



Sustainability Strategy 2015

October 2015



Encourage, foster, develop and promote participation in football in the region

(SMJFL Statement of Purpose No. 4)



SimonLeisure

It's about the kids

The South Metro Junior Football League thanks the following funding partners:



SMJFL Sustainability Strategy 2015

About this document

The SMJFL Sustainability Strategy 2015 provides an overview of the key findings of a detailed analysis of the projected growth of the South Metro Junior Football League. The report also contains a series of recommendations that when implemented will further strengthen junior football participation levels in the region, and the football pathway from Auskick to junior football and then to senior football.

Acknowledgements

The input and assistance from the following people and groups for the preparation of the SMJFL Sustainability Strategy 2015 is acknowledged.

- SMJFL Board
- SMJFL General Manager
- SMJFL Football Operations Manager
- SMJFL Member Club representatives who attended forums and/or provided feedback on draft versions of the report
- Infrastructure & Planning Manager, AFL Victoria
- Region Development Manager – Southern, AFL Victoria
- Community Football & Engagement Manager, AFL Victoria
- Auskick centre representatives (Southern & Central Region) who attended forums
- Sport and recreation staff from the Cities of Port Phillip, Stonnington, Glen Eira, Monash, Bayside and Kingston
- Representatives from the Victorian Amateur Football Association and the Southern Football Netball League.



Simon Leisure Consulting Pty Ltd

ABN 38 314 852 941

Office 1, 655 Nepean Highway, Brighton East, Victoria 3187

M 0458 957 824

E richard@simonleisure.com

www.simonleisure.com

TABLE OF CONTENTS

1. SMJFL SUSTAINABILITY STRATEGY – EXECUTIVE SUMMARY	1
1.1. Study Background	1
1.2. Key Findings	1
1.3. Recommendations	4
2. INTRODUCTION	11
3. CONTEXT	12
4. KEY ISSUES/ DRIVERS FOR THE STRATEGY	14
4.1. Demographic Considerations	14
4.2. Trends of Participation in the SMJFL	16
4.3. Trends of Participation in Auskick	19
4.4. Trends of Participation in Other Sports	20
5. FRAMEWORK FOR PLAYER RETENTION	22
5.1. Implementation of the Framework Model	24
6. OTHER CONSIDERATIONS	28
6.1. Top-Age Category	28
6.2. Pathway Alignments	28
6.3. SMJFL Governance	29
6.4. Football Participation Recruitment	30
6.5. Suggested Operational Changes for Selected Clubs	31
6.6. Strategy Review	32

Appendix 1 – Study Terms of Reference

Appendix 2 – Consultation Undertaken During the Preparation of the Sustainability Strategy

Appendix 3 – Results of the Cheltenham / Highett U14 Player Survey

Appendix 4 – Profile of SMJFL Clubs 2015

Appendix 5 – Possible Club Alignment Scenarios

1. SMJFL SUSTAINABILITY STRATEGY – EXECUTIVE SUMMARY

1.1. Study Background

The South Metro Junior Football League (SMJFL) comprises 27 clubs, and covers a geographic region that incorporates six local government areas in the southeast of Melbourne.

In the past 10 years, the SMJFL has experienced significant growth in the total number of teams (164 additional teams since 2005). In addition, the SMJFL in recent times has encouraged composite teams to be formed between clubs, with the outcome in many cases being that players are retained longer in football with the effect that the number of teams dropping out in the older age groups is reducing. The Board and the Member Clubs agree that organic growth in team numbers and growth emanating from an improved retention of players should continue to be encouraged, however, growth also needs to be managed and facilitated to ensure it is sustainable.

As a result, the SMJFL Member Clubs and the Board resolved in 2014 to prepare a Growth Strategy, which was subsequently re-named the *SMJFL Sustainability Strategy 2015*, to better reflect the key outcomes of the research and the recommendations and directions of the study. A Terms of Reference for the study was developed and identified two key objectives for the Strategy: firstly, that a detailed analysis of the projected growth of the SMJFL be carried out; and secondly, that an assessment of the appropriateness of the SMJFL's current model of delivery to accommodate projected growth be reviewed.

The scope of the Strategy excluded a review of operational tasks administered by the SMJFL, such as umpiring, grading, and representative football. It also excluded game development activities and initiatives that are the key responsibility of AFL Victoria, including female football participation, multicultural communities' football participation, and football pathway progression to TAC clubs.

1.2. Key Findings

Extensive research and stakeholder consultation was carried out during the study. The key findings are listed below, and these are reported in detail from Section 3 of this report.

Context

- The Sustainability Strategy was prepared with consideration of the strategic directions of the SMJFL's Strategic Plan 2015-2018 and AFL Victoria's Strategic Plan 2015, particularly Objective 1 of the Participation Pillar

Develop and support appropriate pathways for all segments from AFL Auskick to open age football that maximises participation.

Demographic Change

- There is currently 122,000 people aged 5-19 years across the SMJFL region, and by 2031 this number will increase by 10,577 people. However, the growth to 2031 will not be uniform across the region:
 - Over one third of all growth of 5-19 year olds will occur in Monash (4,200).
 - There will only be minimal growth of 5-19 year olds occur in Bayside (531) and Stonnington (480).
- In 2014, there was approximately one SMJFL team per 309 children who were aged 5-19 years. Using this ratio of provision, the number of projected new teams to 2021 is 18 teams, and to 2031 is 35 teams. It can be concluded that a key

influence to the future growth of teams will be the retention of bottom-aged players – organic growth of teams through population increase will be marginal.

- Cultural diversity of an LGA is an important indicator of the likely interest in and demand for football in an area.
 - The proportion of residents in Port Phillip, Stonnington, Glen Eira and Kingston who were Australian born in 2011 ranges between 60%-65%, which is consistent with the Greater Melbourne average of 63.3%.
 - 70.8% of all Bayside residents are Australian born, whilst the proportion of residents who are Australian born in Monash is significantly lower at 51.1% (dominant cultures are China, India and Sri Lanka).

Football Participation Trends

- In the past six seasons there has been 26% growth in the number of teams in the SMJFL (see right).
 - Girls-only football teams were introduced in 2011, and the number of teams has grown from 11 in the first season to 23 in 2015, however, growth has stabilised since 2012, when there were 22 teams.
- | Year | Number of Teams |
|------|-----------------|
| 2010 | 317 |
| 2011 | 347 |
| 2012 | 366 |
| 2013 | 377 |
| 2014 | 389 |
| 2015 | 399 |
- The overall growth of teams has been generally evenly distributed through all age groups.
 - Bayside has the highest ratio of players to population (1 team per 185 children), followed by Glen Eira (1: 255) and Port Phillip (1: 287).
 - A key issue for the SMJFL is the progressive attrition of teams as age groups get older. In 2015, the 20 U17 teams converts to a 55% retention rate of the total number of teams that commenced as U10s seven years prior (36 teams). In 2010, there were 15 U17 teams, being a retention rate of 62% of the 24 teams that commenced in 2003.
 - The largest and most consistent drop-off in age groups occurs during the transition from U12s to U13s, and from U15s to U16s.
 - Survey research conducted by the SMJFL targeting players who drop out of football, identified that a key reason they did not play football was their club's inability to field a team in their age group.
 - Another issue that is found to influence players' decision to continue in junior football is their level of enjoyment. Research suggests that footballers playing in a team in a division that is not commensurate with the player's ability will significantly influence their level of enjoyment, and leads to some players dropping out of football or seeking transfers to other clubs with teams in a division deemed more aligned with their ability or aspirations.
 - Research shows that larger clubs are more likely to field Division 1 teams than smaller clubs. In 2015, all clubs (15 clubs) with more than 13 teams had at least one Division 1 team, whilst only four of the 12 clubs with 12 or less teams had a Division 1 team. The impact of this is that smaller clubs are likely to continue to lose better skilled players to larger clubs that are able to field multiple teams in different divisions, or lose footballers from the SMJFL completely.

- Club representatives consulted during the study recognise and acknowledge the benefits of clubs having multiple teams per age group to facilitate the formation of teams and their subsequent placement in divisions that will better align with each player's ability.
- Total participation in Auskick within the SMJFL region increased by 18% in the period 2011 to 2014. Auskick growth data confirms that there is an ongoing opportunity for the SMJFL and its Member Clubs to continue to grow participation in football by ensuring strong transition arrangements and pathways exist to junior football.

Other Sports as Threats to Football Participation

- Survey research conducted by the SMJFL targeting players who drop out of football found that of all responses that cited “want to concentrate on another sport” as a reason for not returning to the SMJFL, basketball and soccer collectively contributed to 60% of the responses.
- Within the SMJFL region, the most significant increase in participation of the four sports of football, basketball, netball and soccer for the past few years has occurred in basketball (34% increase 2010 – 2014), followed by netball (27% increase 2009 – 2013), soccer (19% increase 2011 – 2015) and football (14% increase 2011 – 2014). (It is important to note that football had nearly twice as many participants for all sports during this period).
- Soccer is considered the biggest threat as all junior soccer matches (U12s and over) are played on Sundays, thereby directly clashing with the SMJFL competition structure. Most netball and basketball under age competitions are played on Saturdays, so the threat from these sports is not as great.
- Soccer's popularity has grown considerably in Kingston (58%), Monash and Stonnington (both 33%) in the past five years, but was stable in Bayside and Glen Eira, although the governing body (Football Federation Victoria) cited the lack of soccer pitches as the constraint in these two LGAs, not declining interest.

Current Existence of Football Pathways

- Some alignments currently exist between the Auskick centres, junior clubs and senior football clubs that are located within the SMJFL region.
- Currently, there are 30 Auskick centres, 27 SMJFL clubs and 52 senior football clubs based at grounds within the SMJFL region. The current number and distribution of senior football clubs within the SMJFL region exceeds the optimum number and distribution of junior clubs.



1.3. Recommendations

The recommendations contained in the SMJFL Sustainability Strategy 2015 are summarised below, and in some instances a short rationale is provided. A more extensive discussion and background for the recommendations is included within the body of the Strategy report.

All recommendations have been classified into one the following three categories, being the main organisations to which the recommendations are primarily directed or concern.

- South Metro Junior Football League
- Member Clubs
- Partner Organisations

South Metro Junior Football League (Board/ Administration)

1. It is recommended that in considering any application for admission of a new Member Club to the SMJFL pursuant to Rule 3.18 of the Statement of Purposes & Rules (pending any amendment to that Rule) that the SMJFL Board take into account:
 - a. the matters set out in this report (as reviewed from time to time in accordance with Section 6.6);
 - b. the capacity of the proposed new club to achieve the aspirational framework set out in Recommendation 4;
 - c. the extent to which the entry of the new club impacts on the capacity of a Member Club to achieve and maintain the aspirational framework set out in recommendation 4

The acceptance of existing junior clubs affiliated with other leagues, but based at reserves within the area bound by the six LGAs of the SMJFL region, involves different considerations. An existing junior club will most likely draw a majority of their players from areas within the SMJFL region not currently being fully serviced by an existing SMJFL club(s).

2. It is recommended that the SMJFL Statement of Purpose No. 4 be amended to read, "*Encourage, foster, develop and promote participation [and pathways] in football in the region.*"

This recommendation is consistent with the importance that the SMJFL Board places on pathways to foster football participation in the region.

3. It is recommended that the SMJFL amend its Rules to give the Board the authority to approve new Member Clubs, however, before commencing this process it should firstly develop criteria for accepting new Member Clubs into the SMJFL.

SMJFL Member Clubs

4. It is recommended that all clubs affiliated with the SMJFL be required to demonstrate the football pathway from U8s to U17s for all players in their club, whether through capacity and capability within their club's framework and resources, or whether by composite teams formed through clustering and alliances with other clubs.

This recommendation supports a key goal of the SMJFL that all clubs field an U16 and an U17 team. However, the SMJFL understands and acknowledges that clubs may achieve this in different ways, either from within, or by forming composite teams with other clubs.

5. It is recommended that the club framework described in the table below be adopted as the aspirational number of minimum teams required by each club, depending on the municipality in which the club is located.

Age	Kingston Monash	Glen Eira	Port Phillip Bayside Stonnington
U8	2	2	3
U9	2	3	3
U10	2	3	3
U11	2	2	3
U12	2	2	3
U13	2	2	2
U14	2	2	2
U15	1	2	2
U16	1	1	1
U17	1	1	1
Total	17	20	23

6. It is recommended that composite teams be formed between clubs, where clubs have insufficient numbers for a team to be fielded.

This recommendation has the objective of a team(s) being formed from incomplete teams from 2-3 clubs that have insufficient numbers to field a full team.

7. It is recommended that composite teams be formed between clubs, where clubs believe that the range of ability between the players in a team is so great that there will be a high probability that most players will not enjoy their football experience for the season, no matter what division the team is allocated.

This recommendation has the aim to better align a player's skill level with an appropriate division following a process whereby two or more clubs pool their players from the same age group to form teams of like or similar ability. The resultant teams are then entered into divisions commensurate with the overall skill and ability levels of the composite teams. This practice will typically result in a higher division team and a lower division team being formed, with each team comprising of a composite of players from each of the participating clubs. As well as having the outcome of better aligning the ability of players with an appropriate division, composite teams also enable players to remain at their origin club and potentially reduce player movements from lower graded teams (clubs) to higher graded teams (clubs). This outcome will then flow through to achieving improved club equalisation in relation to the comparative number of teams in higher divisions and lower divisions.

8. It is recommended that the formation of composite teams should generally be restricted to the age groups between U13 and U17, inclusive.

This recommendation recognises that the composition of teams in the U8 to U12 age groups are highly likely to be based on friendships and/or schools, and to attempt to break up children and parents in these teams will more likely result in a less than satisfactory football experience for these participants. This recommendation also recognises that the range in talent, ability and/or size of players is not as wide as for older age groups. It also reinforces the responsibility that clubs have to maximise efforts to ensure that the number of teams in their lower age groups are healthy, and thereby improve the likelihood that the club remains sustainable. This aim for clubs to grow their bottom-age base will also assist to maximise the opportunity for the club to field teams in the post-primary age groups in the future.

9. It is recommended that each SMJFL club develop alliances with other SMJFL Member Clubs to facilitate efficiencies for the process to form composite teams. Whilst each club should consider its own preferred alliances, some possible club alliance scenarios are outlined in the table below.

Club	Preferred Club(s) for Alliances
Ajax	St Kilda City, Ormond
Ashwood	Mount Waverley
Beamaris	St Bedes/ Mentone, East Sandringham
Bentleigh	St Paul's McKinnon, St Peters
Brighton Beach	Hampton, East Brighton Vampires
Caulfield	Murrumbeena, Ormond
Cheltenham	Highett, St Bedes/ Mentone, Dingley
Dingley	Mordialloc-Braeside, Cheltenham
East Brighton Vampires	St Kilda City, Brighton Beach, Hampton
East Malvern	Prahran, Murrumbeena
East Sandringham	Hampton, Beamaris, Highett
Hampton	Bri Beach, East Sandringham, East Bri Vampires
Highett	Cheltenham, East Sandringham
Mordialloc-Braeside	Dingley, St Bedes/ Mentone
Mount Waverley	Ashwood
Murrumbeena	Oakleigh, Caulfield, East Malvern
Northvale	Waverley Park
Oakleigh	St Peters, Murrumbeena
Ormond	Ajax, Caulfield
Port Melbourne	South Melbourne Districts
Prahran	East Malvern, St Kilda City, South Melb Districts
South Melbourne Districts	Port Melbourne, St Kilda City, Prahran
St Bedes/ Mentone	Beamaris, Mordialloc-Braeside, Cheltenham
St Kilda City	Ajax, East Bri Vampires, Sth Melb Districts, Prahran
St Paul's McKinnon	Bentleigh, St Peters
St Peters	St Paul's McKinnon, Bentleigh, Oakleigh
Waverley Park	Northvale

It is acknowledged that presently the Statement of Purpose and Rules of the Ajax JFC may preclude the club from forming composite teams.

10. It is recommended that all clubs be required to document the strategic alliances that they have with clubs, and how the pathway for a player will likely progress when composite teams with aligned clubs are required to be formed.

Such a document will outline the factors that may trigger the requirement for a composite team, the preferred clubs with which the composite team will be formed, and an outline of the probable operational arrangements that will come into effect.

11. It is recommended that all clubs will have such a document completed and publicly available to their members by the commencement of the 2017 SMJFL football season.



Partners

12. It is recommended that each SMJFL club develop alignments with Auskick centres so as to facilitate the progression of players from Auskick to junior football, and develop relationships with senior clubs so as to identify potential opportunities for players to progress to senior football. Whilst each junior club should develop their own preferred alignments and relationships, some possible alignment scenarios are outlined in the table below.

SMJFL Club	Main Feeder Primary Schools	Auskick Centre	VAFA Club	SFNL Club	Other Leagues Club
Ajax JFC Princes Park	Not Applicable, as the player pool is drawn from players of a specific cultural background	Ajax JFC Princes Park	Ajax JFC Gary Smorgan Oval (Albert Park)	-	-
Ashwood JFC Essex Heights Reserve	Parkhill PS, Essex Heights PS, Holy Family School	Ashwood Essex Heights Reserve	-	Ashwood FC Essex Heights Reserve	-
Beaumaris FC Banksia Reserve	Beaumaris PS, Beaumaris North PS, Black Rock PS, Cheltenham East PS, St Joseph's PS, Stella Maris PS, Mentone Grammar	Beaumaris Banksia Reserve Black Rock/ Beaumaris Nth MacDonald Reserve	Beaumaris FC Banksia Reserve	Black Rock FC Donald MacDonald Reserve	-
Bentleigh JFC King George VI Reserve	Tucker Road Bentleigh PS, Bentleigh West PS	Bentleigh King George VI Reserve	Glen Eira Saints FC Packer Park	Bentleigh FNC Bentleigh Reserve	-
Brighton Beach JFC Brighton Beach Oval	Brighton Beach PS, Brighton PS, St Joan of Arc School	Brighton Whyte Street Reserve Caulfield Koornang Park Glen Eira Saints Packer Park	Old Brighton Grammarians FC Brighton Beach Oval	Moorabbin Kangaroos FC Moorabbin West Reserve	-
Caulfield JFC Koornang Park	Carnegie PS, St Anthony's School, Ripponlea PS, McKinnon PS	Cheltenham Panthers Le Page Park	-	Caulfield JFC Koornang Park	-
Cheltenham JFC Le Page Park	Cheltenham PS, Kingston Heath PS, Le Page PS, Our Lady of Assumption	Cheltenham Panthers Le Page Park	-	Cheltenham FC Jack Barker Oval	-
Dingley JFC Souter Reserve	Dingley PS, Kingswood PS, St Mark's PS	Dingley Souter Reserve	-	Dingley FNC Souter Reserve	-
East Brighton Vampires JFC Hurlingham Park	Brighton PS, Bentleigh West PS, Elsternwick PS, Gardenvale PS, St Joan of Arc School, St Finbars PS, Brighton Grammar	Elsternwick Elsternwick Park East Brighton Hurlingham Park	Old Brighton Grammarians FC Brighton Beach Oval	East Brighton FC Hurlingham Park	-
East Malvern JFC DW Lucas Oval	Malvern PS, Lloyd Street PS, St Mary's PS, St Roch's PS, Caulfield Grammar, St Kevins College	Malvern Districts DW Lucas Oval	-	East Malvern FC DW Lucas Oval	-
East Sandringham JFC Chisholm Reserve	Sandringham PS, Sandringham East PS, Sacred Heart PS, Haileybury College	East Sandringham Chisholm Reserve	Hampton Rovers FC Boss James Reserve	Hampton Hammers FC Peterson Street Reserve	-
Hampton Rovers FC Boss James Reserve	Hampton PS, St Mary's PS, St Leonard's College	Hampton Castlefield Reserve	Hampton Rovers FC Boss James Reserve	-	-
Highett FC Highett Reserve	Southmoor PS, St Catherine's PS	Highett Highett Reserve	-	Highett FC Highett Reserve	-
Mordialloc Braeside JFC Walter Galt Reserve	Parkdale PS, Parktone PS, Mentone Park PS, Aspendale Gardens PS, St John Vianney's PS, St Brigid's PS	Parkdale Walter Galt Reserve	Parkdale FC Walter Galt Reserve	-	-
Mount Waverley JFC Pinewood Reserve	AmsleighPark PS, Pinewood PS, Holy Family PS	Mount Waverley Pinewood Reserve Oakleigh Districts Princes Highway Reserve	-	Oakleigh District FC Princes Highway Reserve	-

SMJFL Club	Main Feeder Primary Schools	Auskick Centre	VAFA Club	SFNL Club	Other Leagues Club
Murrumbeena JFC Murrumbeena Park	Murrumbeena PS, Hughesdale PS, St Patrick's PS	Murrumbeena Murrumbeena Park	-	Murrumbeena FC Murrumbeena Park	-
Northvale JFC Wellington Reserve	St John Vianney's PS	-	Mazenod OCFC Central Reserve	-	-
Oakleigh JFC Scammell Reserve	Oakleigh South PS, Christ Our Holy Redeemer School	Oakleigh Oakleigh South PS	Oakleigh AFC Scammell Reserve	-	-
Ormond JFC EE Gunn Reserve	Ormond PS, Caulfield South PS, McKinnon PS, Glen Huntly PS, St Joseph's PS, St Kevins PS	Ormond EE Gunn Reserve	Ormond AFC EE Gunn Reserve	-	-
Port Melbourne Colts JFC JL Murphy Reserve	Port Melbourne PS, Galilee Regional Catholic PS, Albert Park PS, Middle Park PS, Wesley College	Port Melbourne Colts JL Murphy Reserve	-	-	Port Melbourne Colts FC JL Murphy Reserve
Prahran JFC Toorak Park	Armadale PS, Our Lady of Lourdes PS, Melbourne Grammar	Stonnington / Old Xavs Toorak Park	Prahran Assumption FC Toorak Park	-	-
South Melbourne Districts JFC Albert Oval 11	Albert Park PS, Middle Park PS, St Kilda Park PS, Wesley College, St Michael's Grammar	South Melbourne Albert Oval 11	South Melbourne Districts FC Albert Oval 11	-	-
St Bedes / Mentone AFC Mentone Reserve	Mentone PS, St Patrick's Parish PS	Mentone Mentone Reserve	St Bedes / Mentone AFC Mentone Reserve	-	-
St Kilda City JFC Peanut Farm & Elwood Park	Elwood PS, St Kilda PS, Ripponlea PS, Elsternwick PS, St Columba's PS	Elsternwick Elsternwick Park	Elsternwick AFC Elsternwick Park	St Kilda City FC Peanut Farm	-
St Paul's McKinnon JFC McKinnon Reserve	Valkstone PS, McKinnon PS, St Paul's PS	St Paul's Valkstone PS McKinnon Reserve	-	St Paul's FC McKinnon Reserve	-
St Peters JFC Centenary Park	St Peter's PS, Coatesville PS, South Oakleigh PS	St Peters Centenary Park Coatesville Coatesville PS	Ormond AFC EE Gunn Reserve	St Paul's FC McKinnon Reserve Bentleigh FNC Bentleigh Reserve	-
Waverley Park JFC Columbia Park	Jells Park PS, St Justin's PS, St Leonard's PS, Good Shepherd Parish School	Waverley Park Hawks Waverley Park Stadium St Justin's Wheelers Hill Columbia Park Mazenod St Leonards Central Reserve	Mazenod OCFC Central Reserve	-	Mulgrave FC Mulgrave Reserve

Senior Clubs within the SMJFL region with no existing or proposed alignment	Albert Park FC Caulfield Grammarians FC Chadstone AFC Collegians FC De La Salle FC Melbourne High School OBFC Monash Blues FC Monash Gryphons AFC Old Geelong FC Old Haileyburians' AFC Old Melburnians FC Old Mentonians FC Old Xaverians FC Powerhouse AFC St Kevin's Old Boys FC (15)	Mordialloc FNC Heatherton FC Southern Dragons FC Mount Waverley FNC (4)	Waverley Blues Glen Waverley Hawks (2)
--	---	---	--

13. It is recommended that additional resources be allocated to the SMJFL by AFL Vic, or by other funding sources, for the specific purpose of delivering junior football recruitment activities and services within the SMJFL region.



2. INTRODUCTION

Australian Football continues to experience unprecedented growth and record numbers of participants in Victoria. In 2014, more than 290,000 people participated in some form of organised football activity, which was an increase of 8.7% on the previous year's levels of participation¹.

Grassroots junior football continues to be a key driver in stimulating the record levels of interest and participation in football. The South Metro Junior Football League (SMJFL) is one of the largest junior football organisations in Victoria. It currently accommodates more than 9,500 participants, including mixed gender footballers and umpires. The players make up 399 teams across 52 different divisions that service age groups ranging from Under 8s to Under 17s, including three girls-only divisions in the age groups Under 12s, 15s and 18s.

The SMJFL comprises 27 clubs, and covers a geographic region that incorporates six local government areas in the southeast of Melbourne (see Figure 1). In the past five years, the SMJFL has experienced significant growth, and whilst this growth is encouraged and embraced by the SMJFL Board and its affiliate clubs, all however recognise that such growth needs to be managed and controlled. To this end, a resolution from Member Clubs was carried at the 2014 SMJFL Annual General Meeting requiring the Board to prepare a Growth Strategy for the SMJFL (later re-named Sustainability Strategy).

Underpinning the resolution was the desire of clubs that a detailed analysis of the projected growth of the SMJFL be carried out, as well as an assessment of the appropriateness of the SMJFL's current model of delivery to accommodate projected growth.

The SMJFL Board prepared a Terms of Reference in March 2015, and subsequently appointed Simon Leisure Consulting, a sports and recreation planning firm, to assist it with the development of the Sustainability Strategy. (See Appendix 1 for the study's Terms of Reference). The study has involved a combination of research tasks, analysis of data, and consultation with the following stakeholders (see Appendix 2 for the consultation program):

- SMJFL Board and staff.
- SMJFL clubs.
- AFL Victoria, including the Regional Development Manager - Southern.
- Sports and recreation staff from the Cities of Port Phillip, Stonnington, Glen Eira, Monash, Bayside and Kingston.
- Victorian Amateur Football Association.
- Southern Football Netball League.
- Representatives from the Auskick centres located in the SMJFL region.
- Parks Victoria (in relation to clubs based at Albert Park).

The report provides an overview of the key findings of the study, and a series of recommendations to further strengthen junior football participation levels in the region.

Figure 1 – Region Serviced by the SMJFL



¹ Source: AFL Victoria Infographic 2014.

3. CONTEXT

AFL Victoria is the peak organisation for the planning and development of Australian Football in Victoria. It has overseen significant growth in football participation in the past 10 years, which now sees record numbers of boys, girls, men and women involved.

In 2014, total participation in football (298,998 people) increased by 8.7% compared to 2013, and comprised of:

- 145,136 club footballers (increase of 2.3% on 2013).
- 48,010 Auskickers (increase of 1.1%).
- 30,000 female footballers (increase of 41%).
- 1,106 clubs.
- 5,826 teams.

Participation in the game has never been healthier.

AFL Victoria’s Vision is

To be the most accessible sport for all Victorians²

And it’s Mission

Increase opportunities to participate in Australian Football

Nurture and promote participation and talent pathways

Strengthen the community connection to Australian Football



Seven Strategic Objectives have been adopted to guide the work of AFL Victoria, with each grouped into three Development Pillars.

Pillar #1 Community Foundation	Pillar #2 Best Talent	Pillar #3 Great Infrastructure
1. Participation 2. Community 3. Engagement 4. Fans	5. Talent & Second Tier	6. Facilities 7. People & Culture

The SMJFL Sustainability Strategy was prepared predominantly with consideration of the strategic context of supporting AFL Victoria’s *Community Foundation Pillar*, and the **Key Strategic Objective 1: Participation**

Develop and support appropriate pathways for all segments from AFL Auskick to open age football that maximises participation.

² Source: AFL Victoria’s Strategic Plan 2015.

The SMJFL's Strategic Plan 2015-2018 also informs the Sustainability Strategy. The following three Pillars underpin the Plan:

Pillar – Governance

To ensure that our decision making is independent, professional and accountable for the betterment of our stakeholders, for short to long term interests

Pillar – Football

Maintain quality football competitions, pathways and environments that are safe and fun and which promote health and inclusiveness for all

Pillar – Stakeholders

Building and elevating the SMJFL brand in the community



The SMJFL Sustainability Strategy directly responds to three of the eight Objectives from **Pillar – Football**:

1. Maintain and grow an effective competition structure with focus on quality, evenness, friendliness, inclusiveness and competitiveness
4. Build and promote effective pathways from Auskick through to Junior competitions to Seniors with the objective of retaining all participants in football
8. SMJFL Growth Strategy (now the Sustainability Strategy)



4. KEY ISSUES/ DRIVERS FOR THE STRATEGY

The preparation of the Sustainability Strategy was informed by a number of issues and drivers impacting football participation across the region covered by the SMJFL:

- Demographic considerations.
- Trends of participation in the SMJFL.
- Trends of participation in Auskick.
- Trends of participation in other sports.

4.1. Demographic Considerations

Understanding the current and projected population profile of the region covered by the SMJFL is a key to identifying trends in the demand for football, and also where opportunities might exist to increase football participation.

Table 1 shows the estimated 2014 population for the six local government areas (LGAs) covered by the SMJFL, and also the projected population growth in each LGA and then as a region.

Table 1 – Projected Population for SMJFL Region³

	No. of 5 to 19 year olds			Difference	
	2014	2021	2031	2014-2021	2014-2031
Region	121,947	127,220	132,524	5,273	10,577
Port Phillip	9,468	10,219	11,078	751	1,610
Stonnington	14,005	14,025	14,485	20	480
Glen Eira	24,003	24,855	25,481	852	1,478
Monash	30,526	32,531	34,726	2,005	4,200
Bayside	18,730	18,846	19,261	116	531
Kingston	25,215	26,744	27,493	1,529	2,278

The age cohort of 5-19 year olds corresponds with the age range of SMJFL participants. Table 1 shows that the total projected net increase of 5-19 year olds across the region to 2031 will be 10,577, however, the growth will not be uniform across the region:

- Over one third of the projected growth of 5-19 year olds will occur in Monash, however, only a quarter of all 5-19 year olds in the region reside in Monash. Whilst only part of the Monash LGA lies within the SMJFL region, it is significant that there is high growth of 5-19 year olds projected in the suburbs that are within the region (Oakleigh, Clayton, Glen Waverley).
- There is only a minimal increase in the number of 5-19 year olds projected for Bayside and Stonnington.
- Just on half the projected growth of 5-19 year olds to 2031 throughout the region will occur by 2021, or in the next 6 years, and nearly two thirds is projected to occur in Kingston and Monash, however, not all of the areas of these LGAs fall within the SMJFL region.

³ Source: Profile id.

The cultural diversity of an LGA is an important indicator of the likely interest in and demand for football in an area. ABS data shows that children born in non-mainly English speaking countries are less likely to participate in sport than Australian born children (40.4% compared to 61.1%⁴). In relation to the cultural diversity of the six LGAs, *Profile id* data identifies the following characteristics:

- The proportion of all residents in Port Phillip, Stonnington, Glen Eira and Kingston who were Australian born in 2011 ranges between 60%-65%, which is consistent with the Greater Melbourne average of 63.3%.
- 70.8% of all Bayside residents are Australian born.
- For Monash, the proportion of residents who are Australian born is significantly lower than the other five LGAs within the SMJFL region at 51.1%. Of note, there was a 3.2% reduction of the proportion of Australian born people residing in Monash between 2006 and 2011. During the same period, the proportion of people born in China, India and Sri Lanka increased from a combined proportion of 10.8% to 15.8%.

Implications for Football Participation in the SMJFL Region

1. The number of potential new junior footballers in the SMJFL region will increase by nearly 11,000 children by 2031.
2. Whilst the largest potential increase in demand will be in Monash, actual demand is likely to be somewhat offset by the increased cultural diversity of this LGA.
3. In 2014, there was approximately one SMJFL team per 309 children who were aged 5-19 years. Using this ratio of provision, the number of projected new teams to 2021 is 18 teams, and to 2031 is 35 teams.

Bayside has the highest ratio of players to population (1 team per 185 children), followed by Glen Eira (1: 255) and Port Phillip (1: 287). The ratios for Stonnington, Monash and Kingston are lower, however, this will be partly explained by the fact that these three LGAs have sections of their municipalities covered by other junior football leagues.

The key influence to future growth of teams will be the retention of bottom-aged players – organic growth of teams through population increase will be marginal.



⁴ Source: *Children's Participation in Cultural and Leisure Activities, Australia, ABS (2012)*.

4.2. Trends of Participation in the SMJFL

In the past six seasons there has been substantial growth in the number of teams in the SMJFL.

Figure 2 shows that the overall number of teams has increased by 26%.

Girls-only football teams were introduced in 2011, and the number of teams has grown from 11 in the first season to 23 in 2015, however, growth has stabilised since 2012, when there were 22 teams.

See Appendix 4 for the profile of teams per club for 2015.

The overall growth of teams has been generally evenly distributed through all age groups (see Figure 3). In 2014, an U8 category was introduced, and this has had the effect of reducing the total number of U9 teams in 2014 and 2015, when compared to previous seasons.

Figure 2 – SMJFL Teams 2010-2015

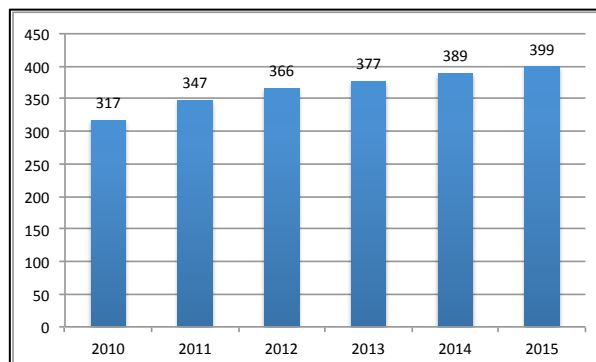
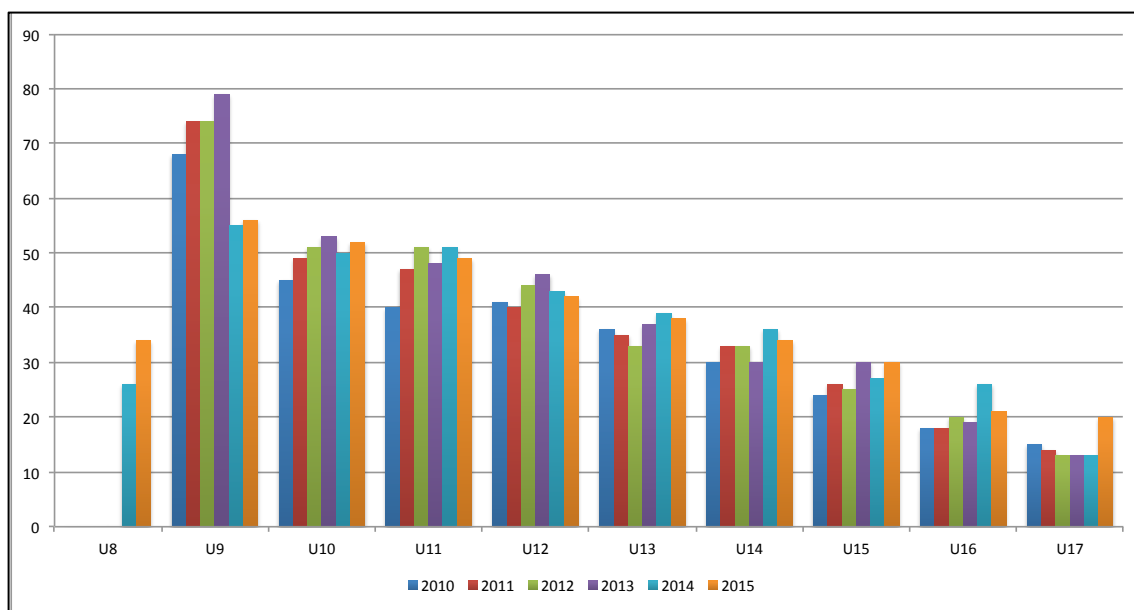


Figure 3 – SMJFL Teams by Age Groups (2010-2015)



A key issue for the SMJFL is the progressive attrition of teams, as age groups get older.

One of the main impacts from the loss of any team is the loss of players to football. Whilst some players and their parents ultimately decide that 'football is not for them' or other commitments in their lives take priority (such as school studies or school football), for other players the inability of their club to field a team inevitably results in them being lost to football.

Three most popular reasons cited by U13-15 players who stopped playing SMJFL football:

1. School studies (27.5%)
2. School football (27.5%)
3. Club could not field a team (18%)

Source: SMJFL survey conducted in 2013 of players who did not return to SMJFL football

Table 2 below tracks the retention of teams from U10 to U17 for the period since 2003. It shows the following retention rates:

- **2015 U12** retention from U10s = 80%
- **2015 U13** retention from U10s = 74%
- **2015 U14** retention from U10s = 69%
- **2015 U15** retention from U10s = 67%
- **2015 U16** retention from U10s = 57%
- **2015 U17** retention from U10s = 55%

Table 2 – Retention of SMJFL Teams From U10 to U17

	U10	U11	U12	U13	U14	U15	U16	U17
2015	52	49	42	38	34	30	21	20
2014	50	51	44	39	37	27	26	13
2013	53	48	46	37	30	30	19	13
2012	51	51	44	33	33	25	20	13
2011	49	47	40	35	33	26	18	14
2010	45	40	41	36	30	24	18	15
2009	37	45	40	31	26	23	19	12
2008	36	36	28	25	22	20	12	16
2007	36	31	28	24	23	22	16	20
2006	33	30	26	28	21	22	18	16
2005	27	26	28	22	25	23	14	20
2004	24	26	23	26	21	17	15	18
2003	24	25	28	24	17	22	14	15

In addition, the retention rates of teams in all age groups in 2010 were assessed by tracking back to each age group's origin U10 year. In 2010, the retention rate of:

- the U12s was 114%.
- the U13s was 100%.
- the U14s was 91%.
- the U15s was 89%.
- the U16s was 75%.
- the U17s was 62%.

In both scenarios, the largest and most consistent drop-off in age groups occurred between the U12s and U13s, and between the U15s and U16s.

Another issue that anecdotally influences the levels of enjoyment of players and the retention rate of players is the standard of football of the division in which a team is placed. For clubs with only one team, the range of abilities amongst the players will typically be large, so for players with better developed skills than their team mates, they will likely not enjoy playing in a Division 3 or Division 4 competition, even though on balance the lower division is the right standard for the combined talent of the team. In this scenario, clubs risk losing better skilled players and high achievers to other clubs that have a Division 1 team.

And vice versa, a player of lesser ability in a Division 1 team of skilled players, will likely experience low levels of enjoyment, involvement and sense of contribution to the team's performance. In this scenario, clubs risk losing this player also, but equally as important *football risks losing this player to the sport altogether.*

Table 3 compares the size of clubs to the frequency of the number of Division 1 teams. The table shows that larger clubs have a significantly improved chance of fielding Division 1 teams compared to smaller clubs. In fact, all clubs with more than 13 teams (15 clubs) have at least one Division 1 team, whilst only four of the 12 clubs with 12 or less teams have a Division 1 team (includes the composite Division 1 team that Highett and Cheltenham have formed).

Table 3 – Division 1 Teams Compared to Club Size (2015, SMJFL)

CLUB	U11	U12	U13	U14	U15	U16	U17	Total Div 1 Teams	Total Teams
East Sandringham	1	1	1	1	1		1	6	20
Mordialloc Braeside	1	1			1	1	1	5	22
Beaumaris			1	1	1	1		4	24
East Brighton Vampires	1	1	1	1				4	25
Prahran	1	1	1	1				4	17
Cheltenham			1	0.5		1		2.5	13
East Malvern			1	1		1		3	29
Ormond					1	1	1	3	17
St Kilda City	1	1			1			3	15
Ajax	1						1	2	18
Brighton Beach	1	1						2	9
Murrumbeena					1		1	2	15
Sth Melbourne Districts			1				1	2	16
Waverley Park				1	1			2	15
Hampton						1		1	12
St Bedes / Mentone							1	1	15
St Peters							1	1	16
St Paul's McKinnon		1						1	11
Highett				0.5				0.5	7
Ashwood								0	4
Bentleigh								0	10
Caulfield								0	12
Dingley								0	12
Mount Waverley								0	2
Northvale								0	3
Oakleigh								0	12
Port Melbourne								0	5

Whilst this statistic should be somewhat expected, the impact for the smaller clubs is that they are likely to continue to lose better skilled players to the larger clubs that are able to field multiple teams in different divisions, or lose the players to the SMJFL completely. One means to counter this recurring scenario for smaller clubs is to consider what Cheltenham and Highett did in 2015 – form two composite teams of different standards from the available playing pool of U14s from both clubs. This was a good example of how pooling the playing stock from two single club teams in the same age group can result in a higher division team being formed and a lower division team.

The result was that both clubs were able to place most boys into the appropriate division for their respective levels of ability. The SMJFL surveyed all players who participated in these composite teams, and the results confirm higher levels of satisfaction by the players with their football experience and an increased likelihood that players will continue to 'stay in the game' irrespective of their ability. A full review of the survey results are contained in Appendix 3, with some key findings being:

- 97% of respondents (31 players) thought the merging of the teams was good.
- 45% of respondents would have either not played football in 2015 or would have moved to another club, if the two clubs didn't merge the two teams.
- 100% of respondents intend playing SMJFL football in 2016.

- 100% of respondents recommend the clubs continue with the composite teams in 2016.

As well as having the outcome of better aligning the ability of players with the appropriate division, composite teams also enable players to remain at their origin club and potentially reduce player movements from lower graded teams (clubs) to higher graded teams (clubs). This outcome will then flow through to achieving greater club equalisation in relation to the comparative number of teams in higher divisions and lower divisions.

Club representatives consulted during this study also recognised and acknowledged the benefits of having multiple teams (see below).

Selection of club responses regarding the benefit of multiple teams per age group

- "Different abilities can be better catered for"* (St Paul's McKinnon JFC)
- "Greater opportunities for development."* (Mordialloc Braeside JFC)
- "Able to offer players a choice of teams and mix groups."* (Ormond JFC)
- "If done correctly a club can have an "A" and "B" team which will ensure you have older age groups"*. (Northvale JFC)
- "Protects against drop off and allow for a better spread of players of differing abilities and development"* (Murrumbeena JFC)

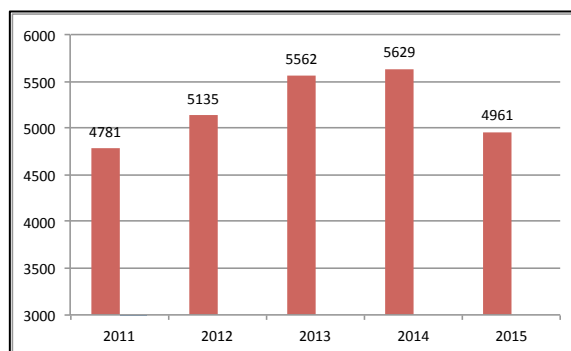
Source: SMJFL club survey conducted in 2015

4.3. Trends of Participation in Auskick

Total participation in Auskick within the SMJFL region increased by 18% in the period 2011 to 2014.

Whilst the total number of participants decreased in 2015, this is explained by the introduction of the U8s age group in the SMJFL.

Figure 3 – Auskick Participation in the SMJFL Region



Of note is that the intake of Kinda (5 years) and Prep (6 years) children in Auskick in the SMJFL region has never been as high as has been recorded in 2015.

Year	Kinda	Prep
2013	165	790
2014	296	1,248
2015	697	1,459

Collectively, this Auskick data confirms that **there is an ongoing opportunity for the SMJFL and its affiliate clubs to grow participation in football.**

4.4. Trends of Participation in Other Sports

There has been growth in soccer, basketball and netball participation in the past 5 – 6 years throughout the SMJFL region. These three sports are noteworthy as they are the most popular sports that provide direct competition to football participation. The survey conducted in May-June 2015 of SMJFL players who did not return in 2015 to play football, found that of all responses that cited “want to concentrate on another sport” as a reason for not returning to the SMJFL, basketball and soccer collectively contributed to 60% of the responses.

Soccer is considered the biggest threat as all competition matches (U12s and over) are played on Sundays, whilst for netball and basketball most under age competitions are played on Saturdays.

Tables 4 – 6 show a comparison of junior participation data (under 18 years) for each of these sports by LGA. For comparative purposes, the SMJFL football participation levels have also been included (Table 7). The data shows that the most significant increase in participation of the four sports has occurred in basketball (41% increase 2010 – 2014), followed by netball (27% increase 2009 – 2013), soccer (19% increase 2011 – 2015) and football (14% increase 2011 – 2014).

Throughout the different reporting periods, football consistently had nearly twice as many participants as the closest sport (basketball).

Of the six LGAs, Port Phillip has experienced the two largest increases of any sport in any LGA: soccer growth of 132% and netball growth of 169% (although both from comparatively low bases). Similar to Port Phillip, soccer popularity has grown considerably in Kingston (58%), Monash and Stonnington (both 33%), but was stable in Bayside and Glen Eira. (FFV’s MyFootballClub Manager cited the lack of soccer pitches as the constraint in these two LGAs, not declining interest).

Football recorded the highest increase of all of the sports in Stonnington, whilst it recorded no growth or a decline in Port Phillip and Monash.

Table 4 – Participation in Junior Soccer in the SMJFL Region (2011-2015)⁵

LGA	2011	2015	Change	% Change
Region	7,063	8,383	1,320	19%
Port Phillip	295	684	389	132%
Stonnington	155	206	51	33%
Glen Eira	1,599	1,580	-19	-1%
Monash	1,513	2,009	496	33%
Bayside	2,805	2,801	-4	0%
Kingston	696	1,103	407	58%

⁵ Source: Football Federation Victoria’s MyFootballClub Manager (2015).

Table 5 – Participation in Junior Basketball in the SMJFL Region (2010-2014)⁶

LGA	2010	2014	Change	% Change
Region	7,092	9,966	2, 874	41%
Port Phillip	448	420	-28	-6%
Stonnington	182	189	7	4%
Glen Eira	1,505	2,569	1,064	71%
Monash	1,582	2,233	651	41%
Bayside	2,835	3,430	595	21%
Kingston	540	1,125	585	108%

Table 6 – Participation in Junior Netball in the SMJFL Region (2009-2013)⁷

LGA	2009	2013	Change	% Change
Region	6,777	8,587	1,810	27%
Port Phillip	122	328	206	169%
Stonnington	981	1,168	187	19%
Glen Eira	1,152	1,637	485	42%
Monash	1,561	1,711	150	10%
Bayside	1,416	1,882	466	33%
Kingston	1,545	1,861	316	20%

Table 7 – Participation in Junior Football in the SMJFL Region (2011-2014)⁸

LGA	2011	2014	Change	% Change
Region	13,818	15,756	1,938	14%
Port Phillip	1,454	1,284	-170	-9%
Stonnington	1,289	1,874	585	46%
Glen Eira	2,944	3,827	883	30%
Monash	1,928	1,940	12	0.1%
Bayside	3,573	3,920	347	10%
Kingston	2,630	2,911	281	11%

⁶ Source: Basketball Victoria's Manager – Facilities & Government Relations (2015) and Kingston City Council.

⁷ Source: Netball Victoria's Facilities & Development Manager (2015).

⁸ Source: 2011 Metropolitan Leagues, Clubs and Teams Census and AFL Vic's Region Development Manager – Southern.

5. FRAMEWORK FOR PLAYER RETENTION

The recommended framework to improve the capability of clubs to field teams in the U16 and U17 competitions is outlined in the following table. Importantly, it recognises that there are different environments across the region in which clubs operate, which influences the retention of players.

Factors that can influence the retention of players, and which might be different between the six LGAs within the SMJFL region include:

1. The location of private schools, some of which require boys to play school football sometimes at the exclusion of club football. In other instances, the physical toll on boys having to play on both Saturday (for their school) and Sunday (for their club) precipitates a decision by some players to opt out of football.
2. The cultural diversity of an LGA.
3. The popularity of other sports within an LGA, particularly soccer.

It is proposed that the 'ideal' number of teams for a club based in Kingston and Monash is 17, in Glen Eira is 20, and in Port Phillip, Bayside and Stonnington is 23.

Age	Kingston Monash	Glen Eira	Port Phillip Bayside Stonnington
U8	2	2	3
U9	2	3	3
U10	2	3	3
U11	2	2	3
U12	2	2	3
U13	2	2	2
U14	2	2	2
U15	1	2	2
U16	1	1	1
U17	1	1	1
Total	17	20	23

The overarching goal of the SMJFL is for all clubs to field an U16 and an U17 team. However, the SMJFL understands and acknowledges that clubs may achieve this in different ways, including by having a total number of teams less than the aspirational number of teams outlined in the above table, or by forming composite teams with other clubs. The outcome of the overarching goal is that more players will be retained in football for longer, and the means by which clubs support this goal will ultimately be different between all clubs.

The considerations when determining the optimum or aspirational club profile per sub-region and the outcome from the implementation of the above framework are described below.

Kingston & Monash clubs (8 clubs*)

* Allows for the loss of Northvale JFC and Mount Waverley JFC⁹

Considerations	<ul style="list-style-type: none"> • soccer competition/ influence offsets the projected population growth • impact of private schools is low
Aspirational total of SMJFL teams	136 (currently 113 teams)
Optimum number of ovals required by a club	2 ovals

Glen Eira clubs (7 clubs)

Considerations	<ul style="list-style-type: none"> • soccer competition • restricted ground availability • impact of private schools is medium • existing density of clubs
Aspirational total of SMJFL teams	140 (currently 103)
Optimum number of ovals required by a club	2.5 ovals

Port Phillip, Bayside and Stonnington clubs (10 clubs)

Considerations	<ul style="list-style-type: none"> • ageing population • soccer competition • some restricted ground availability • impact of private schools is high
Aspirational total of SMJFL teams	230 (currently 183)
Optimum number of ovals required by a club	3 ovals

Aspirational total of SMJFL teams = 506 teams / 25 affiliate clubs

compared to

Projected total number of teams based on population growth = 434 teams

Actual number of teams by 2031 likely to be in between these two projected totals, i.e. 450 - 470

It is recommended that the club framework described in the table on the previous page be adopted as the aspirational number of minimum teams required by each club, depending on the municipality in which the club is located.

⁹ Northvale JFC and Mount Waverley JFC have lost a number of teams in the past 2-3 seasons, and have communicated to the SMJFL that they will likely disband in the next couple of seasons.

As a means to further strengthen the commitment of all SMJFL clubs to provide or foster a pathway for a player from U8s through to U17s

It is recommended that all clubs affiliated with the SMJFL be required to demonstrate the football pathway from U8s to U17s for all players in their club, whether through capacity and capability within their club's framework and resources, or whether by composite teams formed through clustering and alliances with other clubs.

This recommendation supports an overarching goal of the SMJFL that all clubs field an U16 and an U17 team. However, the SMJFL understands and acknowledges that clubs may achieve this in different ways, either from within, or by forming composite teams with other clubs. It would be desirable for such pathways to be documented by clubs by the commencement of the 2017 SMJFL football season. During 2016, a working party comprising club representatives and the SMJFL could prepare a template for a pathway policy that could then be used as a starting point for clubs to undertake this process.

Based on the current density of clubs throughout the SMJFL region, the restricted number of available grounds, and the aspiration of the SMJFL to have all clubs field stand-alone U15, U16 & U17 teams

It is recommended that the SMJFL Board take into account when considering any application for the admission of a new club, the capacity of the new club to achieve the aspirational framework for the number of teams per club and the effect that the entry of the new club may have on the capacity of a Member Club to achieve and maintain the aspirational framework for the number of teams.

In the short-term, the number of SMJFL clubs is likely to reduce to 25 clubs through the natural attrition of the Northvale JFC and the Mount Waverley JFC, created by an overall softening of football demand in Monash. However, in the long-term, the need for a new club may be triggered in the Port Melbourne/ Fishermans Bend area, but only after the population increases to significantly higher levels than currently projected by industry-accepted sources (Forecast id).

It is important to note that the SMJFL should retain an open mind on accepting existing junior clubs affiliated with other leagues, but which are based at reserves located within the area bound by the six LGAs of the SMJFL region. The point of difference with existing clubs compared to start-up clubs is that they will invariably be drawing a majority of their players from areas within the SMJFL region that are not being fully serviced by existing SMJFL clubs. For example, the northern and northeastern areas of the City of Stonnington, and the southern area of the City of Kingston.

5.1. Implementation of the Framework Model

The implementation of the proposed framework will improve the likelihood of players who commence their club football in the lower age groups to then conclude their junior football at the U17 level, assuming they have the aspiration to continue to participate in junior club football.

The proposed framework will require transitional arrangements to be introduced and endorsed by the SMJFL that collectively will maximise the opportunity to retain players in the game, and will improve their opportunity to compete at a level commensurate with their ability.

It is recommended that composite teams be formed between clubs, where clubs have insufficient numbers for a team to be fielded.

This recommendation has the objective of a team(s) being formed from incomplete teams from 2-3 clubs that have insufficient numbers to field a full team.

It is recommended that composite teams be formed between clubs, where clubs believe that the range of ability between the players in a team is so great that there will be a high probability that most players will not enjoy their football experience for the season, no matter what division the team is allocated.

This recommendation has the objective to better align the skill level of a player with the appropriate division after two or more clubs pool their players from the same age group to form two or more teams of players of a similar ability, and then applies to have the teams entered into divisions that are commensurate with the skill and ability levels of a majority of the players from each team.

It is recommended that the formation of composite teams should generally be restricted to the age groups between U13 and U17, inclusive.

This recommendation recognises that the composition of teams in the U8 to U12 age groups are highly likely to be based on friendships and/or schools, and to attempt to break up children and parents in these teams will more likely result in a less than satisfactory football experience for these participants. This recommendation also recognises that the range in talent, ability and/or size of players is not as wide as for older age groups. It also reinforces the responsibility that clubs have to maximise efforts to ensure that the number of teams in their lower age groups are healthy, and thereby improve the likelihood that the club remains sustainable. This aim for clubs to grow their bottom-age base will also assist to maximise the opportunity for the club to field teams in the post-primary age groups in the future.

Providing clubs with a framework for the preferred alliances between clubs will have the following benefits:

- Clubs and all personnel within clubs have surety of which adjoining clubs should be approached in the first instance for composite team discussions.
- Aligned clubs will form an association and a protocol over time for formulating composite teams, which should help expedite discussions and outcomes relating to composite team possibilities.
- It will assist SMJFL staff to plan for and identify composite team possibilities, as they may arise.
- Families (and players) who begin their football experience at a club, will be aware from the outset which clubs are aligned with their club, should composite teams be required in the future.
- Provides the opportunity for aligned clubs to jointly purchase or pool equipment that may be required to service composite teams (e.g. jumpers), in the knowledge that long-term returns will be likely on any investments made.
- It may provide the basis for any future mergers between two clubs, as and when if required, which will in turn have the likely benefit of expediting such arrangements and minimising drawn out and/or unsavory negotiations.

Some possible club alliance scenarios are outlined below, and are proposed after mainly considering geographical considerations, but also having some regard for past successful alliances and composite teams.

Club	Preferred Club(s) for Alliances
Ajax	St Kilda City, Ormond
Ashwood	Mount Waverley
Beaumaris	St Bedes/ Mentone, East Sandringham
Bentleigh	St Paul's McKinnon, St Peters

Club	Preferred Club(s) for Alliances
Brighton Beach	Hampton, East Brighton Vampires
Caulfield	Murrumbeena, Ormond
Cheltenham	Highett, St Bedes/ Mentone, Dingley
Dingley	Mordialloc-Braeside, Cheltenham
East Brighton Vampires	St Kilda City, Brighton Beach, Hampton
East Malvern	Prahran, Murrumbeena
East Sandringham	Hampton, Beaumaris, Highett
Hampton	Bri Beach, East Sandringham, East Bri Vampires
Highett	Cheltenham, East Sandringham
Mordialloc-Braeside	Dingley, St Bedes/ Mentone
Mount Waverley	Ashwood
Murrumbeena	Oakleigh, Caulfield, East Malvern
Northvale	Waverley Park
Oakleigh	St Peters, Murrumbeena
Ormond	Ajax, Caulfield
Port Melbourne	South Melbourne Districts
Prahran	East Malvern, St Kilda City, South Melb Districts
South Melbourne Districts	Port Melbourne, St Kilda City, Prahran
St Bedes/ Mentone	Beaumaris, Mordialloc-Braeside, Cheltenham
St Kilda City	Ajax, East Bri Vampires, Sth Melb Districts, Prahran
St Paul's McKinnon	Bentleigh, St Peters
St Peters	St Paul's McKinnon, Bentleigh, Oakleigh
Waverley Park	Northvale

It is acknowledged that presently the Statement of Purpose and Rules of the Ajax JFC may preclude the club from forming composite teams.

To ensure alliances and the subsequent pathway for players associated with a club are clear and transparent

It is recommended that each SMJFL club develop alliances with other SMJFL Member Clubs to facilitate efficiencies for the process to form composite teams. Whilst each club should consider its own preferred alliances, some possible club alliance scenarios are outlined in the previous table.

It is recommended that all SMJFL clubs be required to document the strategic alliances that they have with clubs, and how the pathway for a player will likely progress when composite teams with aligned clubs are required to be formed.

Such a document will outline the factors that may trigger the requirement for a composite team, the preferred clubs with which the composite team will be formed, and an outline of the probable operational arrangements that will come into effect.

It is recommended that all clubs will have such a document completed and publicly available to their members by the commencement of the 2017 SMJFL football season.

A working party comprising club representatives and the SMJFL could prepare a template policy for the operational components supporting club alliances that could then be used as a starting point for clubs to undertake the process to document this.

Whilst not specifically noted, the principles and intent of the framework model outlined above and the subsequent recommendations, also apply to the ongoing development and growth of girls-only football teams and participation. The Board, the Member Clubs and the SMJFL General Manager should continue to investigate specific strategies and initiatives to increase the participation of girls in SMJFL competitions through the working party already established.

It will be timely to incorporate more specific strategies and directions to grow the participation of girl's football in the SMJFL in subsequent reviews of this Sustainability Strategy, as more data and research concerning girls participation in football will be available, and the broader aspiration of the AFL to grow female football nationally (and the strategies to achieve this), will become clearer.

6. OTHER CONSIDERATIONS

6.1. Top-Age Category

As outlined in Section 4, it should be the aspiration of the SMJFL and its affiliate clubs to have sustainable and independent U16 and U17 age group competitions, with the success of both being underpinned by a combination of an expanded base of bottom-age teams and the encouragement provided to aligned clubs to form older age composite teams.

Notwithstanding this aspiration, there is evidence that suggests that over time it may not be realistic to continue with independent U16 and U17 age group competitions. The Yarra Junior Football League, the Eastern Football League and the Essendon District Football League all have a combined age group as their top age junior competition.

Competition	Age Groups Offered
Yarra Junior Football League	U8 – U15, and Colts (16 & 17 year olds)
Eastern Football League	U11 – U15, and U17s (16 & 17 year olds)
Essendon District Football League	U12, U14, U16, U18

At this point in time, the number of U16 and U17 teams in the SMJFL is strong enough to enable separate age group competitions, each with three divisions. Importantly, trend of growth/ decline over the past 6 – 7 seasons in the number of teams for these age groups suggests that the current arrangement will not change.

However, it will be prudent for the SMJFL and the clubs to review in 3 – 5 years the integrity and sustainability of yearly incremental age groups at the top ages, particularly from the perspective of football development outcomes. The options to the current age groups might be:

- U8 – U16 and a Colts competition (U17 & U18 year olds), or
- U8 – U15 and a Colts competition (U16 – U18 year olds).

6.2. Pathway Alignments

Alignments between Auskick centres, junior clubs and senior football clubs currently exist within the SMJFL region. It is an AFL Victoria aspiration that the pathway from introductory football participation to senior football participation be as clear and as well defined as possible¹⁰.

Appendix 5 outlines some possible alignment scenarios for Auskick centres, junior clubs and senior clubs in the SMJFL region, and takes into consideration existing junior-senior 'one club' entities, existing agreements between Auskick centres and stand-alone junior clubs and senior clubs (either formal or informal), co-tenancies between stand-alone clubs at specific reserves, and geographical considerations between Auskick centres and junior and senior clubs.

In all, there are 30 Auskick centres, 27 SMJFL clubs and 52 senior clubs based at grounds within the area covered by the SMJFL. An alignment of a junior club with an Auskick centre facilitates the easy flow through of players into junior football, whilst relationships between junior clubs and senior clubs provide a ready path for those players wishing to play senior football.

¹⁰ AFL Victoria Strategic Plan Objective 1: Participation – “Develop and support appropriate pathways for all segments from AFL Auskick to open age football that maximises participation”.

The Beaumaris FC, the Caulfield JFC, the East Brighton Vampires JFC, the Mount Waverley JFC, and the St Peters JFC have been aligned to two Auskick centres, mainly due to the geographic location of the existing Auskick centres to these clubs.

Of the 52 senior clubs within the SMJFL region, 31 are either currently directly aligned with junior clubs or have potential to be, and 21 are not. However, a majority of the VAFA clubs that are not aligned are 'old boy' clubs, and they still benefit from a number of boys who play with SMJFL clubs, due to their school connection. There are four 'district' VAFA clubs, four SFNL clubs and two Eastern Football League clubs that have not been aligned with an SMJFL junior club in the table, however, the table incorporates possible alignments only - they are not prescribed alignments.

It is recommended that each SMJFL club develop alignments with Auskick centres so as to facilitate the progression of players from Auskick to junior football, and develop relationships with senior clubs so as to facilitate opportunities for players to progress to senior football. Whilst each junior club should develop their own preferred alignments and relationships, some possible alignment scenarios are outlined in Appendix 5.

Related, is the desire of the SMJFL Board to reflect the importance of pathways in fostering football participation in the region, by amending its Statement of Purpose No. 4 to include a reference to pathways. The following suggested amendment will require approval at an SMJFL Annual General Meeting, as it concerns an amendment to the League's Rules.

It is recommended that the SMJFL Statement of Purpose No. 4 be amended to read, "*Encourage, foster, develop and promote participation [and pathways] in football in the region.*"

As is demonstrated in Appendix 5, the current number and distribution of senior football clubs within the SMJFL region exceeds the optimum number and distribution of junior clubs. As a result, a preferred objective of AFL Victoria for football bodies to work towards establishing clear pathways and links between Auskick centres, junior clubs, and senior clubs, is not fully achievable in this region. Ongoing discussions between all stakeholders should continue to occur relating to the transition of footballers from juniors to seniors.

6.3. SMJFL Governance

The affairs and business of the SMJFL are governed by the Member Clubs and the Board (up to 7 members), in accordance with the *SMJFL Statement of Purposes & Rules* (updated 12 January 2015). The Rules give the power and authority to the Board to "... *amend, substitute or cancel such By-laws as it considers necessary for the SMJFL to implement from time to time.*" (Rule 11.1[c])

The Board does not have absolute power to approve applications by football clubs seeking to become a Member Club of the SMJFL. (Refer Rules 3.18 - 3.24) Under the existing Rules, approval of new Member Clubs is by a special majority of Members at a General Meeting.

It is now considered best practice Governance for sports peak bodies for the ultimate authority and decision-making for the organisation be vested in an independent Board elected by the Members. Whilst this is mostly the case for the SMJFL – its Board is independent - the power to approve new Member Clubs still requires Member approval by a majority of Members.

Clubs were consulted over this issue at the three Club Forums held during the Sustainability Strategy planning process, and the draft strategy feedback processes. Whilst there were mixed views as to whether the Board should ultimately have all

power and responsibility to accept new Member Clubs, it was generally acknowledged that it is an anomaly in the SMJFL By-laws that this power is not granted.

Discussions with club representatives agreed that it is important that criteria be developed that documents key considerations for accepting a new Member Club into the SMJFL, and vice versa, for not accepting an application.

Therefore

It is recommended that the SMJFL amend its Rules to give the Board the authority to approve new Member Clubs, however, before commencing this process it should firstly develop criteria for accepting new Member Clubs into the SMJFL.

Any amendment to the Rules so as to give the Board the authority to approve such applications will require a vote of 75% of the Members at a specially convened meeting of Members. It is acknowledged that it would not be appropriate to seek such an amendment until such time as the Board has developed criteria with respect to the admission of new clubs after consultation with all relevant stakeholders, including the Member Clubs.

6.4. Football Participation Recruitment

The two critical times for football participant recruitment are entry level (Kinda & Primary School) and U13 age group (post Primary). It has been shown in this region that participation in Auskick and in club-based football for children aged in their mid-teens, is directly proportional to the level of active recruiting and football programs targeting children in these age groups.

Currently, football recruitment programs and initiatives are funded and delivered by AFL Victoria, specifically by AFL Vic's Regional Development Manager – Southern, who is based at Moorabbin Reserve as part of the southern region football hub. Whilst this system has worked well, an alternate model is for the SMJFL to be allocated a 'football recruitment and club sustainability fund' by AFL Vic. The SMJFL would be charged with the responsibility to plan, manage and deliver the junior football development program in conjunction with and with the assistance of the Regional Development Manager – Southern. Specific areas that the 'football recruitment and club sustainability fund' could initially be targeted to include the multicultural issues in Monash, girl's football development, the competition from other sports (particularly soccer), and support for Member Clubs to continue Auskick development.

The main benefits of the SMJFL having responsibility for targeted football development programs in the region are that it will enable the SMJFL to:

- tailor specific recruitment programs in areas identified as needing resources,
- work closely with Member Clubs to jointly undertake recruitment programs,
- have greater control of the recruitment program, the age groups targeted, and the areas targeted, and
- further strengthen alignments between Auskick centres and junior clubs, and junior clubs and senior clubs.

Therefore

It is recommended that additional resources be allocated to the SMJFL by AFL Vic or other funding sources, for planning, managing and delivering junior football recruitment activities and services within the SMJFL region. Current areas to address include the multicultural issues in Monash, girl's football development, the competition from other sports (particularly soccer), and support for Member Clubs to continue Auskick development.

6.5. Suggested Operational Changes for Selected Clubs

The preparation of the Sustainability Strategy has identified some options and possibilities to enhance the sustainable operations of selected clubs by either better aligning clubs with their catchments or modifying the operational arrangements of clubs. These are outlined below, and may require additional discussions between the SMJFL, the nominated clubs, and the relevant councils to confirm the viability and feasibility of the suggestions.

Whilst the following scenarios form part of the Sustainability Strategy report, they are not being specifically recommended for adoption, as further planning and research may be required before implementation is possible.

Oakleigh JFC Establish an Auskick centre at Keeley Park, Clayton South PS or Clarinda PS.
Utilise Keeley Park as the Club's second ground and cease using Princes Highway Oval.

Benefit *Expands growth into an area of the SMJFL region not currently being directly serviced.*
Allows Mount Waverley JFC to maximise benefit from Oakleigh Districts Auskick.

St Kilda City JFC Assume organisational responsibility for the Elsternwick Auskick, but retain the shared pathway of participants to either St Kilda City JFC or East Brighton Vampires.
Consider a name change for the Club to better represent its geographical region, inclusive of the Elwood and Elsternwick communities.

Benefit *Provides improved opportunity for the Club to grow.*
Centralises the Club within its catchment.
Locates a junior club in the Elwood area.
New club base and club identity facilitates a shared pathway for U17s to the both St Kilda City FNC and the Elsternwick AFC.

Caulfield JFC Utilise Glen Huntly Park as the Club's second ground.
Scenario 1: If Glen Eira Auskick disbands, then retain the Caulfield Auskick centre at Koornang Park but re-name it the Carnegie Auskick centre and encourage Glen Eira Auskick participants move to this centre).
Establish a new Auskick centre at Glen Huntly Park and name it the Caulfield Auskick centre.
Scenario 2: If Glen Eira Auskick continues, then relocate the Caulfield Auskick centre from Koornang Park to Glen Huntly Park.
Encourage Glen Eira Auskick participants to transition to the Caulfield JFC when ready to join a junior football club.

Benefit *Gives the Caulfield JFC a presence in Caulfield via both Auskick and playing matches at Glen Huntly Park.*
Stimulates growth of football in an area of the region currently not directly serviced by a club/ Auskick (Caulfield and Caulfield North).

*Reduces the oversupply of Auskick centres within the catchment comprising Carnegie, Ormond and Murrumbeena.
Provides a local pathway for the Glen Eira Saints Auskickers.*

Advocate to Bayside City Council that William Street Reserve be retained for junior football.

Advocate to Glen Eira City Council that Packer Park, Duncan Mackinnon Reserve and Glen Huntly Reserve be retained for junior football.

6.6. Strategy Review

The SMJFL Sustainability Strategy should be a dynamic document that is regularly reviewed and updated. Reviews should be instigated by the SMJFL General Manager, and be inclusive of input from the SMJFL Board, affiliated clubs of the SMJFL, and other stakeholders considered appropriate.

The following timeframe is provided as a guide for subsequent reviews. The general timing of the reviews coincides with the estimated release of Census data¹¹, which acknowledges the importance of changing demographics as a key determinant of future growth/ decline in football participation, particularly in sub-regions across the total SMJFL region.

Year of Review

2017

2022

2027

The first review of the Sustainability Strategy in two years time is appropriate, as it will provide an early opportunity for the Board, staff and clubs to assess the effectiveness of recommendations implemented in the short-term, particularly as the 2015 Sustainability Strategy is the first such strategic planning process undertaken by the League to inform and plan for football participation growth.



¹¹ The Census is conducted in August every five years. The previous Census was held in August 2011.

Appendix 1

Study Terms of Reference

SMJFL Growth Strategy 2015 - Term of Reference March 2015

Purpose

The SMJFL board is developing a Growth Strategy as per member Club resolution at the 2014 AGM.

The Growth Strategy is defined by the league's desire to grow the total number of players and recognises the need to manage this growth. This is based on a 10-20 year timeframe.

The keys areas identified that shall form part of the strategy development are:

- Current and future demographics & diversity (gender & culture) for the leagues region (Demographic Change)
- Current listing of AusKick centres, senior league clubs & senior female league clubs located in the league region
- Analysis of previous years SMJFL participation numbers through each age category (Participation Trends)
- Infrastructure audit (pavilions & ovals) & future needs
- Appropriateness of current member clubs and new club entries
- Club volunteers in the future
- Relevance of strategy in meeting AFL/AFL Vic seven key core national objectives
- External competitor to Australian Rules Football, i.e. soccer, basketball, netball, etc.
- Delivery of a competition that aims to provide a 50/50 win/lose ratio for players during a rolling 5 year period

The strategy is not limited to these areas as the strategy is developed and unfolds.

Term

The SMJFL board has committed to a deadline as per the 2014 AGM resolution of the 30th June 2015. Although, once the size and scope of the Growth Strategy has been finalised, the board shall advise should an extension on this timeframe be required.

Management

The ultimate responsibility for the Growth Strategy lies with the board of the SMJFL.

We envisage that the SMJFL board and executive team will provide input into the development of the Growth Strategy. Where necessary, the SMJFL will engage specialized external resources to assist with the project.

As elected independently, the board will deliver a Growth Strategy with recommendation that allows for the continued administration and delivery of a professional and independent league.

Engagement

Key stakeholders such as member clubs, local government, AFL, AFL Victoria, AusKick, VAFA, SFL and other organisations as appropriate, will be asked for specific information or feedback as a group or individually based on the needs of exploring the identified areas.

Appendix 2

Consultation Undertaken During the Preparation of the Sustainability Strategy

June 2015

Club Forum – Bayside & Port Phillip SMJFL clubs

Club Forum – Kingston & Monash SMJFL clubs

Club Forum – Glen Eira & Stonnington SMJFL clubs

Meeting with Port Phillip Council reps

Meeting with Glen Eira Council reps

Meeting with Stonnington Council reps

Meeting with Bayside Council reps

Meeting with Monash Council reps

Meeting with Kingston Council reps

Auskick Forum with Auskick Centre reps

Meeting with Southern Football Netball League reps

Meeting with Victorian Amateur Football Association reps

Meeting with AFL Victoria's Regional Development Manager – Southern

Meeting with AFL Victoria's Infrastructure & Planning Manager

Meeting with Parks Victoria

July 2015

Meeting with AFL Victoria's Community Football & Engagement Manager

August 2015

SMJFL clubs review 1st draft report, and respond via an online survey

Club Feedback Session – combined forum for all SMJFL clubs

Other stakeholders review 1st draft report, including AFL Vic, the SFNL and the VAFA

September 2015

SMJFL clubs review final draft report

AFL Victoria's staff review final draft report

Appendix 3

Results of the Cheltenham / Highett U14 Player Survey

Survey and Respondent Information

Survey period:	July – August 2015
No. of respondents:	31 players of a possible 41 players (or response rate of 75%)
Origin Club:	Cheltenham: 15 players; Highett: 15 players; Chelt-Highett: 1 player
Composite Div 1 Team:	21 players
Composite Div 4 Team:	10 players

Survey Results

- Do you think merging the two teams / clubs was a good thing?
Yes 97% No 3%
- If the two clubs didn't merge the two teams, would you still have played football this year?
Yes 55% Yes, but would have moved to another club 39% No 6%
- Will you play SMJFL football in 2016?
Yes 100% No 0%
- Do you recommend the clubs continue with the composite teams in 2016?
Yes 100% No 0%

- What were some of the advantages of merging the two teams?

Selected responses only

- Meeting new people and team mates.
- Both teams had a lot of talented players and some that weren't as talented so by making a division 1 and division 4 side all players could compete at the level they should.
- That we kept our good players and could play Div 1. I also got more ball in the other team.
- It gave me more match time and try different positions and I have improved.

- What were some of the disadvantages of merging the two teams?

Selected responses only

- Nil, it was great.
- The top team was very well looked after since most of the heavily involved families had their sons in that team, but for the bottom team we struggled because not many parents put their hand up to help out.
- The feeling of being taken over.
- The only disadvantage I could think of is we didn't have the same shorts and socks, but we will have them next year.
- None, I think it was a good thing to do, it kept us together.

Appendix 4

Profile of SMJFL Clubs 2015

2015 Team Numbers	Municipality	Boys										Total Boys Teams	Girls			Total Girls Teams	Total teams
		U/8	U/9	U/10	U/11	U/12	U/13	U/14	U/15	U/16	U/17		U/12	U/15	U/18		
Ajax	Glen Eira	1	3	2	2	2	2	2	2	1	1	18				0	18
Ashwood	Monash	1	1	1	1	0	0	0	0	0	0	4				0	4
Beaumaris	Bayside	2	3	4	3	2	2	3	2	2	1	24		1		1	25
Bentleigh	Glen Eira	1	3	2	1	1	1	1	0	0	0	10		1		1	11
Brighton Beach	Bayside	1	2	2	2	1	1	0	0	0	0	9		1		1	10
Caulfield	Glen Eira	1	3	1	2	1	1	1	1	0	1	12				0	12
Cheltenham	Kingston	1	1	1	2	1	2	2	1	1	1	13	1			1	14
Dingley	Kingston	1	2	1	2	1	1	2	1	1	0	12				0	12
East Brighton	Bayside	3	4	4	3	3	3	2	2	1	0	25	1	2	1	4	29
East Malvern	Stonnington	3	4	5	4	4	2	2	2	2	1	29	1	1		2	31
East Sandringham	Bayside	2	3	2	2	2	2	2	3	1	1	20				0	20
Hampton	Bayside	1	2	2	2	1	1	2	0	1	0	12				0	12
Highett	Kingston	0	1	1	1	1	1	0	0	0	2	7			1	1	8
Mordialloc Braeside	Kingston	3	3	2	3	3	2	2	2	1	1	22	1	1		2	24
Mount Waverley	Monash	0	0	0	0	0	0	0	0	2	0	2		1		1	3
Murrumbeena	Glen Eira	1	2	3	1	2	2	0	2	1	1	15				0	15
Northvale	Monash	0	0	1	1	0	0	1	0	0	0	3				0	3
Oakleigh	Monash	1	2	1	2	2	1	1	1	0	1	12				0	12
Ormond	Glen Eira	1	2	2	2	1	2	1	2	2	2	17				0	17
Port Melbourne	Port Phillip	1	1	1	1	1	0	0	0	0	0	5				0	5
Prahran	Stonnington	3	2	3	2	2	2	2	1	0	0	17	1	1		2	19
South Melbourne	Port Phillip	1	2	2	2	2	2	2	1	1	1	16				0	16
St Bedes Mentone	Kingston	1	2	2	2	2	1	1	1	1	2	15		1		1	16
St Kilda City	Port Phillip	1	2	2	2	2	2	1	2	1	0	15		1		1	16
St Pauls	Glen Eira	1	2	1	1	2	1	1	1	0	1	11				0	11
St Peters	Glen Eira	2	2	2	2	1	2	1	1	1	2	16	1	1	1	3	19
Waverley Park	Monash	0	2	2	1	2	2	2	2	1	1	15	1	1		2	17
2015 Total		34	56	52	49	42	38	34	30	21	20	376	7	13	3	23	399
2014 Total		27	57	50	51	44	39	37	27	26	13	371	6	9	8	23	394
2013 Total		0	79	53	48	46	37	30	30	19	13	355	4	10	3	17	372
2012 Total		0	74	51	51	44	33	33	25	20	13	344	24	45	17	22	366

Appendix 5

Possible Club Alignment and Relationship Scenarios

SMJFL Club	Main Feeder Primary Schools	Auskick Centre	VAF A Club	SFNL Club	Other Leagues Club
Ajax JFC Princes Park	Not Applicable, as the player pool is drawn from players of a specific cultural background	Ajax JFC Princes Park	Ajax JFC Gary Smorgan Oval (Albert Park)	-	-
Ashwood JFC Essex Heights Reserve	Parkhill PS, Essex Heights PS, Holy Family School	Ashwood Essex Heights Reserve	-	Ashwood FC Essex Heights Reserve	-
Beamaris FC Banksia Reserve	Beamaris PS, Beamaris North PS, Black Rock PS, Cheltenham East PS, St Joseph's PS, Stella Maris PS, Mentone Grammar	Beamaris Banksia Reserve Black Rock/ Beamaris Nth MacDonald Reserve	Beamaris FC Banksia Reserve	Black Rock FC Donald MacDonald Reserve	-
Bentleigh JFC King George VI Reserve	Tucker Road Bentleigh PS, Bentleigh West PS	Bentleigh King George VI Reserve	Glen Eira Saints FC Packer Park	Bentleigh FNC Bentleigh Reserve	-
Brighton Beach JFC Brighton Beach Oval	Brighton Beach PS, Brighton PS, St Joan of Arc School	Brighton Whyte Street Reserve Caulfield Koornang Park Glen Eira Saints Packer Park	Old Brighton Grammarians FC Brighton Beach Oval	Moorabbin Kangaroos FC Moorabbin West Reserve	-
Caulfield JFC Koornang Park	Carnegie PS, St Anthony's School, Ripponlea PS, McKinnon PS	Cheltenham Panthers Le Page Park	-	Caulfield JFC Koornang Park	-
Cheltenham JFC Le Page Park	Cheltenham PS, Kingston Heath PS, Le Page PS, Our Lady of Assumption	Cheltenham Panthers Le Page Park	-	Cheltenham FC Jack Barker Oval	-
Dingley JFC Souter Reserve	Dingley PS, Kingswood PS, St Mark's PS	Dingley Souter Reserve	-	Dingley FNC Souter Reserve	-
East Brighton Vampires JFC Hurlingham Park	Brighton PS, Bentleigh West PS, Elsterwick PS, Gardenvale PS, St Joan of Arc School, St Finbars PS, Brighton Grammar	Elsterwick Elsterwick Park East Brighton Hurlingham Park	Old Brighton Grammarians FC Brighton Beach Oval	East Brighton FC Hurlingham Park	-
East Malvern JFC DW Lucas Oval	Malvern PS, Lloyd Street PS, St Mary's PS, St Roch's PS, Caulfield Grammar, St Kevins College	Malvern Districts DW Lucas Oval	-	East Malvern FC DW Lucas Oval	-
East Sandringham JFC Chisholm Reserve	Sandringham PS, Sandringham East PS, Sacred Heart PS, Haileybury College	East Sandringham Chisholm Reserve	Hampton Rovers FC Boss James Reserve	Hampton Hammers FC Peterson Street Reserve	-
Hampton Rovers FC Boss James Reserve	Hampton PS, St Mary's PS, St Leonard's College	Hampton Castlefield Reserve	Hampton Rovers FC Boss James Reserve	-	-
Highett FC Highett Reserve	Southmoor PS, St Catherine's PS	Highett Highett Reserve	-	Highett FC Highett Reserve	-
Mordialloc Braeside JFC Walter Galt Reserve	Parkdale PS, Parktone PS, Mentone Park PS, Aspendale Gardens PS, St John Vianney's PS, St Brigid's PS	Parkdale Walter Galt Reserve	Parkdale FC Walter Galt Reserve	-	-
Mount Waverley JFC Pinewood Reserve	AmsleighPark PS, Pinewood PS, Holy Family PS	Mount Waverley Pinewood Reserve Oakleigh Districts Princes Highway Reserve	-	Oakleigh District FC Princes Highway Reserve	-

SMJFL Club	Main Feeder Primary Schools	Auskick Centre	VAFA Club	SFNL Club	Other Leagues Club
Murrumbeena JFC Murrumbeena Park	Murrumbeena PS, Hughesdale PS, St Patrick's PS	Murrumbeena Murrumbeena Park	-	Murrumbeena FC Murrumbeena Park	-
Northvale JFC Wellington Reserve	St John Vianney's PS	-	Mazenod OCFC Central Reserve	-	-
Oakleigh JFC Scammell Reserve	Oakleigh South PS, Christ Our Holy Redeemer School	Oakleigh Oakleigh South PS	Oakleigh AFC Scammell Reserve	-	-
Ormond JFC EE Gunn Reserve	Ormond PS, Caulfield South PS, McKinnon PS, Glen Huntly PS, St Joseph's PS, St Kevins PS	Ormond EE Gunn Reserve	Ormond AFC EE Gunn Reserve	-	-
Port Melbourne Colts JFC JL Murphy Reserve	Port Melbourne PS, Galilee Regional Catholic PS, Albert Park PS, Middle Park PS, Wesley College	Port Melbourne Colts JL Murphy Reserve	-	-	Port Melbourne Colts FC JL Murphy Reserve
Prahran JFC Toorak Park	Armadale PS, Our Lady of Lourdes PS, Melbourne Grammar	Stonnington / Old Xavs Toorak Park	Prahran Assumption FC Toorak Park	-	-
South Melbourne Districts JFC Albert Oval 11	Albert Park PS, Middle Park PS, St Kilda Park PS, Wesley College, St Michael's Grammar	South Melbourne Albert Oval 11	South Melbourne Districts FC Albert Oval 11	-	-
St Bedes / Mentone AFC Mentone Reserve	Mentone PS, St Patrick's Parish PS	Mentone Mentone Reserve	St Bedes / Mentone AFC Mentone Reserve	-	-
St Kilda City JFC Peanut Farm & Elwood Park	Elwood PS, St Kilda PS, Ripponlea PS, Elsternwick PS, St Columba's PS	Elsternwick Elsternwick Park	Elsternwick AFC Elsternwick Park	St Kilda City FC Peanut Farm	-
St Paul's McKinnon JFC McKinnon Reserve	Valkstone PS, McKinnon PS, St Paul's PS	St Paul's Valkstone PS McKinnon Reserve	-	St Paul's FC McKinnon Reserve	-
St Peters JFC Centenary Park	St Peter's PS, Coatesville PS, South Oakleigh PS	St Peters Centenary Park Coatesville Coatesville PS	Ormond AFC EE Gunn Reserve	St Paul's FC McKinnon Reserve Bentleigh FNC Bentleigh Reserve	-
Waverley Park JFC Columbia Park	Jells Park PS, St Justin's PS, St Leonard's PS, Good Shepherd Parish School	Waverley Park Hawks Waverley Park Stadium St Justin's Wheelers Hill Columbia Park Mazenod St Leonards Central Reserve	Mazenod OCFC Central Reserve	-	Mulgrave FC Mulgrave Reserve
Senior Clubs within the SMJFL region with no existing or proposed alignment			Albert Park FC Caulfield Grammarians FC Chadstone AFC Collegians FC De La Salle FC Melbourne High School OBFC Monash Blues FC Monash Gryphons AFC Old Geelong FC Old Haileyburians' AFC Old Melburnians FC Old Mentonians FC Old Xaverians FC Powerhouse AFC St Kevin's Old Boys FC ⌈(15)	Mordialloc FNC Heatherton FC Southern Dragons FC Mount Waverley FNC ⌈(4)	Waverley Blues Glen Waverley Hawks ⌈(2)



**2nd Floor, Junior Development Pavilion
Moorabbin Recreation Reserve
Linton Street, Moorabbin VIC 3189**

www.smjfl.com.au