H	WAFL Clubs	2008 - 10	



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
32.	That the SWRFDC continues to work with local Leagues / Associations to develop strong relationships with local sporting bodies to ensure new opportunities for combined sporting fixtures are available.	1. Examine availability of multi-purpose sporting venues to host competitions in season.	H	SWRFDC	2008 - 10	Muti – purpose venues and compatible sports identified before 2009 season.
33.	That the WACFL provides to affiliated clubs improve avenues to seek and gain funding opportunities.	1. Increase administrator knowledge and awareness of where and how to locate grant opportunities.	H	WACFL	2008 - 10	Clubs receive notification of applicable grants. Minimum of 1 x workshop per annum in SWFL and LSWFL.
		2. Improve administrator’s skills on writing grant applications.	H	SWRFDC and DSR	2008 - 10	
		3. Improve administrator’s skills on writing sponsorship proposals.	H	SWRFDC and DSR	2008 - 10	
		4. Improve Club and League / Association ability to meet sponsors’ expectations and needs.	H	SWRFDC and DSR	2008 - 10	

### ***Fiscal Responsibilities***

Ensuring the leagues and clubs within the South West Football Region maintain a strong financial position

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
34.	That clubs demonstrate fiscal responsibility by providing annual financial reports.	1. Clubs appoint persons to undertake financial roles with relevant and current education background.	H	All local clubs	2008 - 10	All clubs provide annual audited financial reports.
		2. Training is provided to delegates to up skill them in financial operations.	H	All local clubs and DSR	2008 - 10	
		3. Undertake annual audited for financial report and provide certified documentation that process has been completed.	H	All local clubs	2008 - 10	
36.	That the South West region supports the WACFL continuing to lobby the WAFC for a review of the current AFL transfer fee system, as proposed: 5% of all AFL transfer fees distributed to Club of origin.	N/A	H	WACFL	2008 - 10	Club of origin receives 5% of AFL transfer fee.
38.	The South West region supports the WACFL in continuing to research and actively pursue new funding opportunities for regional Clubs and Leagues / Associations.	N/A	H	WACFL	2008 - 10	All new funding opportunities are directly passed on to local Clubs and Leagues / Associations.



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
39.	That the WACFL provides to Clubs and Leagues / Associations new effective cost saving / sharing systems.	N/A	H	WACFL	2008 - 10	New systems are identified and passed onto Clubs and Leagues / Associations.

2008 – 11

## **The Game – Enhancing, Growing, Sustaining**

Ensuring the development of initiatives relating to participation and talent pathways

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
3.	That all operating football bodies (Auskick Centres, Junior Clubs; Senior Clubs and Veterans) commit to investigating the value in pursuing amalgamation.	1. Testimonials provided from other regional WA clubs on the benefits of amalgamation.	M	All local football bodies: - Seniors - Juniors - Veterans - Auskick SWRFDC and WACFL	2008 - 11	Presentations made to local junior and senior clubs by WAFC.
		2. SWRDC and WACFL to assist clubs in working through the complications for amalgamation.	M		2008 - 11	Clubs to address at Annual General Meeting.
4.	A feasibility study is conducted to investigate the viability of a South West Colts team to enter the WAFL competition.	1. Steering committee is assigned to manage project with local representation.	M	SWFL / LSWFL	2008 - 11	Completion of feasibility study
		2. The investigation is to examine both financial and social implications.	M		2008 - 11	
12.	An examination is conducted into the expansion of senior level football in the South West Football League.	1. Identify the future purpose and direction of the Onshore Cup.	M	WACFL SWFL SWRDC	2008 - 11	Competition has a clearly identified role and purpose to serving football in it area.

## **Investment in Volunteers**

Recognition that 'people' are the key ingredient for 'growing the game'

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
20.	Clubs and Leagues / Associations investigate methods to implement task (job) sharing roles to address time management issues.	1. Clubs develop 'Position Descriptions' for volunteers to co-share.	M	All local clubs; Leagues and Associations	2008 - 11	100% clubs have position descriptions developed and implemented.



### **Stakeholder Relationships**

The maintenance and development of positive relationships with key stakeholders and partners

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
31.	The hosting of AFL / WAFL games in the South West region to be completely reviewed to ensure that its function and purpose delivers maximum benefit to football in the region.	1. Conduct further investigations for financial viability for local clubs and associations to host regional WAFL games.	M	WAFL	2008 - 11	Study to be completed before next WAFL game.
		2. Future games are targeted in localities south of Bunbury in other rural centres.	M	WAFC	2008 - 11	WAFL games rotated through region.
		3. WAFL clubs provide local junior players maximum opportunity for participation and engagement on game day.	M	WAFL	2008 - 11	Multiple activities conducted to promote junior participation.
		4. To identify other organisations that can provide financial support for such events.	M	Leagues / Associations	2008 - 11	To be finalised before the hosting of the next WAFL game.

### **Fiscal Responsibilities**

Ensuring the leagues and clubs within the South West Football Region maintain a strong financial position

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
35.	That the South West region supports the WACFL continuing to actively research and pursue new systems / models for player and coach payments in country competitions.	N/A	M	WACFL	2008 - 11	New system identified and implemented.





## 7. RECOMMENDATIONS BY STAKEHOLDER

### SOUTH WEST REGIONAL DEVELOPMENT COMMITTEE

#### *The Game – Enhancing, Growing, Sustaining*

Ensuring the development of initiatives relating to participation and talent pathways

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
3.	That all operating football bodies (Auskick Centres, Junior Clubs; Senior Clubs and Veterans) commit to investigating the value in pursuing amalgamation.	1. SWRDC and WACFL to assist clubs in working through the complications for amalgamation.	M	SWRDC	2008 - 11	Clubs to address at Annual General Meeting.
5.	Improved talent development pathways are provided for players between 14 – 18 years in the region.	<ol style="list-style-type: none"> <li>1. Identify and review systems of best practice that foster talent identification and development.</li> <li>2. A submission is made to the South West Academy of Sport.</li> <li>3. Identify and conduct regional carnivals that promote talented players and provide exciting competitions (to substitute existing zone WAFL club carnivals).</li> <li>4. Local Leagues / Associations, supported by the SWRFDC, develop and implement systems that manage and control player development programs and initiatives.</li> <li>5. SWFR register 14's; 15's and 16's development teams in WAFL annual carnivals.</li> </ol>	VH VH VH VH VH	SWRDC SWRDC SWRDC SWRDC SWRDC	2008 - 09 2008 - 09 2008 - 09 2008 - 09 2008 - 09	<p>New structure identified and implemented. Submission completed. Successful completion of regional carnivals.</p> <p>1 x team in the 14's and 15's age groups in 2008. Proposed 2 x teams per age group in 2009. Introduce 16's in April 2009.</p>
7.	That the South West region is provided with the service of additional WAFD staff.	<ol style="list-style-type: none"> <li>1. WACFL works with the SWRFDC to appoint and manage the location and duties of an additional RDO.</li> <li>2. The South West region adopts a District Management model as implemented at the nine metro WAFL districts. Appropriate staffing levels in accordance with central hub style management model.</li> </ol>	H VH	SWRDC SWRDC	2008 - 10 2008 - 09	Appointment of new WAFD staff. Identify best practice model and implement with input, assistance and cooperation from local bodies.
10.	That further investigates are made into improving the fairness of regional junior and youth competitions (this was ranked number 1 across all target audiences from the survey).	1. To further improve the understanding of the term fairness and its relation to creating an improved participation environment.	H	SWRDC	2008 - 10	Develop a report with identified actions to address the issues of fairness.
12.	An examination is conducted into the expansion of senior level football in the South West Football League.	<ol style="list-style-type: none"> <li>1. Identify the future purpose and direction of the Onshore Cup.</li> <li>2. Establish a competition structure that will cater for the growth of youth football.</li> <li>3. Develop a proposal for the introduction of a new senior team from the area into the SWFL.</li> </ol>	M VH H	SWRDC	2008 - 11 2008 - 09 2008 - 10	Increased number of competition teams in youth and senior football. Establish if the introduction of a new club is sustainable and will enhance the growth of the game.



## Quality Environment

The development of the game's professionalism through leadership

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
13.	That all clubs become 'family friendly' with the development and implementation of appropriate supporting policies i.e. healthy club, drug and alcohol, family areas, road safety awareness etc.	<ol style="list-style-type: none"> <li>1. Develop strategy to develop and promote model of best practise at all clubs.</li> <li>2. Identify funding opportunities for clubs to deliver models.</li> <li>3. Identify local person(s) that can deliver identified training.</li> </ol>	VH VH H	SWRFDC via DSR SWRFDC via DSR SWRFDC via DSR	2008 - 09 2008 - 09 2008 - 10	Increase attendance and membership of families at all local clubs. Improved awareness of 'healthy living' amongst club players, members and administrators.
16.	A facility audit is conducted on all clubs in the region to develop acceptable benchmark standards for a strategic facility plan.	<ol style="list-style-type: none"> <li>3. Areas to address in the audit include: <ul style="list-style-type: none"> <li>• Spectator facilities</li> <li>• Basic service amenities</li> <li>• Lighting for training / games – (seek assistance form WAFC to upgrade)</li> <li>• Shelter and shade facilities</li> </ul> </li> <li>2. That Hands Oval is to be developed as the Premier Sporting Oval in the South West football region.</li> </ol>	VH H	SWRDC	2008 - 09 2008 - 10	Completed strategic facility plan that identifies areas of priority and funding opportunities. Standard to host AFL level game
17.	That the local leagues and associations work closely with the Umpiring WA to deliver appropriate umpiring programs and provide ongoing education that enhances the recruitment and retention of umpires.	<ol style="list-style-type: none"> <li>1. Establish umpire academy to recruit, promote and develop umpires.</li> </ol>	VH	SWRFDC	2008 - 09	Umpire academy established.

## Investment in Volunteers

Recognition that 'people' are the key ingredient for 'growing the game'

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
22.	<p>To develop and implement improved coaching systems that continues to advance the game at all levels.</p> <p>* It is mandatory that all coaches are Level 1 accredited.</p>	<ol style="list-style-type: none"> <li>1. Bi – annual Level 2 coach accreditation course.</li> </ol>	H	SWRDC	2008 - 10	Course conducted.



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
24.	Although not eluded to in the questionnaires and surveys, the SWRFDC appoints a neutral consultant to undertake a review of the football operations of all Associations and Leagues in the South West region to explore opportunities for growth of the game.	1. WACFL and SWRFDC to discuss and investigate opportunities to conduct project.	H	SWRDC	2008 - 10	Report is completed by designated timeframe. Actions from report and implemented as recommended.
25.	That the WAFC provides training and development opportunities to the committees and operational arms of Leagues / Associations.	1. Education is provided to administrators on what tools are available to make their role more effective and efficient.	VH	SWRDC	2008 - 09	Annual workshops are conducted throughout the region.
		2. Inductions and training is provided to volunteers on how and what to do in their roles.	H	SWRDC	2008 - 10	
		3. Creating a network for administrators to share ideas and gain new information.	H	SWRDC	2008 - 10	Network register is developed and disseminated between clubs.





## Stakeholder Relationships

The maintenance and development of positive relationships with key stakeholders and partners

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
32.	That the SWRFDC continues to work with local Leagues / Associations to develop strong relationships with local sporting bodies to ensure new opportunities for combined sporting fixtures are available.	1. Examine availability of mutli-purpose sporting venues to host competitions in season.	H	SWRFDC	2008 - 10	Mutli – purpose venues and compatible sports identified before 2009 season.
33.	That the WACFL provides to affiliated clubs improve avenues to seek and gain funding opportunities.	1. Improve administrator’s skills on writing grant applications.	H	SWRDC	2008 - 10	Clubs receive notification of applicable grants.
		2. Improve administrator’s skills on writing sponsorship proposals.	H	SWRDC	2008 - 10	
		3. Improve Club and League / Association ability to meet sponsors’ expectations and needs.	H	SWRDC	2008 - 10	Minimum of 1 x workshop per annum in SWFL and LSWFL.





## LOCAL LEAGUES AND ASSOCIATIONS

### *The Game – Enhancing, Growing, Sustaining*

Ensuring the development of initiatives relating to participation and talent pathways

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
3.	That all operating football bodies (Auskick Centres, Junior Clubs; Senior Clubs and Veterans) commit to investigating the value in pursuing amalgamation.	1. Testimonials provided from other regional WA clubs on the benefits of amalgamation.	M	All local football bodies: - Seniors - Juniors - Veterans - Auskick	2008 - 11	Presentations made to local junior and senior clubs by WACFL.
5.	Improved talent development pathways are provided for players between 14 – 18 years in the region.	1. Identify and review systems of best practice that foster talent identification and development.	VH	Local Leagues / Associations	2008 - 09	New structure identified and implemented. Submission completed. Successful completion of regional carnivals. 1 x team in the 14's and 15's age groups in 2008. Proposed 2 x teams per age group in 2009. Introduce 16's in April 2009.
		2. Local Leagues / Associations, supported by the SWRFDC, develop and implement systems that manage and control player development programs and initiatives.	VH	Local Leagues / Associations	2008 - 09	
		3. SWFR register 14's; 15's and 16's development teams in WAFL annual carnivals.	VH	Local Leagues / Associations	2008 - 09	
8.	That the SWFL continues to support and drive the relationship with netball to promote the concept of 'same day sport'.	1. SWFL investigates the availability of multi-purpose facilities in the region to host competitions in season.	VH	SWFL	2008 - 09	Each SWFL club is affiliated to a netball club. Minimum of 1 x association meeting attended by each sport.
		2. Football and netball association delegates attend each others meetings.	VH	SWFL	2008 - 09	
9.	That senior footballs clubs / Associations to work closely with other local sporting groups to develop relationship that promotes the concept of 'same day sport'.	1. Leagues / Associations to investigate the availability of multi-purpose facilities in the region to host competitions in season.	H	All local Leagues / Associations	2008 - 10	Leagues / Associations provide outcomes from investigations and future strategies for implementation.
11.	All Leagues / Associations investigate flexible fixtures to accommodate work and family demands of all participants.	Leagues / Associations and Clubs to clarify the financial and operational viability of the following: 1. Friday night football. 2. All day Saturday football combining juniors and seniors 3. Targeting specific age groups to commence these changes. 4. Alternate playing days over the weekend.  * The success of these initiatives will be strengthened once the issue of amalgamation is addresses as a priority (see Recommendation #3).	H H H H	All local Leagues / Associations	2008 - 10	Clubs generate a clear and concise report on how flexible programming will / will not grow the game within their club. Club reports provided back to League / Association to review for future season programming.



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
12.	An examination is conducted into the expansion of senior level football in the South West Football League.	<ol style="list-style-type: none"> <li>1. Establish a competition structure that will cater for the growth of youth football.</li> <li>2. Develop a proposal for the introduction of a new senior team from the area into the SWFL.</li> </ol>	VH H	SWFL	2008 - 09 2008 - 10	Increased number of competition teams in youth and senior football. Establish if the introduction of a new club is sustainable and will enhance the growth of the game.

### **Quality Environment**

The development of the game's professionalism through leadership

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
14.	All levels of football work towards developing behaviour standards that are acceptable and tolerated across a range of cultures.	<ol style="list-style-type: none"> <li>1. Club and Association / League develop and implement policies targeting "Respect for Others".</li> <li>2. Player code of conduct for on and off the field behaviour addressing drugs and alcohol.</li> <li>3. Code of conduct for coach's behaviour at all levels.</li> <li>4. Code of conduct for spectator behaviour at junior games.</li> <li>5. Junior Associations / Leagues investigate the concept of 'E Point' into their competitions.</li> </ol>	VH VH VH VH H	Leagues and Associations	2008 - 09 2008 - 09 2008 - 09 2008 - 09 2008 - 10	Conduct a pilot program at local club level embracing the ideal behaviour patterns for, coaches, players, spectators and parents.
17.	That the local leagues and associations work closely with the Umpiring WA to deliver appropriate umpiring programs and provide ongoing education that enhances the recruitment and retention of umpires.	<ol style="list-style-type: none"> <li>1. Communication between umpires and the coach / player group is further developed in season.</li> <li>2. Improve coach and player awareness of challenges of being an umpire at all levels of competition.</li> </ol>	VH VH	All Leagues and Associations League / Association	2008 - 09 2008 - 09	Umpires conduct visits to clubs for training / meetings.



## Investment in Volunteers

Recognition that 'people' are the key ingredient for 'growing the game'

No.	Recommendation	Strategy (How?)		Responsibility (Who?)	Timeline (When?)	Outcome (Result)
19.	That all clubs provide ongoing recognition to their volunteers throughout the year.	<ol style="list-style-type: none"> <li>1. Focus is to give the volunteer recognition over reward.</li> <li>2. Associations / Leagues and Clubs develop values on what that volunteer is and their importance to the organisation.</li> <li>3. Clubs invest and encourage volunteers to attend training development opportunities.</li> <li>4. Each club identifies a person to recruit and retain volunteers.</li> </ol>	H H H H	Leagues and Associations	2008 - 10 2008 - 10 2008 - 10 2008 - 10	100% Clubs; Leagues / Associations formalise and implement procedures to recognise volunteers.
20.	Clubs and Leagues / Associations investigate methods to implement task (job) sharing roles to address time management issues.	<ol style="list-style-type: none"> <li>1. Clubs develop 'Position Descriptions' for volunteers to co-share.</li> </ol>	M	Leagues and Associations	2008 - 11	100% clubs have position descriptions developed and implemented.
21.	That all Leagues / Associations and Clubs use electronic communication to exchange and disseminate information for operational purposes.	<ol style="list-style-type: none"> <li>1. All Clubs create own email address for administrators to access and send material.</li> </ol>	VH	Leagues and Associations	2008 - 09	100% clubs have own email address established.
22.	<p>To develop and implement improved coaching systems that continues to advance the game at all levels.</p> <p>* It is mandatory that all coaches are Level 1 accredited.</p>	<ol style="list-style-type: none"> <li>1. All Associations / Leagues implement penalties for non-accreditation.</li> </ol>	VH	Associations / Leagues	2008 - 09	Penalties finalised and implemented.

## Stakeholder Relationships

The maintenance and development of positive relationships with key stakeholders and partners

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
31.	The hosting of AFL / WAFL games in the South West region to be completely reviewed to ensure that its function and purpose delivers maximum benefit to football in the region.	<ol style="list-style-type: none"> <li>4. To identify other organisations that can provide financial support for such events.</li> </ol>	M	Leagues / Associations	2008 - 11	To be finalised before the hosting of the next WAFL game.



## LOCAL CLUBS

### *The Game – Enhancing, Growing, Sustaining*

Ensuring the development of initiatives relating to participation and talent pathways

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
1.	That all clubs develop affiliated links with their local primary and secondary schools	<ol style="list-style-type: none"> <li>1. WAFD staff to promote in all schools their local affiliated community club.</li> <li>2. Local clubs invest into the school with player visits, game invitations and supplying of resources.</li> <li>3. School champion / AFL Ambassador is identified at each school to serve as key contact for RDO's and community clubs.</li> <li>4. Clubs appoint contact for school liaison.</li> <li>5. WAFD staff and club contacts conduct pre-season meeting with school champion / AFL Ambassador.</li> <li>6. SW Development staff endeavours to inform local clubs of programs that are being held within their community and schools.</li> </ol>	VH VH VH VH VH VH	All local clubs	Annually	Increase of 10% p.a. in Auskick registrations. 100% of schools have AFL ambassadors. All clubs have contact person for schools. All clubs create a partnership with a minimum of one school. Pre-season meetings conducted each year.
2.	That senior and junior football actively seeks working partnerships that improve the promotion and growth of the game to all participants.	<ol style="list-style-type: none"> <li>1. Structure senior game fixtures to allow junior (Auskick) grid games as part of family day event.</li> <li>2. Auskick Centres to function on week nights with Junior Clubs.</li> <li>3. Encourage the involvement of senior and veteran players to participate with junior teams and Auskick Centres.</li> </ol>	VH H VH	Local senior and junior clubs	2008 - 09 2008 - 10 2008 - 09	Senior clubs conduct 3 grid games per season. Senior clubs increase number of grid games x 3 per season. Auskick Centres operating in partnership with junior clubs. Annual increase in the number of veteran and senior clubs affiliated with junior clubs / Auskick Centres.
3.	That all operating football bodies (Auskick Centres, Junior Clubs; Senior Clubs and Veterans) commit to investigating the value in pursuing amalgamation.	<ol style="list-style-type: none"> <li>1. Testimonials provided from other regional WA clubs on the benefits of amalgamation.</li> <li>2. SWRDC and WACFL to assist clubs in working through the complications for amalgamation.</li> </ol>	M M	All local football bodies: - Seniors - Juniors - Veterans - Auskick	2008 - 11 2008 - 11	Presentations made to local junior and senior clubs by WAFC. Clubs to address at Annual General Meeting.
6.	That the WACFL continues to work closely with the South West Region zoned WAFL clubs to ensure country players are equally advantaged in the talent pathway.	<ol style="list-style-type: none"> <li>1. WAFL Clubs liaise with regional leagues / associations to formulate and sign off on agreed talent programs for implementation prior to each season.</li> <li>2. Local clubs form direct contacts with appointed persons at WAFL Clubs to act as a conduit for information on talented players.</li> </ol>	H H	All local clubs All local clubs	2008 - 10 2008 - 10	All agreements signed prior to start of season. Contact person confirmed and active.



## Quality Environment

The development of the game's professionalism through leadership

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
13.	That all clubs become 'family friendly' with the development and implementation of appropriate supporting policies i.e. healthy club, drug and alcohol, family areas, road safety awareness etc.	1. Identify current models that reflect best practice.	VH	All local clubs	2008 - 09	Increase attendance and membership of families at all local clubs.
15.	That all levels of football have appropriate models in place that provide safe environments for all participants of the game.	1. All clubs create and conduct appropriate risk management assessments that address: <ul style="list-style-type: none"> <li>• Spectator safety</li> <li>• Player and coach safety</li> <li>• Volunteer safety</li> <li>• Demonstration of duty of care</li> <li>• Development and implementation of appropriate policies</li> </ul>	VH	All local clubs	2008 - 09	All clubs implement risk management models.
16.	A facility audit is conducted on all clubs in the region to develop acceptable benchmark standards for a strategic facility plan.	1. Areas to address in the audit include: <ul style="list-style-type: none"> <li>• Spectator facilities</li> <li>• Basic service amenities</li> <li>• Lighting for training / games – (seek assistance form WAFC to upgrade)</li> <li>• Shelter and shade facilities</li> </ul> 2. That Hands Oval is to be developed as the Premier Sporting Oval in the South West football region.	VH    H	All local clubs	2008 - 09    2008 - 10	Completed strategic facility plan that identifies areas of priority and funding opportunities.    Standard to host AFL level game

## Investment in Volunteers

Recognition that 'people' are the key ingredient for 'growing the game'

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
19.	That all clubs provide ongoing recognition to their volunteers throughout the year.	1. Focus is to give the volunteer recognition over reward. 2. Associations / Leagues and Clubs develop values on what that volunteer is and their importance to the organisation. 3. Clubs invest and encourage volunteers to attend training development opportunities. 4. Each club identifies a person to recruit and retain volunteers.	H  H  H  H	All local clubs	2008 - 10  2008 - 10  2008 - 10  2008 - 10	100% Clubs; Leagues / Associations formalise and implement procedures



No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
20.	Clubs and Leagues / Associations investigate methods to implement task (job) sharing roles to address time management issues.	1. Clubs develop 'Position Descriptions' for volunteers to co-share.	M	All local clubs	2008 - 11	100% clubs have position descriptions developed and implemented.
21.	That all Leagues / Associations and Clubs use electronic communication to exchange and disseminate information for operational purposes.	1. All Clubs create own email address for administrators to access and send material.	VH	All local clubs	2008 - 09	100% clubs have own email address established.

### **Stakeholder Relationships**

The maintenance and development of positive relationships with key stakeholders and partners

No.	Recommendation	Strategy (How?)		Responsibility (Who?)	Timeline (When?)	Outcome (Result)
28.	That local Clubs and the Regional Development Program target local schools to improve partnerships that facilitate the games growth in the education sector.	1. Develop relationship with school principal / physical education staff.	VH	All local clubs	2008 - 09	All schools receive an annual visit by RFD staff. All schools receive information and / or contact early in each season.
		2. Educate and up skilling of teachers	VH		2008 - 09	
		3. Saturate the school market early each season with the Development Program and local club involvement.	VH		2008 - 09	
29.	Clubs to develop strong working relationships with local government authority (LGA).	1. Clubs identify key shire staff and Councillors to forge working relationships.	H	All local clubs	2008 - 10	Clubs identify and developed repour with local shire staff member.
		2. Clubs to invite LGA person(s) to keynote functions and events throughout the year.	H	All local clubs	2008 - 10	LGA staff member invited to a least 1 club function / game.
30.	That the all clubs of the South West region develop closer working relationships with their respective WAFL zone club.	1. Local clubs negotiate with Zones WAFL clubs the distribution of resources.	H	All local clubs	2008 - 10	Negotiations conducted prior to the start of the season. All junior and senior clubs completed signing of agreements.
		2. Local junior and senior clubs are co-partners in zone agreement with WAFL club.	VH	All local clubs	2008 - 09	



## Fiscal Responsibilities

Ensuring the leagues and clubs within the South West Football Region maintain a strong financial position

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
34.	That clubs demonstrate fiscal responsibility by providing annual financial reports.	1. Clubs appoint persons to undertake financial roles with relevant and current education background.	H	All local clubs	2008 - 10	All clubs provide annual audited financial reports.
		2. Training is provided to delegates to up skill them in financial operations.	H	All local clubs	2008 - 10	
		3. Undertake annual audited for financial report and provide certified documentation that process has been completed.	H	All local clubs	2008 - 10	

## WACFL

### The Game – Enhancing, Growing, Sustaining

Ensuring the development of initiatives relating to participation and talent pathways

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)	
3.	That all operating football bodies (Auskick Centres, Junior Clubs; Senior Clubs and Veterans) commit to investigating the value in pursuing amalgamation.	1. SWRDC and WACFL to assist clubs in working through the complications for amalgamation.	M	WACFL	2008 - 11	Presentations made to local junior and senior clubs by WACFL	
7.	That the South West region is provided with the service of additional WAFD staff.	1. The South West region adopts a District Management model as implemented at the nine metro WAFL districts. Appropriate staffing levels in accordance with central hub style management model.	VH	WACFL	2008 - 09	Identify best practice model and implement with input, assistance and cooperation from local bodies.	
12.	An examination is conducted into the expansion of senior level football in the South West Football League.	1. Identify the future purpose and direction of the Onshore Cup.	M	WACFL	2008 - 11	Increased number of competition teams in youth and senior football. Establish if the introduction of a new club is sustainable and will enhance the growth of the game.	
		2. Establish a competition structure that will cater for the growth of youth football.	VH				2008 - 09
		3. Develop a proposal for the introduction of a new senior team from the area into the SWFL.	H				2008 - 10

## Quality Environment

The development of the game's professionalism through leadership

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
18.	That the WACFL investigates and secures for each affiliated club in the region with a lap top computer and SportingPulse software program (as per WACFL Recommendation #69).	1. Leagues / Associations to lobby WACFL for confirmation of commitment to recommendation.	H	WACFL	2008 - 10	Each club is provided with a lap top.



### **Investment in Volunteers**

Recognition that 'people' are the key ingredient for 'growing the game'

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
22.	To develop and implement improved coaching systems that continues to advance the game at all levels.  * It is mandatory that all coaches are Level 1 accredited.	1. RDO's conduct mentor visit to clubs to coach incumbent accredited coaches.	VH	WACFL	2008 - 09	Minimum of 1 visit to all newly accredited Level 1 coaches.
		2. WACFL provides additional educational resources for coaches after gaining accreditation.	VH	WACFL	2008 - 09	

### **Fiscal Responsibilities**

Ensuring the leagues and clubs within the South West Football Region maintain a strong financial position

No.	Recommendation	Strategy (How?)		Responsibility (Who?)	Timeline (When?)	Outcome (Result)
35.	That the South West region supports the WACFL continuing to actively research and pursue new systems / models for player and coach payments in country competitions.	N/A	M	WACFL	2008 - 11	New system identified and implemented.
36.	That the South West region supports the WACFL continuing to lobby the WAFC for a review of the current AFL transfer fee system, as proposed: 5% of all AFL transfer fees distributed to Club of origin.	N/A	H	WACFL	2008 - 10	Club of origin receives 5% of AFL transfer fee.
37.	That the South West region supports the WACFL continuing to lobby the WAFC and / or State Government to provide a capital works grant pool for football clubs in regional and rural WA.	N/A	VH	WACFL	2008 - 09	Capital works fund created for regional and rural WA football.
38.	The South West region supports the WACFL in continuing to research and actively pursue new funding opportunities for regional Clubs and Leagues / Associations.	N/A	H	WACFL	2008 - 10	All new funding opportunities are directly passed on to local Clubs and Leagues / Associations.
39.	That the WACFL provides to Clubs and Leagues / Associations new effective cost saving / sharing systems.	N/A	H	WACFL	2008 - 10	New systems are identified and passed onto Clubs and Leagues / Associations



## WAFL and ZONED WAFL CLUBS

### *The Game – Enhancing, Growing, Sustaining*

Ensuring the development of initiatives relating to participation and talent pathways

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
5.	Improved talent development pathways are provided for players between 14 – 18 years in the region.	1. Identify and conduct regional carnivals that promote talented players and provide exciting competitions (to substitute existing zone WAFL club carnivals).	VH	WAFL Clubs	2008 - 09	New structure identified and implemented. Submission completed. Successful completion of regional carnivals.
6.	That the WACFL continues to work closely with the South West Region zoned WAFL clubs to ensure country players are equally advantaged in the talent pathway.	1. WAFL Clubs and RDO's work with local coaches to complement talented player development.	H	WAFL Clubs	2008 - 10	Contact person confirmed and active. Annual report provided
		2. Financial transparency is provided by WAFL Clubs towards the contributions made to regional football talent development.	H	All zoned WAFL clubs	2008 - 10	
7.	That the South West region is provided with the service of additional WAFL staff.	1. WACFL works with the SWRFDC to appoint and manage the location and duties of an additional RDO.	H	WAFL	2008 - 10	Appointment of new WAFL staff.

### *Stakeholder Relationships*

The maintenance and development of positive relationships with key stakeholders and partners

No.	Recommendation	Strategy (How?)	Priority	Responsibility (Who?)	Timeline (When?)	Outcome (Result)
30.	That the all clubs of the South West region develop closer working relationships with their respective WAFL zone club.	1. WAFL clubs further improve player welfare and transition to Perth.	H	WAFL Clubs	2008 - 10	WAFL Clubs identify and inform local clubs of their measures to improve transition.
31.	The hosting of AFL / WAFL games in the South West region to be completely reviewed to ensure that its function and purpose delivers maximum benefit to football in the region.	1. Conduct further investigations for financial viability for local clubs and associations to host regional WAFL games.	M	WAFL	2008 - 11	Study to be completed before next WAFL game.
		2. WAFL clubs provide local junior players maximum opportunity for participation and engagement on game day.	M	WAFL	2008 - 11	Multiple activities conducted to promote junior participation.



## WAFC

### *The Game – Enhancing, Growing, Sustaining*

Ensuring the development of initiatives relating to participation and talent pathways

No.	Recommendation	Strategy (How?)		Responsibility (Who?)	Timeline (When?)	Outcome (Result)
4.	A feasibility study is conducted to investigate the viability of a South West Colts team to enter the WAFL competition.	1. An independent consultant is appointed through funding from the WAFC.	H	WAFC	2008 - 10	Completion of feasibility study
5.	Improved talent development pathways are provided for players between 14 – 18 years in the region.	1. Identify and conduct regional carnivals that promote talented players and provide exciting competitions (to substitute existing zone WAFL club carnivals).	VH	WAFC	2008 - 09	Successful completion of regional carnivals.
7.	That the South West region is provided with the service of additional WAFD staff.	1. WAFC approves funding to support the appointment of an additional Sports Ready Trainee for a 9 month period to the region. 2. The South West region adopts a District Management model as implemented at the nine metro WAFL districts. Appropriate staffing levels in accordance with central hub style management model.	VH VH	WAFC WAFC	2008 - 09 2008 - 09	Sports Ready Trainee appointed. Identify best practice model and implement with input, assistance and cooperation from local bodies.

### *Investment in Volunteers*

Recognition that 'people' are the key ingredient for 'growing the game'

No.	Recommendation	Strategy (How?)		Responsibility (Who?)	Timeline (When?)	Outcome (Result)
23.	That the WAFC work with Leagues / Associations to provide duty statements and codes of conduct for key administration, coaching and volunteer positions in the region.	1. The WAFC makes available on demand the duty statements and codes of conduct to local Leagues / Associations. 2. Electronic copies are made available for dissemination. 3. The WAFC make documents available on website.	H H H	WAFC WAFC WAFC	2008 - 10 2008 - 10 2008 - 10	All documentation available from WAFC. Clubs have email address for WAFC to distribute information to. Documentation on website.
24.	Although not eluded to in the questionnaires and surveys, the SWRFDC appoints a neutral consultant to undertake a review of the football operations of all Associations and Leagues in the South West region to explore opportunities for growth of the game.	1. WACFL and SWRFDC to discuss and investigate opportunities to conduct project.	H	WAFC	2008 - 10	Report is completed by designated timeframe. Actions from report and implemented as recommended.



No.	Recommendation	Strategy (How?)		Responsibility (Who?)	Timeline (When?)	Outcome (Result)
26.	The region continues to be funded for the School Ambassador program.	1. WAFC continues commitment of funding towards the program.	VH	WAFC	2008 - 09	Funding grows in proportion to the growth of the program.
		2. WAFC increases funding as the program continues to grow.	VH	WAFC	Ongoing	
27.	That the WAFC and Regional Development Program target training programs for volunteers	1. Parents and coaches are in-serviced to become better educated on the rules of the game.	H	WAFC	2008 - 10	Annual workshops conducted at all clubs / centres

## Stakeholder Relationships

The maintenance and development of positive relationships with key stakeholders and partners

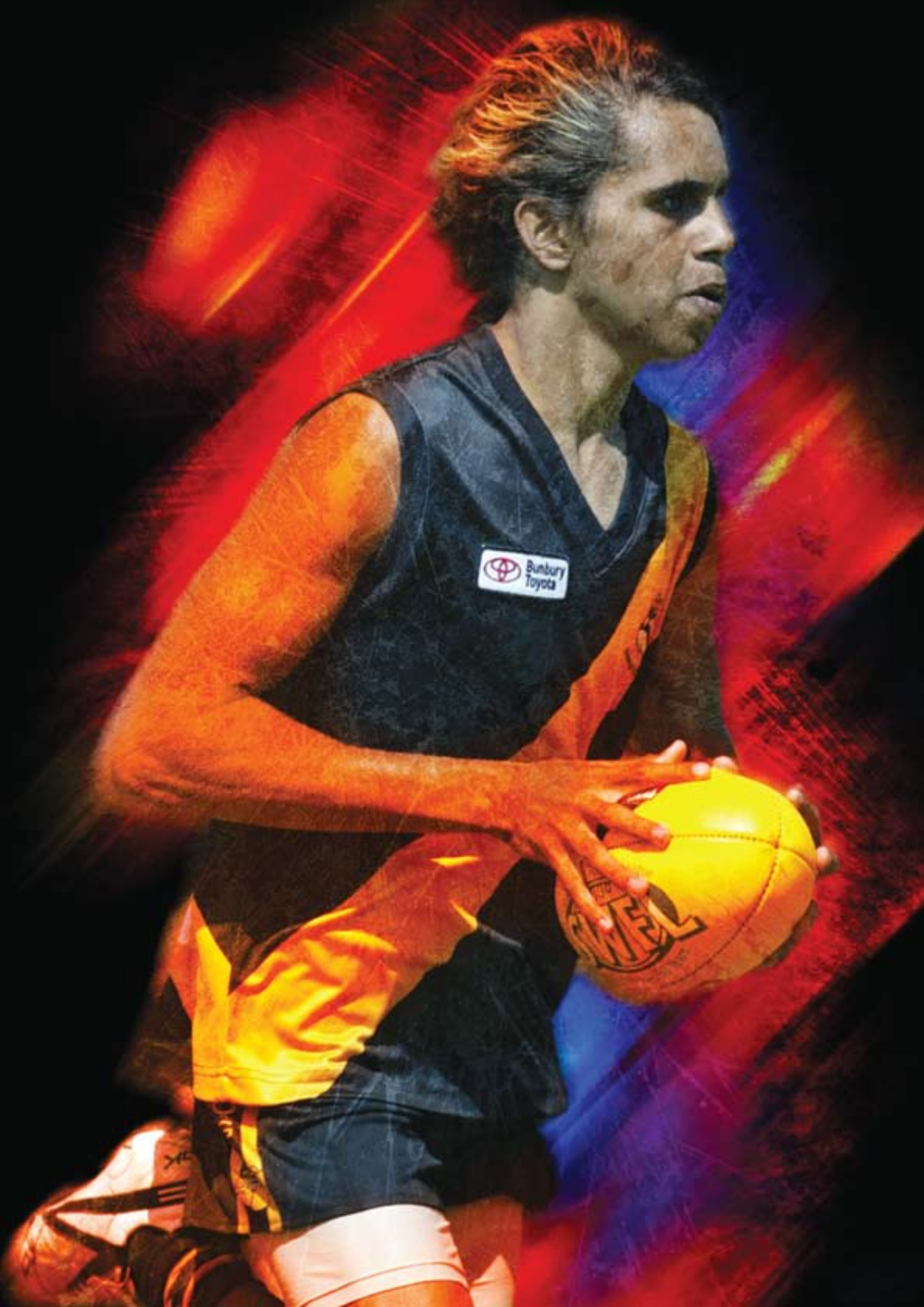
No.	Recommendation	Strategy (How?)		Responsibility (Who?)	Timeline (When?)	Outcome (Result)
31.	The hosting of AFL / WAFL games in the South West region to be completely reviewed to ensure that its function and purpose delivers maximum benefit to football in the region.	1. Future games are targeted in localities south of Bunbury in other rural centres.	M	WAFC	2008 - 11	Study to be completed before next WAFL game. WAFL games rotated through region. To be finalised before the hosting of the next WAFL game.





## **8. ACRONYMS**

<b>AFL</b>	<b>Australian Football League</b>
<b>DSR</b>	<b>Department of Sport and Recreation</b>
<b>LSWFL</b>	<b>Lower South West Football League</b>
<b>SWFL</b>	<b>South West Football League</b>
<b>SWFR</b>	<b>South West Football Region (South West and Lower South West)</b>
<b>RDO</b>	<b>Regional Development Officer</b>
<b>SWRDC</b>	<b>South West Regional Development Council</b>
<b>WA</b>	<b>Western Australia</b>
<b>WACFL</b>	<b>Western Australian Country Football League</b>
<b>W AFC</b>	<b>Western Australian Football Commission</b>
<b>WAFD</b>	<b>Western Australian Football Development</b>
<b>W AFL</b>	<b>Western Australian Football League</b>



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