

## **Board Terms of Reference**

### **INTRODUCTION**

A scan of the likely future operating environment for Australian Football reveals a world of rapid change. Football will need to be governed in-tune with this dynamic environment and able to adjust accordingly to better position the game to grasp new opportunities as they arise and combat any external challenges.

The challenge for South Metro Junior Football League is to find ways of building a vision through people at all levels and to help create an understanding that community and clubs interests may be mutually served through a shared vision.

The core functions of South Metro Junior Football League will be to:

- Manage the multi-divisional Competition
- Through delegation to clubs, via the constitution, oversee community football.
- Through the South Metro Junior Football League Football Operations Department, oversee promotion and development programs.
- Be responsible to the AFL Victoria for funding provided by the AFL Victoria.
- Represent SMJFL clubs interests to AFL Victoria and other State Football Bodies, various Government agencies, and other sporting and business organisations.

### **SOUTH METRO JUNIOR FOOTBALL LEAGUE BOARD OF DIRECTORS**

The Board of Directors is responsible for the proper management, administration and success of the South Metro Junior Football League.

Directors will need to recognise their obligations to football at all levels and ensure that the South Metro Junior Football League conducts its activities in accordance with the best professional standards. Ensuring the South Metro Junior Football League inspires the utmost faith, confidence and support of all the game's participants.

Consistent with best business practice, Directors will be responsible for the overall tone of co-operation with SMJFL stakeholders, as distinct from day to day management issues that are the responsibility of the South Metro Junior Football League administration staff.

### **ROLE OF THE BOARD**

The South Metro Junior Football League is governed by Directors in accordance with the highest standards of professionalism, probity, diligence and excellence.

The primary role of the Directors will be to ensure that the management of the South Metro Junior Football League continuously and effectively strives to meet its goals and objectives, including its responsibilities to all levels of football conducted throughout the SMJFL community.

In particular, the Board's role will be to:

- Set the strategies and policies aimed to support the goals and objectives of the South Metro Junior Football League,
- Ensure that there are adequate plans for the acquisition and organisation of financial and human resources towards attainment of the South Metro Junior Football League's goals,
- Review, at reasonable intervals, the South Metro Junior Football League's progress to obtaining its goals as set out in the South Metro Junior Football League Strategic Plan.
- Report to SMJFL stakeholders on the activities and operations of the South Metro Junior Football League.

The particular functions of the Directors will include:

- Setting in place a strategic plan aimed at driving Australian Football forward throughout the southern region of Melbourne.
- Overseeing the conduct of the SMJFL competition, to provide Australian Football players with an opportunity to pursue a path to play football to the maximum of their potential.
- Adopt an annual budget for the financial performance of the South Metro Junior Football League and monitoring results on a regular basis.
- Ensure that there are adequate plans for the management, control and organisation of financial and human resources towards obtainment of the South Metro Junior Football League's goals.
- Via delegated management KPI's have an objective of ensuring for the effective organisation of all clubs so that they are conducted in accordance with benchmarking and best practice performance measures.
- Support and implement the AFL Commission's and AFL VICTORIA Board's strategy in respect to the development of the game in Victoria.
- Establish internal guidelines defining the roles and responsibilities separating the two processes of governance and management between the Directors and the South Metro Junior Football League staff.
- Represent the SMJFL at all Forums and in dealings with other Football Bodies and various Government agencies, business and sporting groups.
- Ensure that there is adequate process in place to enable productive communication between the South Metro Junior Football League and the game's key stakeholders.

- Review the South Metro Junior Football League's own processes and effectiveness and ensure that the balance of Directors' skills and experience are adequate to allow the Directors to properly perform their roles.
- Establish monitoring policies that will ensure that the South Metro Junior Football League complies with the Law and conforms to the highest standards of financial and ethical behaviour.

Expectations of Directors to the South Metro Junior Football League commitments are outlined below as a guide:

- Attend monthly Board of Directors meetings,
- Club President meetings as required,
- Involvement with allocated portfolio projects.
- Being available to address issues on as needs basis.
- Provide support and guidance to staff on special projects.
- Represent the South Metro Junior Football League at various events and functions.
- Attend periodic meetings with AFL VICTORIA and/or affiliates.
- Regularly attend SMJFL home and away matches, Representative Games and Finals.

## **BOARD APPOINTMENT CRITERIA**

It will be essential that the South Metro Junior Football League be structured to best discharge its responsibilities and will require that Directors:

- Are independent and able to act in the best interest of all stakeholders without burdened by any obligation to represent particular interest groups.
- Have a range of skills, experience and specialised knowledge necessary to allow the Body to effectively discharge its responsibilities.
- Have the power and authority to act without the requirement for consultation or referral to any party that may have appointed or elected them.

It is important that Directors have sole responsibility to operate in the best interest of all football in the SMJFL. An expectation of Directors obligations are detailed in **Error! Reference source not found.**

It will be important that the Board be balanced in terms of the background of its members, the sex of its members, and the age and experience of people, as well as obviously the contribution each member will make.

In today's competitive operating environment it is essential that Directors possess business related skills. Priority will be given to nominees with skills such as marketing, finance, law, media, information technology and human resource management.

A further requirement will be to ensure that appointed Directors have a background which reflects a balance of junior and senior football experience from the AFL, Victorian State League Clubs and community football.

### **BOARD NOMINATION AND APPOINTMENT PROCEDURES**

The following procedures were adopted to seek nominations from Members and determine the most appropriate appointments to the Board:

- Nominations for positions on the Board of South Metro Junior Football League will be received in accordance with Rule 7 of the Statement of Rules of the South Metro Junior Football League
- Directors' positions shall be declared at the Annual General Meeting of South Metro Junior Football League.

