

Northern NSW Football Review of Governance and Administration Structures Terms of Reference



**NORTHERN
NSW**
FOOTBALL

Person Responsible: David Eland, CEO

Date Adopted: 16th February 2022

1. Introduction

The Board of Northern NSW Football (NNSWF) has charged the Chief Executive Officer with the responsibility of implementing a comprehensive review to examine the efficiency and effectiveness of the governance and administration structures underpinning football in northern NSW.

The scope of the review will include the Member Federation, Independent Member Zones, NNSWF Northern Inland, Standing Committees and clubs.

In addition to responding to NNSWF's strategic priority to lead change and improve governance throughout the game, the review will address Principle VII of Football Australia's XI Principles for the Future of Australian Football. This identifies transitioning towards a modern, fit for purpose governance framework in line with global standards and best practice sports governance in Australia as one of the key challenges facing the game.

The review will include a robust, transparent stakeholder consultation roadmap, which in part will be facilitated by an independent change consultant. Member Zones, Standing Committees, clubs, coaches, referees, volunteers, players and staff will all get a say and contribute towards the development of solutions.

The recommendations will aim to address the limitations of the current structures to ensure the region's largest club-based sport has the capacity to tangibly support clubs and continue to deliver quality football experiences which are affordable for families.

2. Objectives

The review will culminate in the release of a report which will address the gaps identified throughout the review and amendments to the governance and administration structures which will serve the game in northern NSW into the future.

The review is tasked with achieving the following key objectives:

1. Review the current governance and administration structures for football in northern NSW.
2. Gather and analyse feedback from key stakeholders.
3. Develop key recommendations and define the Optimal Governance Model.
4. Develop an implementation roadmap, including timelines.

3. Guiding principles

The efficiency and effectiveness NNSWF's governance and administration will be examined, however the terms of reference assume that NNSWF will continue as a Member Federation of Football Australia to:

- Be responsible for the organisation, promotion and administration of football throughout its own state, territory or region and has jurisdiction to stage or sanction Competitions or Matches within its own boundaries.

- Have a mandate to govern the implementation and enforcement of the National Registration, Status and Transfer Regulations within that Member Federation’s jurisdiction, subject to any contrary provision in these Regulations.

4. NNSWF Values

Throughout the review NNSWF staff, SBP and the stakeholders engaged will be guided by NNSWF’s values:

United	We will stand together in defence of the game’s reputation, keeping our differences in-house and accepting the ‘ref’s’ call.
Transparent	We will communicate openly throughout the game to build trust and acceptance of change.
Collaborative	We will acknowledge and appropriately utilise our members’ and stakeholders’ expertise to efficiently achieve our objectives.
Respectful	We will be respectful of stakeholders who have different opinions.
Best Practice	We will seek, identify and adopt continuous improvement measures throughout the game.
Accountable	We will do what we say we are going to do and imbed this principle throughout the game.

5. Scope

The review will be tasked primarily with understanding the current governance and administration model, the impacts and resourcing required for any proposed changes and ultimately delivering recommendations for the optimal governance and administration model for football in northern NSW. Specifically, this will include:

- Identifying opportunities to deliver more tangible support to zones, clubs, coaches and referees in northern NSW.
- Considering potential cost savings through shared services in areas where there are current duplicated administration services.
- Considering how potential cost savings could be re-invested into the development and growth of football in northern NSW.
- Ensuring there is no decline in the servicing and resourcing of the game at a local level.
- Improving communication and collaboration across all levels of the game.

6. Key themes for consideration

Stakeholders will be challenged throughout the review to revert to the following questions as they consider the limitations of the current governance and administration structures

serving the game in northern NSW.

- Are we as efficient as we could be to keep the cost of football affordable for families?
- Are we servicing the needs of our clubs, participants and other stakeholders as effectively as possible?
- Are our clubs (and participants) really being heard and are we delivering what they want?
- Are we structured to identify and address problems efficiently and effectively?
- Are we focused on reducing the ever-increasing administrative burden on volunteers?
- Are we investing the game's equity appropriately?
- Are we delivering consistent football experiences and services throughout northern NSW?
- Are we delivering experiences and implementing services that are comparable to other parts of the country?
- Are we effectively mitigating risks and protecting our clubs and participants?
- Are we positioned to compete against other sports for participants, talent, sponsorship, investment in facilities and fans?

7. Methodology

SBP Advisory will be charged with the responsibility of implementing a stakeholder consultation roadmap in conjunction and at the direction of the CEO, who will ultimately be responsible for the successful implementation of the review's recommendations.

SBP Advisory will work with key stakeholders including:

- NNSWF Board
- NNSWF Staff
- Zone Boards
- Zone Administrators
- NNSWF Standing Committees
- Affiliated clubs
- Referees, coaches and players
- Other NNSWF executives as required
- Other as deemed required

Where relevant, NNSWF has identified the number of sessions which are required to be facilitated by the SBP Advisory. NNSWF anticipates allocating approximately 75 min per consultation session.

8. Stakeholder Consultation Roadmap

	January				February				March				April				May				June			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Online Strategic Survey																								
Survey in Field																								
Analysis and Reporting																								
Face-to-Face Zone Engagement Workshops																								
Invites Sent																								
Pre-Workshop Pack Sent																								
Trip 1 (FNC, NC, MC)																								
Trip 2 (FN, MF, HVF)																								
Trip 3 (Standing Committees, NNSWF Board)																								
Other Stakeholder Engagement Workshops																								
Invites Sent																								
Pre-workshop pack sent																								
Workshops – F2F or Online (TBC)																								
Workshops (Findings)																								
Invites Sent																								
Preliminary findings and pre-reading sent																								
Workshops conducted - F2F or Online (TBC)																								
Presentation (Proposed Solutions)																								
Pre-reading sent																								
Presentation F2F or Online (TBC)																								