



# GOVERNANCE, CONSTITUTION AND OPERATING MODEL OVERVIEW

SEPTEMBER 2019



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# EXECUTIVE SUMMARY

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Queensland Touch Football is proud to release the findings of the Governance, Constitution and Operating Model Review which was undertaken in partnership with the Queensland State Government (Department of Sport and Recreation) and Mclaughlin Sports Consultancy to review the way we do things, both on and off the field.

Michael McLaughlin from Mclaughlin Sports Consultancy (MSC) led the review and provided a thorough set of documentation to help us better understand the key findings and recommendations.

Throughout this process, MSC has been supported by the Project Reference Group which contained three QTF Directors, a Regional Board Director, Club President and Referees Director, a Regional Administrator and the QTF CEO. It also included feedback from Mullins Lawyers and members from the Department of Sport and Recreation.

Initially, MSC reviewed the internal operations and governance structure of the sport and compared what we do to best practices including other sports both interstate and intrastate.

MSC then prepared a survey that was distributed to three key areas of the sport.

- Affiliates – committees, coaches, referees, volunteers.
- Regions – Director, sub-committees, Coaching Directors, Referee Directors etc.
- General Stakeholders – players, parents, coaches, supporters, public.

MSC received back just under 500 survey results which gave an excellent understanding of factual data from the sport and something that could be built upon.

MSC then participated in 38 one-on-one stakeholder interviews with some of the most experienced people in the game, addressing some of the real issues.

MSC then completed the data collection with six (6) Focus Group Sessions across the state with over 100 people participating in an open and honest discussion on how to take the game forward.

After all of the fact finding and data presented, a list of three (3) documents were prepared for the Project Reference Group (PRG) to consider and review.

1. [QTF Governance and Operating Model Review 2019 – Preliminary Findings and Opportunities Paper](#)
2. [QTF Governance and Operating Model Review 2019 – Interview and Focus Group Session Findings Summary Paper](#)
3. [QTF Governance and Operating Model Review 2019 – Recommendations Report](#)

Please note that some comments have been redacted (blacked out) to protect the identity of some individuals.

All three documents have been approved in principle by the PRG who has provided additional feedback to the QTF Board of Directors on each of the individual recommendations. The QTF Board of Directors have endorsed these changes and approved the recommendations.

On Saturday 14<sup>th</sup> September 2019, Queensland Touch Football (QTF) and its members (6 Regional Boards) met with the Queensland State Government, MSC and Touch Football Australia to discuss the key findings from the recent Governance, Constitution and Operating Model Review completed by MSC. After the meeting, the Regional Boards provided useful information for us to continue forward with the roll out of the recommendations. What was clear, was that a detailed timeline, together with a plan to communicate to affiliates and key stakeholders was an important part of the next step. It was also discussed at the meeting that any operational and constitutional change should occur at the same time.

QTF CEO, Ben Mannion in collaboration with the PRG and QTF Board of Directors, have outlined 6 top priorities that will assist in the overall implementation of the recommendations. We have also provided a detailed description of the recommendations, together with comments from the PRG and QTF Board and a post review communications strategy and implementation plan. This should provide stakeholders with a clear understanding and timing of how the recommendations will be rolled out.

# TOP 6 PRIORITIES

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## **1. COMMUNICATIONS STRATEGY AND IMPLEMENTATION PLAN**

QTF to establish a clearly defined communications strategy and post review implementation plan designed to provide QTF and its stakeholders with a clear plan for the implementation of the recommendations.

[Click here to read the Implementation Plan](#)

[Click here to read the Communications Strategy](#)

## **2. QTF 1-TEAM STAFF STRUCTURE (RECOMMENDATION 3.1)**

QTF and the regions to collectively undertake all necessary activities to restructure the current separate staff model, to implement a “1-Team” professional staffing structure as soon as possible. This will include all staff at state and regional level being employed by QTF. The staff structure will encompass all operational staff positions across the state to provide the best opportunity to service regional Queensland and the South East corner with the objective to get more people on the ground.

## **3. REGIONAL REPRESENTATIVE TEAMS**

QTF and the regions agree that all regional teams (Under 12-18) will continue to compete at the National Youth Championships (NYC) and the National Touch League (NTL) and will be managed by the Regional Working Group (RWG) through their coaching directors and representative selection panels.

## **4. OPERATIONAL PLAN AND THE INTRODUCTION OF THE PERMITS**

QTF to work with the regions in establishing three (3) Permits (Cost Centre) across the state branded Broncos, Cowboys and Titans. These Cost Centres will be the link between Affiliates and QTF with all income and expenditure from each Permit accounted for within their Permit.

## **5. TRANSPARENCY**

QTF will continue to discuss with each individual Regional Board and staff to make the transition as seamless and painless as possible. A regional roadshow will commence in October 2019, to allow QTF to provide the right information to the right people all over the state. QTF will also provide updates to the Implementation Plan on a monthly basis to Regional Chairs throughout the process.

## **6. QTF GOVERNANCE MODEL (RECOMMENDATION 7.1)**

QTF should consider becoming registered as a Public Company Limited by Guarantee (PCLG), as opposed to an Incorporated Association. QTF, its member regions and their affiliates to undertake all activities necessary to dissolve the 6 regional governing entities, whilst ensuring streamlined operational structures, resources and systems are in place, to ensure the sport is optimally serviced in all catchments by QTF and all affiliates are appropriately supported. QTF to implement a new affiliate-based membership model based on proportional voting.

# PROJECT REFERENCE GROUP (PRG)

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## 1. PRG – COLLECTIVE POSITION STATEMENT SUMMARY

The information below presents as a summary of the feedback provided to MSC by six (6) of the seven (7) members of the PRG, in relation to the Review Recommendations. Note – a completed feedback tool was not provided by 1 member of the PRG, at the time of developing this document.

### RECOMMENDATION 1.1

#### QTF PURPOSE STATEMENT

QTF and its key stakeholders to confirm that the core purpose of QTF and its member bodies and delivery partners is to:

*Enable anyone in Queensland who wants to engage with the sport of Touch Football to be able to, in positive and meaningful ways – and in doing so, grow the sport.*

ONE COMMUNITY – ONE VISION – ONE VOICE – ONE TOUCH FOOTBALL!

#### COMMENT (PRG MEMBERS)

Agreed in Principle, it can lead part of our discussions around the Strategy 2021-2024. We can look to bring it forward if a number of the other recommendations are brought forward.

QTF Board to tie Purpose Statement to new strategy with preparation beginning in 2020.

### RECOMMENDATION 2.1

#### TOUCH FOOTBALL IN QUEENSLAND FOOTPRINT MODELLING

QTF to undertake a Touch Football in Queensland *Footprint Modelling Project*, which includes the comprehensive market sizing and geographic mapping of current and targeted Touch Football participants / consumers; and current and potential Touch Football facilities. This will inform the design of a number of elements of the Touch Football in Queensland Planning Framework (refer Recommendation 2.2).

#### **COMMENT (PRG MEMBERS)**

The QTF stakeholder has shifted significantly over the years including the rise of commercial comps, new suburbs, cities etc. and will look a lot more different in the next 20 years. Borders and barriers restrict what we are able to do as a sport and the ability to have a state-wide focus based on actual data is an important step forward.

**Note:** *1 member of the PRG felt that this work could be part of overall Planning Framework as this may simplify approach.*

### **RECOMMENDATION 2.2**

#### **TOUCH FOOTBALL IN QUEENSLAND PLANNING FRAMEWORK**

QTF, its member bodies and other key stakeholder groups (e.g. TFA, Queensland School Sport, State Government, etc.) to work together to develop (and implement) a unified planning framework to guide the positive and sustainable collective future of Touch Football in Queensland between 2020 and 2022.

#### **COMMENT (PRG MEMBERS)**

A lot of this has been done which will be a good platform from which the new planning framework can be developed to suit the next phase of Touch Football's progression. There will be new and exciting opportunities with the partnership of the NRL and commercial comp/partners as we move forward. An important set of information that we can share across the state.

### **RECOMMENDATION 3.1**

#### **QTF 1-TEAM STAFF STRUCTURE**

Prior to a new governance structure for Touch Football in Queensland coming into effect (refer Recommendation Focus Area 7.1 – Governance Model) QTF and the regions to collectively undertake all necessary activities to restructure their currently separate paid human resource models, to implement a "1-Team" professional staffing structure.

#### **COMMENT (PRG MEMBERS)**

The one team model is essential yes, but the proposed team structure won't align with TFA or NSW or the delivery points/development officers. There are multiple regions ready to come over now and the cost centre modelling, even if it's in the short term, will go a long way to getting those key staff on now.

### **RECOMMENDATION 3.2**

#### **1-TEAM STAFF POLICIES AND PROCEDURES**

Prior to the implementation of the QTF 1-Team staffing structure, detailed position descriptions need to be developed for each 1-Team staff position identified in Recommendation 3.1. In addition to this, appropriate service agreements / employment contracts; performance review and learning and development policies; and all other necessary human resource related policies and procedures must be developed to effectively guide the recruitment process and to drive and support the activities of staff once engaged by QTF.

#### COMMENT (PRG MEMBERS)

Already started this and will be critical to any changes going forward.

### RECOMMENDATION 3.3

#### 1-TEAM STAFF SELECTION

Based on the new position descriptions, employment contracts and associated human resource related policies and procedures associated with each of the 1-Team staff positions identified in Recommendation 3.2, the QTF Board should initiate a fully transparent selection process associated with all new positions.

#### COMMENT (PRG MEMBERS)

The opportunity to absorb current staff and/or go to market for key roles.

A state-wide implementation of the best people to deliver key outcomes at ground level will be key.

### RECOMMENDATION 4.1

#### WHOLE OF SPORT PARTICIPATION PRODUCT OFFERINGS

QTF to work closely with TFA to support their development / promotion of a suite of contemporary and nationally consistent program / product offerings, designed to meet the specific participation motivations of all elements of the “TFA FTEM Athlete Development Framework”.

**Note:** *Some products are currently available yet may require improved promotion and delivery (e.g. NRL League Touch, City Touch Competition, Premier Touch Competition, etc.) and some will need to be developed.*

#### COMMENT (PRG MEMBERS)

Could commence sooner than later.

FTEM underpinning Product Offerings, Sporting Schools – Touch Football, Q Academies, etc.

Discussion continue with the NRL and TFA to support the whole of sport participation strategy.

QTF to work with TFA to establish additional content being made available to coaches and referees.

### RECOMMENDATION 4.2

#### QTF COMPETITION AND EVENTS FRAMEWORK

Undertake a comprehensive, whole of sport *Competition and Events Framework Review* to ensure relevant, locally delivered competition structures; and QTF managed event opportunities are offered to all consumer segments across Queensland. The broad objective of the Review should be to scope the opportunities to improve the structure of the whole of sport Competition and Events Framework for Touch Football in Queensland, to ensure the greatest efficiencies, whilst optimally supporting all current and future members / participants.



The core purpose of the QTF Competition and Events Framework should be *“to implement a sustainable competition and events pathway, which meets the participation motivations and development needs of all competitors, coaches and referees participating in Touch Football competition at local, regional and state levels in Queensland”*.

**Note:** Maximising alignment and mutual benefit between the Queensland School Sport system / managed Touch Football events framework, those managed by other partners (e.g. Queensland All Schools) and that of QTF must be a priority.

#### **COMMENT (PRG MEMBERS)**

Could commence sooner than later.

Working with TFA and NSW and the schools to get a better aligned framework across the country should be the minimum starting point.

A fully aligned national, state and school program and event calendar will only improve services delivery.

### **RECOMMENDATION 4.3**

#### **1-TOUCH FOOTBALL COMMUNITY MODEL**

Undertake a whole of sport Membership and Participation Model Review, the broad purpose of which, to design a holistic QTF Membership and Participation Model, which effectively engages with a broadened suite of Touch Football consumers (e.g. participants / athletes; parents; coaches; referees; selectors, volunteers; schools; unaffiliated athletics clubs / providers; commercial partners; spectators; etc.).

It is recommended that as a result of the Review, QTF design and implement a *1-Touch Football Community Model* which:

1. Grows the size, breadth and reach of the QTF community;
2. Grows QTF revenues gained via membership;
3. Appropriately monetises the Participants and Partners elements of the 1-Touch Football Community Model, to ensure QTF can effectively service these elements; and
4. Clearly identifies the value proposition associated with each element of the mix (i.e. various forms of membership, various participation categories and various partnership categories).

#### **COMMENT (PRG MEMBERS)**

Needs to happen sooner and in conjunction with TFA, particularly if we transition to a new online competition management system which will allow us to capture data better and communicate to our stakeholders/members. The ability to communicate with individuals and the end user is essential in any model going forward.

### **RECOMMENDATION 5.1**

#### **INTEGRATED BUSINESS MANAGEMENT SYSTEMS**

QTF / TFA to develop and implement a suite of integrated Business Management Systems to streamline and digitise business systems where possible.

#### COMMENT (PRG MEMBERS)

Would need to understand the resource requirements to ensure this operating correctly. I would expect given the skillset at affiliate level there is likely to be additional ongoing costs for this.

The idea of an integrated financial system would reduce risk and provide the appropriate transparency across the sport.

**Note:** 50% of PRG members rated this as critical and 50% as important.

#### RECOMMENDATION 6.1

##### TFA AND NRL / ARLC PARTNERSHIP

QTF to obtain all legal and other relevant documentation relating to the current partnership between TFA and the NRL / ARLC; and effectively communicate key elements of any agreement/s with the broader QTF membership.

#### COMMENT (PRG MEMBERS)

Agreed.

#### RECOMMENDATION 7.1

##### QTF GOVERNANCE MODEL

QTF, its member regions and their member affiliates to undertake all activities necessary to dissolve the 6 regional governing entities, whilst ensuring streamlined operational structures, resources and systems are in place across Queensland to ensure the sport is *optimally serviced in all catchments by QTF* and all affiliates are appropriately supported.

QTF should also consider becoming registered as a Public Company Limited by Guarantee (PCLG), as opposed to an Incorporated Association.

#### COMMENT (PRG MEMBERS)

This needs to happen sooner and the push is for this to happen asap. This review has allowed us to have the conversation with the key stakeholders in the game and a majority of the members are ready to have the vote at this year's AGM. A company limited by guarantee should be the minimum that happens at this year's AGM in November.

The governance model is the most CRITICAL issue for future success.

Transitional implementation timeline and process is a must, especially as December 2020 is far, far away.

New affiliate based membership model should be implemented based on proportional voting tied to player numbers at each affiliate.

## **RECOMMENDATION 7.2**

### **QTF GOVERNANCE SYSTEMS AND PROCESSES**

QTF to develop and implement a suite of systems and process designed to align with current best practice.

#### **COMMENT (PRG MEMBERS)**

All should and will be standard practice for Board.

## **RECOMMENDATION 7.3**

### **QTF CONSTITUTION**

Following the QTF Board's endorsement of any recommendations within this Report, which may require amendments to be made to the current QTF Constitution, QTF is to work closely with John Mullins – Mullin Law who has been engaged by the Queensland State Government - Sport and Recreation, to assist QTF to update the constitution, as required.

#### **COMMENT (PRG MEMBERS)**

Agreed. Draft Constitution to be prepared prior to AGM 2019.

## **RECOMMENDATION 8.1**

### **POST REVIEW IMPLEMENTATION PLAN**

Development of a Post Review Implementation Plan designed to provide QTF (and its key stakeholders) with specific strategies to enable the effective and efficient implementation of QTF Board endorsed recommendations within suitable timeframes and budgets.

#### **COMMENT (PRG MEMBERS)**

Simple Implementation Plan CRITICAL and will need to be reported against on a regularly basis.

## **RECOMMENDATION 8.2**

### **POST REVIEW COMMUNICATIONS STRATEGY**

Develop a Post Review Communications Strategy, designed to effectively and efficiently promote the endorsed recommendations to come from this Review to all relevant audiences.

#### **COMMENT (PRG MEMBERS)**

We need clear, frequent and simple communications across all channels. We know this will be a key factor!



**TRUST – TRANSPARENCY - TEAMWORK  
TOUCH**

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