

Regional Football Review Final Report Football Victoria

Solucio – Commercial-in-Confidence



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We respectfully acknowledge the Traditional Custodians of the land on which we are located and recognise their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging, and extend this to all Aboriginal and Torres Strait Islander People.



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Project Scope and Background

Project Overview

In June 2023, Football Victoria engaged Solucio to undertake a review of the regional football ecosystem in Victoria.

The objective of this review is to determine an optimal operating model to improve the function, efficiency, capacity, and overall football experience across regional Victoria.

Terms of Reference

The review will explore all key components of the regional football ecosystem, including:

- Governance
- Administration/Operations
- Participation and Engagement
- Equity, Diversity and Inclusion
- Facilities and Infrastructure
- Competitions
- Grievance, Discipline and Tribunal
- Pathways (player, coach and referees).

The project will provide key recommendations to the FV Board with a view of implementing any proposed changes under a staggered implementation timeline.

Project Scope and Consultation

Key elements of the review process include:

- Review relevant findings from the Men's and Women's Competition Reviews to inform the strategic direction of the project.
- Review FV's FootbALLways Strategic Plan to ensure final recommendations align with, and are reflective of, the 'Enjoying the Game' pillar and FV's vision to achieve 50/50 gender participation.
- Analyse FV regional participation datasets to understand current recruitment, retention and pathway development metrics.
- Benchmark regional structures from other state sport organisations.
- Conduct 24 in-depth interviews and online consultation sessions with key identified stakeholders.
- Analyse 408 responses to an online strategic survey with all regional football participants.
- Facilitate workshops with regional Zone Representatives and FV Board Members and key FV Staff.

This Document

This document contains the independent recommendations for football in regional Victoria to move towards an optimal structure to enable the game to continue to grow into the future.



Overview of Regional Football In Victoria

Regional Football Landscape in Victoria

Overview

Regional Victoria has a strong history and tradition of Football participation. The structure and delivery of football in regional Victoria differs slightly to that of football in Metropolitan Melbourne.

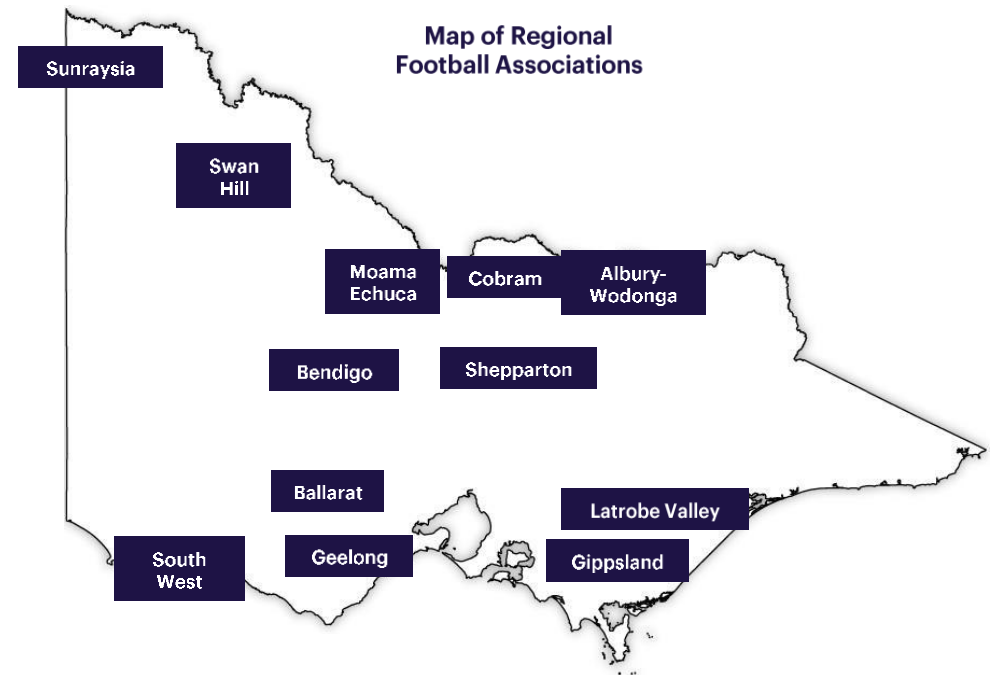
There are 12 regional football associations and leagues ('regional football associations') across the state and approximately 130 football clubs.

While regional clubs predominately play in their local competitions, some clubs closer to Melbourne (e.g. Geelong, Ballarat, Bendigo, Latrobe Valley) also enter teams into FV administered leagues/competitions. Some regional associations also only run junior competitions, with senior teams playing in a larger neighbouring associations.

Additionally, there are 3 senior NPL clubs based in Geelong (NPL & NPL3), Shepparton (NPL3) as well as three additional clubs which participate in the Junior Boys NPL (JBNPL) in Gippsland, Bendigo, Wodonga, Shepparton and Ballarat.

The regional football associations assume many of the roles which Football Victoria provide in Metro Melbourne, such as competition administrators, convenor of GDT, and responsibility for the growth and development of the game in their respective regions.

Football Victoria provides support to these Associations through the engagement of Regional Development Coordinators.



Regional Football Participation

Metro vs Regional

Regional participation accounts for approximately one quarter of all FV registrations.

This proportion has been declining from a high of 28% in 2014 to 25% in 2020, however has increased back to 28% post COVID.

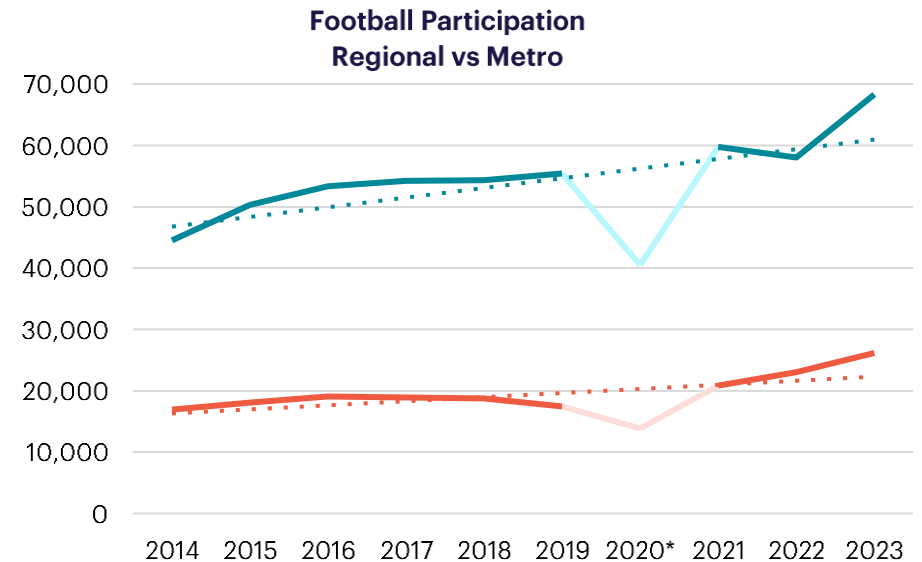
Participation rates in metropolitan Melbourne and regional Victoria are very similar. Over the last 10-years metro participation has averaged 1.1% of the population with regional participation averaging 1.3%.

Prior to COVID, regional participation was declining, contracting by 8.5% between 2015 and 2019.

More recently, participation in regional Victoria has grown by almost 50% on pre-COVID (2019) participation. Over the same period, metro participation has grown by only 23%.

Female participation across regional Victoria is comparable with metro at approximately 24%. There has been a significant increase in MiniRoos participation by girls in regional Victoria, growing by 20% on 2022 and by nearly 60% since 2019.

However, this growth in female participation has not been uniform across the state, with large increasing at some associations offset by modest increases or declines in other associations.



	Metro Participants		Regional Participants		Total Participants
2014	44,540	72%	16,919	28%	61,459
2015	50,331	74%	18,065	26%	68,396
2016	53,348	74%	19,060	26%	72,408
2017	54,250	74%	18,892	26%	73,142
2018	54,336	74%	18,758	26%	73,094
2019	55,425	76%	17,432	24%	72,857
2020*	40,539	75%	13,850	25%	54,389
2021	59,767	74%	20,849	26%	80,616
2022	58,030	72%	23,030	28%	81,060
2023	68,344	72%	26,190	28%	94,534

* Participation impacted by COVID Lockdowns

Registration Fees

Regional football associations annually collect over \$1.3m in registration fee from participants. In addition to the registration fee, some Associations also charge a team registration fee to offset competition costs, although others include this in the individual registration.

In addition to the Association registration fees, participants also pay a registration fee to FV. As Associations are responsible for the delivery of many of the services that FV provides to metropolitan stakeholders, FV charges a lower registration fee to regional participants. Annually, FV collects approximately \$500,000 in registration fees from regional participants competing under Regional Associations, representing approximately 12.5% of total registration fees.

Financial modelling of a unified football model shows that an equitable approach to registration fees across the state would have generated an additional \$475,000 in revenue during the 2023 season. This along with the potential operating efficiencies under a unified football model would have enabled a significantly higher service delivery in regional Victoria and reduced the annual cost of participation for Regional Association footballers by an average reduction of 12% in individual registration fees charged by governing bodies - or approximately \$16 per player.

However, due to the lack of consistency of fees charged across all Regional Associations, there would be an undesirable consequence of driving up the cost of football in Regional Victoria for some players, and lowering the cost of football for others in other Regions, while establishing a consistent registration fee charged to all regional Victorians in each age category.

The table to the right shows the approximate registration fee revenue collected from participants across the regional associations, but does not include team entry fees, representative squad fees, social registrations, sponsorships or other revenues collected by regional associations.

As there is a lack of transparent financial data published by some associations, this data is based on 2023 registration data supplied by FV and publicly available registration fees published by the associations. As a result, the figures presented here may not exactly match those of the associations due discounting and refunds

Football Victoria Registration Fees (2023)

	Metro	Regional	Difference
MiniRoos	\$63.50	\$29.50	\$34.00
Junior	\$109.50	\$32.50	\$77.00
Senior Men	\$227.00	\$90.00	\$137.00
Senior Women	\$190.00	\$90.00	\$100.00
Over 35s	\$150.00	\$90.00	\$60.00

	Association Fee Revenue	FV Fee Revenue	Total Regional Fees
Albury Wodonga Football Association	\$78,981	\$66,425	\$145,406
Ballarat & District Soccer Association	\$48,452	\$62,255	\$110,707
Bendigo Amateur Soccer League	\$166,955	\$121,478	\$288,433
Geelong Region Football Committee		\$271,009	\$271,009
Gippsland Soccer League	\$57,297	\$53,304	\$110,600
Shepparton Junior Soccer Association	\$130,167	\$46,638	\$176,805
Latrobe Valley Soccer League	\$78,340	\$89,810	\$168,150
South West Victorian Football Association	\$12,861	\$29,007	\$41,868
Football Federation Sunraysia	\$82,703	\$28,665	\$111,368
Excluding GRFC	\$655,756	\$497,580	\$1,153,336
Including GRFC	\$655,756	\$768,589	\$1,424,345



Key Findings

Role and Purpose of Regional Associations

At the core of this review is the question of what role do regional football associations play in the optimal structure for regional football in Victoria.

While it is acknowledged that maintaining a local presence for football administration and governance is important, the need for 12 separate legal entities to deliver the sport is questionable and inevitably creates inefficiencies for the game.

Core Purpose of Associations

When asked what the core purpose of the regional football associations is, both Association and regional club stakeholders consistently reported it was the management and coordination of local football competitions.

This is supported through the stakeholder survey where 79% of respondent reported the management and fixturing of local competition to be the primary role of regional football associations. However, this only ranked fifth (of nine) of the priorities for associations.

This perception of the core purpose of regional football associations is reflected in the deployment of financial resources and personnel with the Associations focused towards 'operations' (i.e. competition).

Additionally, as discussed in more detail later, operational or competition related discussion tend to dominate discussion at Board/Committee meetings rather than more strategic issues regarding the growth and development of the game.

Other Roles

While many stakeholder believed the purpose of Associations was to deliver competitions, a small number of stakeholders also acknowledged that for regional football associations to remain relevant into the future, they had to take a more active role in growing, developing and advocating for the game in their region.

"If we want to maintain our own independence [from FV] we need to be doing the things Football Victoria do for the metro clubs."

- Association Committee Member

This view is also supported by respondents in the stakeholder survey which ranked "Provide support to local clubs", "Grow and promote the game in the local are/region" and "Facilitate local coach and referee development opportunities" as the top 3 priorities for Regional Associations. However, this expectation of stakeholders is generally not reflected in the staffing, resourcing or workload of regional Associations.



Role and Purpose of Regional Associations

Football Victoria Support

Interestingly, when stakeholders were asked where FV could provide greater support to regional football associations, competition management was identified as the number one area for assistance.

This seemingly goes against the identified core purpose of the Regional Football Association and draws into question the future relevance of regional football associations if FV was to provide greater support and assistance with competition management.

Respondent in the stakeholder survey identified “provide pathway opportunities”, “facilitate local coach and referee development opportunities”, “liaise with local government” and “run clinic and programs to grow participation” as areas where FV was better resourced, over Associations, to support regional Victoria.

FV Governance Reform

At a Special General Meeting in November 2023, voting members of Football Victoria ratified changes to the FV Constitution recommended as apart of a broad review into the Constitution and Governance of the organisation.

Part of the constitutional reform included a changes to the voting structure to make individual clubs voting members of Football Victoria under a “one club, one vote” model.

This change provides a direct constitutional relationship between Football Victoria and each regional football club, thereby giving them a greater voice to advocate directly with Football Victoria.



Governance and Administration

Governance

A review of the constitution of most regional football associations, identified many are governed by a club representative model. This is where the Association's Board/Committee is comprised of nominated representatives or delegates of the member clubs.

The Associations' office bearers are the appointed or elected from these representatives to form an 'Executive' (e.g. President, Secretary, Treasurer, etc.) which tends to have authority over the day to day operations of the Association.

This model of governance is not in line with current industry best practice which recommends the election of independent Board/Committee members of the Associations.

While the club representative governance model provides each club with an 'equal voice' in the Association, it can also present challenges for decision-making. Committee members feel a need to make decisions which are in the best interest of their club rather than the best interests of the game holistically.

As association committee members are a representative or delegate of a club, some stakeholders reported it resourced was not uncommon for committee members to change mid-season or there to be a different representative the following season. This can impact continuity within the Association, particularly regarding decision making.

Term Limits

Some stakeholders also expressed concerns that there were no term limits for office bearers'. This has resulted in some associations becoming "stagnant" or "blinker" to new ideas and resistant to change or considering different approaches.

This can often result in new committee members becoming frustrated and leaving the committee.

Duties and Responsibilities

Some stakeholders, including Association Committee members, raised concerns that there was very little understanding of the responsibilities and duties of a committee/board member.

Many of these concerns centred around decisions being made to change the local rules or competition regulations to 'make things easier for clubs' without due consideration to how these may impact the liability of the Association.

Additionally, concerns were raised regarding Association Committee's understanding of their regulatory requirements with regards to child safety, member protection and financial compliance.



Governance and Administration

Strategy

Many association Board/Committee members identified their 'horizon' to generally be the end of the current season. Some stakeholders reported they often don't start planning for the following season until well after the current season has finished.

This has an impact on clubs as competition structures, fixturing and ground availability is often done close to the start of the season. In some circumstances this results in teams being left without a competition to play in.

"Discussion at [committee] meetings are always focussed on the issues that happened last week or thinking ahead to try and prevent issues which may arise in future weeks."

– Association Board Member

Despite many associations having a strategic plan, stakeholders admitted it was rarely referred to and, in many cases, the strategic objectives were not seen as a priority by the committee.

This is generally as a result of the lack of continuity of committee members year to year (as previously discussed) as well as some strategic plans being developed as a 'box ticking' exercise.

"We received funding to develop a strategic plan but there was no follow up support after we developed it to show us how to use it or how we could deliver on what we said."

- Association Committee Member

Additionally, the lack of a strategic focus, prevents Associations from engaging and partnering with FV to deliver projects and initiatives that align across both organisation's strategies, and which would deliver a significant benefit to the game in the region.



Governance and Administration

Administration

Across regional Victoria, the regional football associations engaged a relatively small workforce of paid administrators. These roles are primarily focussed on supporting the administration of the Association and competition delivery.

A review of the roles showed very few staff were employed in a sport development (e.g. coaching, technical director, program deliverer) role.

Both committee members and staff reported that there was an expectation from many volunteers that the paid staff would perform all the onerous administration work because “they were getting paid to do it”.

However, this generally resulted in staff being burdened by administrative tasks (which would traditionally have been performed by a volunteer) rather than contributing to the growth and development of the game.

“I am often at the whim of what the committee wants me to do. This is often outside what is in my position description but at the end of the day, I report to the committee.”

- Association Staff Member

Nearly all of the paid staff consulted reported they regularly exceeded the number of hours they were paid for but did so because they didn’t want to let down club stakeholders who were relying on them. This reliance on the goodwill and generosity of these staff is not sustainable and Associations risk of these staff “burning out”, taking with them the IP and knowledge which they have developed over many years.

Association	Staff	FTE
Albury Wodonga Football Association	2	0.65
Ballarat & District Soccer Association	1	0.4
Bendigo Amateur Soccer League	2	2
Geelong Regional Football Committee	1*	1*
Gippsland Soccer League	1	0.6
Shepparton Junior Soccer Association	0	-
Latrobe Valley Soccer League	1	0.3
South-West Victoria Football Association	0	-
Football Federation Sunraysia	1	1
Total	8	5.9

*FV staff member – excluded from totals.



Grievance, Discipline and Tribunal

Behaviour Standards

Many stakeholder have reported that post COVID, there has been a significant increase in instances of poor behaviour by players, club officials and spectators.

Additionally, stakeholders also reported that in many areas there were deep-seated historical rivalries which existed between clubs in their associations. Unfortunately, these rivalries often extended off the pitch resulting in some serious incidents occurring.

“I used to get caught up in all the fighting. I had no idea why we hated them [rival club] it was just engrained in the culture of our club. Looking back, it got out of control at times and really took the enjoyment out of the games.”

- Former Player

Rules and Penalties

Some stakeholders reported that the penalties within the local rules had been ‘watered down’ over the years, to the point where they were no longer a deterrent.

As many committee members represent the views of their clubs, it is generally in their interest to minimise the financial or suspension penalties in case it impacts their club or one of their members in the future.



Grievance, Discipline and Tribunal

Grievance, Discipline and Tribunal

The increase poor behaviour standards has resulted in a greater need for regional football associations to convene GDT process. Stakeholders reported both an increase in the number of and severity of incidents being referred to tribunals.

Convening these processes are often time-consuming and time critical and as a result tend to become the priority for volunteers and paid staff at the expense of other activities.

It is often difficult to recruit local people with the right skills, expertise and experience to run a tribunal hearing. Even when individuals are identified it can be a challenge in some small regional areas to be seen as impartial as many stakeholders with a relevant understanding of the game being connected to a local club.

When Associations have been able to recruit appropriate individuals, it is difficult to retain them with the time commitment and lack of confidence in the process often cited as reason for not want to assist in the future.

While many association stakeholders would like greater support from Football Victoria, there were also cautious that they felt some elements of the GDT process needed to remain “in local hands”.

The GDT process administered by Associations presented a significant reputational risk to the game as a whole if the process is mismanaged or not in accordance with principles of natural justice.



Participation and Engagement

Football participation in regional Victoria as a whole is generally quite strong. However, some Associations are doing a much better job at engaging their local community than others.

Despite many regional football associations reporting participation being back above pre-COVID levels, stakeholders identified there were plenty of opportunities to grow participation.

Female Participation

Female participation was consistently identified by stakeholders as the number one opportunity to grow football participation in regional areas.

Many stakeholders expected there to be a significant uplift in girls participation on the back of the Women's World Cup, however many were concerned at the lack of programs being delivered and visibility of the game in regional areas to take advantage of the increased interest.

Some club stakeholders reported they felt there was an expectation that clubs would take on the responsibilities of delivering these programs.

"We were just sent an information pack from Football Australia via the Association on how to run programs after the World Cup to recruit more girls. There has been no funding and no additional support. We are just expected to somehow run these programs, but we are just volunteers."

- Club Stakeholder

Additionally, some club stakeholders spoke of the challenges in retaining girls in the game due to the inconsistent participation numbers. Due to competitions and fixtures being completed late, some clubs were being informed that there would be no competition for their girls team to play in.

This was often too late to try and find a different competition for them to play in resulting in many players being told there were no opportunities to play this season.

Furthermore, some stakeholders reported an unwillingness by some associations to play football outside of the 'traditional game times'.

This effectively has 'locked out' some female teams from being able to access a facility to play games.



Participation and Engagement

Schools

Greater engagement with schools was also identified by many stakeholders as an opportunity to increase regional participation.

It was observed that many schools paid 'lip service' to football because of a lack of access to support and resources in regional areas, often relying on an "unlucky" teacher to deliver a program.

This is in contrast to AFL which is very active in the school space and ability to deploy a workforce to deliver school clinics and programs.

Some stakeholders identified that where there was a passionate teacher, parent or local player who was able to deliver school programs there were higher levels of participation. If this could be replicated across many schools it could provide a critical mass to significantly grow some regional competitions.

Season Length and Alternative Engagement

Stakeholders in some regions reported the season was too short (approximately 5-months).

This resulted in a protracted off-season which provided opportunities for players to become involved in other activities and increase the risk they would not return the following season.

As many competitions had a small number of clubs, extending the season length is not a realistic option as it would just result in clubs playing yet another game against the same opposition.

Stakeholders suggested there was an opportunity to include different competition and playing formats to keep participants engaged longer during the years. These included:

- A 'Regional Cup' competition run in tandem with the local league.
- Small-sided competitions at the start or end of the season.

- Competitions and carnivals featuring alternative formats such as Beach Football.

Capacity and Capability

Stakeholders both within and external to the Associations all identified one of the greatest challenges to implement these additional competitions was the capacity of the existing volunteers and administrators to invest time, energy and effort into developing these new participation/engagement opportunities.



Pathways

Players

The player pathway experience was varied across regional Victoria.

Areas which were closer to metro Melbourne or towns with an NPL team generally reported better access to the pathway than more remote parts of the state.

Some stakeholders believed there was too much emphasis placed on playing for an NPL club given the significant sacrifice many players (and their families) need to make to accommodate training and match commitments.

Some stakeholders provided examples of young players travelling up to two-hours each way to attend training multiple nights per week, at a significant cost to them and their family.

“The NPL clubs want to access the talent, but they are not interested in protecting and nurturing the talent long-term. They do not understand the impact all the travel can have on these kid’s desire to keep playing football.”

- Regional Coach

Some stakeholders believe that if there was better coach education in regional areas, young talented players could benefit from an additional season, or two, before committing to the travel and sacrifice of playing with an NPL club.

Outside of the NPL some stakeholders also commented that many player development opportunities required travelling to Melbourne rather than coaches coming out to the region, which would also benefit other players and coaches in the region.

It is noted that representative football programs offer a valuable opportunity for local development and player pathway experiences outside of Melbourne and the NPL. These representative programs also provide opportunities to expand the player development offerings and the opportunity to participate in the annual Country Championships tournament.



Pathways

Coaches

Clubs and Associations reported there are many first year parents with little to no history with the game becoming coaches of junior teams.

These new coaches often have no experience of what a football training session looks like and are often seeking guidance and education rather than pursuing “accreditation”.

Additionally, some stakeholders reported many parents being scared off by the talk of “licences” when discussing coaching pathways and opportunities. Additionally, some of the resources around coach education tended to be directed towards ‘career’ focus coaches rather than parents.

Similar to player development opportunities, stakeholders reported there is also a very Melbourne centric approach to coach development and education.

When coaches attend courses in Melbourne they not only have to pay for the course but also for any travel and accommodation expenses. These additional costs are not incurred by metro-based participants.

Association stakeholders also reported that regional coaching courses were ‘cancelled’ without notice due to insufficient registrations without associations being given an opportunity to find additional participants.

One stakeholder suggested they would consider subsidising Melbourne based coaches to attend regional coaching courses if it meant local coaches were able to access the course.



Pathways

Referees

Many regional Associations reported there had been strong growth in new referees over the last 12-months.

This has forced many associations and regional referees branches to focus on the education, development and mentoring of new referees rather than existing referees.

This has resulted in some existing referees feeling forgotten, placing them at risk of leaving. This not only reduces the referee pool but also creates a loss of experience.

Regional referees also reported it was difficult to access assessment/feedback from coaches/mentors. Unlike players and coaches, regional referees were looking for more opportunities in metro competitions as it provides better development opportunities.

Some referees suggested there was an opportunity to utilise regional referees in Metro comps and have them travel as a referee 'team' and referee multiple games. This would allow the senior/more experienced referees to observe and provide feedback to younger developing referees.



Facilities and Infrastructure

Regional Victoria has access to a network of major football facilities in all major population centres, with the exception of Geelong.

Many stakeholders reported significant investment into football facilities by local government over the last 3-5 years, coinciding with the presence of FV's previous Club Ambassadors and present Regional Development Coordinator's for advocacy purpose.

Primarily, investment has occurred in female friendly/gender neutral change rooms, ground drainage and lighting.

This investment has resulted in creating a divide between the clubs which have received investment and those that are still waiting. This has highlighted some of the short comings of older facilities.

Some Associations reported they do not have the capacity to work with all the LGAs to develop localised infrastructure priorities. Associations did note that FV has provided significant support in this area.

Some NPL club stakeholders felt they were at a disadvantage to many of their metro Melbourne peers due to the lack of access to high-level training and strength and conditioning facilities.





Recommendations

Recommendations

Recommendation 1 – Professionalise the regional development workforce.

- Football Victoria formally takes over responsibility for the growth and development of football from regional football associations.
- (a) Each Association should work with FV to commence a process to transfer these responsibilities to FV before the completion of the 2026 season.
 - (b) This transfer process should include a funding model whereby Association fees are reduced (in line with recommendation 2 (a)) and FV fees are increased, to enable FV to resource the additional responsibilities and increase regional staff presence.

Rationale	Consolidating the responsibility for the growth and development of regional football with FV allows for a more efficient deployment of resources to align with the expectations of stakeholders. FV is able deploy resources across multiple associations, as well as leveraging the internal knowledge base and resources to provide an improved level of service delivery in regional Victoria.
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Recommendation 2 – Make a long-term commitment to progressively increase service delivery to regional football.

- Football Victoria engage additional staff to increase and enhance service delivery across regional Victoria.
- (a) This should include both expanding the number of regional coordinators in the Growth and Development Team as well as integrating regionally focused staff into existing FV departments (see the proposed Regional Staff Structure on page 29).
 - (b) FV investigate and identify potential sites for FV staff to “hot desk” in Regional Sport Hubs to support regular local service delivery and engagement.
 - (c) Where possible FV should prioritise the retention of existing Association staff into new roles to ensure continuity and retention of local IP.

Rationale	As financial resources are redistributed across the football ecosystem, and efficiencies are improved that unlock additional resource capacity, FV should ensure they are re-invested into enhancing the servicing and support of regional clubs and participants. This should also include increasing the number of FV staff based in regional hubs.
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Recommendations

Recommendation 3 – Re-align the game’s resources to streamline administrative effectiveness and advocacy.

Football Victoria review and adapt the existing Regional Zone structure to create ‘Administrative Regions’ to coordinate the deployment of resources across regional Victoria.

- (a) This may include the creation of additional Zones/Regions if required.
- (b) FV should establish an Advisory Committee in each region to provide guidance to FV on local issues and priorities.
- (c) Each Administrative Region should have a dedicated staff resource to act as the conduit between the Advisory Committee and FV.
- (d) Each Administrative Region should align with LGA boundaries to support local government advocacy.

Rationale	While each Association/Region has its own nuances, the game does not require 11 separate legal entities and regions to administer the development of the game. The creation of the Administrative Regions allows FV to have a regionalised approach to the development of football while also creating a structure to support the alignment of service delivery.
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Recommendation 4 – Consolidating the core functions of the Associations.

Regional football associations should focus on providing local insight, guidance and nuance for the delivery of local football.

- (a) In the interim phase of transition discussions with FV, Regional associations should move from charging an individual registration fee to a team registration fee model to support competition delivery.
- (b) Where Association members (clubs) deem it beneficial, Associations may choose to ‘outsource’ competition management to Football Victoria under a ‘user pay’ model while the association remains a separate legal entity. At this point, Association members should consider winding up the Association and unifying with FV under a whole-of-football approach.

Rationale	<p>Regional Stakeholders strongly believe that local competitions should be informed and guided by local knowledge. This should be the core role and focus of regional football associations, allowing them to focus on the delivery of high-quality competition experiences for participants.</p> <p>The Football Victoria Competitions Team are subject matter experts in the management and fixturing of football competitions and can support regional volunteers/administrators as their competitions grow. While this will reduce the burden on volunteers, it will also make the function and purpose of the association redundant.</p> <p>Winding up the Association and unifying with FV will create a direct relationship between regional clubs and FV (in alignment with metro clubs), streamlining all governance, management and finance processes.</p>
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Recommendations

Recommendation 5 – Protecting the asset and history of Regional Associations.

Where the members of a regional football associations decide to wind up, FV should take the following steps to ensure the history and assets of the Association are preserved.

- (a) Create individual protected fund accounts held in trust for any remaining Association cash balances. These should only be accessible via nominated signatories accompanied by motions from the relevant region’s Advisory Committee approving the expenditure.
- (b) Maintain and preserve the history and culture of each Region by continuing local Cup Competitions and naming conventions for trophies, medals, events and competitions.
- (c) Recognise the Association’s Life Members as Life Members of Football Victoria.

Rationale	Many regional football associations have strong histories and connections within their local community. Upon unification with FV, FV becomes the custodians of the game in the region and must take responsibility for the continuity and preservation of all historical contexts. Any residual assets of the Association should only be used for the future benefit of stakeholders in that geographic area.
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Recommendation 6 – Standardise competition delivery for more efficient support.

Football Victoria develop a standard set of “FV Rules of Competition” which should include a standard GDT process and penalties, to align, standardise and streamline the delivery of football competitions across the state.

- (a) The “FV Rules of Competition” should be adopted by all competitions run in regional areas.
- (b) Advisory Committees may request minor variations to suit local competition condition. These variations must be approved by Football Victoria and clearly articulated in supplementary document which is published on the FV website.

Rationale	Having all competitions being managed in accordance with a standard set of competition regulations will allow FV staff to better support club volunteers by creating consistent systems and processes across all competitions.
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Recommendations

Recommendation 7 – Align discipline and tribunal processes.

Football Victoria extends its current discipline and tribunal processes to provide all regional football competitions with a fair, effective and timely tribunal process.

- (a) FV work with Regional Football Associations to absorb the discipline and tribunal process into the existing FV GDT function.
- (b) Where practical, FV should engage regionally based personnel in the tribunal process for regional matters.
- (c) All discipline and tribunal processes will be executed in line with the FV Rules of Competition adopted across each Region.

Rationale

The current discipline and tribunal processes are ineffective, produce errors, have a lack of clear processes and timeliness, create a greater burden on volunteers when faced with a skill deficit, and produce risk to the games' reputation locally and wider.

Recommendation 8 – Improve participant engagement through school programs.

Football Victoria increase the reach and visibility of programs available to regional schools to introduce more students to the game.

- (a) Football Victoria engage with relevant staff and stakeholders at regional schools to improve awareness of Sporting Schools program funding and ability to utilise football programs.
- (b) Football Victoria connect key local club personnel with relevant school staff to maximise local relationships, attendance/promotion at Sporting Schools programs, and increase participant conversion from school programs.
- (c) Football Victoria to explore establishing school-based tournaments to engage more student participation in school environments.

Rationale

School programs provide a valuable opportunity to engage with potential participants and grow interest and participation in the game.

Recommendations

Recommendation 9 – Key development initiatives.

- Football Victoria investigate key initiatives to improve access to player, coach and referee pathways for participants in regional Victoria. This may include;
- (a) Creating a “Regional Coaching Network” to connect and support the development and education of coaches in regional Victoria. This should be a free service.
 - (b) Scheduling and delivery of community coaching courses in each region throughout the year to establish a consistent culture of education and development.
 - (c) Initiatives to provide greater opportunities for regionally-based referees to access matches in metropolitan competitions.
 - (d) Delivery of player development clinics and camps to enable talented junior players in regional Victoria to develop outside of the NPL program environment.
 - (e) Working with Football Australia to identify a solution within the FIFA rules to enable talented regional players to utilise dual registration (where required) to support access to the talented player pathway while remaining in their local environment as long as possible.

Rationale	Many regional stakeholders encounter financial and time barriers not experienced by metro stakeholders by being required to attend development and education sessions in Melbourne. Taking development opportunities into regional areas provides an opportunity to extend the impact of the sessions to many coaches across the whole region, rather than a small number of individuals with the ability to travel to Melbourne.
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Recommendations

Recommendation 10 – Country Championships

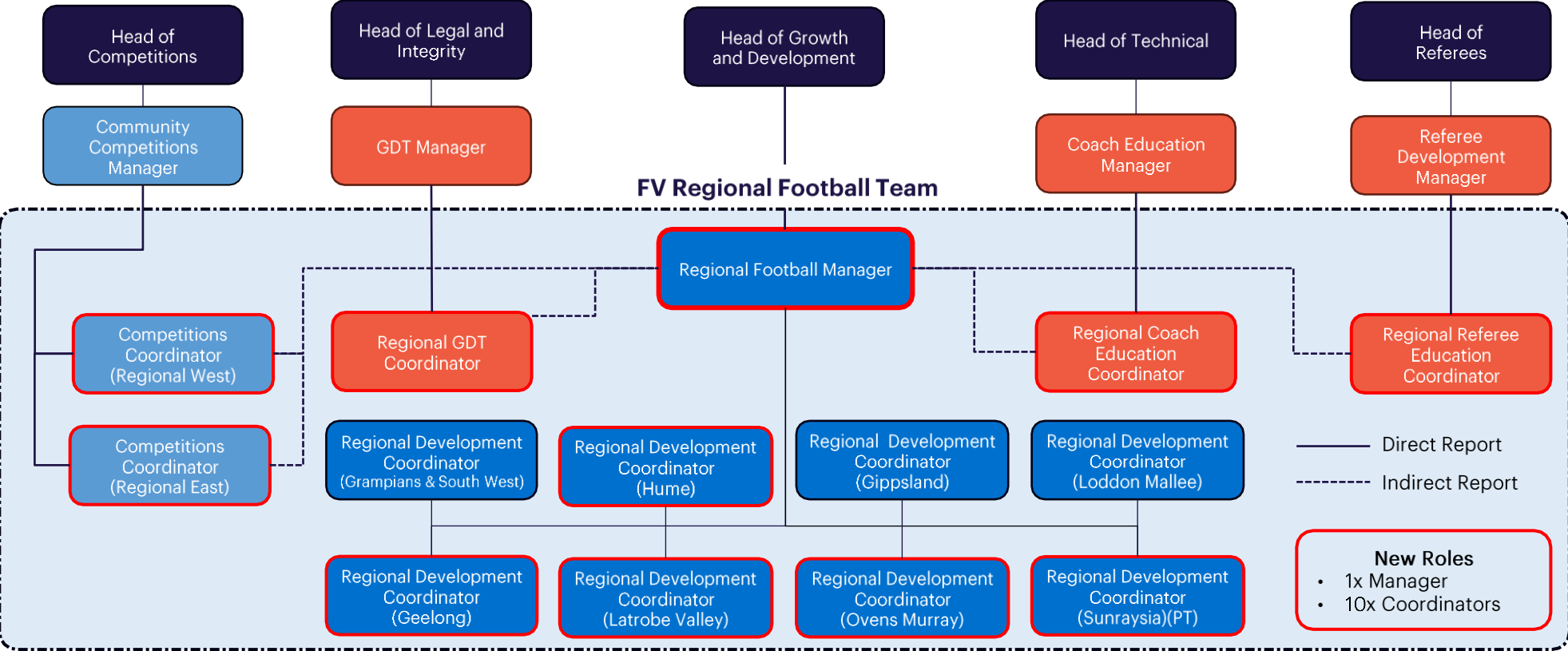
- Football Victoria take responsibility for the delivery of the annual Country Championship tournament.
- a) To ensure continuation of the Country Championships, FV should establish Regional Representative Programs within each Region and will be overseen by the region’s Advisory Committee.
 - b) FV should utilise the Country Championships as an annual development opportunity for regionally based coaches, referees and players. This may include the delivery of courses, workshops, coaching/mentoring initiatives and scouting of talented players.
 - c) Upon taking responsibility for the Country Championships FV should begin to make improvements to the overall experience and explore commercial avenues that allow further re-investment back into the event and Regional Football.

Rationale	<p>The Country Leagues Football Association is predominantly run by the same volunteers running regional Association and Club volunteers, creating an additional burden on already stretched volunteers.</p> <p>The skills and expertise of FV in competition and event management, marketing and sponsorship will help elevate the current status of the event and grow its impact for regional football.</p> <p>The Country Championship also provides an opportunity to bring together similarly talented and motivated stakeholders and develop their skills, knowledge and expertise to take back to their own regions to further develop the game.</p>
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Football Victoria Regional Football Team

The organisational chart below provides an indicative structure for how FV could structure a “Regional Football Team” to improve servicing to regional stakeholders. Central to this team is a Regional Football Manager who will oversee the strategic implementation of key initiatives in regional Victoria, manage the four Football Development Coordinators and facilitate cross department collaboration with regionally focused staff in other departments. Overall, this structure would increase FV regional staff by between 9 and 11 FTE, acknowledging there would be a need for a stage implementation of each role. Total staff could increase further with additional participation growth in regional Victoria.

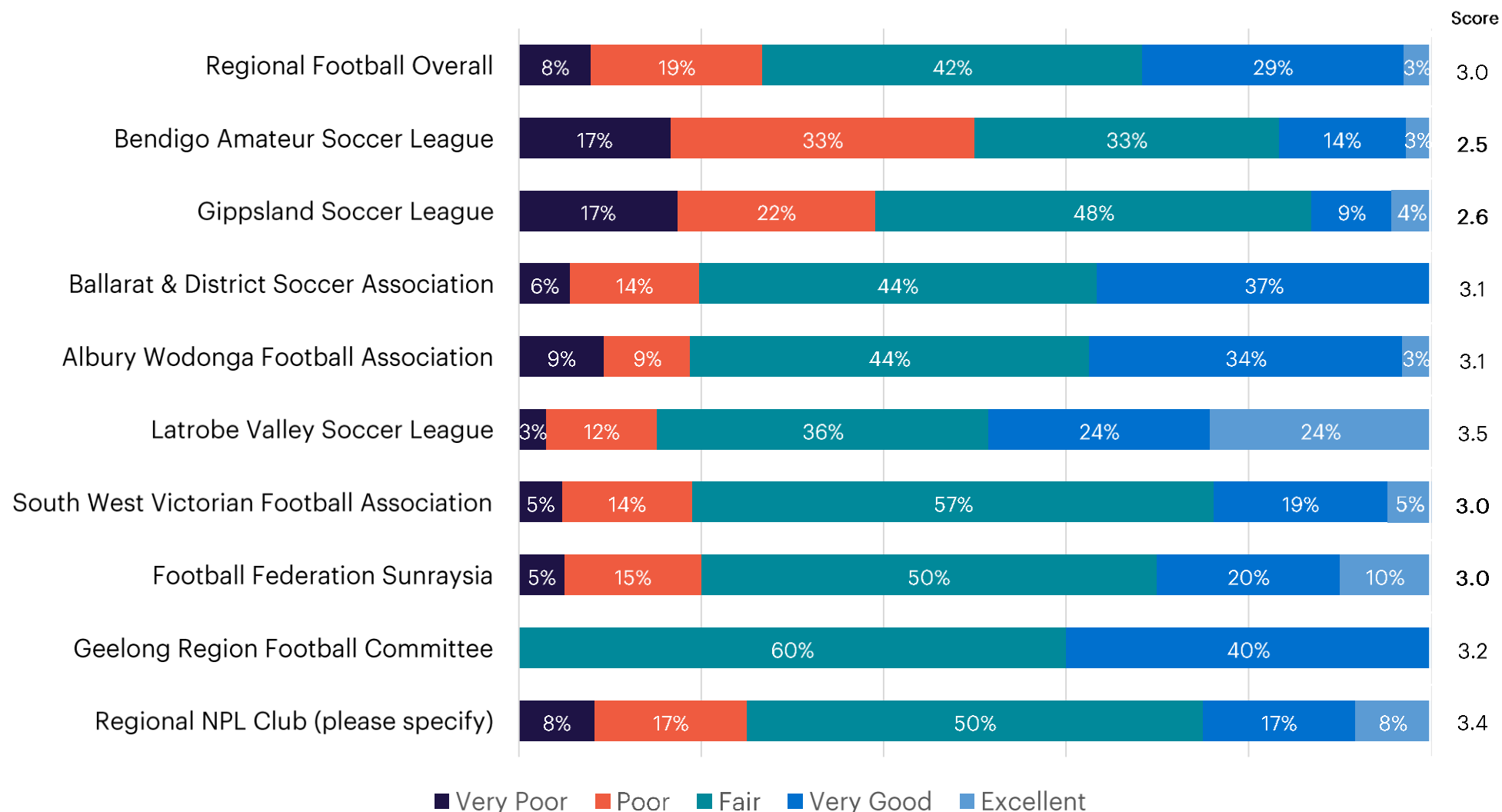
The implementation of these additional resources will only be possible if there is complete unification of the game across regional Victoria and existing revenues are able to be invested into these roles.



Appendix: Stakeholder Survey Findings

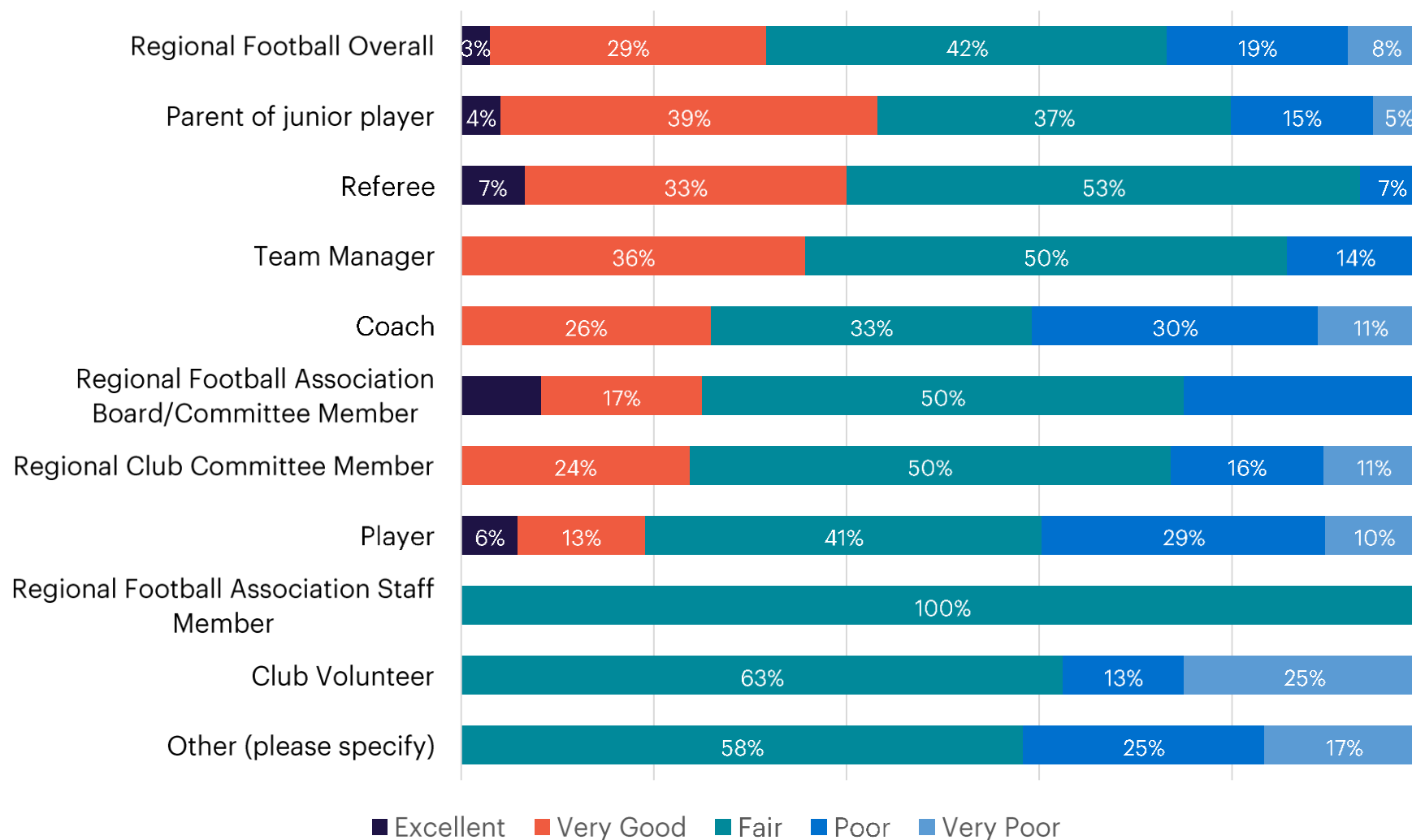


Health of Football

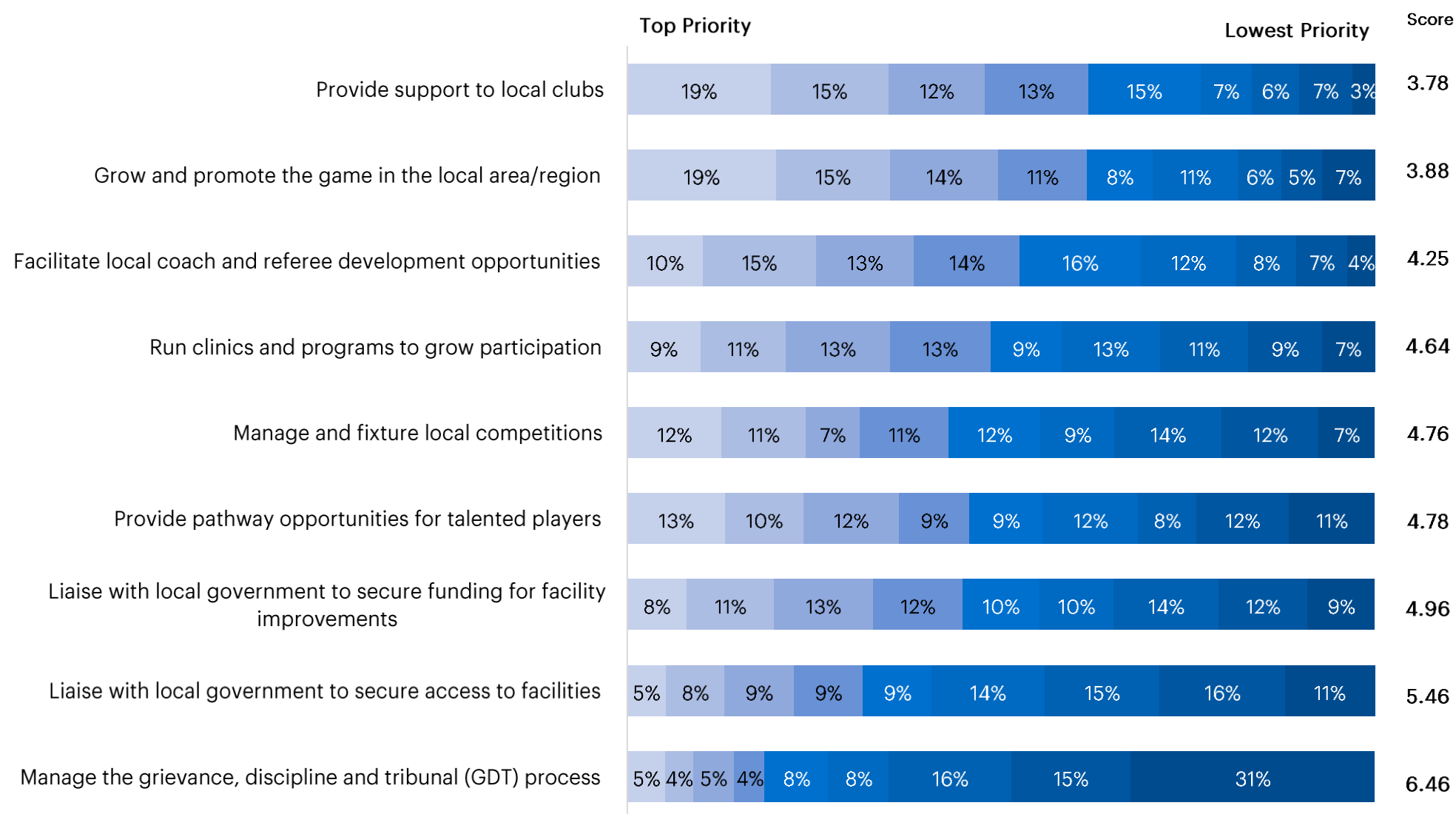


* Excludes Associations with response less than 10)

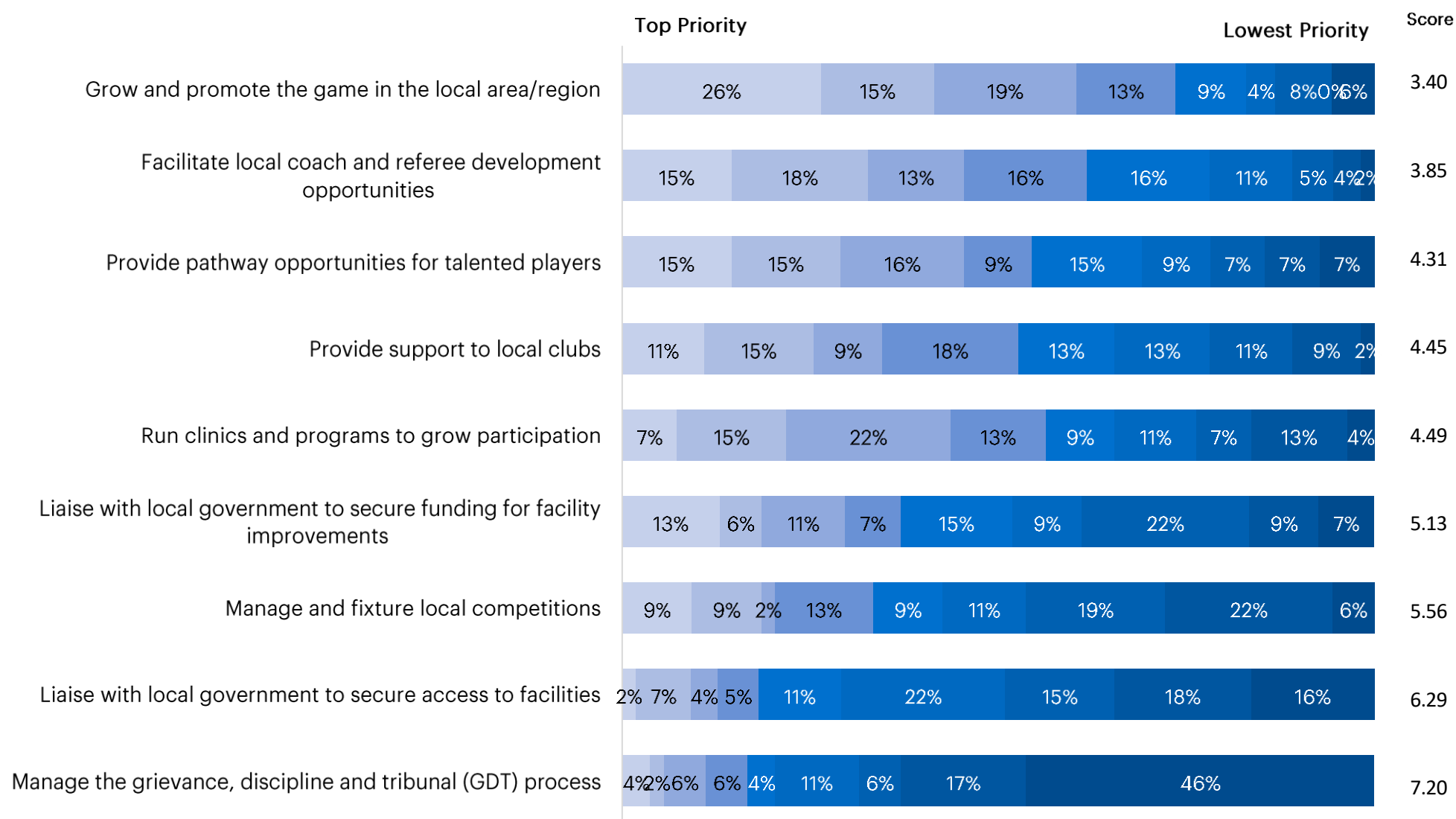
Health of Football



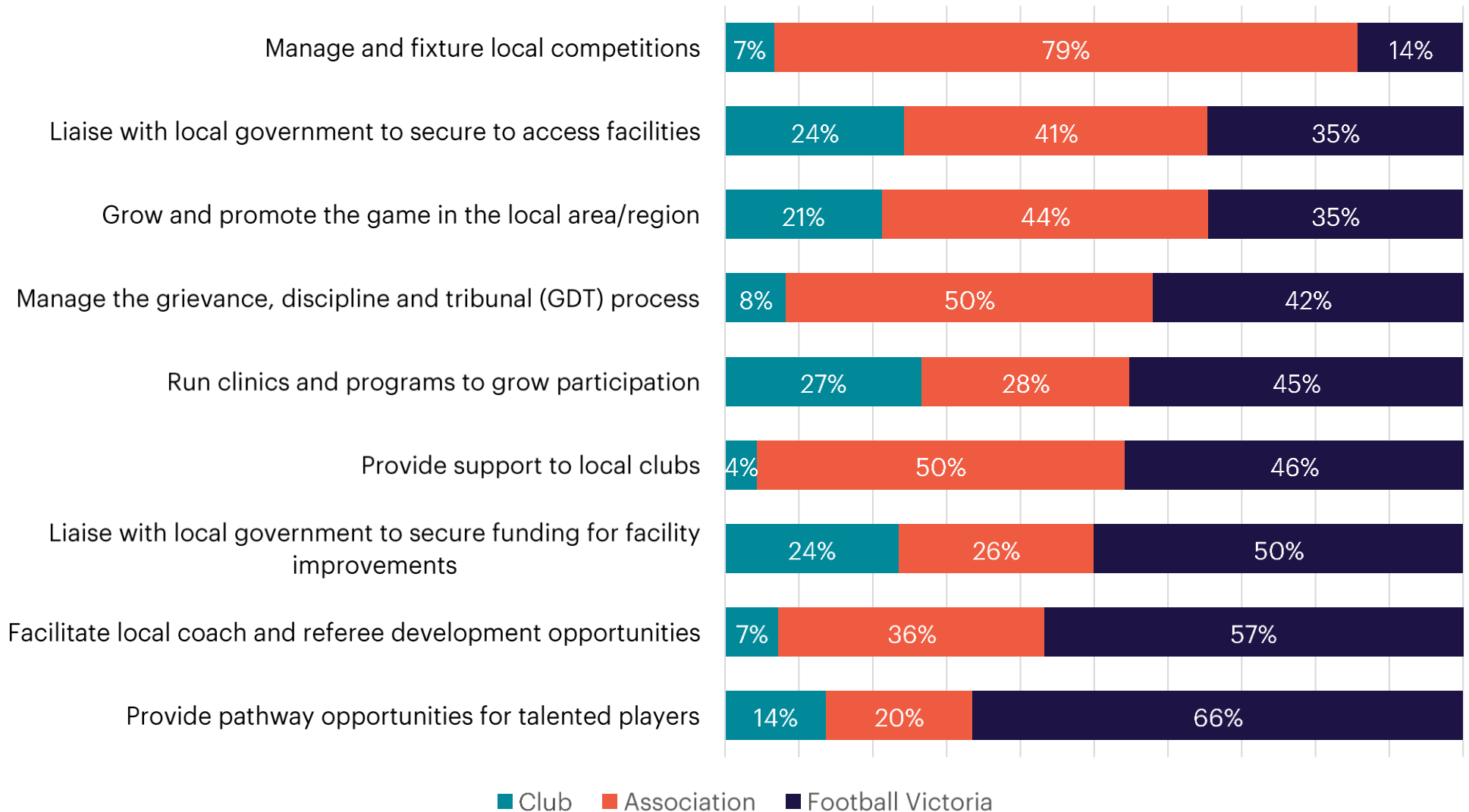
Association Priorities - Overall



Association Priorities - Coaches



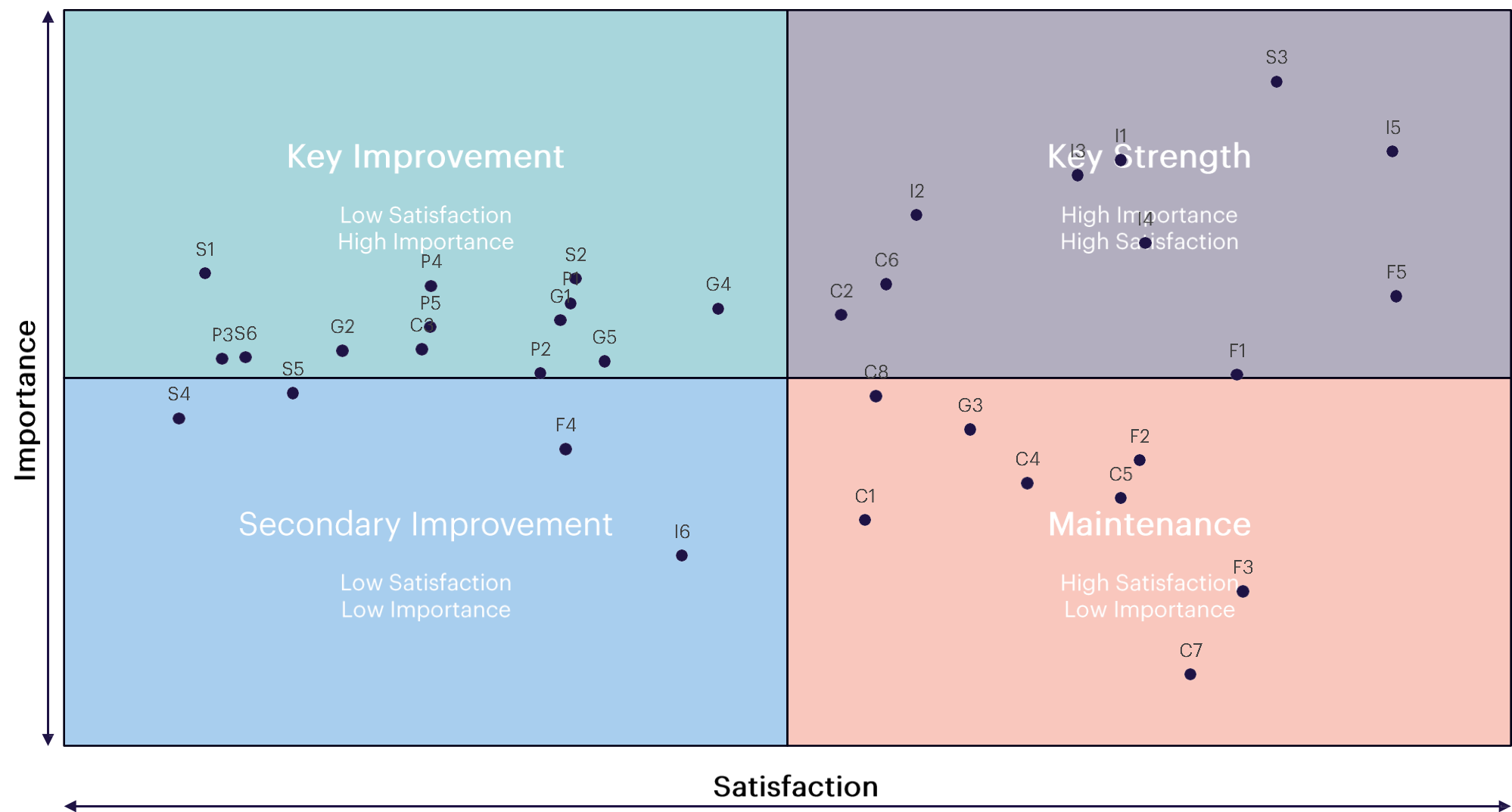
Roles and Responsibilities



Strategic Issue Mapping



Strategic Issue Mapping – All Respondents



Strategic Issue Mapping – All Respondents

	Description	SAT/6	IMP/5
S1	Access to support from Football Victoria	3.0	4.3
S2	Management and administration of the Association	3.4	4.3
P4	Governance of the Association	3.3	4.3
P1	Cost to participate in football	3.4	4.2
G4	Quality of referees	3.6	4.2
G1	Fairness of the discipline and tribunal process	3.4	4.2
P5	Communication from your Association	3.3	4.2
C3	Access to referee education and courses	3.3	4.1
G2	Access to support from your Association	3.2	4.1
S6	Access to coach education and courses	3.1	4.1
P3	Access to higher-level/pathway opportunities for players	3.1	4.1
G5	Timeliness of discipline and tribunal outcomes	3.5	4.1
P2	Communication from Football Victoria	3.4	4.1

	Description	SAT/6	IMP/5
F1	The age groups available (juniors)	4.2	4.1
S5	Access to higher-level/pathway opportunities for referees	3.1	4.0
S4	Access to higher-level/pathway opportunities for coaches	3.0	4.0
F4	Quality of changerooms	3.4	3.9
I6	Opportunities to play different formats of football (e.g. futsal, small-side, social etc.)	3.6	3.7

	Description	SAT/6	IMP/5
S3	Child Safety & Member Protection	4.2	4.7
I5	Club environment/culture	4.3	4.5
I1	Competition environment/culture (on-field)	4.0	4.5
I3	Opportunities for girls to play football	4.0	4.5
I2	Competition/Association culture (off-field)	3.8	4.4
I4	Opportunities for women to play football	4.1	4.3
C6	Quality of pitches	3.8	4.3
F5	Organisation and administration of my club	4.3	4.2
C2	Quality and technical skills of coaches	3.7	4.2
F1	The age groups available (juniors)	4.2	4.1

	Description	SAT/6	IMP/5
C8	Overall standard of football facilities	3.8	4.0
G3	Provision of lighting	3.9	4.0
F2	The scheduling of games	4.0	3.9
C4	Standard of competition	3.9	3.9
C5	The divisions available (seniors)	4.0	3.8
C1	Grading of teams in my competition	3.7	3.8
F3	Length of the season	4.2	3.6
C7	Time required to travel to games	4.1	3.5

Strategic Issue Mapping – All Respondents (excluding Parents)



Strategic Issue Mapping – All Respondents (excluding Parents)

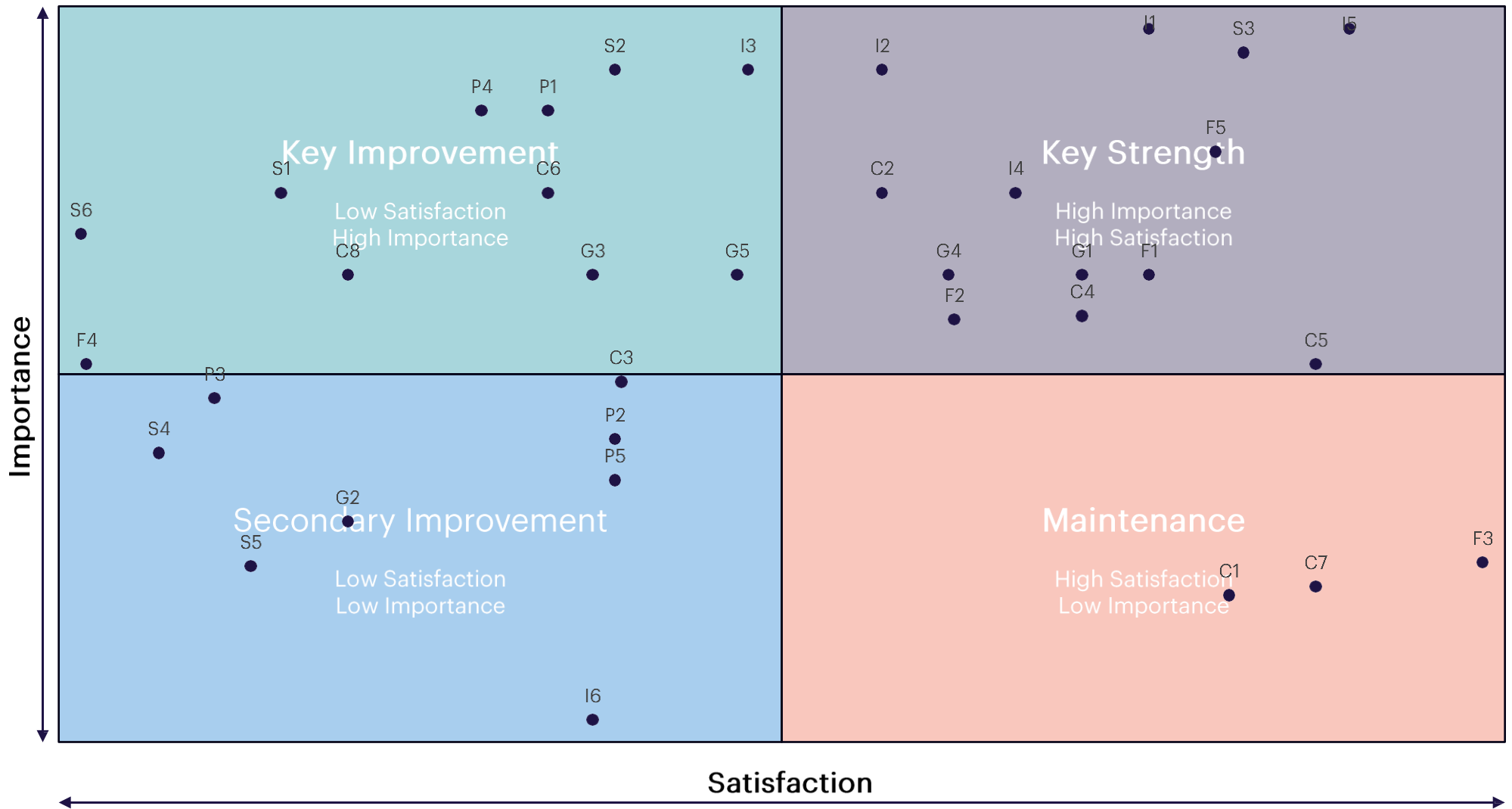
	Description	SAT/6	IMP/5
S2	Management and administration of the Association	3.3	4.3
S1	Access to support from Football Victoria	3.0	4.3
P1	Cost to participate in football	3.2	4.3
P4	Governance of the Association	3.2	4.3
C6	Quality of pitches	3.6	4.3
G4	Quality of referees	3.4	4.2
G1	Fairness of the discipline and tribunal process	3.3	4.2
P5	Communication from your Association	3.1	4.2
C3	Access to referee education and courses	3.2	4.2
P2	Communication from Football Victoria	3.3	4.2
S6	Access to coach education and courses	3.0	4.1
G2	Access to support from your Association	3.0	4.1
G5	Timeliness of discipline and tribunal outcomes	3.4	4.1
C2	Quality and technical skills of coaches	3.5	4.1
P3	Access to higher-level/pathway opportunities for players	3.0	4.1
C8	Overall standard of football facilities	3.6	4.1
S5	Access to higher-level/pathway opportunities for referees	3.0	4.0

	Description	SAT/6	IMP/5
F4	Quality of changerooms	3.3	4.0
S4	Access to higher-level/pathway opportunities for coaches	2.9	4.0
C1	Grading of teams in my competition	3.6	3.7
I6	Opportunities to play different formats of football (e.g. futsal, small-side, social etc.)	3.5	3.7

	Description	SAT/6	IMP/5
S3	Child Safety & Member Protection	4.2	4.6
I3	Opportunities for girls to play football	3.9	4.5
I5	Club environment/culture	4.3	4.5
I1	Competition environment/culture (on-field)	3.9	4.5
I4	Opportunities for women to play football	4.0	4.4
I2	Competition/Association culture (off-field)	3.7	4.4
F5	Organisation and administration of my club	4.3	4.2
F1	The age groups available (juniors)	3.9	4.1

	Description	SAT/6	IMP/5
G3	Provision of lighting	3.7	4.0
F2	The scheduling of games	3.8	3.9
C4	Standard of competition	3.7	3.8
C5	The divisions available (seniors)	3.9	3.8
F3	Length of the season	4.0	3.6
C7	Time required to travel to games	4.0	3.4

Strategic Issue Mapping – Association Stakeholders



Strategic Issue Mapping – Association Stakeholders

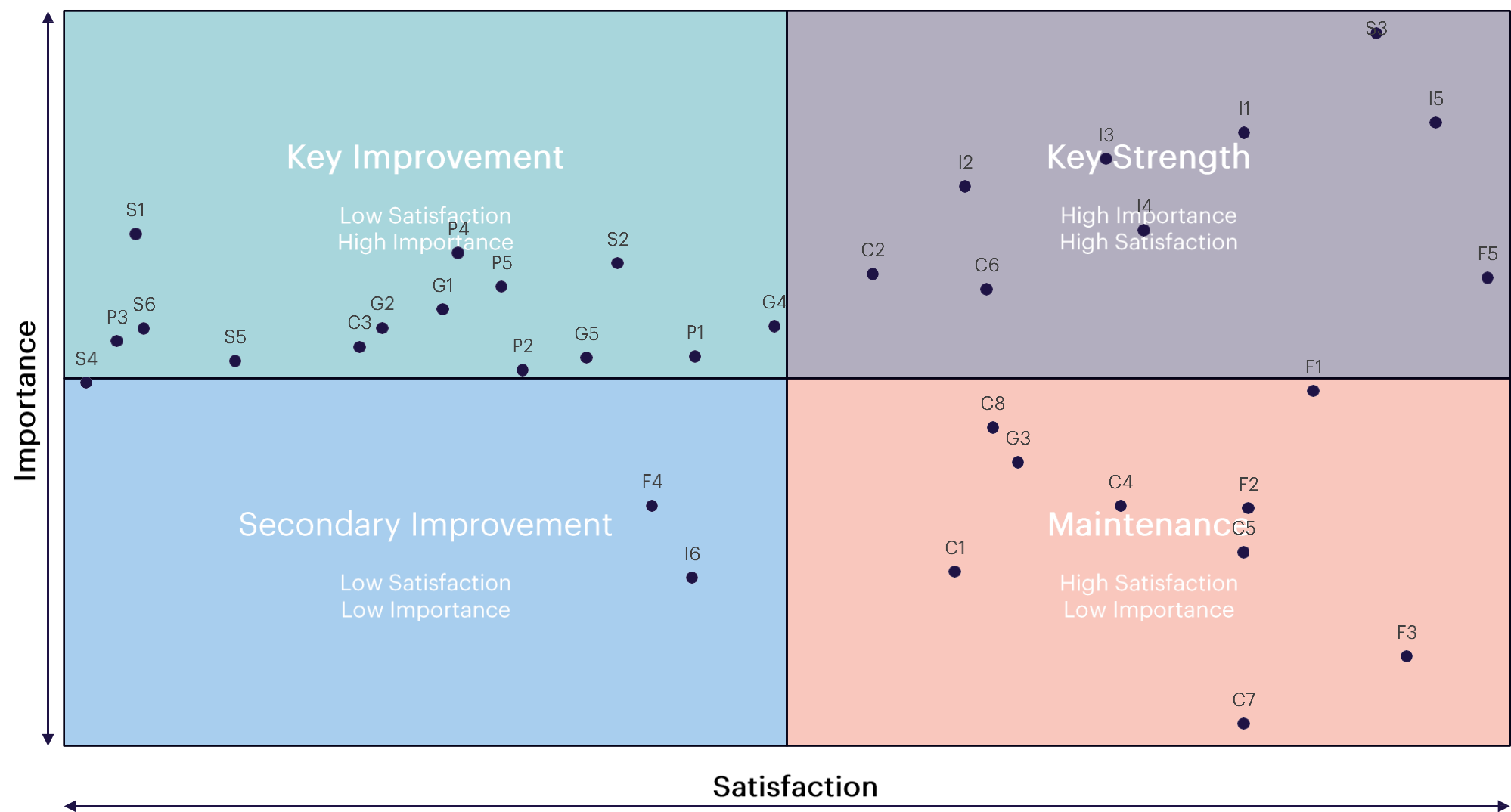
	Description	SAT/6	IMP/5
I3	Opportunities for girls to play football	3.8	4.4
S2	Management and administration of the Association	3.7	4.4
P1	Cost to participate in football	3.6	4.3
P4	Governance of the Association	3.5	4.3
C6	Quality of pitches	3.6	4.2
S1	Access to support from Football Victoria	3.3	4.2
S6	Access to coach education and courses	3.1	4.1
C8	Overall standard of football facilities	3.4	4.0
G3	Provision of lighting	3.7	4.0
G5	Timeliness of discipline and tribunal outcomes	3.8	4.0
F4	Quality of changerooms	3.1	3.8

	Description	SAT/6	IMP/5
C3	Access to referee education and courses	3.7	3.8
P3	Access to higher-level/pathway opportunities for players	3.2	3.8
P2	Communication from Football Victoria	3.7	3.7
S4	Access to higher-level/pathway opportunities for coaches	3.2	3.7
P5	Communication from your Association	3.7	3.6
G2	Access to support from your Association	3.4	3.5
S5	Access to higher-level/pathway opportunities for referees	3.3	3.5
I6	Opportunities to play different formats of football (e.g. futsal, small-side, social etc.)	3.7	3.2

	Description	SAT/6	IMP/5
I1	Competition environment/culture (on-field)	4.3	4.5
I5	Club environment/culture	4.5	4.5
S3	Child Safety & Member Protection	4.4	4.4
I2	Competition/Association culture (off-field)	4.0	4.4
F5	Organisation and administration of my club	4.4	4.2
C2	Quality and technical skills of coaches	4.0	4.2
I4	Opportunities for women to play football	4.2	4.2
F1	The age groups available (juniors)	4.3	4.0
G1	Fairness of the discipline and tribunal process	4.2	4.0
G4	Quality of referees	4.1	4.0
C4	Standard of competition	4.2	3.9
F2	The scheduling of games	4.1	3.9
C5	The divisions available (seniors)	4.5	3.8

	Description	SAT/6	IMP/5
F3	Length of the season	4.7	3.5
C7	Time required to travel to games	4.5	3.4
C1	Grading of teams in my competition	4.4	3.4

Strategic Issue Mapping – Club Stakeholders



Strategic Issue Mapping – Club Stakeholders

	Description	SAT/6	IMP/5
S1	Access to support from Football Victoria	3.0	4.4
P4	Governance of the Association	3.3	4.3
S2	Management and administration of the Association	3.5	4.3
P5	Communication from your Association	3.4	4.3
G1	Fairness of the discipline and tribunal process	3.3	4.2
G4	Quality of referees	3.6	4.2
G2	Access to support from your Association	3.2	4.2
S6	Access to coach education and courses	3.0	4.2
P3	Access to higher-level/pathway opportunities for players	3.0	4.2
C3	Access to referee education and courses	3.2	4.2
P1	Cost to participate in football	3.6	4.1
G5	Timeliness of discipline and tribunal outcomes	3.4	4.1
S5	Access to higher-level/pathway opportunities for referees	3.1	4.1
P2	Communication from Football Victoria	3.4	4.1

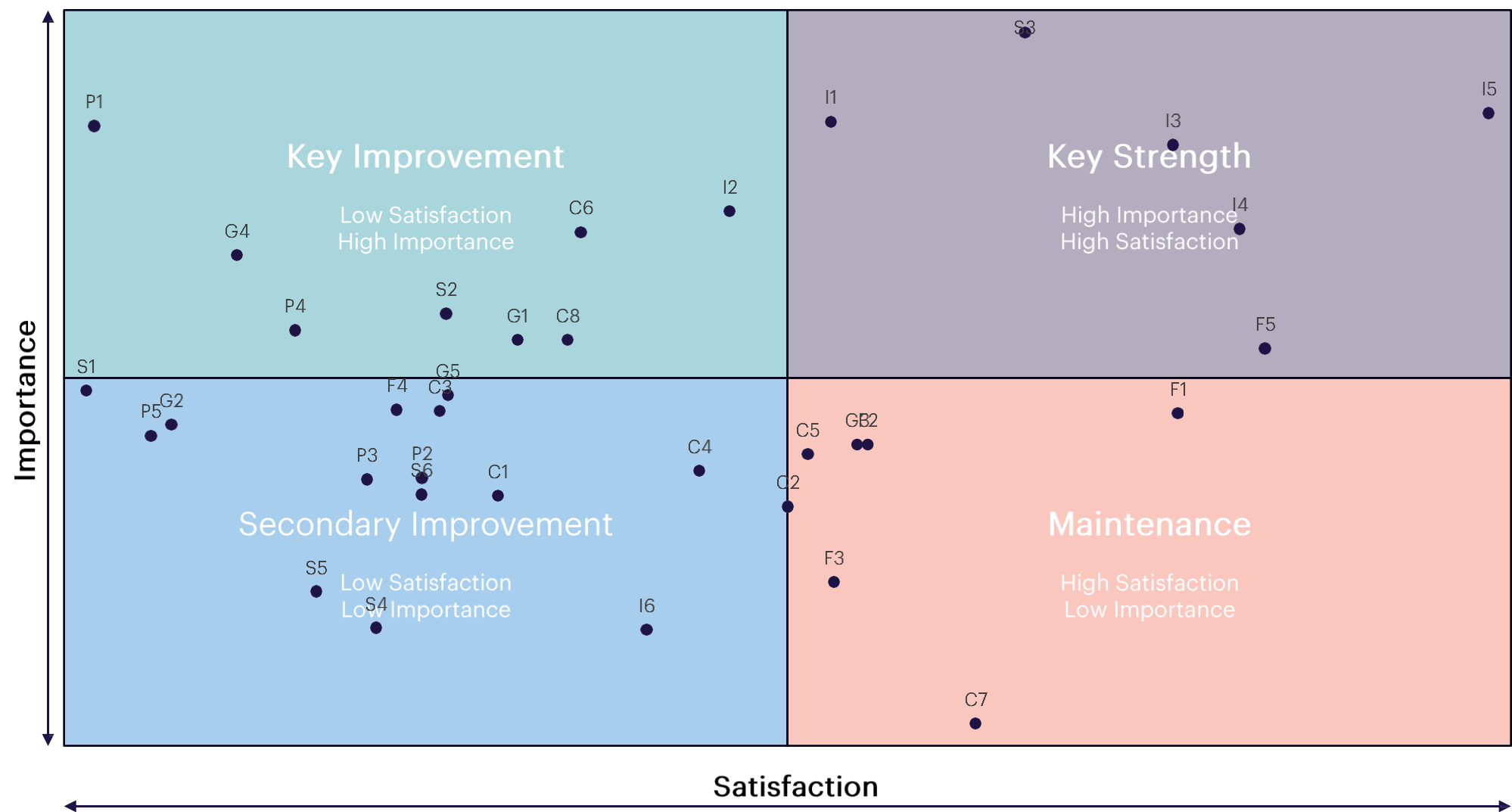
	Description	SAT/6	IMP/5
S4	Access to higher-level/pathway opportunities for coaches	2.9	4.1
F4	Quality of changerooms	3.5	3.9
I6	Opportunities to play different formats of football (e.g. futsal, small-side, social etc.)	3.6	3.7

	Description	SAT/6	IMP/5
S3	Child Safety & Member Protection	4.3	4.7
I5	Club environment/culture	4.3	4.6
I1	Competition environment/culture (on-field)	4.1	4.5
I3	Opportunities for girls to play football	4.0	4.5
I2	Competition/Association culture (off-field)	3.8	4.4
I4	Opportunities for women to play football	4.0	4.4
C2	Quality and technical skills of coaches	3.7	4.3
F5	Organisation and administration of my club	4.4	4.3
C6	Quality of pitches	3.9	4.3

	Description	SAT/6	IMP/5
F1	The age groups available (juniors)	4.2	4.1
C8	Overall standard of football facilities	3.9	4.0
G3	Provision of lighting	3.9	4.0
C4	Standard of competition	4.0	3.9
F2	The scheduling of games	4.1	3.9
C5	The divisions available (seniors)	4.1	3.8
C1	Grading of teams in my competition	3.8	3.8
F3	Length of the season	4.3	3.6
C7	Time required to travel to games	4.1	3.5

“Club Stakeholders” includes Club Committee, Volunteers, Club Coaches and Team Managers.

Strategic Issue Mapping – Players



Strategic Issue Mapping – Players

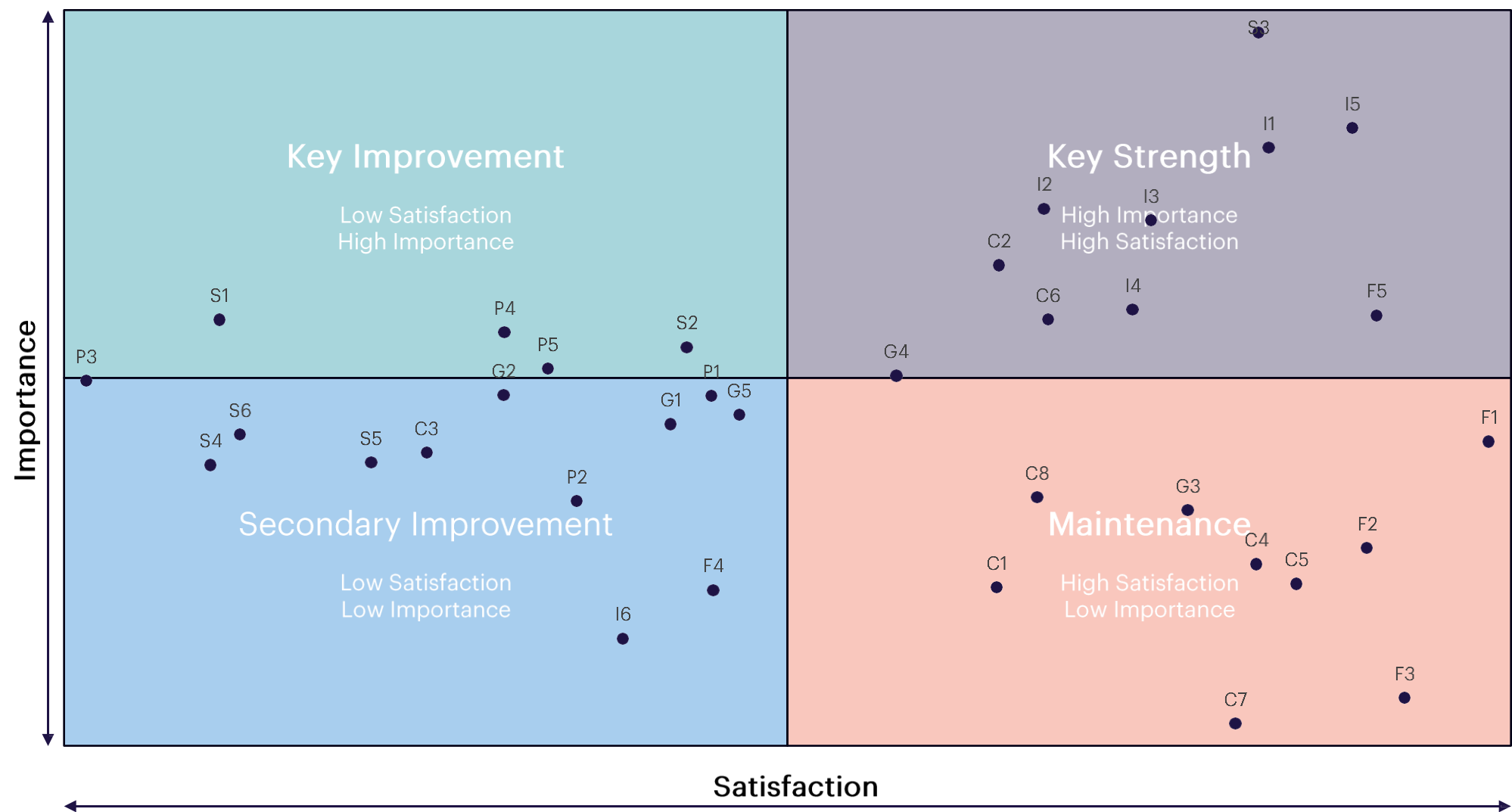
	Description	SAT/6	IMP/5
P1	Cost to participate in football	3.0	4.5
I2	Competition/Association culture (off-field)	3.7	4.4
C6	Quality of pitches	3.5	4.3
G4	Quality of referees	3.1	4.3
S2	Management and administration of the Association	3.4	4.2
P4	Governance of the Association	3.2	4.2
C8	Overall standard of football facilities	3.5	4.2
G1	Fairness of the discipline and tribunal process	3.4	4.2

	Description	SAT/6	IMP/5
S1	Access to support from Football Victoria	3.0	4.1
G5	Timeliness of discipline and tribunal outcomes	3.4	4.1
F4	Quality of changerooms	3.3	4.0
C3	Access to referee education and courses	3.3	4.0
G2	Access to support from your Association	3.1	4.0
P5	Communication from your Association	3.0	4.0
C4	Standard of competition	3.6	3.9
P2	Communication from Football Victoria	3.3	3.9
P3	Access to higher-level/pathway opportunities for players	3.3	3.9
S6	Access to coach education and courses	3.3	3.9
C1	Grading of teams in my competition	3.4	3.9
S5	Access to higher-level/pathway opportunities for referees	3.2	3.7
S4	Access to higher-level/pathway opportunities for coaches	3.3	3.7
I6	Opportunities to play different formats of football (e.g. futsal, small-side, social etc.)	3.6	3.7

	Description	SAT/6	IMP/5
S3	Child Safety & Member Protection	4.0	4.7
I5	Club environment/culture	4.5	4.5
I1	Competition environment/culture (on-field)	3.8	4.5
I3	Opportunities for girls to play football	4.1	4.5
I4	Opportunities for women to play football	4.2	4.3
F5	Organisation and administration of my club	4.2	4.1

	Description	SAT/6	IMP/5
F1	The age groups available (juniors)	4.1	4.0
G3	Provision of lighting	3.8	4.0
F2	The scheduling of games	3.8	4.0
C5	The divisions available (seniors)	3.7	4.0
C2	Quality and technical skills of coaches	3.7	3.9
F3	Length of the season	3.8	3.8
C7	Time required to travel to games	3.9	3.5

Strategic Issue Mapping – Junior Parents



Strategic Issue Mapping – Junior Parents

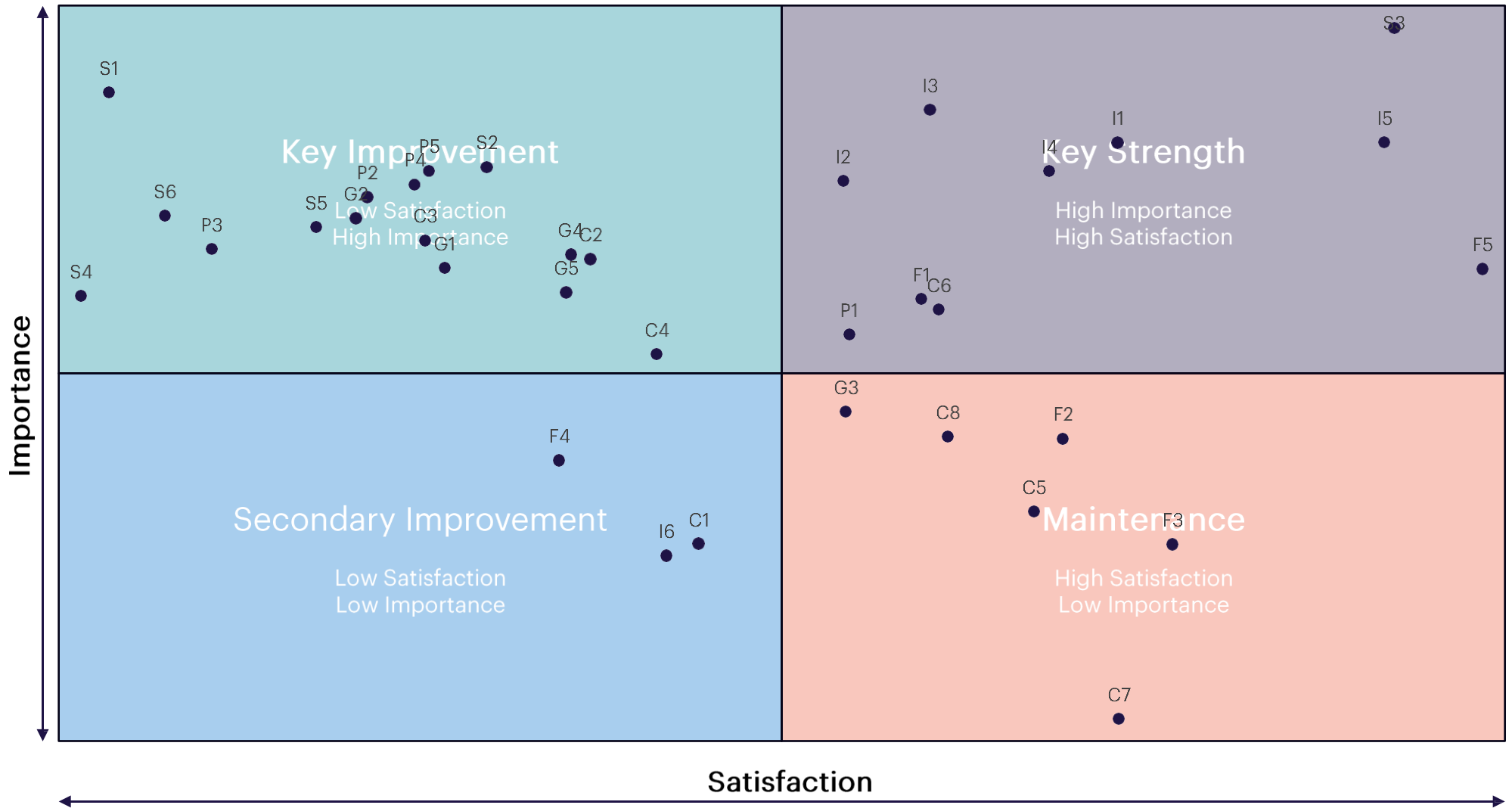
	Description	SAT/6	IMP/5
S1	Access to support from Football Victoria	3.2	4.3
P4	Governance of the Association	3.5	4.2
S2	Management and administration of the Association	3.7	4.2
P5	Communication from your Association	3.5	4.2

	Description	SAT/6	IMP/5
P3	Access to higher-level/pathway opportunities for players	3.1	4.2
G2	Access to support from your Association	3.5	4.1
P1	Cost to participate in football	3.7	4.1
G5	Timeliness of discipline and tribunal outcomes	3.7	4.1
G1	Fairness of the discipline and tribunal process	3.7	4.1
S6	Access to coach education and courses	3.2	4.1
C3	Access to referee education and courses	3.4	4.0
S5	Access to higher-level/pathway opportunities for referees	3.4	4.0
S4	Access to higher-level/pathway opportunities for coaches	3.2	4.0
P2	Communication from Football Victoria	3.6	4.0
F4	Quality of changerooms	3.7	3.8
I6	Opportunities to play different formats of football (e.g. futsal, small-side, social etc.)	3.6	3.8

	Description	SAT/6	IMP/5
S3	Child Safety & Member Protection	4.2	4.7
I5	Club environment/culture	4.3	4.6
I1	Competition environment/culture (on-field)	4.3	4.5
I2	Competition/Association culture (off-field)	4.0	4.4
I3	Opportunities for girls to play football	4.1	4.4
C2	Quality and technical skills of coaches	4.0	4.3
I4	Opportunities for women to play football	4.1	4.3
F5	Organisation and administration of my club	4.4	4.3
C6	Quality of pitches	4.0	4.3
G4	Quality of referees	3.9	4.2

	Description	SAT/6	IMP/5
F1	The age groups available (juniors)	4.5	4.1
C8	Overall standard of football facilities	4.0	4.0
G3	Provision of lighting	4.2	4.0
F2	The scheduling of games	4.4	3.9
C4	Standard of competition	4.2	3.9
C5	The divisions available (seniors)	4.3	3.8
C1	Grading of teams in my competition	4.0	3.8
F3	Length of the season	4.4	3.7
C7	Time required to travel to games	4.2	3.6

Strategic Issue Mapping – Coaches



Strategic Issue Mapping – Coaches

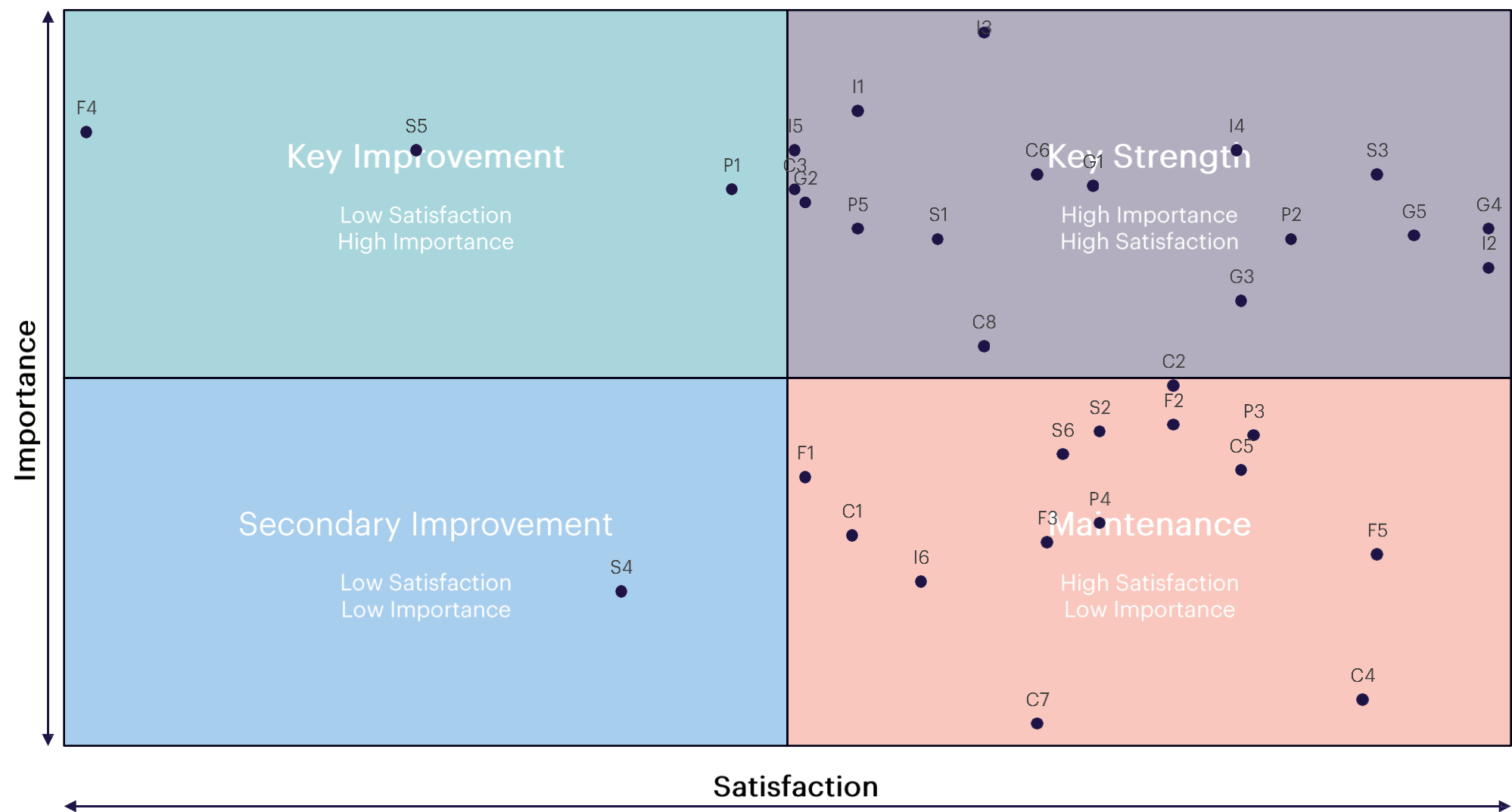
	Description	SAT/6	IMP/5
S1	Access to support from Football Victoria	2.5	4.6
S2	Management and administration of the Association	3.1	4.4
P5	Communication from your Association	3.0	4.4
P4	Governance of the Association	3.0	4.4
P2	Communication from Football Victoria	2.9	4.4
S6	Access to coach education and courses	2.6	4.3
G2	Access to support from your Association	2.9	4.3
S5	Access to higher-level/pathway opportunities for referees	2.8	4.3
C3	Access to referee education and courses	3.0	4.3
P3	Access to higher-level/pathway opportunities for players	2.7	4.3
G4	Quality of referees	3.2	4.3
C2	Quality and technical skills of coaches	3.2	4.3
G1	Fairness of the discipline and tribunal process	3.0	4.2
G5	Timeliness of discipline and tribunal outcomes	3.2	4.2
S4	Access to higher-level/pathway opportunities for coaches	2.5	4.2
C4	Standard of competition	3.3	4.1

	Description	SAT/6	IMP/5
F4	Quality of changerooms	3.2	3.9
C1	Grading of teams in my competition	3.3	3.7
I6	Opportunities to play different formats of football (e.g. futsal, small-side, social etc.)	3.3	3.7

	Description	SAT/6	IMP/5
S3	Child Safety & Member Protection	4.3	4.7
I3	Opportunities for girls to play football	3.7	4.6
I5	Club environment/culture	4.3	4.5
I1	Competition environment/culture (on-field)	3.9	4.5
I4	Opportunities for women to play football	3.8	4.4
I2	Competition/Association culture (off-field)	3.5	4.4
F5	Organisation and administration of my club	4.4	4.2
F1	The age groups available (juniors)	3.7	4.2
C6	Quality of pitches	3.7	4.2
P1	Cost to participate in football	3.6	4.1

	Description	SAT/6	IMP/5
G3	Provision of lighting	3.6	4.0
C8	Overall standard of football facilities	3.7	3.9
F2	The scheduling of games	3.8	3.9
C5	The divisions available (seniors)	3.8	3.8
F3	Length of the season	4.0	3.7
C7	Time required to travel to games	3.9	3.4

Strategic Issue Mapping – Referees



Strategic Issue Mapping – Referees

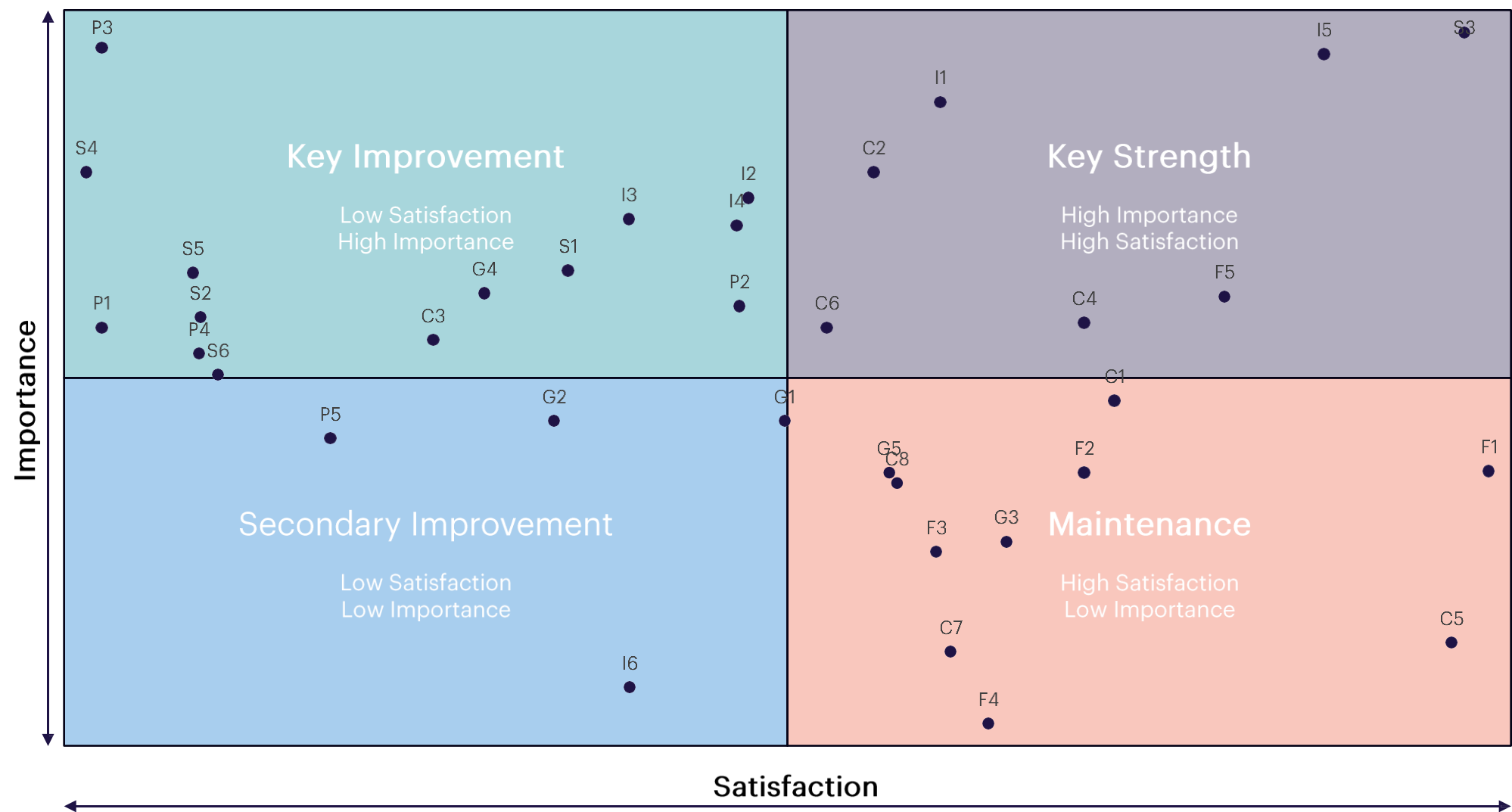
	Description	SAT/6	IMP/5
F4	Quality of changerooms	2.8	4.5
S5	Access to higher-level/pathway opportunities for referees	3.1	4.4
P1	Cost to participate in football	3.5	4.4

	Description	SAT/6	IMP/5
S4	Access to higher-level/pathway opportunities for coaches	3.4	3.6

	Description	SAT/6	IMP/5
C2	Quality and technical skills of coaches	4.0	4.0
F2	The scheduling of games	4.0	3.9
S2	Management and administration of the Association	3.9	3.9
P3	Access to higher-level/pathway opportunities for players	4.1	3.9
S6	Access to coach education and courses	3.9	3.9
C5	The divisions available (seniors)	4.1	3.8
F1	The age groups available (juniors)	3.6	3.8
P4	Governance of the Association	3.9	3.8
C1	Grading of teams in my competition	3.6	3.7
F3	Length of the season	3.9	3.7
F5	Organisation and administration of my club	4.2	3.7
I6	Opportunities to play different formats of football (e.g. futsal, small-side, social etc.)	3.7	3.6
C4	Standard of competition	4.2	3.4
C7	Time required to travel to games	3.8	3.4

	Description	SAT/6	IMP/5
I3	Opportunities for girls to play football	3.8	4.6
I1	Competition environment/culture (on-field)	3.6	4.5
I4	Opportunities for women to play football	4.1	4.4
I5	Club environment/culture	3.6	4.4
C6	Quality of pitches	3.8	4.4
S3	Child Safety & Member Protection	4.2	4.4
G1	Fairness of the discipline and tribunal process	3.9	4.4
C3	Access to referee education and courses	3.6	4.4
G2	Access to support from your Association	3.6	4.3
G4	Quality of referees	4.4	4.3
P5	Communication from your Association	3.6	4.3
G5	Timeliness of discipline and tribunal outcomes	4.3	4.3
P2	Communication from Football Victoria	4.1	4.3
S1	Access to support from Football Victoria	3.7	4.3
I2	Competition/Association culture (off-field)	4.4	4.2
G3	Provision of lighting	4.1	4.2
C8	Overall standard of football facilities	3.8	4.1

Strategic Issue Mapping – NPL Clubs (All roles)



Strategic Issue Mapping – NPL Clubs (All roles)

	Description	SAT/6	IMP/5
P3	Access to higher-level/pathway opportunities for players	3.0	4.6
S4	Access to higher-level/pathway opportunities for coaches	2.9	4.4
I2	Competition/Association culture (off-field)	3.6	4.4
I3	Opportunities for girls to play football	3.5	4.3
I4	Opportunities for women to play football	3.6	4.3
S1	Access to support from Football Victoria	3.4	4.2
S5	Access to higher-level/pathway opportunities for referees	3.0	4.2
G4	Quality of referees	3.4	4.2
P2	Communication from Football Victoria	3.6	4.2
S2	Management and administration of the Association	3.1	4.2
P1	Cost to participate in football	3.0	4.2
C3	Access to referee education and courses	3.3	4.1
P4	Governance of the Association	3.1	4.1
S6	Access to coach education and courses	3.1	4.1

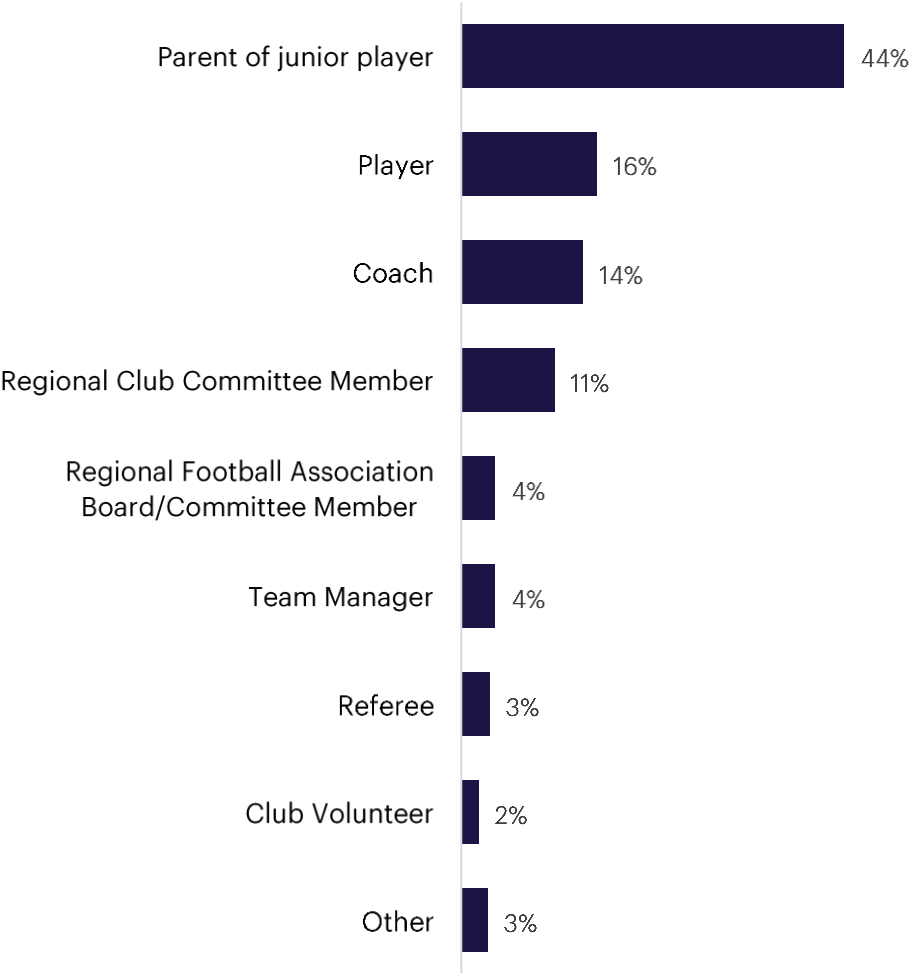
	Description	SAT/6	IMP/5
G1	Fairness of the discipline and tribunal process	3.7	4.0
G2	Access to support from your Association	3.4	4.0
P5	Communication from your Association	3.2	4.0
I6	Opportunities to play different formats of football (e.g. futsal, small-side, social etc.)	3.5	3.6

	Description	SAT/6	IMP/5
S3	Child Safety & Member Protection	4.4	4.6
I5	Club environment/culture	4.3	4.6
I1	Competition environment/culture (on-field)	3.8	4.5
C2	Quality and technical skills of coaches	3.8	4.4
F5	Organisation and administration of my club	4.2	4.2
C4	Standard of competition	4.0	4.2
C6	Quality of pitches	3.7	4.2

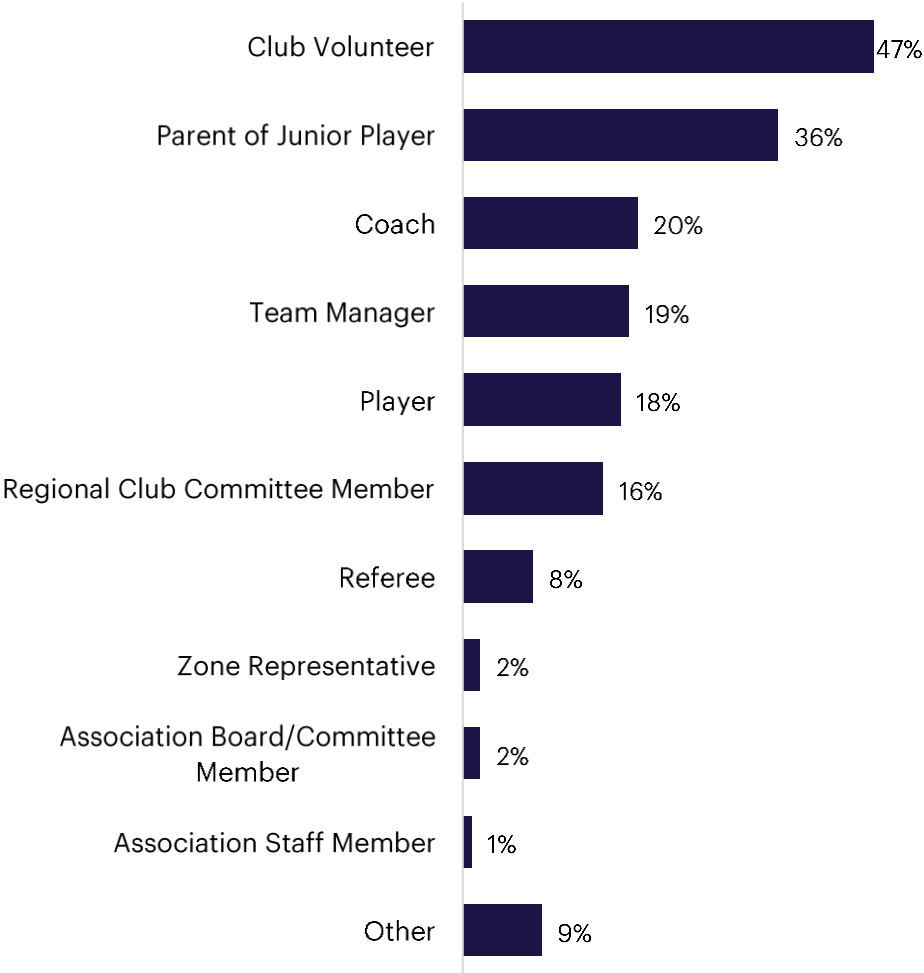
	Description	SAT/6	IMP/5
C1	Grading of teams in my competition	4.0	4.0
F1	The age groups available (juniors)	4.4	3.9
F2	The scheduling of games	4.0	3.9
G5	Timeliness of discipline and tribunal outcomes	3.8	3.9
C8	Overall standard of football facilities	3.8	3.9
G3	Provision of lighting	3.9	3.8
F3	Length of the season	3.8	3.8
C5	The divisions available (seniors)	4.4	3.6
C7	Time required to travel to games	3.9	3.6
F4	Quality of changerooms	3.9	3.5

Respondent Profile

Primary Role

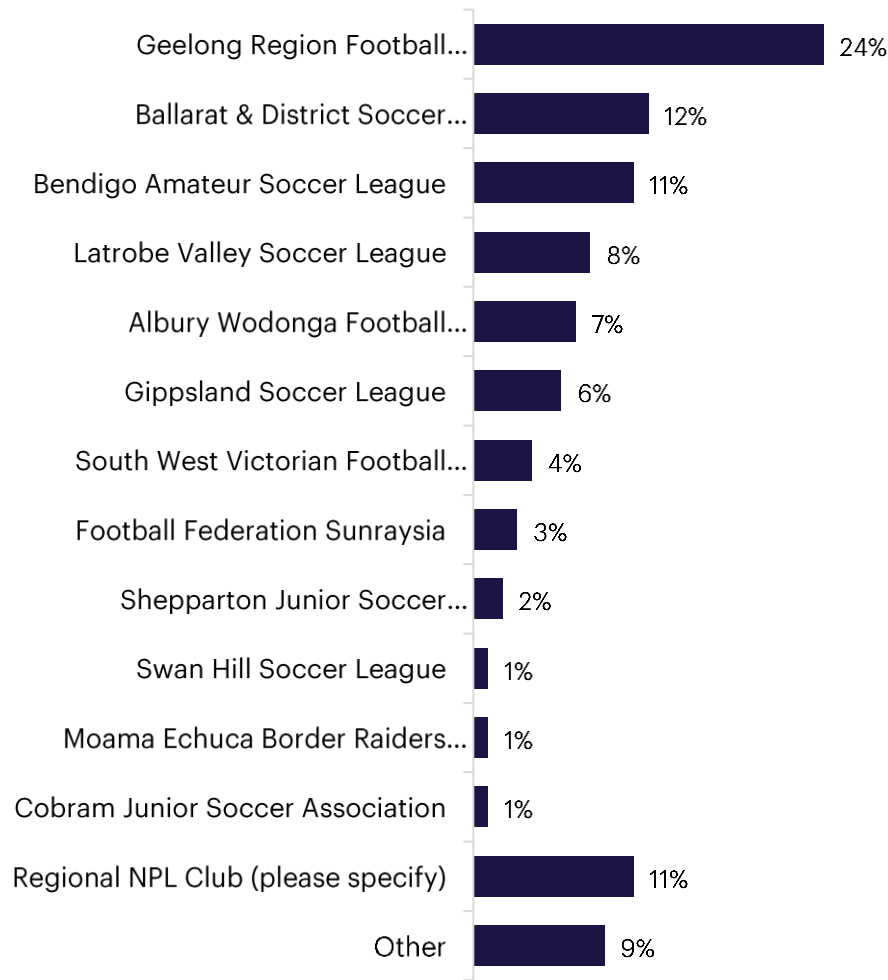


Secondary Role

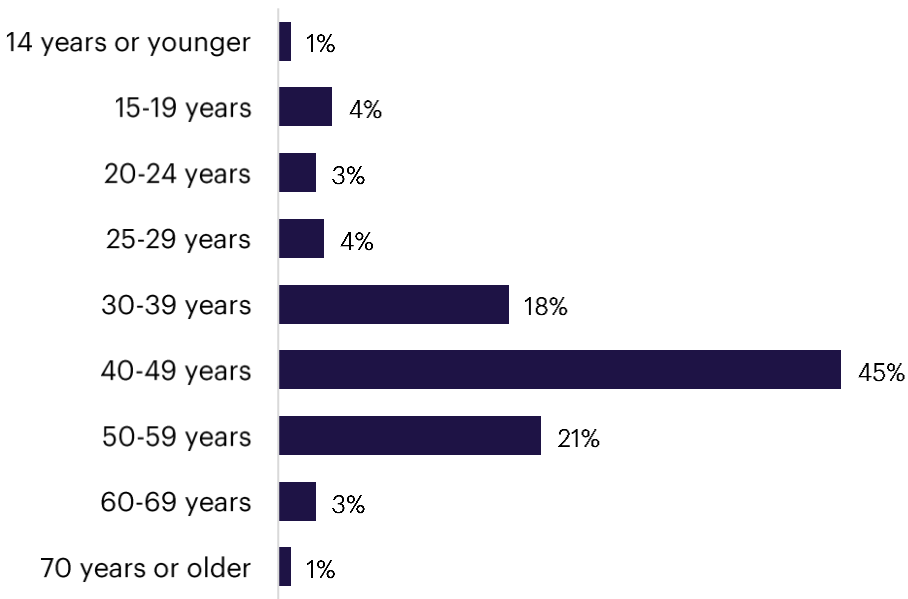


Respondent Profile

Association



Age



Gender



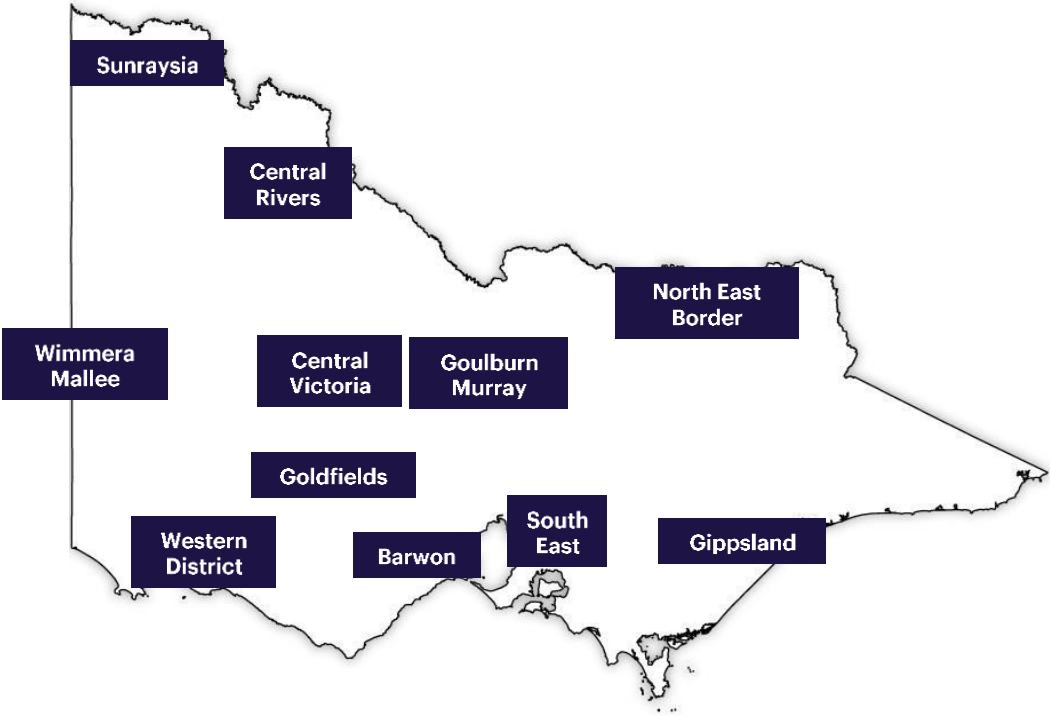


Appendix: Other Sport Regional Structures

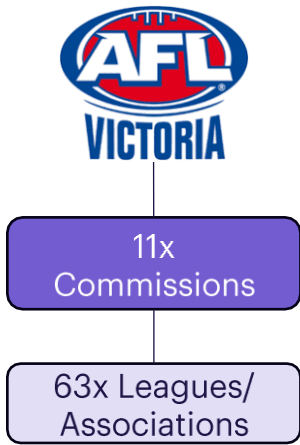
AFL Victoria

Overview

There are 11 regional AFL commissions in Victoria, administering a total of 63 leagues. Leagues then administer a range of competitions, either solely for men, women, juniors, or a combination. For example, one league may administer solely senior men’s, whilst another may administer senior men’s and junior boys/girls.



AFL Victoria Regional Structure



Commission	Leagues		
	Men's	Women's	Juniors
Barwon	3	1	1
Central Rivers	2		
Central Victoria	6		
Gippsland	7	1	7
Goldfields	4	1	0
Goulburn Murray	2	1	3
North East Border	4	1	2
South East	1	1	3
Sunraysia	2	1	0
Western District	4	1	1
Wimmera Mallee	2	0	1

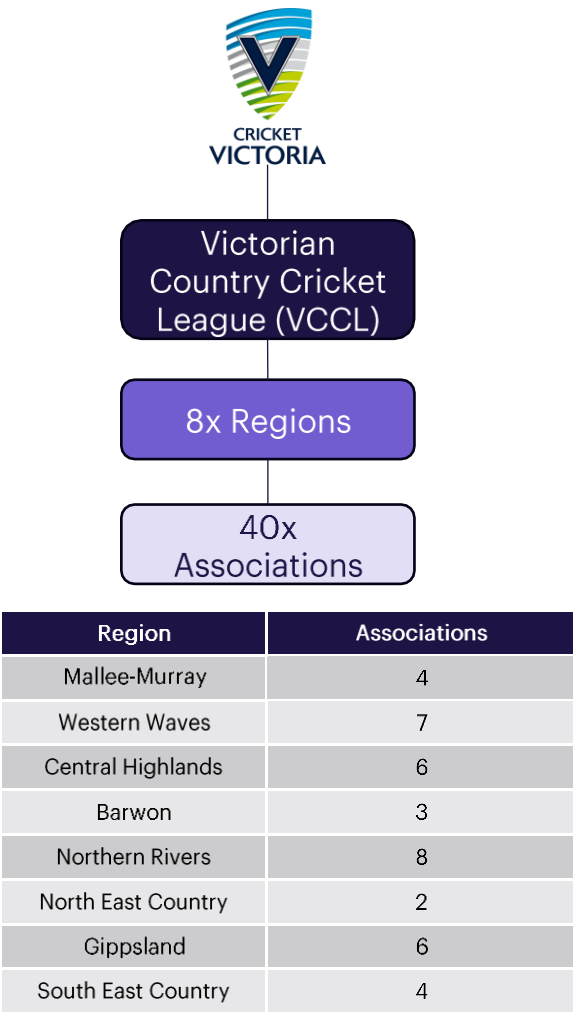
Cricket Victoria

Overview

The Victorian Country Cricket League (VCCL) is Victoria’s umbrella organisation for all country cricket associations and clubs. It is divided into eight regions across the state which collectively governs 62 associations. Associations then administer a range of competitions, either solely for men, women, juniors, or a combination. For example, one league may administer solely senior men’s, whilst another may administer senior men’s and junior boys/girls.



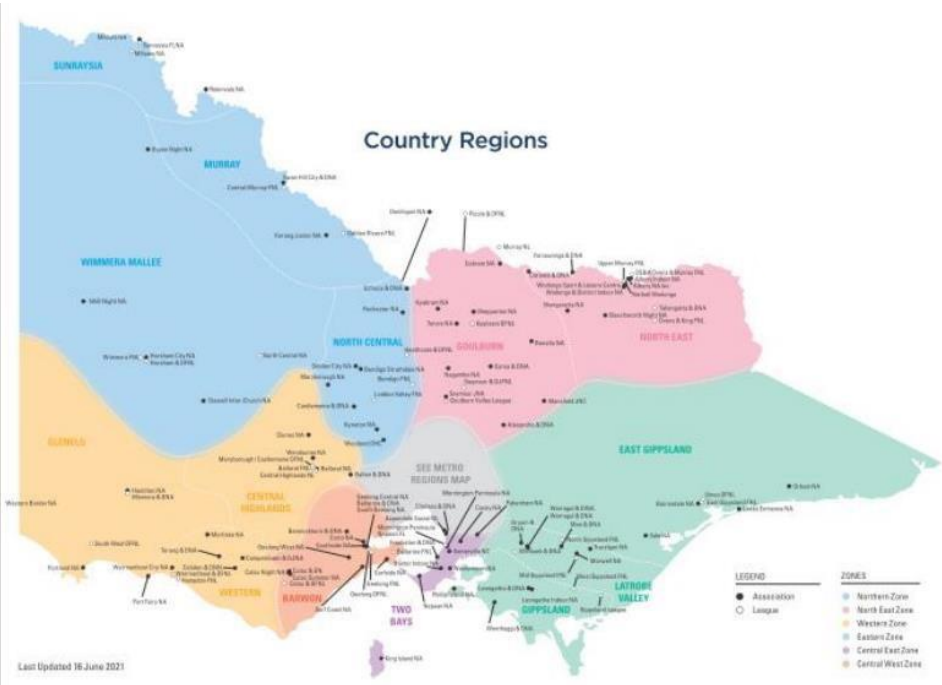
Cricket Victoria Regional Structure



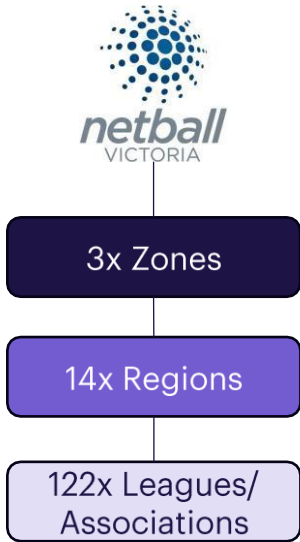
Netball Victoria

Overview

Netball in regional Victoria is initially divided into three zones: Eastern, Northern and Western. Zones are governed by zone managers, and are responsible for the 14 regions that are collectively administered. The 14 regions then administer 122 leagues/associations across regional Victoria. This number is larger than AFL and Cricket Victoria’s number of associations, given competitive netball occurs under two systems (Netball Associations and Football/Netball Leagues) and Clubs often have one of each.



Netball Victoria Regional Structure

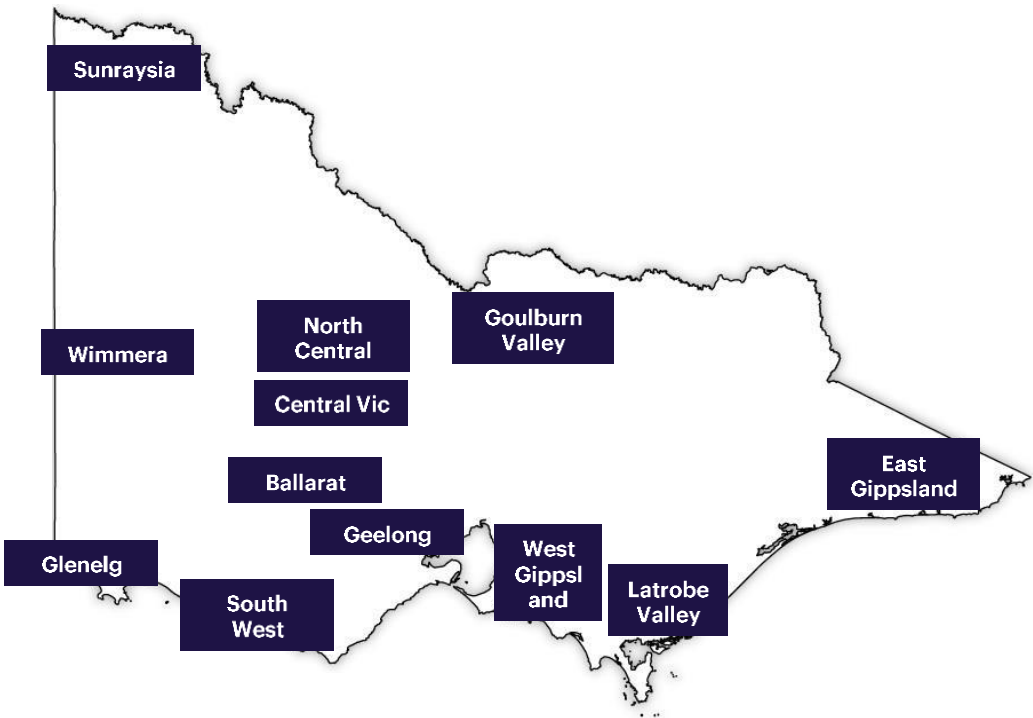


Region	Leagues/Associations	Region	Leagues/Associations
Barwon	16	Murray	5
Central Highlands	7	North Central	12
East Gippsland	6	North East	13
Gippsland	6	Sunraysia	4
Glenelg	5	Two Bays	9
Goulburn	14	Western	9
Latrobe Valley	9	Wimmera Mallee	7

Hockey Victoria

Overview

There are 12 regional Hockey Victoria associations that directly administer junior and senior competitions for their respective clubs. They report directly to Hockey Victoria's Regional Workforce and Development Manager.



Hockey Victoria Regional Structure



12x Associations

Association
East Gippsland Hockey Association
Geelong Hockey Association
Glenelg Region Hockey Association
Goulburn Valley Hockey Association
Hockey Ballarat
Hockey Central Vic
Latrobe Valley Hockey Association
North Central Hockey Association
Sunraysia Hockey Association
Hockey South West
West Gippsland Hockey Association
Wimmera Hockey Association

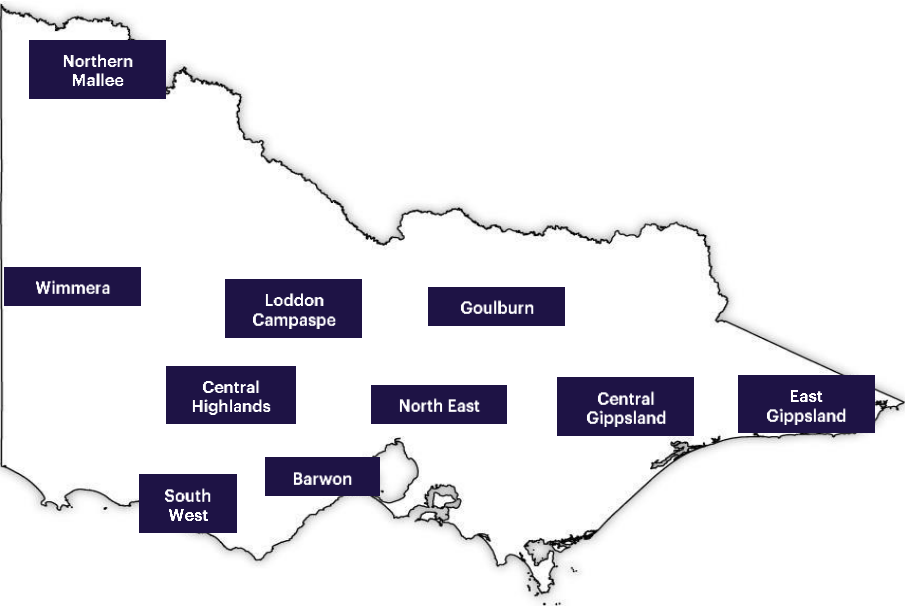
Tennis Victoria

Overview

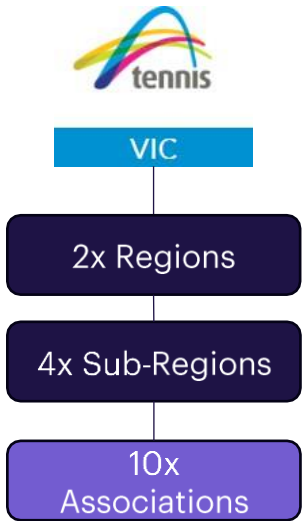
There are two regions of tennis in regional Victoria: Country West and Country East. Each has a Regional Tennis Manager that oversees the below sub-regions:

- North West (Country West)
- South West (Country West)
- Central West (Country West)
- South East (Country East)

These sub-regions are responsible for administering the below associations within their region, who collectively administer competitions for players.



Tennis Victoria Regional Structure



Association
Barwon
Central Gippsland
Central Highlands
East Gippsland
Goulburn
Loddon Campaspe
Northern Mallee
North East
South West
Wimmera



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