

AFL NORTH COAST INCORPORATED

Charter of Operation

1 SCOPE

- 1.1 The aim of this Charter of Operation is to form guidelines for the management of the Junior and Senior competition management sub-committees (“Competition Management Committees”) of AFL North Coast. The Competition Management Committees are responsible for the management and operations of the football competitions (in conjunction with the Football Operations Co-ordinator) within the AFL North Coast league to ensure they coincide with the strategic direction set by the AFL North Coast Board. This includes, but is not limited to, making decisions relating to the implementation and interpretation of By-Laws.
- 1.2 This Charter of Operations document can be amended with AFL North Coast Board approval at any time (in consultation with AFL NSW/ACT and the Competition Management Committees) and is not subject to the same AGM and Association processes associated with amending the Rules of the Association.
- 1.3 The current version of the Charter of Operations will be available on the AFL North Coast website along with the Constitution and By-Laws.

2 DEFINITION AND INTERPRETATION

- 2.1 In these Rules, unless the contrary intention appears:

“Competition Management Committee” (“CMC”) means the Junior and/or Senior Competition Management Committee of the League as referenced in Rule 25 of the AFL North Coast – Rules of Association.

“Affiliated Club” means a football club affiliated with the League whose application for Membership has been approved in accordance with Rule 5 of the AFL North Coast – Rules of Association.

“Senior Club” means a Senior club affiliated with the League.

“Junior Club” means a Junior club affiliated with the League.

“Board” means the Board of the AFL North Coast.

“By-laws” means the by-laws of the League.

“Club Representative” means a person nominated by an Affiliated Club.

“Financial Year” means the year ending 31 October.

“Member” means a Member of the League.

“Regulations” means regulations under the Act.

- 2.2 Words and expressions contained in these Rules will be interpreted in accordance with the provisions of the Interpretation of Legislation Act 1984 (NSW) and the Act as in force from time to time.

3 COMPETITION MANAGEMENT COMMITTEES OF THE LEAGUE

- 3.1 As per Rule 25 of the AFL North Coast – Rules of Association, a separate sub-committee (“Competition Management Committee”) will manage each of the Senior and Junior competitions of AFL North Coast in such a manner as to ensure that each competition complies with the strategic direction established by the AFL North Coast Board.

Note: The Competition Management Committee (CMC) title, role and responsibilities is being introduced in 2016 in line with similar structures operating effectively in other AFL NSW/ACT regions in an attempt to ensure consistent governance, process, and practice across the State.

- 3.2 Significant two-way communication and collaboration is required between the AFL North Coast Board and each CMC, together with an excellent understanding of the authority and autonomy that is delegated to each group. The President of the CMC and the Football Operations Co-ordinator will be responsible for advising CMC members which matters require ratification by the Board and which do not. For example:

- Amendments to By-Laws require Board ratification, the interpretation and application of existing By-Laws do not.
- Incurring expenditure outside of an approved budget requires Board ratification, expending budgeted funds does not.

- 3.3 Each CMC will consist of a minimum of four (4) and a maximum of eight (8) persons, plus the AFL North Coast Football Operations Co-ordinator.

- 3.4 The membership of the CMC should reflect the diversity of the North Coast AFL community, including women and people from varied locations within the region.

- 3.5 Each CMC member will hold a portfolio that may include, but is not limited to:

- President – Board representation, providing reports to the Board, convening Forums of Club Representatives
- Umpiring – recruitment, coaching and feedback, appointments
- Coaching – accreditation of coaches and ongoing professional development opportunities
- Representative Football – program, trials/selection, coach and manager appointments, uniforms
- Code of Conduct – Tribunal liaison, investigations
- Events – season launch, Grand Final arrangements, presentation night
- Inclusion – participation of females, indigenous, culturally and linguistically diverse

- Culture and safety – retention of players from Auskick to Juniors, and from Juniors to Seniors
- Cross sport partnership – By-Law development, facility sharing

CMC members will be responsible for leading projects within their portfolio and will provide regular updates and reports to the CMC.

- 3.6 The CMC portfolios may be altered at any time with the approval of the Board.
- 3.7 CMC members will elect a President at the CMC meeting to be held in November of each year. The elected President will assume a position on the AFL North Coast Board and will report on competition matters to the Board.
- 3.8 A Board member or a person external to the Board may be considered by the Board as a member of the CMC.
- 3.9 The Board will determine and appoint candidates for office as a member of the CMC during the month of October in each year. The Board may canvas nominations from Member Clubs if desired.
- 3.10 CMC members are appointed for a period of one year to ensure a balanced, committed, well-functioning and effective CMC membership, including an annual opportunity to consider new members. Members wishing to continue beyond their period of appointment will need to re-nominate ahead of the October appointment timeframe.
- 3.11 Ideally, CMC members will not be actively involved in an Affiliated Club as this will minimize the potential conflict of interest resulting from the CMC's need to make decisions that directly impact upon the Affiliated Clubs.
- 3.12 To make a positive contribution to the CMC, prospective members will need to be able to demonstrate the following skills and attributes:
 - Communicate effectively and courteously, respecting the diversity of needs across AFL North Coast and being able to advocate and promote issues and decisions persuasively;
 - Accept and respect AFL North Coast Board and AFL NSW/ACT management decisions regarding strategic direction and priorities;
 - Experience and skill set to organise portfolio responsibilities confidently, professionally, and in a timely manner;
 - Maintain positive, respectful relationships with others in AFL North Coast;
 - Hold all CMC discussions and decisions in the strictest confidence;
 - Engage in respectful discussion with those expressing a different perspective, working toward consensus while remaining on good terms with all other CMC members;
 - Support all CMC decisions even when they differ from a personal view or if they prove to be unpopular with the AFL North Coast community.
- 3.13 In the event that candidates cannot be found for a CMC, the Board can appoint a Board Member, or a person external to the Board, to this CMC at any time, in its absolute discretion.

4 ROLE OF THE FOOTBALL OPERATIONS CO-ORDINATOR

- 4.1 The role of Football Operations Co-ordinator includes, but is not limited to, the following functions:
- a. Fixtures
 - b. Registrations
 - c. Calendar of events
 - d. Website
 - e. Media liaison
 - f. Tribunal hearing logistics
 - g. Activating appeals and investigations
 - h. Budget preparation, financial monitoring, management, and reporting
 - i. Finals fixtures match management
 - j. Communication to affiliated clubs and nominated representatives
 - k. Meeting logistics
 - l. Secretary of the CMCs
 - m. Providing a two-way link between the AFL North Coast Board and the CMCs

5 MEETINGS OF THE COMPETITION MANAGEMENT COMMITTEE

- 5.1 The Chairman of the CMC may convene a meeting of the CMC at any time.
- 5.2 Meetings are to be held monthly. Members are expected to attend a minimum of 75% of meetings held in the period of November to October and are expected to actively participate in all matters discussed by the CMC, not just those that affect their portfolio.
- 5.3 Meetings may be held in of any of the following formats:
- a. face-to-face
 - b. telephone
 - c. videoconference or
 - d. any other form of communication where all persons participating in the meeting have an opportunity to express their views and opinions and participate fully in the meeting, even through they may not be physically present.
- 5.4 Decisions of the CMC will be made by consensus wherever possible. In the event that consensus cannot be reached, a determination will be made by a vote where a majority will see a motion carried. All decisions will be noted in the meeting minutes by the Football Operations Co-ordinator.
- 5.5 A Member of the Board or AFL (NSW/ACT) staff member may attend any meeting of the CMC. If the Board or staff member wishes to raise an item(s) with the CMC this is to be advised to the Football Operations Co-ordinator a minimum of seven (7) days prior to the scheduled meeting so that advance notice can be provided to CMC members.

- 5.6 Upon invitation, a Club Representative or invited guest is entitled to attend any meeting of the CMC and may address the meeting, but is not entitled to vote at any meeting. Individuals who are invited to attend a meeting can join that meeting for the duration of the discussion relating to the topic that is of relevance to them, and will be invited to leave the meeting at the conclusion of this item.
- 5.7 The quorum for meetings of the CMC is 50% of the membership number, rounded down when there is an uneven number of members.
- 5.8 In the absence of a properly constituted meeting of the CMC for any reason, the authority of the CMC rests with the Football Operations Co-ordinator to make the necessary timely decisions.

6 AFFILIATED CLUB REPRESENTATIVES

- 6.1 Each Affiliated Club will be entitled to nominate one (1) Club Representative, who will be an office holder at the Affiliated Club (Club President, Club Treasurer, Vice President or Club Secretary) to attend Club Representative Forums. In the event that the Club Representative is unable to attend a meeting they may nominate an alternate to attend in their place.
- 6.2 Club representatives may only attend the forums in which their club fields a team.
- 6.3 Affiliated Clubs must notify the Football Operations Co-ordinator of their nominated Club Representative on or before 31 December for the next year. Failure to lodge this in accordance with this rule may give rise to a fine at the discretion of the CMC.
- 6.4 The League will communicate with Affiliated Clubs via the Football Operations Co-ordinator to the nominated Club Representatives. In the event that correspondence is received by the League from other members of the Affiliated Club, this correspondence will be referred to the nominated Club Representative to manage within the Affiliated Club and to determine whether the matter is to be officially raised with the League.

7 CLUB REPRESENTATIVE FORUMS

- 7.1 A minimum of three (3) Club Representative Forums must be held each calendar year. The President of the CMC will set and convene Club Representative Forums.
- 7.2 During the season, Club Representative Forums will be held on a bi-monthly basis.
- 7.3 Club Representative Forums are not a decision making forum, rather recommendations will be made to the CMC for determination. All recommendations will be noted in the meeting minutes by the Football

Operations Co-ordinator and will be provided to the CMC for consideration at the next meeting. Club Representatives will respect the decisions of the CMC.

- 7.4 Club Representative Forums may include members of the CMC (as appropriate) to enable a two way sharing of information in relation to the conduct of the competition. The Club Representative Forum will be immediately followed by a CMC meeting where decisions that are in the best interests of the competition regionally will be made in relation to those issues raised in the Club Representative Forum. Decisions made by the CMC will be advised to Club Representatives by the Football Operations Co-ordinator following the meeting of the CMC.
- 7.5 Club Representatives do not have any voting rights in relation to meetings of the CMC.

8 BY-LAWS

- 8.1 The CMC will be responsible for the implementation and interpretation of competition By-Laws. Changes to By-Laws may only be recommended to the Board for approval.

9 BUDGET AND FINANCE

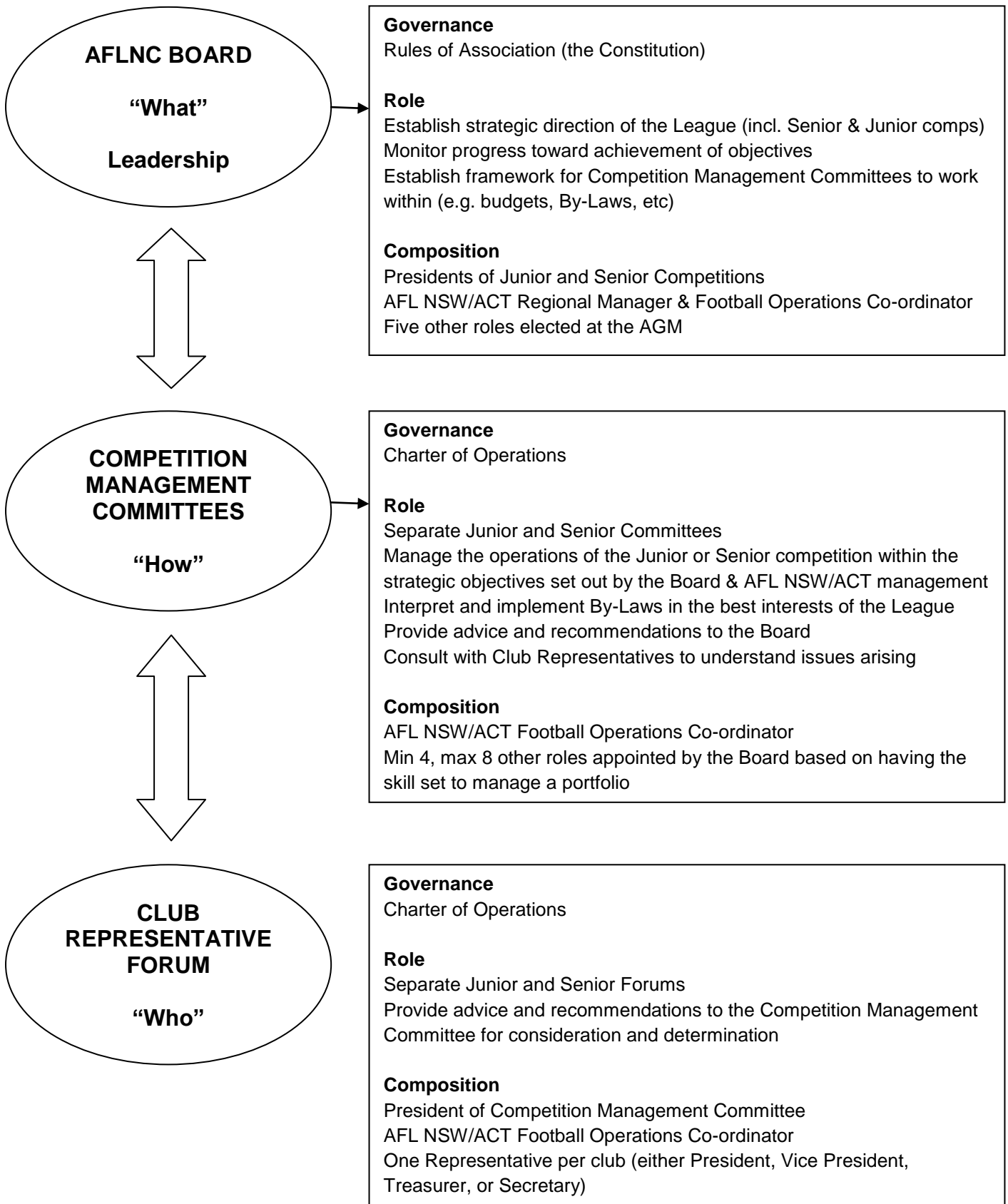
- 9.1 The AFL North Coast Football Operations Co-ordinator will develop an annual budget on behalf of the Senior and Junior CMCs and will submit to the Board for approval by 31 December in the year prior to the season taking place. Once the budget is approved by the Board, the CMC will be able to disseminate required information to Affiliated Clubs in a timely manner.
- 9.2 The CMC will provide quarterly financial statements to the Board via the Football Operations Co-ordinator.

10 NOTICES

- 10.1 Any notice required to be given to or served upon the CMC will be addressed to the Football Operations Co-ordinator at the registered office of the League from time to time and will be deemed to have been duly served:
- 10.1.1 at the time personal service was effected on the Football Operations Co-ordinator or;
- 10.1.2 at the time of sending of any electronic transmission; or
- 10.1.3 three (3) days after placing in the pre-paid post.

- 10.2 Any notice by the Board or CMC to any Member, Registered Player or Official will be deemed to have been duly served:
- 10.2.1 in the case of post, three (3) days after placing in the pre-paid post;
 - 10.2.2 in the case of personal service, the date that it was received; and
 - 10.2.3 and in the case of electronic transmission at the time of the dispatch of the electronic transmission.
- 10.3 Where appropriate, notices should be referred under the relevant By-Law or Policy
- 10.4 Each Affiliated Club, as a Member of the League, agrees to be bound by the Rules, By-laws, determinations and decisions of the League, for itself, its Officials and Registered Players.

Overview of AFL North Coast Governance Structure



Note: The two way arrows between structural levels above represent communication and two way dialogue.