

AFL Victoria Strategic Plan 2017-2022





Foreword

Football in Victoria is ever changing. Whether it is the rapid growth of female football at all levels or the introduction of the AFL Next Generation Academies it is an exciting time to be involved in the heartland of Australian Football.

As the landscape changes, so must our plans. In 2016 AFL Victoria initiated a process to develop its Strategic Plan for the period 2017-2022. This process involved workshops with staff, community leagues and commissions to ensure the issues impacting on football across Victoria were captured as part of our planning process.

This document summarises our strategic direction for the next six years, linking our vision, mission and values with core strategic pillars that aim to support football at all levels right across Victoria.

Steven Reaper
AFL Victoria CEO

Our Environment

The environment in which football operates within Victoria is very different to that of years gone by.

There are increasing pressures on peoples' time with extended and varied working hours and a greater range of sport, leisure and recreational pursuits competing for our time. The makeup of our communities is also changing. More than one quarter of Victoria's population was born overseas and almost half of all Victorians were either born overseas or have a parent who was born overseas. Victoria is currently growing faster than any other state and Melbourne is the fastest growing capital city in Australia. Migration continues to drive our population growth, with Victoria's population projected to grow by more than 3 million people by 2050. Almost two thirds (or 1.9 million) will be from overseas migration. Whilst Victoria overall is growing, some parts of the state are experiencing population decline. Both these situations impact on these communities and their football clubs and leagues.

Within football itself, the advent of the AFL Women's national competition is expected to continue to drive the rapid growth in female football at all levels, altering the traditional makeup of community clubs and our participation and talent programs. The AFL Club Next Generation Academies will have a footprint in every part of Victoria, using AFL Club brands to help drive participation and talent development, with particular focus on indigenous and multicultural communities. Advancements in technology and how they can be used to promote and support our game (including players, coaches and volunteers) will also shape our delivery.

These and other environmental factors have been considered as part of the process to develop our future plans.



Vision

To be the most accessible sport for all Victorians

The graphic is divided into four vertical panels, each representing an AFL value. The background of each panel is a different color and texture: blue for 'Win', green for 'Fair', red for 'Passion', and orange for 'Team'. Each panel features a small icon at the top, a title in large white letters, a descriptive paragraph, and a small 'AFL VALUES' box at the bottom. The 'Win' panel also shows two golden oak leaves at the bottom.

PLAY TO WIN

We rise to every challenge and do what we say we will do – we own the outcome. We thrive on pushing the boundaries beyond what we have done before to achieve the extraordinary for our people, fans, partners and the community.

AFL VALUES

PLAY FAIR

Respect, integrity, honesty, empathy and a great work ethic earns us the right to play.

AFL VALUES

PLAY WITH PASSION

We love what we do. Passion, energy, fun and perseverance is at the heart of our sport and is what drives how we work.

AFL VALUES

PLAY AS ONE TEAM

We work as one team because together we achieve better outcomes. We bring out the best in each other by embracing our diverse range of ideas, skills and backgrounds to achieve individual and shared success. We celebrate our wins and always have each other's back.

AFL VALUES

Strategic Plan Pillars



Keys to Success

Embedding Diversity
in everything we do across gender, culture and ability

Ultimate Collaboration
All football stakeholders working together in regions to grow the game

Easy Accessibility
and clear pathways to participate and progress through the game

Participation Programs

Programs tailored to introduce, recruit, transition and retain participants in our game.

Key Priorities

- ▶ Refresh the NAB AFL Auskick curriculum, including a stepped progression between entry level Auskick and Club Football.
- ▶ Provide enhanced support to Auskick coaches and coordinators via easier to access lesson plans and coaching principles.
- ▶ Review school football competitions to ensure a clear, relevant and logical approach to these competitions and that all school programs have a clear link to ongoing participation via community football.
- ▶ Align programs and activities with AFL Club brands in Next Generation Academy (NGA) zones to attract kids to our programs.
- ▶ Define the role of AFL 9s in schools and the social/community setting.
- ▶ Define the positioning of AFL Active as a participation product.
- ▶ Continued focus on schools with low football participation rates, in particular multicultural schools and utilise the GDO workforce to support.
- ▶ Identify role models/community leaders within targeted multicultural communities to assist in attracting those communities to the game.





Community Football

A vibrant and sustainable network of inclusive clubs, leagues and commissions that are at the heart of every community.



Key Priorities

- ▶ Work with football leagues/commissions to find efficiencies to support the volunteer network.
- ▶ Better utilise and promote the Club Improvement Program to support clubs and target those most in need strategically and address in a prioritised approach.
- ▶ Enhance our support of volunteers and club development activities, with particular focus on managing increasing diversity and dealing with social issues in the community.
- ▶ Distribute the management of senior women's competitions to community football leagues.
- ▶ Continue to implement and evolve the Community Club Sustainability Program.
- ▶ Proactively establish new clubs in growing communities.
- ▶ Explore measures to reduce the time commitment for community football participants—length of matches, scheduling, training, varying degrees of commitment (i.e. Club 18s).
- ▶ Better utilise Multicultural Community Ambassadors to encourage greater diversity in our clubs.
- ▶ Engage those from diverse backgrounds to umpiring opportunities/programs to assist with recruitment.
- ▶ Develop a more accessible coach education program to enable greater opportunities for learning experiences for team and umpire coaches.

Talent Pathways

A clear and compelling talent pathway for players, coaches, umpires, administrators and support staff that enables them to reach their potential.

Key Priorities

- ▶ Create better connections (via NGAs) between TAC Cup Programs, AFL Clubs and community football to enhance resourcing, access to elite facilities and coaching and define a clearer pathway for administrators, volunteers and coaches.
- ▶ Finalise and implement the VFL Future Structure Business Case and provide VFL Clubs with a role in growing the game.
- ▶ Create closer alignment between VFL and VFL Women's Clubs to share resources, access State League facilities and improve club sustainability.
- ▶ Implement the State Talent Review including the introduction of full-time coaches to each region and ensure they link with community football coach development.
- ▶ Review talent program boundaries to ensure they remain relevant to population changes, other industry changes and access to participants.
- ▶ Provide scope on talent program lists to enhance opportunities for players from multicultural and indigenous backgrounds.
- ▶ Undertake a 'Value of a TAC Cup Club' project, similar to the 'Value of a Community Football Club' project.
- ▶ Review community league talent programs to ensure they continue to have relevance and are a logical part of the talent pathway.
- ▶ Collect and showcase examples of coaches, administrators, medical staff, volunteers and umpires progressing through the talent pathway.
- ▶ Ensure best practice talent pathways via the development of minimum standards in key areas such as coaching, player welfare, community connection and strength and conditioning.
- ▶ Create equal opportunities for males and females through our talent programs.





Facilities

A network of football facilities that are fit for purpose, welcoming and support growth.

Key Priorities

- ▶ Prioritise unisex facilities and develop funding approaches to fast track improvements.
- ▶ Implement ongoing facility auditing and mapping tools across all regions.
- ▶ Continue regional planning in conjunction with Councils, aiming to complete all regions.
- ▶ Promote and support innovation to grow ground capacity:
 - Schools
 - Synthetics
 - Hybrid turf
 - More night match quality lighting
- ▶ Increase the capacity for AFL Victoria to support staff, commissions, leagues and clubs with facility planning, auditing and demographic mapping advice and capacity building.
- ▶ Implement/continue a range of government engagement/partnership initiatives:
 - AFLV Local Government Reference Group
 - Biennial Local Government Forums
- ▶ Implement Football Facilities Development Plan.

Organisation & People

A high performing, supported and engaged workforce capable of managing the growing diversity in our game.

Key Priorities

- ▶ Continue to educate staff regarding cultural awareness and diversity.
- ▶ Attract and recruit great people from diverse backgrounds to ensure our workforce reflects the diversity of the communities we work in.
- ▶ Explore opportunities to develop better data collection mechanisms and the use of data across the organisation for informed decision making – participation numbers, trends, retention, mapping.
- ▶ Ensure our successes are acknowledged and shared to highlight great outcomes across the state.
- ▶ Continue to provide opportunities for development and career progression particularly via secondments, project teams, job sharing.
- ▶ Implement and embed the Child Safe Standards across the organisation.





Strategic Plan Summary 2017-2022

Vision: To be the most accessible sport for all Victorians

Keys to Success

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in everything we do across gender, culture and ability

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All football stakeholders working together in regions to grow the game

Easy Accessibility
and clear pathways to participate and progress through the game



Participation Programs
Programs tailored to introduce, recruit, transition and retain participants in our game.



Community Football
A vibrant and sustainable network of clubs, leagues and Commissions that are at the heart of every community.



Talent
A clear and compelling talent pathway for players, coaches, umpires, administrators and support staff that enables them to reach their potential.



Facilities
A network of football facilities that are fit for purpose, welcoming and support growth.



Organisation & People
A high performing, supported and engaged workforce capable of managing the growing diversity in our game.

Key Priorities

- ▶ Align programs with AFL Club brands in Next Generation Academy zones.
- ▶ Refresh the NAB AFL Auskick curriculum.
- ▶ All school programs to have a clear link to ongoing participation via community football.

Key Priorities

- ▶ Find efficiencies to support the volunteer network.
- ▶ Enhance our support of volunteers and club development activities with particular focus on diversity and dealing with social issues.
- ▶ Explore measures to reduce the time commitment for community football participants.

Key Priorities

- ▶ Create better connections between TAC Cup Programs and AFL Clubs via Next Generation Academies.
- ▶ Create closer alignment between VFL and VFL Women's Clubs.
- ▶ Create equal opportunities for males and females through our talent programs.

Key Priorities

- ▶ Raise existing venues up to a minimum standard.
- ▶ Increase capacity in regions supporting too many teams on too few ovals.
- ▶ Secure enough ovals in areas we expect to grow.

Key Priorities

- ▶ Continue to educate staff regarding cultural awareness and diversity.
- ▶ Ensure our workforce reflects the diversity of the community.
- ▶ Better collection and use of data across the organisation for informed decision making.

Values - How We Work





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