



# PERTH DISTRICT FUTURE DIRECTIONS REPORT

## ACTION PLAN 2012 -2014

Version 5: FINAL 10/12/2011

PERTH DISTRICT FOOTBALL DEVELOPMENT COUNCIL (Inc)

### **Demons District Future Directions Chairmen’s Report**

This Future Directions Report has been prepared during the period covering the latter half of the 2010 to latter half of the 2011 Football season. The Future Directions Committee included stake holders from the Perth Football Club, Junior clubs, Senior community football clubs, Local government, Women’s football, regional football, the WAFC and included; Neil Darby, John Dorazio, Scott Faulkner, Mick Hanley, Marshall Hannah, Natasha Hazell, Garry Itzstein (Chair), Kristen Ridgway, Catherine VanderWeide.

The report structure is based on an executive summary and action plan that provides clearly defined objectives, actions, accountabilities and performance measures that if adopted and resourced should address some of the most significant future challenges in the Perth Football Club district.

Over the past 5 years football in the Perth District has seen a significant improvement in participation levels and game day environment, however there is still room for significant improvement. Also during this time the Perth district has implemented Friday night junior football, cross district competition and moved from combined 16s/17s competitions to separate 16s and 17s competitions. This provides the Perth district an opportunity to reflect on these changes and evaluate the impact on these changes as well as the wider issues in the football community.

The recommendations in this report cover a wide range of issues varying from the visibility of the Perth Football Club through to facilities, engagement of stakeholders, volunteers, retention of players, umpiring and cross district issues. Some of the identified issues in this report may be confronting or controversial but it is the committee’s view that they need to be identified and dealt with so that football in the Perth community can continue to grow in a sustainable fashion.

As chair of this committee, I would like to thank those who contributed their valuable time and experience to this committee and the subsequent report, and as a committee we all look forward to seeing the recommendations made in this report contribute the betterment of AFL in the Perth District.

Sincerely yours

Garry Itzstein

## Executive Summary

As part of the Demons District Development Council (DDDC) commitment to continued growth of the game within its boundaries it established a working sub-committee in July 2010, the Future Directions Committee (FDC), to specifically strategize programs and initiatives to develop the game long-term for the Perth District. The **Perth District Future Directions Report – Action Plan 2012-14** will play an integral role in managing and achieving the Perth District's goals over the next three years (2012-14).

The District has undergone significant change over the last few years, with the continued development of the district model in areas including; the Junior Competition Council (JCC), School and Education programs, Demons District Football Umpiring Association (DDFUA), Volunteer and Club Development and Emerging Markets. Further, the Demons District has developed strong relationships with key community stakeholders, the Perth Football Club and Local government Authorities (LGA's), all of whom have contributed to the strategic direction of the district as outlined in the Action plan 2012-14.

The working group was provided with a terms of reference in order to base their framework around. The seven core objectives of the plan were adapted from the Western Australian Football Commissions core objectives and include;

### **Participation, Community, WAFL & Talent Pathway, Facilities, Engagement, Fans, People & Culture**

Below, the main action points from each strategic pillar are highlighted;

#### **Strategic Pillar 1 –Community Benefits**

Continue to push for funding to employ a part-time or full-time multicultural officer  
Perth District to have a 4 team youth girls competition by 2013 and to have a cross district competition with Swan districts by 2014

#### **Strategic Pillar 2 – Resources & Capabilities**

To create new roles to allow for career progression and to increase PD budget for staff  
Better integration of the Perth FC brand into the district and regional areas through player appearances, holiday clinic promotion, pre-season community camps and drink bottle branding

### Strategic Pillar 3 – Positive Experiences

Work with the WAFC to update current facility audit

Establish a satellite umpiring centre towards the top end of the district

Provide a club development ‘road show’ type event that will increase clubs involvement in the Quality Club Program

Work closely with the RWF to create a better perception of the program through systematic and professional leadership

To assist the Perth FC to strengthen relationships with senior amateur clubs to increase talent identification pool

### Strategic Pillar 4 – Reputation

N/A

### Strategic Pillar 5 – Growth

Junior clubs to develop a partnership with the biggest junior summer sport in the district through the development of an MOU template

Develop and promote an online register for volunteers

A club survey to be completed and analysed to provide direction for community based participation

External funding to support an additional full time position to target school programs

New 8’s competition introduced

Match day auditing of yr 4’s competition to identify unsuitable coaches, officials and spectators

In delivering the initiatives highlighted it is important that the DFDC and the WAFC continue to work simultaneously and under the same ethos of “Footy plus growing the game”. It is assumed that the district yearly operational plan will be drawn out of the ***Perth district future directions report – Action plan 2012-14.***

## Organisational History

The Demons District Development Council (DDDC) was established in November 2003, with the aim to provide more autonomy to the district. The districts were formed in conjunction with the 2004 zoning review, aligning districts with traditional and new football clubs. The aim of the DDDC was to provide an overarching body that would strategically grow the game within the district. The District Model, now in its 8<sup>th</sup> year, provides support to its many key stakeholders including; administrators, coaches, volunteers, umpires and spectators.

In 2009 the WAFC undertook a boundary review and consequently the Perth District lost one of its big growth areas in Canning vale. Due to this, the district does not have any other significant potential growth areas; however, there is an intention for some of the older areas in the South-East corridor to go through a regeneration or urban infill phase over the next 5-10 years. There is an intention from the WAFC to have another boundary review in 2013, with the impact on the district yet to be determined.

Currently, the Perth District has 12 junior and 13 senior clubs that reside within its boundaries. The 12 junior clubs include; Belmont JFC, Gosnells JFC, Huntingdale JFC, Kenwick JFC, Lynwood / Ferndale JFC, Maddington JFC, Manning JFC, Queens Park JFC, Redcliffe JFC, South Perth JFC, Thornlie JFC & Victoria Park JFC. The junior competition council (JCC) has been able to grow and develop not only the competition, but also strengthen clubs through providing support and guidance. This being said, there is still significant resources that need to be put into specific clubs so that they do not become extinct in the near future.

The 13 senior clubs include; Canning, Maddington, Southern River, Gosnells, Kenwick, Thornlie, St Norbet's, Trinity Aquinas, Carlisle, Manning, Wesley Curtin, Belmont & Lynwood / Ferndale. With the amalgamation of the Sunday league competition into the Saturday amateur competition in 2009 some of the Perth District senior clubs were forced to change competitions and relocate. Consequently, these clubs have had to go through re-building phases and to develop strong affiliations with junior clubs in the district. Of the 13 senior clubs, 10 have colts' sides and more than half have a strong working relationship with a junior club.

The Demons District Football Umpiring Association has also seen significant change occur over the past 2-3 seasons. The Association now has a solid structure and strong leadership and is continually looking to develop strategies that will allow better retention of umpires. Currently, there are over 60 umpires that are involved in the Association and this will be looking to grow well beyond the current number over the next few seasons.

The development of the District council over the past 3 years has also seen the following outcomes achieved;

- Growth in school based participation programs
- 3 community clubs have reached Gold Accreditation in the Quality Club Program
- Addition of 2 colts sides in the Amateur competition
- Cross district competition with East Perth
- Established a senior Women's team at St Norbets called the SNESA Angels
- Full time Indigenous Program Coordinator
- Increased levels of participation across emerging markets; female, indigenous & multicultural

DEMONS DISTRICT DEVELOPMENT COUNCIL

# Demons District Future Directions Action Plan 2012 – 2014

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Community Development – FINAL

#### WAFU Purpose

Grow, develop and promote football in Western Australia for the enduring benefit of participants, volunteers, fans and the community.

#### WAFU Vision

Provide a positive experience, unmatched by any other sport, that generates significant community benefits.

#### Community Development Purpose

Grow, develop and promote community-based football for the enduring benefit of participants, volunteers, fans and the Western Australian community.

#### Community Development Vision

Generate significant community benefits through the provision of a positive experience that is unmatched by any other sport.

#### Community Development Primary Measures of Performance

Positive experience, healthy game environment, reputation, growth.

#### Our Catch-Cry

Footy Plus: Growing the Game

### Community Development Business Plan 2011 - 2015



#### Our Strategic Pillars

##### Community Benefit

Footy is helping to build strong, cohesive and active communities by showing leadership in social development programs.

##### Resources and Capabilities

We are developing and employing our resources and capabilities in a way that is producing a competitive advantage.

##### Positive Experience

Footy is delivering sport's most positive experience, via all touch-points, including programs, facilities, football environments, clubs and leagues.

##### Reputation

The WAFU has a reputation for leadership of football, and football has a reputation for delivering a positive experience that generates significant community benefits.

##### Growth

We are achieving nation-leading growth in numbers of participants, volunteers and fans.

#### Community Development's Strategic Objectives Over Three Horizons

##### Community Initiatives

- 2011
  - Undertake a situation analysis for the current suite of programs.
  - Collaborate with other divisions to develop a process for "designing a program".
  - Identify new opportunities.
  - Range rationalise.

- 2013
  - Deliver the best possible portfolio of programs.
  - Ongoing situation analysis, innovation and range rationalisation.

- 2015
  - Community Development's contribution to FootyPlus is fully evolved.

##### Financial Strength

- 2011
  - Community funding gaps identified and new revenue streams initiated.
  - Review of district financial structures and needs.
- 2015
  - Self sufficient Community funding model.
  - Financially independent districts.

##### People / Culture

- 2011
  - Attract and retain talented people in Community Development.
  - Innovation skills training.
  - Leadership skills training.
  - Ensure the values of the WAFU are understood and embraced.
  - Develop induction program.

- 2013
  - Induction of paid staff and volunteers.
  - Ongoing training and education.
  - Any new community development positions are pathway relevant.
  - Fill HR gaps.
  - Delivery of enhanced reward and recognition programs for staff.

- 2015
  - Next generation District General Manager identified.

- Multiple pathway opportunities for district staff.
- 1st Choice of employment for Sport & Recreation professionals.

##### Relationships

- 2011
  - Develop plans for managing priority relationships.
  - Seek buy-in from stakeholders for the WAFU/Community Development Division vision and strategic plan.
  - Assess and adjust structure as required.
- 2013
  - Deliver consistent messages for the WAFU brand via all relationships.
  - WAFU and stakeholders understand the roles of Community Development WAFU.
  - Integrated Community model strategised.
  - District manager role elevated.
  - District Model review - recommendations initiated.
  - Uniformity of Metro & Regional Council of Chairs business.
- 2015
  - The WAFU and the Community Development division are regarded as leaders.
  - New District Model in place.
  - Metro & Regional Council of Chairs are 1 body.

- 2011
  - Develop a common vision for technology in football.
- 2013
  - Develop and implement a technology strategy with the help of the Technology division.
- 2015
  - Induction and education.

##### Technology

- 2011
  - Develop a common vision for technology in football.
- 2013
  - Develop and implement a technology strategy with the help of the Technology division.
- 2015
  - Induction and education.

##### Measurement / Market Research

- 2011
  - Develop a centralised system for storing and monitoring data.
  - Obtain valid measurement and market research.

##### Stadium / Facilities

- 2011
  - Development of new and improved facilities across all football clubs.

##### Football Environments

- 2011
  - Facilitate Statewide Club Development programs.
  - Facilitate a Statewide Volunteer Development program.

- 2013
  - Game environment programs delivered.
- 2015
  - Game environment is recognised as national best.

##### Offer Innovation

- 2011
  - Develop a culture that supports empowerment, innovation and measured risk.
  - Know what stakeholders value.
- 2013
  - Innovate around the positive experience (develop and deliver new programs).
  - Range rationalise.

##### Communication

- 2011
  - Recognise the substance that Community Development can contribute for building reputation.
  - Establish a Comm Dev Communications Plan.

- 2013
  - Contribute to campaigns that build WAFU's/footy's reputation.
  - Uniformity of branding initiatives.

##### Participants, Volunteers and Fans

- 2011
  - Execute programs for Auskick, Little League, Social Football and Junior Football.
  - Pursue 7 district objectives.
- 2013
  - Review and refine programs.

#### Community Development's Scorecard

Factor	Metric	Current	2011	2013	2015
Budgets	Revenue		10% over budget	10% over budget	10% over budget
	Operating expenses		Under by 10%	Under by 10%	Under by 10%
Participation Growth	Coach		100% Accreditation	100% Accreditation	100% Accreditation
	Audish		5%	5%	10%
	Junior Youth		5%	5%	10%
	Social Football		25%	50%	50%
Program Growth	Market Share		-5%	-5%	-5%
	Ungates		As per game rep	As per game rep	As per game rep
	Healthy Canteen		1 Pilot District	3 Districts	3 Districts
Program Growth	QOP		As per program KR	As per program KR	As per program KR
	VOL Nominations		300+	400+	500+
	Game Environment		Anecdotal, Tribunal, Redflag decreases	Anecdotal, Tribunal, Redflag decreases	Anecdotal, Tribunal, Redflag decreases
Reputation	Schools		+5% (School Dept)	+5% (School Dept)	+5% (School Dept)
	Junior Football Governance		National best	National best	National best
	Stakeholder knowledge		Comms strategy executed	Comms strategy executed	Comms strategy executed
Innovation	Stakeholder satisfaction		Elevated (No benchmark in 2010)	+10% to benchmark	+10% to benchmark
	New Programs Developed		New programs developed as per budgetary support	New programs developed as per budgetary support	New programs developed as per budgetary support
	People		High performing	High performing	High performing
Community	Culture		High performing	High performing	High performing
	Skills		Competent and professional evidence	Excellent	Outstanding
	Turnover		50% reduction	50% reduction	50% reduction
Community	District Model		Review conduct	Review recommendations underway	New District Model
	DFOC		Working effectively	Evolved in line with model review	Working effectively

1. Community Benefit					
1.1 Community Initiatives					
Outcome: Footy is helping to build strong, cohesive and active communities by showing leadership in social development programs					
Program	Objective	Actions	Key Performance Indicators	Timing	Responsibility
<b>Indigenous Programs</b>	Establish a full time Indigenous position in the Perth District	Explore partnership opportunities with AFL, WAFC, Corporate, Government agencies  Develop Indigenous programs to cater for district needs	FTE Indigenous position (built into the Perth FC / DFDC annual budget)	2012-13	District Office / PFC / WAFC
<b>Multicultural Programs</b>	Exposure of AFL programs to Multicultural groups within the Perth District	Continue to push for funding for a multicultural officer to be employed full or part time  Work closely with WAFC – Finance / Emerging Markets / South Fremantle / Swan District  Access government funding to implement new programs  Develop and implement new and innovative programs designed to expose new migrants to AFL  Collaborate efforts with the WAFC – emerging markets dept to ensure minimum standards are met	New position created through joint funding from the WAFC and corporate sponsorship    1 new initiative piloted each year  20% increase in participants from non-English speaking background playing for junior community clubs	2013    2011-2014	District Office / WAFC – Emerging Markets
<b>Female Programs</b>	Perth District to have a 4 team Youth girls competition	Consolidate Dockers cup  Look at innovative ways to run the Junior girls competition  - Indoor competition -AFL 9's -Friday night twilight Seek expression of interest from Junior clubs to “house” female youth teams   Establish a cross district competition with Swan Districts Youth Girls	4 team competition – 6 week season    4 JCC Clubs to have Junior Girls Side's 2 JCC Club to have a Junior Girls and   Youth Girls team  2 JCC clubs to have a Youth Girls teams  6-8 game season established	2012    2013  2014  2014	District Office / JCC    District Office / JCC

<b>2. Resources and capabilities</b>					
<b>2.1 Financial Strength</b>					
<b>Outcome: Our financial strength allows us to continually invest in achieving our objectives</b>					
Program	Objective	Actions	Key Performance Indicators	Timing	Responsibility
<b>2.2 People &amp; Culture</b>					
<b>Outcome: The WAFC's people and culture are an important source of competitive advantage</b>					
<b>Professional development</b>	To provide a working environment that will encourage existing staff to stay and attract new staff to apply	Continued PD opportunities for all District Staff Develop a PD budget that is utilised each year Creation of new roles – allowing for career progression Increased funding to encourage good staff to stay	Staff are retained for a minimum of at least 3 years  PD opportunities are utilised and budget is spent  Role expansion through additional funding support	Ongoing	District Office / DFDC / FDC / WAFC
<b>2..3 Relationships</b>					
<b>Outcome: Our relationships with all stakeholders (both internal and external) are an abiding source of value</b>					
<b>JCC</b>	Junior clubs to develop a partnership with the biggest junior summer sport club in the district and use membership databases for their mutual benefit.	Identify opportunities with other State Sporting Association's  Develop an MOU template that clubs can use to develop relationships	ALL Junior clubs to have an MOU with a summer sport club	2013	District Office
<b>PFC</b>	Better integration of the Perth FC into the district & regional areas	Demons to be more visible throughout the district through; Player appearances District Junior day Attendance at junior training and games Increase the amount of participants at Perth Holiday Clinic Club and district to produce and distribute more demons paraphernalia Pre-season community camp to regional area Signage at all Junior clubs promoting the Demons district. All junior club drink bottles to be branded Demons	↑ memberships          Better recognition of the Perth FC	2012-14	District Office / PFC          District Office /

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		( requires preseason purchase by Demons and the on sell to clubs at competitive rates)  All junior club footballs to be branded Demons ( requires preseason purchase by Demons and the on sell to clubs at competitive rates	brand within the District & regional areas	2012	Perth FC
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**2.4 Technology**  
**Outcome: Information technology is transforming our capabilities and is aligned with our strategy**

**3. Positive Experience**  
**3.1 Stadium / Facilities**  
**Outcome: Our facility development and management initiatives are nationally acclaimed**

Program	Objective	Actions	Key Performance Indicators	Timing	Responsibility
<b>Community Facilities</b>	To review the current facility Audit	Facilities audit needs to be completed	Independent facility audit completed of all District football facilities	2012	District Office / WAFC
	Work collaboratively with the WAFC to produce a current facility Audit (2012)	Lighting plans Relationship between the councils and JCC needs to be developed (Stakeholder relationships)	Priority access to new facilities	2012-13	
	To maintain a high level of involvement in new facility planning	Continue to strengthen relationships with LGA's by inviting councillors/ director's to special events put on by the club Arrange regular meetings with LGA's to be involved in planning discussion	All clubs to have facilities that are suitable for their member base	2012-13	
	Increase club and district access to funding streams	District Office to maintain a register of grants that are available for junior sporting clubs District office to assist clubs in the preparation of grant applications Continue to promote QCP	Up-to-date register maintained  2 successful grants / year	2012  Ongoing As required	

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3.2 Football Environments					
Outcome: Our football environments are the benchmark for all states and sports					
<b>Club Development</b>	ALL Clubs working towards gold level status of the QCP Program	Provide a "Road Show" where clubs could be educated with the skills required E.g. Coaching, Administrators, Umpiring, Club Officials, Education, Support	12 Junior clubs to be Gold level accredited	2014	District Office / QCP consultant
		Look at providing material required for administrators (funding)	13 Senior clubs to be minimum level Bronze accredited	2014	
		Club Development Evening (Obtain funding) Share information between clubs and districts	Annual Club development event	2012 -14	
<b>Umpire recruitment, development &amp; retention</b>	Increase the number of trainee umpires from junior clubs	Establish a satellite umpire coaching centre towards the northern end of the district ( Vic Park, Belmont)	Second umpire centre established in Northern Part of Metro Zone	2012 – 13	District Office , DDFUA
		Work closely with the WAFC & DDFUA to set up "extra" regional centre	↑ in overall umpire numbers	2012- 13	
	Explore opportunities to retain existing umpires	Survey senior umpire group	Report from survey analysed and Action's highlighted	2012	
		Incentives for years of service 3yrs, 5yrs, 10yrs	Reward and recognition program implemented	2013	
		Survey conducted in 2013	↑ in Umpire retention for 3+	2014	
Introduce development programs to improve existing umpire base	Mentoring	↑ in umpire development	2012		
	-360 degree forum for feedback -mid-season & end-season review				
<b>Development Programs (RWF)</b>	Perth FC / DFDC to broaden talent Identification program	Work closely with the Pathway Development manager (PDM) Develop better synergies with amateur clubs through support and networking Regional presence for Robert Wiley foundation -PDM -DM -Indigenous Programs Coordinator	Increased amount of amateur club players representing Perth FC  Increased amount of country players in 16's and colts programs Improved RWF Squad performances in 14's, 15's, 16's & Colts football	Ongoing	RWF , District Office

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	Perth FC to be more systematic and professional in the way it tries to attract developing players	<p>Make personal contact with players</p> <p>Consultation with clubs throughout the season</p> <p>Talent identification - talent register</p> <p>Make potential Demons players feel valued</p>	<p>More players drafted</p> <p>Increased amount of local talent playing league football for PFC</p>	Ongoing	
<p><b>4. Reputation</b></p> <p><b>4.1 Communication</b></p> <p><b>Outcome: The WAFC has a reputation for leadership of football, and football has a reputation for delivering a positive experience that generates significant community benefits</b></p>					
Program	Objective	Actions	Key Performance Indicators	Timing	Responsibility
N/A					
<p><b>5. Growth</b></p> <p><b>5.1 Participation, Volunteers &amp; Fans</b></p> <p><b>Outcome: We are achieving nation-leading growth in participation, Volunteers and Fans</b></p>					
Program	Objective	Actions	Key Performance Indicators	Timing	Responsibility
<b>Auskick</b>	<p>Increased retention of players from Auskick 8's to modified Year 4s</p> <p>Early identification and removal of unsuitable coaches, officials and spectators at the first year of interclub competition (year 4s)</p>	<p>Introduce parents of 8yr olds to the concept of modified rules throughout their final Auskick season</p> <p>Conduct briefing sessions</p> <p>Watch Year 4s modified rules game</p> <p>Work closely with the WAFC Junior Manager to develop a super 8's Auskick concept</p> <p>Rigorous audits of year 4 games to identify unsuitable coaches, officials and spectators</p> <p>JCC to expand its capacity to audit all year 4 games in the first half of each season. This may require some form of secondment and accreditation as game day auditors</p>	<p>Analyse retention data from Auskick 8's to Modified 9's</p> <p>New 8's competition introduced</p> <p>Improved game day environment that is more attractive to Auskick Parents</p> <p>↑ participation &amp; retention from 8's to 9's</p>	<p>2012 -2013</p> <p>2012</p> <p>Start of 2012 season</p>	<p>District Office , WAFC</p> <p>District Office, WAFC</p> <p>JCC</p>

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<p><b>Schools</b></p>	<p>Increase in participation in ALL school based programs</p>	<p>Look for external funding to support another full time position</p> <ul style="list-style-type: none"> <li>- Bendigo bank</li> <li>- increase development levy</li> </ul> <p>Sports Ready Trainee Junior Development Assistant Female development Officer</p>	<p>SBAC ↑ Eagles Faction Footy ↑ Dockers Cup ↑ Junior Girls ↑ Youth Girls ↑</p>	<p>2012 -2013</p>	<p>District Office</p>
<p><b>Junior Football</b></p>	<p>Identify the main issues and challenges to clubs that could have a negative effect on the clubs ability to at least maintain but preferably grow the participation levels in the club</p> <p>To investigate the implementation of scoring into the yr 7 competition</p>	<p>Survey all junior, senior, regional and community clubs every 5 years and identify each clubs top 5 issues.</p> <p>District Office to analyse and compare the various clubs main issues and report back to the WAFC.</p> <p>District Office to prepare an action (improvement ) plan for each club based on the survey results</p> <p>WAFC to develop an action plan to address any significant issues that need higher level ( WAFC ) intervention</p> <p><b>Survey to include</b></p> <p>Questions for existing and recently departed parents and players as well as committees</p> <p>Specific questions relating to cross-district competition</p> <p>Phone calls to all parents of players that depart for reasons other than Age (18 years of age )</p> <p><b>Trial scoring in Year 7</b></p> <ol style="list-style-type: none"> <li>i. Communicate with JCC, Coaches and Managers             <ol style="list-style-type: none"> <li>1. Letters</li> <li>2. E-mail</li> <li>3. Information sheet</li> </ol> </li> </ol>	<p>Survey to be finalised by Jan 2012</p> <p>All club surveys completed</p> <p>District report to be submitted to the WAFC</p> <p>Subsequent reports to be submitted within 3 months of the surveys</p> <p>Club action plan to be completed</p> <p>Complete trial season and review results</p>	<p>Jan 2012 May 2012  Oct 2012  Oct 2012 Dec 2012</p> <p>2012</p>	<p>District Office</p> <p>JCC</p>

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<p><b>Cross District Competition</b></p>	<p>Develop a model for the successful implementation of Cross district competitions (CDC) by taking learning from the issues that have plagued existing CDCs</p>	<p>4. Add to JCC agenda</p> <p>WAFC to provide independent game day audits of umpiring standards, JCC effectiveness, and club behaviour when promoting cross district competition</p> <p>Consider the following issues.</p> <p>How should JCC be set up when operating across 2 districts</p> <p>Bias by umpires, JCC officials</p> <p>16/17's Viability Action plan and potential South and North Competitions with divisions</p>	<p>Survey stake holders at the end of season and measure success.</p>	<p>End of each season</p>	<p>JCC</p>
<p><b>Senior Football</b></p>	<p>To increase the sustainability of our Colts competition</p>	<p>Develop strong MOU's between Junior and senior clubs</p> <p>Draw strategies out from the Viability Action plan for 16's / 17's competition</p> <p>Include senior clubs in survey</p> <p>-dual registration -Friday night football</p>	<p>All 13 Senior clubs to have a colts side</p>	<p>2013</p>	<p>District Office, CFC</p>
<p><b>Volunteer programs</b></p>	<p>Identify members of the community that would be interested in assisting with various tasks at football clubs</p>	<p><b>Recruitment</b></p> <p>WAFC to develop and promote an on line register for volunteers and volunteer positions that</p> <ul style="list-style-type: none"> <li>Provides a simple system for requesting volunteers</li> <li>Provides details on what jobs are available, how much time is involved and the skills required.</li> </ul> <p><b>Provide incentives</b></p> <p>-Free Demons membership -AFL tickets -Other</p>	<p>Effective on line system is in place and has been promoted to the community</p> <p>Volunteer database has been developed and is in use</p> <p>Incentives are available to volunteers</p>	<p>2012  2012-2013</p>	<p>WAFC, District Office  District Office</p>

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		<p><b>Increase promotion</b></p> <ul style="list-style-type: none"> <li>- Curtin Radio Station</li> <li>- Students/University</li> <li>- Students/Elderly/Business</li> <li>- Community (Banks)</li> <li>- Target senior citizens</li> <li>- Teams to adopt a grand parent</li> </ul> <p><b><u>Retention</u></b></p> <p>Find out what systems clubs currently use to recognise their volunteers</p> <p>Conduct research to find out why/how volunteers exit</p> <p>Exit Questionnaire drafted up</p>	<p>Added to club survey end of 2011</p> <p>Results analysed and report compiled</p> <p>12 exit questionnaires / year (1 per club)</p>	<p>2012</p>	<p>District Office</p>
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