



Governance and Operating Model Review

*Interview and Focus Group Sessions
- Findings Summary Paper*



28th June 2019

Contents

Statement of Limitations
Page 3
↓
Section 1 - Introduction
Page 4
↓
Section 2 - Background
Page 5
↓
Section 3 - Summary of Interview Findings
Page 7
↓
Section 4 - Summary of Focus Group Session Findings
Page 15
↓
Section 5 - Potential Business Model Options Summary
Page 24
↓
Section 6 - Where to From Here?
Page 36
↓
Appendix A
Page 37



Statement of Limitations

McLaughlin Sports Consultancy (MSC) has collected and analysed a large suite of evidence relating to the current effectiveness of the Queensland Touch Football (QTF) governance and operating model.

MSC has completed Stages 1 – 7 of the QTF Governance and Operating Model Review (the Review) with the degree of skill, care and diligence always exercised while performing services of this nature. All findings tabled within this Paper are based on the evidence collected via the agreed project methodology.

McLaughlin Sports Consultancy takes no responsibility for the completeness or form of any subsequent copies of this Paper.



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Section 1 – Introduction

This Paper highlights a series of **key findings** identified during *Project Stage 6 – Stakeholder Interviews* and *Project Stage 7 – Regional Focus Group Sessions* of the independent QTF Governance and Operating Model Review being conducted by McLaughlin Sports Consultancy (MSC). The Paper also presents **2 x potential business models** associated with the future governance and operations of QTF.

Note: The purpose of this Paper is **NOT** to present recommendations relating to the objectives of the Review, but rather to present key findings to come from Stages 6 and 7; and to present 2 x potentially relevant business models regarding the governance and delivery of the sport Touch Football in Queensland. As such, **no recommendations** are outlined within this Paper. A series of detailed recommendations relating to the preferred business model for QTF (and many other recommendations), will be presented in a Recommendations Report, which the Project Reference Group will receive on **19th July 2019**.

Project Methodology Flowchart

1. Face-to-face Project Reference Group (PRG) meeting to clarify the background and objectives of the project; clarify the role of MSC and the PRG; confirm the expectations of the PRG members; clarify any assumptions; and for Mike McLaughlin to seek input / guidance in relation to specific project initiation matters - **March 2019**

2. Extensive document review (e.g. QTF constitution, annual reports, strategic plan, all relevant TFA documentation, QTF, region and affiliate documents and data, all available statistics re membership / participation, QTF facility plan / data, QTF Participation Plan, QTF Talent Development / High Performance Plan, innovative / contemporary / flexible SSO and NSO governance and operating models used in other sports and in other states / countries; and other information as guided by the PRG - **April 2019**

3. Development, distribution and analysis of a series of specifically designed e-Surveys targeting identified market segments (e.g. QTF regions, affiliates, targeted schools, providers of non-affiliated competitions / events, coaches, referees, players, parents of junior players, life members, and others as guided by the PRG - **May 2019**

4. Development of a detailed Preliminary Findings and Opportunities Paper, based on evidence collected via Stages 1-3 (above) - **24 May 2019**

5. Face-to-face PRG meeting to discuss Stage 5 (above) outcomes - **30 May 2019**

6. Facilitation of up to 40 x 1-on-1 face to face / telephone interviews with identified key QTF stakeholders (e.g. board, staff, region representatives, affiliate representatives, coaches, schools, TFA CEO / President, etc, as guided by the PRG). **June 2019**

7. Facilitation of 5 x 1.5 hour affiliate focus group sessions e.g. Gold Coast, Brisbane, Sunshine Coast, Rockhampton, Townsville - **June 2019** **Note: Upon QTF request, MSC has added in a 6th Focus Session (in Townsville) - FOC**

8. Interview / Focus Group Session Findings Summary Paper, including the presentation of potentially suitable QTF governance and operating model options - **28 June 2019**

9. PRG Teleconference to discuss Stage 8 outcomes - **9 July 2019**

10. Recommendations Report - **19 July 2019**

11. MSC will facilitate a face-to-face PRG meeting to discuss the recommendations, ascertain which the PRG endorses and their level of priority (i.e. develop a PRG position statement regarding Review recommendations); and the future implementation implications of endorsed recommendations - **29 July 2019 - TBC**

Section 2 – Background

QTF is the governing body for the sport of Touch Football in Queensland. With approximately 50,000 full active adult members; 30,000 full active junior members; and thousands of event and participation program participants, QTF is one of the largest state sporting organisations in Queensland.

The need for ongoing governance and operational improvement is best considered in the context of the social, commercial and financial environment facing many sporting organisations today, namely:

- *The growing importance of integrity, safety and duty of care responsibilities;*
- *Increasingly lucrative commercial broadcast and media deals for the larger / higher profile professional sports, which are placing smaller sports at a growing competitive disadvantage in the sports marketplace;*
- *A challenging and highly competitive sports sponsorship market, causing sponsors to focus increasingly on those sports with large broadcast audiences; and*
- *National economic pressures, which mean sports cannot rely on increased Government funding to bridge the revenue gap to remain competitive.*

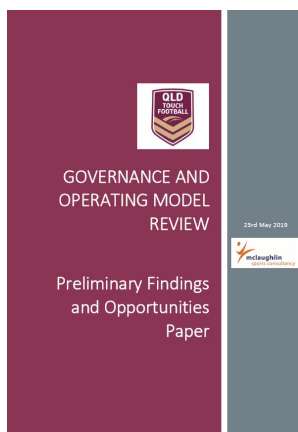
Good governance, while not solely determinative of performance, is a key factor in the medium-term success of all sporting organisations. Good governance does not in itself guarantee success, but its absence almost certainly guarantees failure.

Project Background

The QTF vision is ***“to create a culture and environment that provides opportunities for all people to thrive through their touch football experience”***. The touch football landscape in Queensland has changed significantly in recent years, including the strategic partnership with the National Rugby League (NRL) and its impact on the sport in Queensland; greater commercial revenue streams being accessed by QTF; different development and elite pathway structures now in place; the growth of QTF managed event participation; and a rapidly shifting broader sport and active recreation ecosystem.

What has not changed as much in recent years, is the governance and operating model for the sport in Queensland. In an effort to ensure appropriate structures and systems are in place for the sport to continue to thrive, and to achieve its immense potential in the coming years, the QTF Board identified the need for an independent ***Governance and Operating Model Review***. In early March 2019, QTF and the QLD State Government engaged McLaughlin Sports Consultancy to undertake this Review.

The Review was initiated to scope the opportunities to assess the sport’s governance and operating model in order to optimise organisational efficiencies; to optimally support the sport’s stakeholders throughout Queensland; to ensure the sustainable growth and commercial viability of the sport into the future; and to achieve key outcomes within the QTF strategic plan. The Review will analyse opportunities for an updated, industry-leading and fit-for-purpose ***QTF Governance and Operating Model***, which will allow anyone who wants to engage with touch football in Queensland, to do so in meaningful and positive ways.



To this point, MSC has completed Stages 1 – 7 of the Review. Readers of this ***Interview and Focus Group Session Findings Summary Paper*** should have already read the comprehensive ***Preliminary Findings and Opportunities Paper*** to come from the document review and e-Survey stages of the project.

Project Steering Committee

A Project Reference Group (PRG) was established in March 2019 to provide relevance and strategic insight into the Review at all stages of its lifecycle. PRG members are presented in the following table:

Name	Position
Ben Mannion	QTF CEO
Peter Tong	QTF board member
Troy Morgan	QTF board member
Mark Henricksen	QTF board member
Renee March	North Queensland Touch Football – Operations Manager
Dave Field	QTF Director of Referees
John Mullins	Mullins Law

Review Mindset

High performing people (and organisations) usually have what is known as a “**possibility mindset**” when faced with a situation, as opposed to a “**problem mindset**” ... and we control this, because we control how we think.

Through the initial discussions MSC has had with the PRG, it is clear they feel the time is right to make evidence-based decisions relating to future of Touch Football in Queensland, in order to “***do what is right for the future of the sport***”.

This mindset will be critical if the recommendations to come from this Review are to be effectively implemented.



Section 3 – Summary of Interview Findings

In June 2019, MSC facilitated a total of 43 face-to-face / telephone interviews with Touch Football stakeholders. Those interviewed represented all key elements of the Queensland Touch Football community, including:

- ✓ QTF Board members
- ✓ QTF staff
- ✓ Club committee members
- ✓ Region committee members
- ✓ Region staff
- ✓ Affiliate committee members
- ✓ Coaches
- ✓ Referees
- ✓ Players
- ✓ Parents of junior players

Note: For a full list of individuals who participated in interviews, please refer to Appendix A of this Paper.

This section presents the core discussion areas focused on during the interviews and highlights **key response themes** provided by interviewees.

Discussion Area 1: Touch Football in Queensland – what do you want?

For the sport of Touch Football in Queensland to grow. The Queensland population is growing, yet affiliated Touch Football membership is declining (especially in the adult space). We need to adapt.

A vibrant, open, fun and supportive sporting culture.

A clearly understood, easily accessed, welcoming and “frictionless” development pathway for players, coaches, referees, selectors and administrators operating at all levels and in all parts of the state.

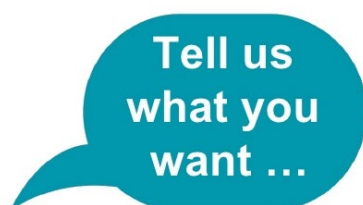
To have Touch Football delivery points (i.e. affiliates) effectively and consistently promoting and delivering standardised, high quality Touch Football product and program offerings, which align with the participation motivations of contemporary sport and active recreation consumers – *“we are delivering the sport the same way it has been delivered forever; and this is often no longer what people want and expect”*.

A highly skilled, respected, appropriately sized and aligned staff structure across the state which allows the sport of Touch Football to be effectively and efficiently managed and delivered state-wide.

Sufficient numbers of qualified coaches and referees operating at all levels of the sport across the state, to ensure the quality of competition and event delivery is high and that the workforce to support the growth of the sport is in place.

Excellent communications between all stakeholders – we need to feel that we are all equally valued and listened to and we need to keep the **players** at the centre of our conversations, not our individual regions or affiliates.

For QTF to provide more leadership, support and resources to affiliates, to help grow the sport.
Increased strategic and operational alignment between clubs, affiliates, regions and QTF – i.e. for Touch Football in Queensland to be 1-Sport! All layers of the sport have the opportunity to compliment what each other are doing and provide a new way of operating as an agile sporting organisation able to deliver relevant products to anyone who wants to participate in the sport of Touch Football (cradle to grave).
Affordable access to the sport for all.
Improved internal governance, planning and operational systems, policies and procedures at affiliate and region level.
Affiliates, regions and QTF to partner with other sports in order to grow participation.
More highly skilled affiliate / region committee members – i.e. with an understanding of current governance and business management.
For QTF and all elements of the sport to work together to counter the growth of unaffiliated forms of the game (e.g. Oztag, Touch Rugby League, unaffiliated Touch, etc.)
Far greater transparency at the regional level – i.e. governance, financial, development, communications, etc.



Commentary

→	<i>Although Touch Football Australia (TFA) has developed a whole of sport participant (and coach) pathway framework, which aligns with the FTEM model developed by Sport Australia (which TFA is to be applauded for), the awareness of this model and its impact on what occurs in local environments appears to be limited.</i>
→	<p><i>The sport of affiliated Touch Football in Queensland (and potentially nationally) is in a difficult and unique situation; in that:</i></p> <ul style="list-style-type: none"> → <i>The sport needs to adapt to meet the rapidly changing nature of contemporary sport and active recreation consumer motivations;</i> → <i>The sport needs to compete with other sports who are aggressively and innovatively looking to grow their market share (e.g. in 2015, AFL Queensland had almost no female playing membership and in 2018 this membership represented 29% of the total AFL Queensland playing membership); and</i> → <i>The sport needs to compete with a broad range of providers who are delivering and aggressively marketing non-affiliated Touch Football product offerings. Note: QTF wisely purchased the two largest non-affiliated competitions operating in Brisbane and these competitions now form an important element of the QTF commercial strategy, however the issue of unaffiliated growth is very real across the state.</i>

→ *The vast majority of interviewees see many inefficiencies associated with the various layers of governance currently observed in the Queensland Touch Football structure.*

The current separated model (structurally and/or operationally) between all layers of the sport in Queensland (and across Australia) clearly requires increased human, physical, financial and system resources to operate (e.g. committee volunteers, boards, staff, plans, policies, procedures, competition frameworks, business systems, office facilities, etc.) and this is occurring at a time when it is almost universally agreed that recruiting and retaining highly skilled volunteers, growing affiliated sports participation and sport securing commercial revenue is harder now than ever before. This makes little sense!

The current governance and operating model of Touch Football in Queensland is based on a model which was designed decades ago, to meet the needs of Touch Football consumers decades ago. This model is not fit for purpose for today's sport and active recreation marketplace.

The future long-term sustainability of affiliated Touch Football in Queensland and the entities which manage its delivery, is far from assured. The saying "don't waste a crisis" may well be the catalyst for QTF, the regions and affiliates to do what is needed for the sport to achieve its potential in Queensland following this Review ... regardless of how different this may seem from the status quo.

"THE SECRET OF
CHANGE IS TO FOCUS
ALL OF YOUR ENERGY,
NOT ON FIGHTING THE
OLD, BUT ON BUILDING
THE NEW."

— SOCRATES



Discussion Area 2 – What are the key challenges facing Touch Football in your region / in Queensland?

Driving activity in the collaborative management of the sport of Touch Football across Queensland (and nationally).

Enhancing the relevance of Touch Football in the contemporary Queensland sport and active recreation landscape.

Growing the participation base across the state.

Some affiliates / regions not wanting to change the way they deliver the sport.

Ensuring the leadership of the sport at the region and affiliate level (boards / committees and staff) has the skills and attitudes required to take Touch Football in Queensland to the next level and to achieve its potential in a rapidly changed landscape.

Having a regional administration which supports the needs of its affiliates and has good practice governance and operational systems in place.

Having [REDACTED] who, due to their poor behaviour, are turning good people away [REDACTED] from the sport itself.

Ensuring the staff operating at the regional level are highly skilled and are accountable for their actions.

Having people at the regional [REDACTED] not focusing on what is best for the sport, but rather focusing on what is [REDACTED].

Having a regional board who do not accurately represent the position of their member affiliates at QTF AGMs.

Being able to offer a “frictionless” pathway for players, coaches, referees and administrators of all ages, genders and abilities to access, in positive and meaningful ways.

Growing the sport’s commercial revenue, to allow QTF to put more “top down” funding into grass roots affiliates.

Having sufficient numbers of clubs / affiliates, qualified coaches, qualified referees and skilled volunteers operating in all key catchments across the state.

Ensuring affiliates have the capacity to deliver high quality, consistent Touch Football offerings.

Securing the long-term Touch Football facilities footprint across the state.

Expanding the delivery of innovative competition formats / events – *“We have to stop doing the same things, the same way, if we want to grow the sport!”*

QTF, regions and affiliates more effectively engaging with recreational / social Touch Football consumers.

Ensuring greater alignment between the QTF and schools talent pathways and systems.

Competing with the growing number and scale of non-affiliated Touch Football providers.

The current competitions / events framework is messy and its purpose unclear. When this is combined with the schools Touch Football competitions / events framework, it is even worse. There are many cases when players, coaches and referees (not to mention parents of juniors) are playing way too much and / or playing in events which are not meeting their needs. This is bringing about significant participant burnout and is often not financially sustainable for participants and their families.

The size of the state and many regions within it.

→	<p>It is widely agreed that the sport of Touch Football in Queensland needs to operate as 1-Sport. However, many interviewees did discuss the need for any changes to come from this Review to be simply and clearly communicated to all key grassroots stakeholders, in order to allay any fears they may have relating to how any state or regional level changes may impact on their local activities; and how regional body financial resources will be used if this layer of governance were to be removed from the sport.</p>
→	<p>MSC is aware that there is some pressure on the sport in particular locations, to ensure ongoing access to facilities needed to grow the sport. The opportunity exists for QTF to work with the Queensland Government - Sport and Recreation; to undertake a member / participant and facility mapping exercise, designed to accurately identify current facility usage rates and to inform a future-focused Touch Football in the Queensland Facilities Strategy.</p> <p>Note: Excellent work in this space has been done by Sport and Recreation and various Queensland State Sporting Organisations, in what is referred to as the Sport Planning Tool project - https://www.qld.gov.au/recreation/sports/planning-maps. The Sport Planning Tool is an interactive mapping platform that contains data collected in conjunction with State Level Organisations (SLOs), which has been mapped and analysed using a geographic information system (GIS).</p> <p>The tool allows Clubs, Associations, SLOs and Councils to undertake planning and analysis of their current and future infrastructure needs by understanding local, regional and state-wide trends. The use of this tool will help to maximise participation and access to sport facilities across Queensland.</p> <p>This activity would also provide QTF with a data-based approach to deciding if the current regional boundaries for the sport in Queensland are fit for future purpose and if not, what changes should be made.</p> <p>QTF may benefit from liaising with State Government to add Touch Football to the list of sports who have undertaken this project.</p>
→	<p>The need for a re-vamped competitions / events framework for Touch Football in Queensland was discussed by many interviewees. The need to ensure the competition / event offerings are meeting the participation motivations of all current and future consumers across the state is clear; as is the issue surrounding the current over-reliance on volunteers needed to deliver current events.</p>



Discussion Area 3 - Which staffing model would best service the future of Touch Football in your region and throughout Queensland?

- a) QTF employed State focused staff + Region employed Region focused staff + Association employed Association focused staff (where feasible) + volunteers
- b) QTF employed State and Region focused staff + Association staff (where feasible) + volunteers

The overwhelming response was **QTF employed State and Region focused staff + Association employed staff (where feasible) + volunteers**.

Reasons for this response included:

- There should be a consistent approach to how key administration and development staff in the regions are recruited, supported and retained.
- Currently QTF provides each region with an annual development grant of \$50,000 (which comes from the \$300,000 p.a. QTF receive from the Queensland government). There needs to be accountability from the regions in relation to how the QTF investments are being used and these activities need to align with specific QTF strategic focal points.
- Some regions employ their staff, who are accountable to the Region boards; while some staff operating in the regions are employed by QTF, yet they are managed by the region. There is a lack of consistency in this approach.
- Having all key regional staff employed by QTF would minimise duplication of resources, systems and effort (e.g. contracts, professional development, reporting, payroll, etc.)
- Having all key regional staff employed by QTF would provide them with better access to QTF (and TFA) development and career enhancement opportunities, which would in-turn attract better candidates.
- Development programs rolled out in the regions would be more consistently and frequently delivered.
- Development staff would be effectively servicing all regions, which is not currently the case.
- Administration system duplication would be minimised.
- Having all key regional staff aligning their work activities to a state-wide plan for the sport would be more productive.

At the QTF and region levels, there needs to be a single staffing structure for the sport (if financially feasible), to minimise duplication of resources and effort, to improve communication and outputs and to ensure there is minimal separation between the state and local elements of the sport. This 1-Team staffing structure also needs to more effectively support the capacity development of all affiliates, but particularly those in the regional areas of the state.

Regardless of the governance model implemented for Touch Football in Queensland following the Review, there will need to be the right people, doing the right jobs, in the right places, if the sport is to improve – “We need the best people (staff, boards, coaches, referees, volunteers), or we won’t be the best sport”.

However the sport is structured following this Review, the culture of the sport needs to be one of respect, transparency, teamwork and innovation.

In the very few instances where interviewees answered “a” (refer above), the reason given revolved around a fear that if staff were employed by QTF, the specific needs of a region may not be the focus, but rather a broader QTF focus may take precedent.

→	<i>A fit for future purpose Touch Football in Queensland “1-Team” staffing structure and culture piece is a key focus area within Section 5 of this Paper – Potential Business Model Options Summary; and will be included in the Recommendations Report (Stage 11 of the Review).</i>
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Discussion Area 4 - Which governance structure would best service the future of Touch Football in your region and throughout Queensland?

- a) QTF + Regions + Affiliates
- b) QTF + Affiliates
- c) TFA + Regions + Affiliates
- d) TFA + Affiliates

The overwhelming response was **QTF + Affiliates**.

Reasons for this response included:

- *In some cases [REDACTED] many affiliates feel strongly that the region is not representing their views at key times (e.g. region board meetings and/or QTF board meetings).*
- *There are not enough people with sports governance skills and sufficient spare time, to have affiliate governance structures as well as regional governance structures.*
- *People who put their hands up to be on region boards / management committees are passionate about Touch Football, but they are not necessarily passionate about, nor are they skilled in the principles of contemporary best practice sport organisation governance.*
- *The regions primary purpose is the organisation of regional representative programs and there is no need for a separate layer of governance (i.e. regional affiliates) to be in place to perform this function.*
- *The regions are too often in opposition to the affiliates and to QTF. This is holding the sport back – we need to work together.*
- *The affiliates should be the voting members of QTF, not the regions. The delivery point needs a louder voice.*
- *Many affiliates feel that the region is not answerable to anyone – i.e. if an affiliate is not happy with something the region does, it's bad luck. Also, in many ways, it seems QTF cannot hold regions accountable, which places the sport in specific regions (and therefore the state) at risk.*
- *Having the regions seems to provide a communication barrier between QTF and the affiliates / clubs, or individual players, coaches, referees, etc. QTF should be able to easily communicate directly with the affiliates.*
- *Many affiliates see their region's constitution and governance processes as outdated and unfair*
[REDACTED]
[REDACTED]
[REDACTED]
- *The sport needs to be more agile / nimble and having too many layers of governance slows us down.*

→	<p><i>The clear message to come from the vast majority of interviewees was that the regional layer of governance is superfluous to the future growth and prosperity of the sport in Queensland. Having said this, it was also clear that all interviewees see the need for the sport to be serviced effectively in the regions and that key activities which need to be undertaken in these catchments need to continue (e.g. regional representative program activities, teams, coach and referee development, affiliate development etc.).</i></p> <p><i>Depending on the outcomes of the Review, if the regional layer of governance is removed and a “1-Team” QTF staffing model implemented, it will be important to ensure affiliates and regions understand that the key activities currently undertaken in the regions will not only continue under a “1-Team” staffing model, but they will be implemented more effectively than is currently the case. There may be a fear from affiliates (and regions) that if regions are dissolved, nothing will happen in these catchments, apart from what the affiliates do.</i></p> <p><i>The key ingredient for the successful implementation of significant governance structure change for Touch Football in Queensland will be the readiness of the current QTF board and QTF senior staff (and Regional boards / committees) to drive the change. Based on discussions with the Review Project Reference Group and representatives of all 6 x QTF member regions, it appears that this readiness is high (with the exception of the SCFB and CQ Management Committees and senior staff). This suggests that now is the time to make evidence-based change for the benefit of the sport in Queensland.</i></p> <p><i>Given the views of the majority of QTF stakeholders, if the opportunities to come from this Review (i.e. those endorsed by the QTF board), are not taken now, the chance to make significant changes to how the sport is governed and operated in Queensland, may not present themselves for some time.</i></p>
→	<p><i>The future growth and prosperity of Touch Football in Queensland is largely impacted on by how the 6 voting members of QTF (i.e. the regions) vote in relation to key strategies for the sport. This presents as a significant risk to the future of Touch Football in Queensland, which is operating in a highly competitive marketplace. This coupled with the fact that the governance capacity (skills, systems, policies, procedures, etc.) of volunteer region boards / management committees, is low, places the sport in a precarious position.</i></p>



**GOOD
GOVERNANCE
in SPORT**

Section 4 – Summary of Focus Group Session Findings

Throughout June 2019, MSC facilitated 6 x 1.5 hour interactive, participant-led focus group sessions (i.e. 1 per region), with a total of 103 stakeholders participating.

Note: For a full list of individuals who participated in focus group sessions, please refer to Appendix A of this Paper.

This section presents the activities undertaken during focus group sessions and highlights **key response themes** provided by participants.

Activity 1 – What Will Success Look Like?

Touch Football in your Region / Queensland – What do you want?	When / how will you know when you have it?
More efficient alignment between all levels of Touch Football administration to decrease duplication of effort and increase effectiveness.	When each level of administration is aware of their core service delivery roles and the roles of the other levels of administration. When there is far less duplication of resources and effort occurring.
	One strategic plan for Touch Football in Queensland, allowing QTF to focus on achieving its state-wide strategic priorities, whilst also allowing the other levels of administration to focus on priorities relevant to their catchment.
Less time spent on region / affiliate governance and administration.	When a suite of relevant, contemporary governance and administration resources / tools designed to assist regions / affiliates are easily accessible via the QTF website.
	When regions are operational offices of QTF, as opposed to separately governed entities.
Effective, timely communication from QTF to all layers of the sport – i.e. right down to individual member players, coaches, referees, etc.	When a streamlined whole of sport communications system is in place which everyone understands and can access.
More transparency across the board – i.e. governance, administration, pathways / player selections, finances, communications, policies and procedures, etc.	Best practice governance and management structures and processes are in place across the sport in Queensland (e.g. no conflicts of interest, no nepotism, standardised management committee procedures are in place and implemented at all levels of the sport, etc.).

Touch Football in your Region / Queensland – What do you want?	When / how will you know when you have it?
A clear, consistently implemented player pathway framework – including Affiliate Touch and Schools Touch.	When players, parents, coaches, referees, administrators and schools are aware of, understand, consistently apply and promote, a simple, whole of sport player pathway.
Accountability at all levels of the sport (i.e. governance, finances, staff activities, selection systems, etc).	When affiliates can access key information easily, when good practice governance is in place at the local / regional level and when the best people (staff and volunteers) are filling key roles.
	When people are not afraid to speak out about inappropriate behaviours of regional boards and staff, for fear of their children, or themselves being “black listed”.
	When QTF employ and effectively manage regional staff.
Growth of all elements of the sport in all regions.	Participation / membership data.
More financially sustainable affiliates.	Affiliate financial positions improve over time.
A clear understanding of the TFA and NRL relationship and how this can benefit Touch Football locally.	When the Queensland Touch Football community believe in and promote the benefits of the relationship and when the NRL provide clear benefits to affiliates and QTF.
QTF to provide greater leadership of the sport and to provide greater assistance to affiliates who deliver the sport.	When the governance and operating model allows QTF to lead the sport and provide direct support to all affiliates.
Increased retention of youth and senior players.	Player data.
More coach and referee development and support.	A state-wide coach and referee development system is in place and effectively / consistently delivered across all regions.
	When QTF manage coach and referee development.
Increased social adult participation / membership.	New social / recreational competition offerings designed to meet the needs of this audience are being delivered across the state.
	Player data.
More top down funding support from QTF to affiliates.	When the percentage of affiliate revenue coming from membership decreases over time.
A better on-line registration system.	When a streamlined App is in place.
For QTF to play a greater role in marketing / promoting the sport across Queensland.	High quality, standardised marketing materials are provided / available for all affiliates to use / adapt.
For everyone to be on the same page.	When the sport is not being held back by a small number of people who are focused on self-benefit and not the benefit of the sport.
Standardised affiliation fees model.	When all teams are charged a standardised region / QTF affiliation fee, which is affordable.
Greater focus on grass roots growth and quality of delivery of social and recreation offerings.	When social adult participation / membership is increasing in all affiliates.

Touch Football in your Region / Queensland – What do you want?	When / how will you know when you have it?
The ability for affiliates to deliver flexible / innovative programs and products designed to increase membership / participation, without increasing the capitation fees affiliates pay to Regions, QTF and TFA.	Increased affiliate playing membership and/or registered participants.
	Increased affiliate revenues and operating profits.
An effective volunteer management (attract – train – support – retain) model in place from NWA down.	When we have more skilled volunteers.
Access to more facilities / fields to allow us to grow our membership	Year-on-year growth of playing membership and improved / additional facilities.

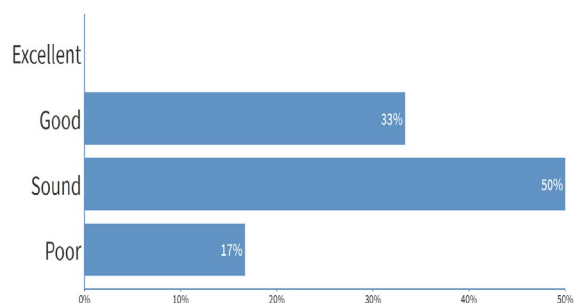


Activity 2 – Force Analysis

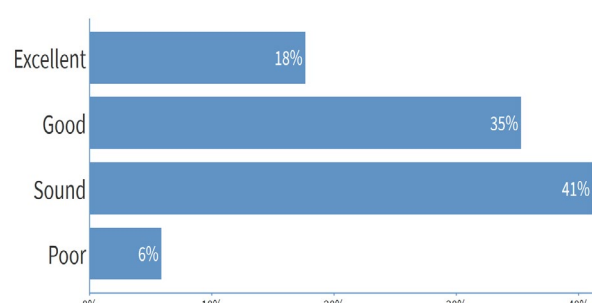
<p><u>KEY DRIVING FORCES</u></p> <p>What are the <i>driving forces</i> (structures, people, places, programs, products, resources, etc.) helping Touch Football in your region / QLD to achieve its potential?</p>	<p><u>KEY BLOCKING FORCES</u></p> <p>What are the <i>blocking forces</i> (structures, people, places, programs, products, resources, etc) stopping the sport of Touch Football in your region / QLD from achieving its potential?</p>	<p><u>STRATEGIES TO ADDRESS BLOCKING FORCES</u></p>
<ul style="list-style-type: none"> • Very committed affiliate volunteers (committees, coaches, etc.). • The vast majority of people wanting the sport to grow and prosper. • A large Touch Football membership and reach across the state. • Coach and referee courses, etc. • NRL Touch Football competition and broadcasting. 	<ul style="list-style-type: none"> • Too much time spent by people who are neither interested, nor skilled in these matters, on governance related matters, i.e. there is excessive duplication of governance activities between affiliates and Regions. • Lack of skilled volunteers (undermanned). • Turnover of key volunteers hindering continuity. • Governance related compliance matters are not being implemented at regional / affiliate level. • The regions (with limited governance / operational capacity) hold too much power over the future direction of the entire sport. • A lack of transparency around representative pathway selections. • Player, coach, referee, parent and volunteer fatigue, leading to burnout. • The state's geography. • Lack of clarity around what the NRL / TFA partnership does for grass roots Touch Football (i.e. affiliates). 	<ul style="list-style-type: none"> • A governance model which does not necessarily include Regions. • QTF to provide greater assistance to affiliates to minimise governance related workload. • More QTF employed and managed staff operating in regional locations. • A clear, well developed, accountable and transparent player (and coach) pathway framework in place, inclusive of selection processes at all levels of the talent / high performance system. • Better digital customer relationship management system in place – now please! • New and exciting participation opportunities are in place and delivered across the state, for all market segments (e.g. social youth, social adult, etc.) • A clear, streamlined, state-wide competitions framework in place to provide opportunities for all, whilst not cannibalising the players (e.g. between school and QTF competitions). • A QTF operating model which ensures all affiliates can access high quality support, both electronically and on the ground. • The formation of more affiliates across Queensland, to allow more people to easily access the sport. • Transparent communications from TFA / QTF relating to the nature of the TFA / NRL partnership and the benefits which come to Touch Football from it.

Activity 3 - Poll Everywhere: Individual Participant Results Per Region

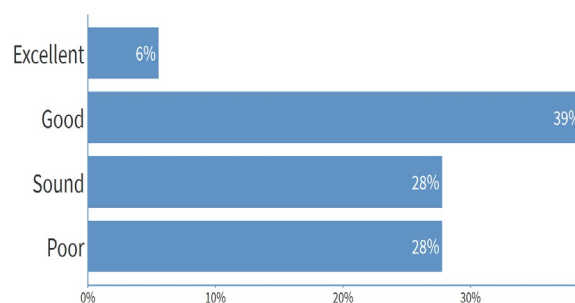
Question 1 - From your perspective, what is the current level of Touch Football governance, administration and development capacity at the **Affiliate level**?



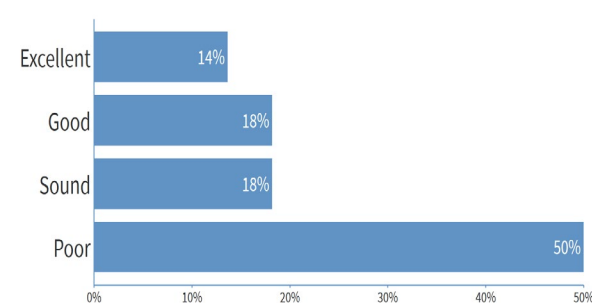
Brisbane FS Results - 12 Responses



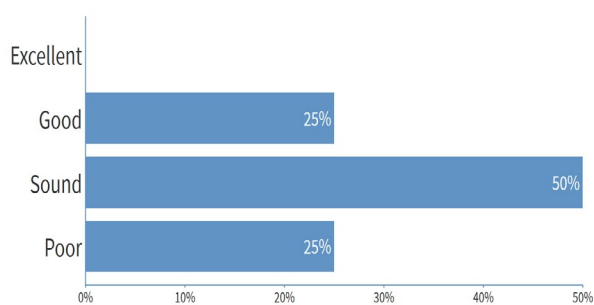
Gold Coast FS Results - 17 Responses



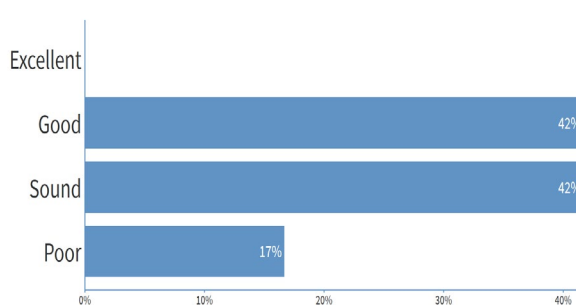
Rockhampton FS Results - 18 Responses



Sunshine Coast FS Results - 22 Responses



Toowoomba FS Results - 8 Responses



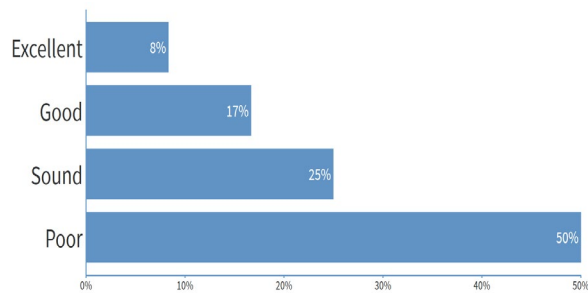
Townsville FS Results - 12 Responses

Commentary

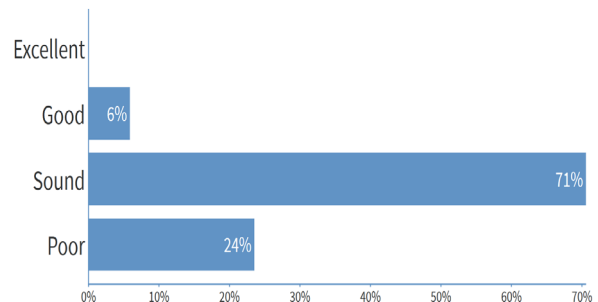
→ The Regions in which focus group session participants rated the capacity of their **affiliates** as being a significant concern (i.e. **"Poor"**) were **SCFB (50%)**; and **CQ (28%)**.

Note: Although the SWQ "Poor" percentage was 25%, given low Focus Session numbers, this represented only 2 of 8 respondents.

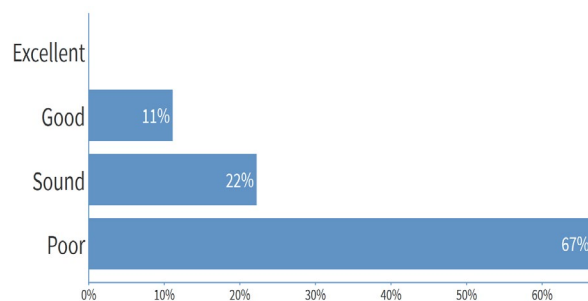
Question 2 - From your perspective, what is the current level of Touch Football governance, administration and development capacity at the **Region level**?



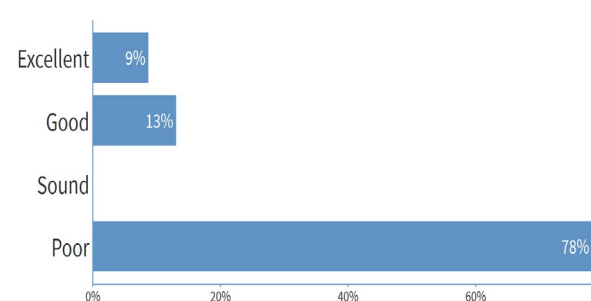
Brisbane FS Results - 12 Responses



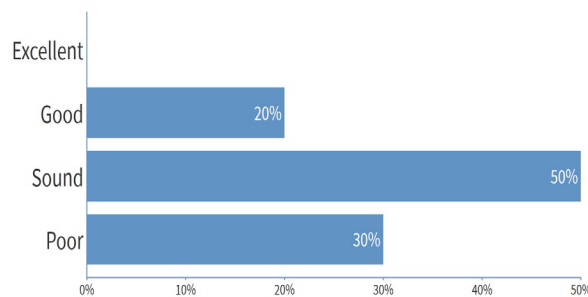
Gold Coast FS Results - 17 Responses



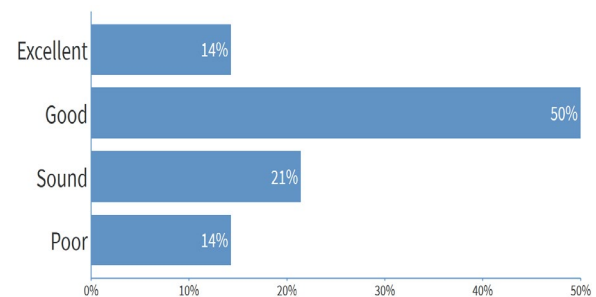
Rockhampton FS Results - 18 Responses



Sunshine Coast FS Results - 23 Responses



Toowoomba FS Results - 10 Responses



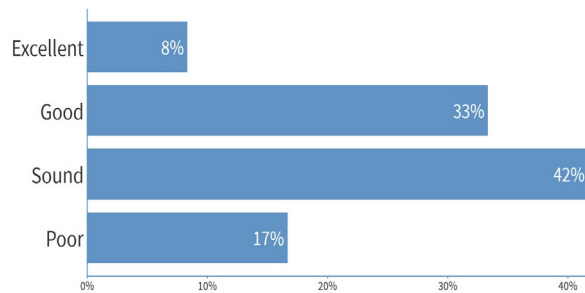
Townsville FS Results - 14 Responses

Commentary

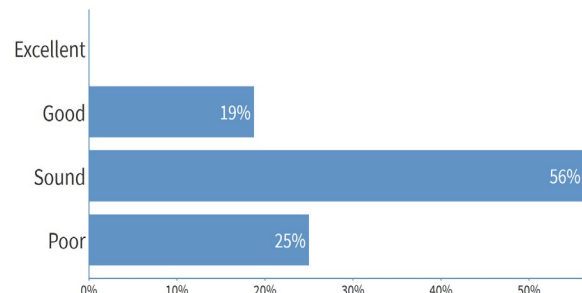
→ The Regions in which focus group session participants rated the capacity of their **region** as a significant concern (i.e. **"Poor"**) were **SCFB (78%)**, **CQ (67%)** and **BC (50%)**.



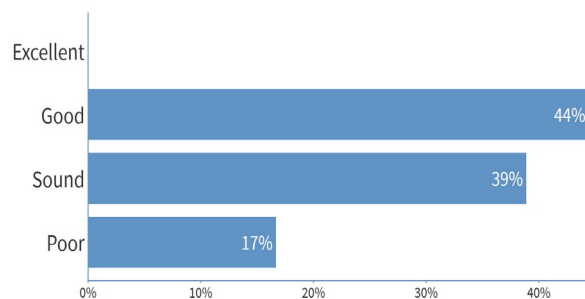
Question 3 - From your perspective, what is the current level of Touch Football governance, administration and development capacity at the **QTF level**?



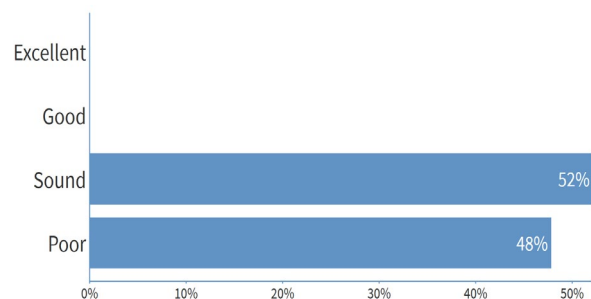
Brisbane FS Results - 12 Responses



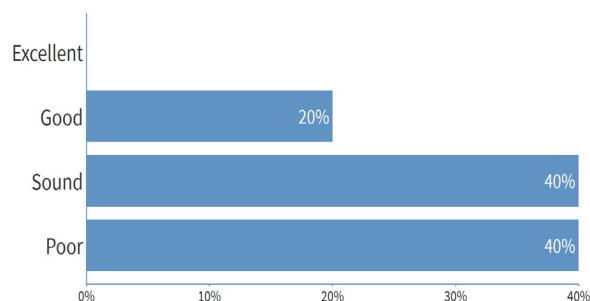
Gold Coast FS Results - 16 Responses



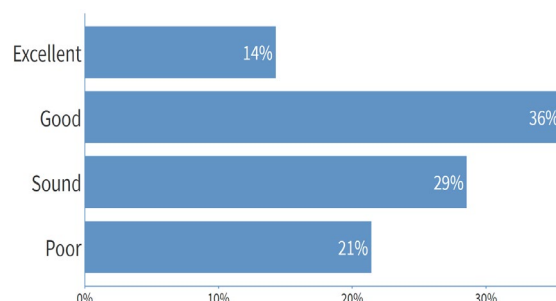
Rockhampton FS Results - 18 Responses



Sunshine Coast FS Results - 23 Responses



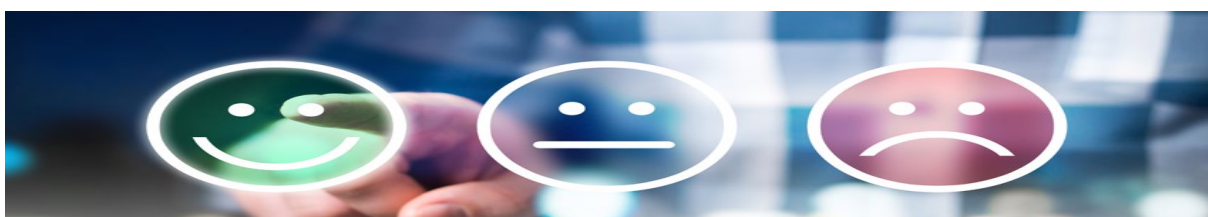
Toowoomba FS Results - 10 Responses



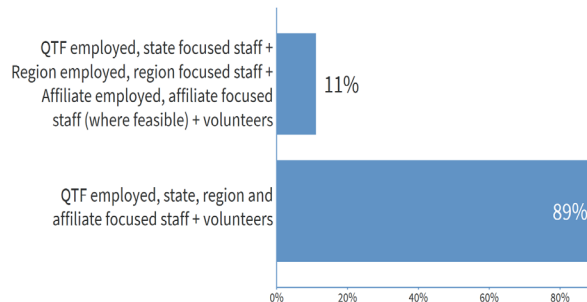
Townsville FS Results - 14 Responses

Commentary

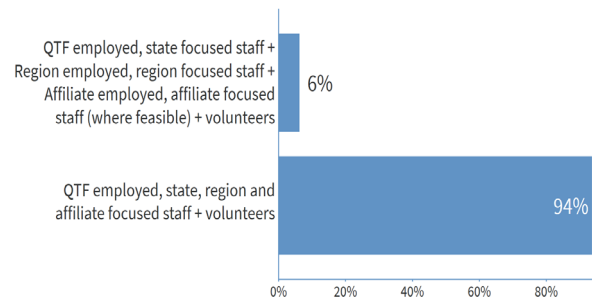
→ The Regions in which focus group session participants rated the capacity of **QTF** as being a significant concern (i.e. **"Poor"**) were **SCFB (48%)** and **SWQ (40%)**.



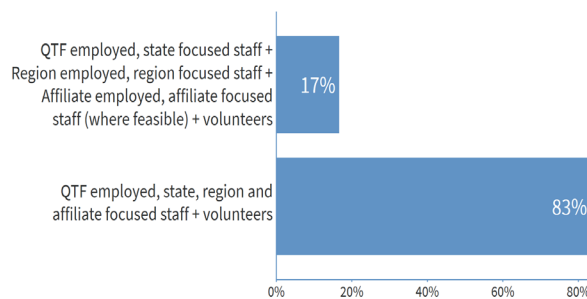
Question 4 - Which staffing model would be service the future of Touch Football in Queensland?



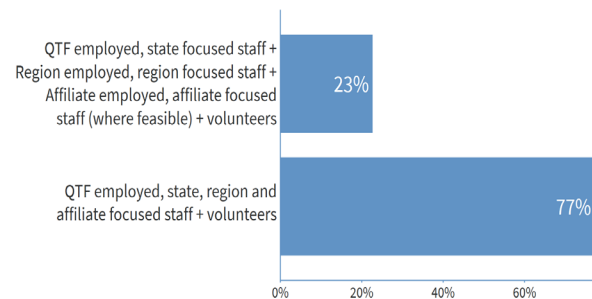
Brisbane FS Results - 9 Responses



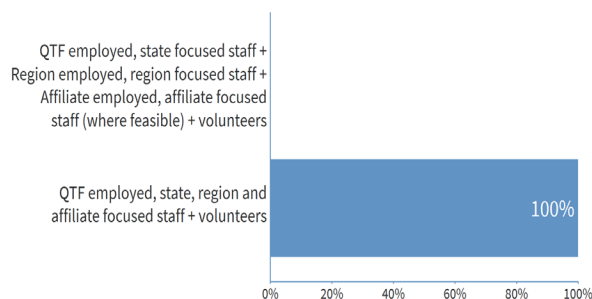
Gold Coast FS Results - 16 Responses



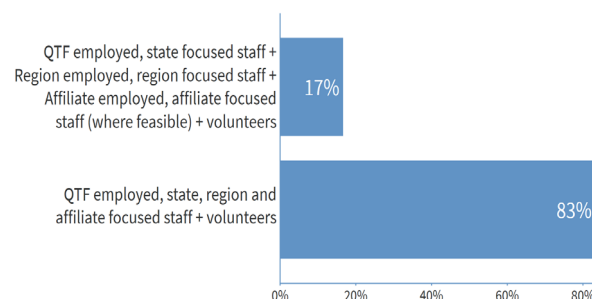
Rockhampton FS Results - 18 Responses



Sunshine Coast FS Results - 22 Responses



Toowoomba FS Results - 10 Responses



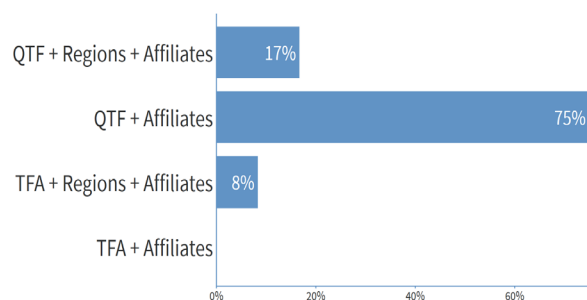
Townsville FS Results - 12 Responses

Commentary

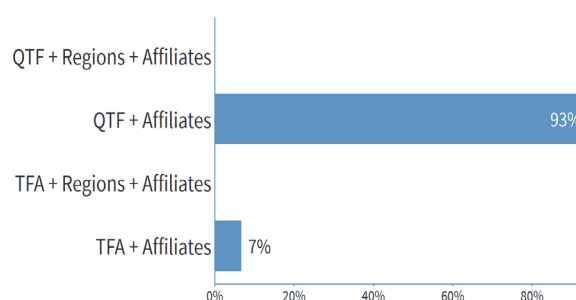
→ **The overwhelming response from all regional focus group sessions was that QTF should employ key staff in all regional catchments.**



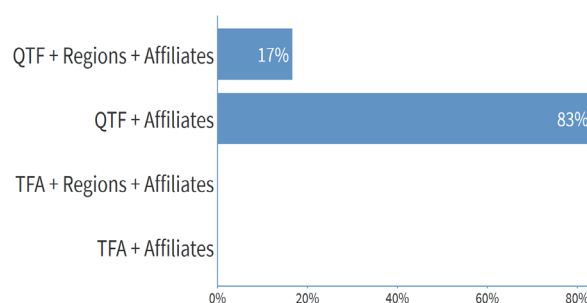
Question 5 - Which governance structure would be service the future of Touch Football in Queensland?



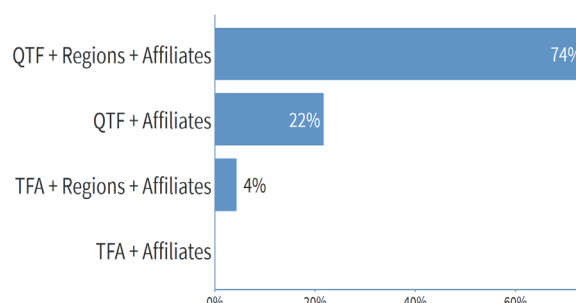
Brisbane FS Results - 12 Responses



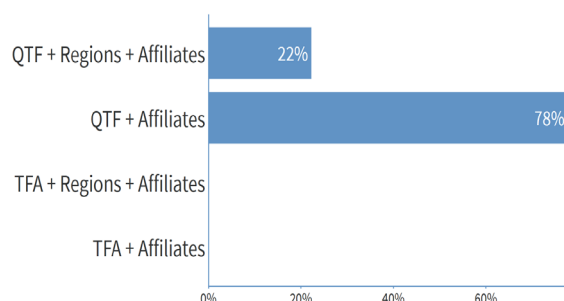
Gold Coast FS Results - 15 Responses



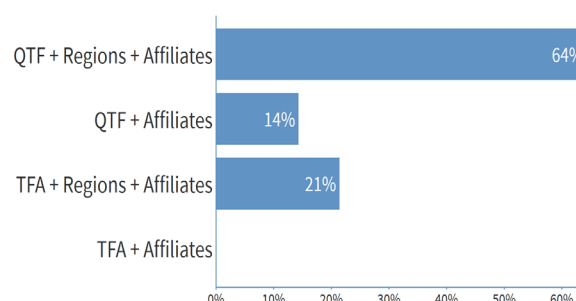
Rockhampton FS Results - 18 Responses



Sunshine Coast FS Results - 23 Responses



Toowoomba FS Results - 9 Responses



Townsville FS Results - 14 Responses

Commentary

→ The overwhelming response from the **BC, SQBD, CQ** and **SW** regional focus group sessions was that the governance model should be **QTF + affiliates** (i.e. no regional governance layer); While **SCBFC** and **NQ** responded that the governance model should remain **QTF + Region + affiliates**.



Section 5 – Potential Business Model Options Summary

Information relating to each **potential** business model for the delivery of Touch Football in Queensland is presented in the following areas:

- *Summary of Model and Rationale*
- *Governance Structure*
- *Planning Framework*
- *Staff Structure*
- *Financial Model*
- *Management and Administration Systems*
- *Programs and Services*
- *Office Facilities*
- *Local Delivery Structure*

Option A – “1 Touch Football” Model

Summary of Model and Rationale

Findings to come from all collected and analysed via the Review methodology to date are clear – the governance structure for the sport of Touch Football in Queensland should include QTF + affiliates, as opposed to the current structure, which also includes the Regions as QTF’s voting members. It is also clear that a far more centralised, state-wide and QTF managed (1-Team) staff structure is required.



There are many inadequacies and inefficiencies associated with the various layers of governance, management, systems and delivery separation between QTF, the regions and the affiliates. Examples include (but are not limited to) there being a distinct lack of contemporary sport organisation governance capacity at region (and affiliate) level; multiple sets of competition rules and schedules; multiple competition management, team registration and team fee processes and costs; inefficient economies of scale in relation to the purchase of goods and services via multiple suppliers; multiple layers of governance at the affiliate, region and QTF levels; a convoluted and often non-accountable staff structure across the state which includes QTF employed staff based at the state office, QTF employed staff operating in the regions, but also reporting to region appointed administration managers and region boards, region appointed staff and affiliate appointed staff, multiple planning frameworks; multiple “back office” systems, including human resource management, finances, digital systems; multiple local, state and federal grant management systems; multiple commercial partnership management systems; etc.

The current separated model between all layers of the sport of Touch Football in Queensland clearly requires increased human, physical, financial and system resources to operate (e.g. committee volunteers, boards, staff, plans, policies, procedures, competition frameworks, business systems, etc.). This is occurring at a time when it is almost universally agreed that growing affiliated sport membership, recruiting and retaining volunteers, and securing government and commercial revenue for sport, is harder now than ever before. The status quo makes little sense!



As with many sports (particularly at the local / regional level), in general, there is a lack of understanding at the region and affiliate levels of Touch Football in Queensland, of the roles and responsibilities of a director, including the strategic responsibilities of a board. Additionally, there are misconceptions regarding what governance is and the benefits of good governance. There is also difficulty in attracting, developing and maintaining board members in the right roles to support good decision making at the regional / local levels.

The current governance and operating model of Touch Football in Queensland is based a model which was designed decades ago, to meet the needs of Touch Football consumers decades ago. This model is not fit for purpose for today's sport and active recreation marketplace!

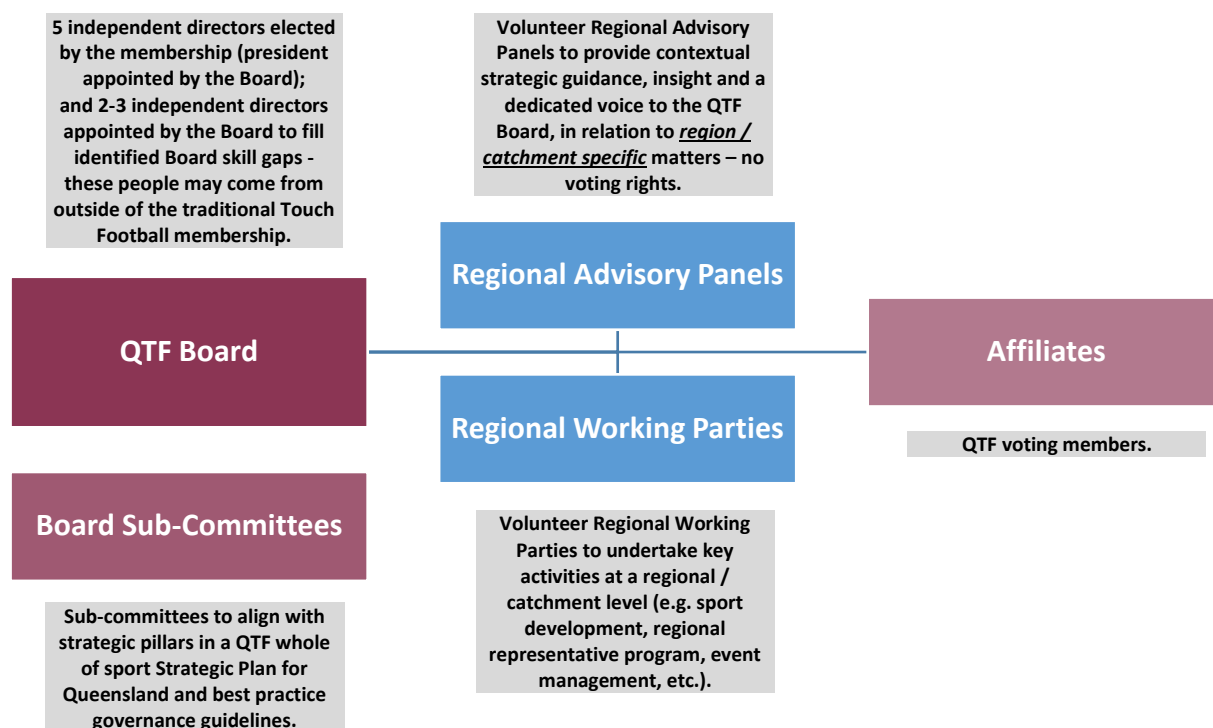
Governance Structure

QTF, its member regions and their member affiliates would undertake all activities necessary to dissolve the 6 regional governance 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. This is due to the more rigorous regulatory and governance requirements to operate under the Corporations Act – these requirements are **the minimum** a sporting organisations with significant financial turnover and staffing structures, looking to align with good practice governance, should be undertaking in the interests of their members. Industry leading organisations will do more.

In line with best practice sports governance principles, the broad governance structure of QTF could include the following:

Broad Governance Structure



Planning Framework

QTF and its member affiliates would work together to develop a unified “1 Touch Football” planning framework, to guide the positive and sustainable collective future of Touch Football throughout Queensland. **Note:** *This planning framework should look to align with the TFA planning framework where beneficial and feasible.*

Elements of the “1 Touch Football” planning framework could include (but may not be limited to):

- **Touch Football “in” Queensland Strategic Plan:** The current QTF strategic plan and region strategic plans (where these are in existence) would be integrated into a single, whole of sport strategic plan for the sport in Queensland.
- **Touch Football “in” Queensland Participation Growth Strategy:** Designed to drive the coordinated growth of all elements of a Touch Football “in” Queensland Participant Pathway Framework and its product offerings (including QTF owned and managed commercial competitions).
- **Touch Football “in” Queensland Affiliate Support Strategy:** Designed to drive the coordinated capacity enhancement / support of all affiliates, as well as the formation of new affiliates in areas of strategic importance.

- **Touch Football “in” Queensland Coach and Referee Development Strategy:** Designed to drive the coordinated growth and development of the coach and official workforce supporting all elements of a Touch Football “in” Queensland Participant Pathway Framework.
- **Touch Football “in” Queensland Commercial and Government Relations Strategy:** Designed to guide QTF activities, as they relate to maximising the long-term financial viability of Touch Football in Queensland (including commercial competitions owned and managed by QTF).
- **Touch Football “in” Queensland Digital and Communications Strategy:** Designed to ensure digital systems, tools and activities help QTF to effectively engage with all elements of the Queensland Touch Football community; to effectively capture and monetise data to come from this engagement; and for the organisation to more effectively and efficiently manage its business.
- **Touch Football “in” Queensland Facilities Strategy:** Designed to strategically identify and advocate Touch Football facility priorities across the state – based on current and future population data, current QTF participation data and predictive participation modelling data.
- **Touch Football “in” Queensland Talent Development Strategy:** Designed to drive a coordinated system of identification, development, nurturing and retention of talented athletes, to optimise the progression of these athletes into QTF and TFA high performance support programs; and to maximise Queensland players’ success on the world stage.
- **TFA / NRL Non-Contact Strategy:** Designed to provide optimal clarity associated with the relationship between the NRL and TFA; and between the Queensland Rugby League (QRL), as this relates to the growth of Touch Football, and to provide a roadmap for how each entity will work together to promote affiliated Touch Football as the NRL’s primary non-contact option.

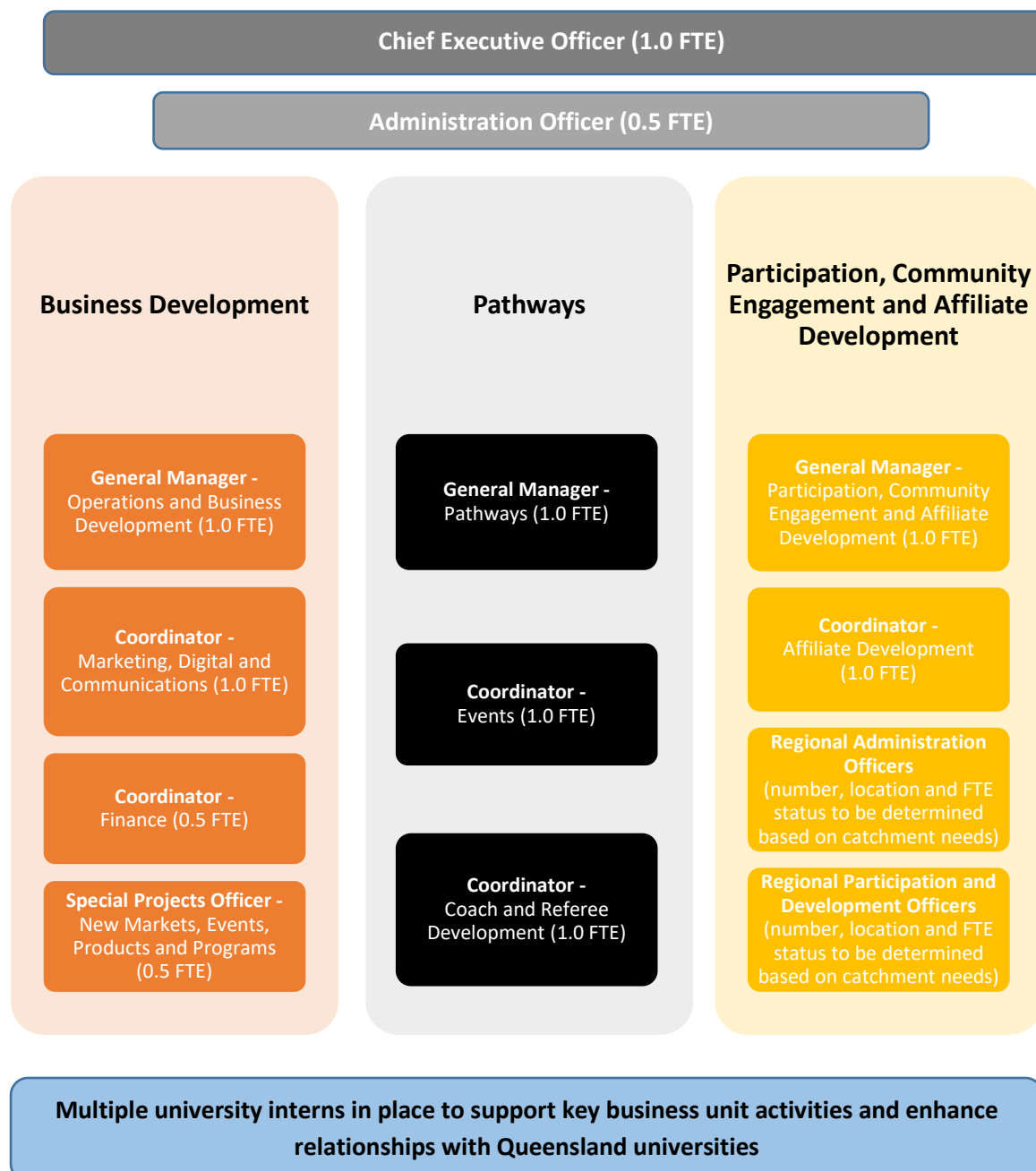
PLANNING



Staff Structure

Prior to a new governance structure for Touch Football in Queensland coming into effect (refer Governance Structure comments above) QTF and the regions would collectively undertake all necessary activities to restructure their currently separate paid human resource models, to implement a “1-Team” professional staffing structure.

A potential model is summarised below:



Note: QTF would need to undertake a business case associated with the costs of the aforementioned staff model to ensure its viability and sustainability.

Finance and Funding

A unified and streamlined financial model associated with the “1 Touch Football” Governance and Operating Model described above could incorporate:

- Whole of sport affiliation fees (i.e. ideally this would activate a nationally centralised 1-team / 1-player fee model and on-line registration and customer relationship management system).
Note: *If regions were to be dissolved (as discussed above), the option should exist for the affiliation fees which were previously being passed on from affiliates to their region, to be quarantined, to ensure these funds are used to support the sport in specific regional catchments across Queensland. In this case, regional catchments would effectively operate as cost centres of QTF. Additionally, if regions were to dissolve, a system could be initiated to ensure any regional assets which were transferred to QTF ownership upon dissolution, could be quarantined, to ensure these funds are used to support the sport in specific regional catchments across Queensland.*
- Whole of sport commercial revenues, e.g. sponsorships, events, not-for-profit partnerships, etc. (refer “1 Touch Football” Commercial Strategy).
- Whole of sport government funding support (Federal, State and Local Government).
- QTF commercial competitions revenue.
- Revenue associated with an expanded QTF membership model framework (e.g. schools and others).

Management and Administration Systems

QTF would develop and implement a suite of integrated “1 Touch Football” Business Management Systems (i.e. commercial, financial management, digital / IT, human resource management, etc.)

A suite of fit for purpose business management systems would need to be developed and implemented across the QTF organisation (i.e. QTF, regional offices / cost centres and ideally into affiliates). ***Ideally, this process would occur at the national level, to allow state / territory level organisations to benefit.***

“1 Touch Football” business management systems would need to include (but may not be limited to):

- ✓ **Commercial:** Consistency in branding and commercial offerings for affiliated Touch Football, which would support commercial agreements allowing QTF to negotiate and manage strategic assets more effectively. This would provide for certain protected sponsorship categories to be managed and offered for sale, with transparency of benefits and service costs clear to all stakeholders. **Note:** *TFA should be consulted in this space, as appropriate;*
- ✓ **Financial management:** A single financial management system in place whereby QTF would produce consolidated annual financial reports (including those for all regional cost centres), which would allow simpler and more transparent assessments of the performance and sustainability of the organisation across the state. Ideally this integrated financial management approach should extend to use by the affiliates as well, to allow simple and transparent assessments of the performance and sustainability of the whole of the sport. **Note:** *Ideally this approach would be instigated nationally by TFA.*

- ✓ **Digital and IT:** A single digital and data management and analysis system, including a single database; single registration system, single customer relationship management system, etc.
Note: Ideally this approach would be instigated nationally by TFA; and
- ✓ **Operational policies and procedures** across all areas of the business (e.g. human resources, etc.).

Programs and Services

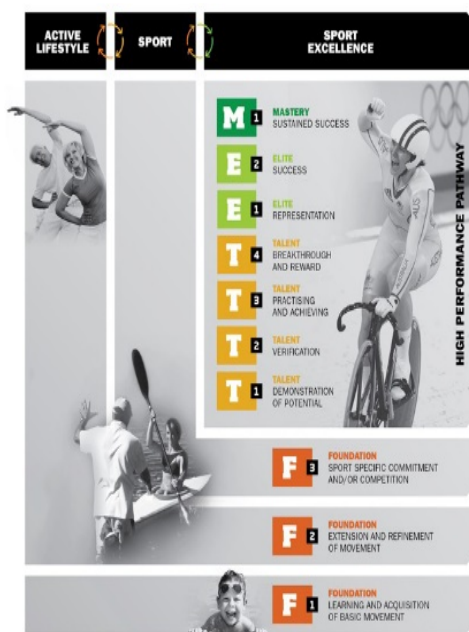
Whole of Sport Participation Product Offerings

TFA has developed a whole of sport *Athlete Development Framework*, which is based on the FTEM model designed by Sport Australia. This resource provides some guidance to coaches of players at all levels of the pathway and is integrated into the TFA *Sport Education Sport Education Framework* document.

Although this is the case, it is clear that the impact the TFA Athlete Development Framework is having on stakeholders' (e.g. parents of junior players, players, coaches, selectors, development officers, etc.) understanding of a clear player pathway is limited. To address this issue, QTF would work closely with TFA to support their development of a suite of contemporary and nationally consistent program / product offerings, designed to meet the specific participation motivations of all elements of the pathway framework.

Some potential offerings may include (but should not be limited to):

- **Foundation 2 – Sport:** A nationally consistent entry level program, all associated support resources needed for delivery at the local level (i.e. in schools / affiliates);
- **Foundation 2 – Active Lifestyle / Recreation:** Team / group-based adult recreation / fitness offerings;
- **Foundation 3 – Sport:** Offering for kids aged 9-12 years;
- **Foundation 3 – Active Lifestyle / Recreation:** Social offering for kids aged 13-17 years;
- **Talent 1 and 2 – Sport Excellence:** Talent-development based offering for kids aged 13-17 years;
- **Talent 3 and 4 – Sport Excellence:** Performance-based offering for kids aged 13-17 years; and
- **E1, E2 and M1 – Sport Excellence:** High performance-based offerings for athletes 18+ linked to QTF and TFA HP programs.



Note: If TFA is not committed to developing a broad suite of participation / development product offerings aligned to a national whole of sport pathway framework (within a suitable timeframe), QTF should do what is best for the sport in Queensland and develop these products themselves, or in collaboration with other State Level Touch Football organisations (e.g. TFNSW).

Whole of Sport Competition and Events Framework

QTF is now managing and/or supporting the delivery of various events very successfully (e.g. Junior State Cup and others). Having said this, the opportunity exists for there to be increased clarity of purpose in relation to the events (and competitions) framework for the sport across the state. This will help minimise player, coach, parent, referee and administrator fatigue / burnout; optimise consumer engagement; and optimise event related revenues at both the QTF and affiliate levels.

The core purpose of a Touch Football in Queensland Competition and Events Framework could be: *“to provide a sport industry leading competition and events pathway, which meets the participation motivations and development needs of all competitors, coaches and officials participating in Touch Football at all levels throughout Queensland”.*

Note: Maximising alignment and mutual benefit between the school system/s managed Touch Football events framework and that of QTF would be a priority.

Affiliate Capacity Enhancement

Enhancing the capacity of QTF member affiliates to optimally govern, administer and deliver the sport of Touch Football in their catchments and grow their membership and facility footprint, would be a core role of QTF.



Option 2 – Aligned Behaviours Model

Summary of Model and Rationale

In relation to the governance structure and operating model of Touch Football in Queensland, an ***aligned behaviours*** or ***one management model*** would be a hybrid between the unified “1 Touch Football” governance model and the current separated model (i.e. QTF + Regions + Affiliates). Aligned behaviours governance structures are underpinned by a business model where centralised services and management structures support the organisations involved (in this case QTF, regions and affiliates), but each entity is still governed separately.

Aligned behaviours models can offer a substantial prospective dividend for sports, without the potential upheaval that may arise from mandated structural change, such as the collapse of the QTF member regions (i.e. as per the unified “1 Touch Football” model).

An aligned behaviours business model does not require change in organisational structure/s. However, it does require all leaders within each entity (including new leaders who enter the sport from time to time) to demonstrate cohesive behaviours for the common good of **the sport**, that are likely to enhance outcomes in the overall interest of **the sport**, even though the leadership of each entity is required to keep the needs of their organisation’s membership as their focus.

A key aim of an aligned behaviours business model, within or between sporting organisations, is to increase the trust and confidence across all levels of the sport from the NSO and SSO to regions, affiliate associations and clubs. This can only be achieved if there are communication protocols established by each entity to ensure transparency and respect for all groups involved in the sport.

In the case of a potential Touch Football in Queensland aligned behaviours business model, activities could include:

- **Strategy:** Whole-of-sport strategic plan with a common set of goals that are endorsed by all governance layers / entities and which provide for the sport to work towards the achievement of these goals in an effective, efficient and coordinated way. These plans should cover all areas from community participation to high performance, and provide flexibility for entity specific plans to address specific issues, as required. The plan would be designed to ensure there are clear roles and responsibilities across the management of the whole sport in Queensland, and would be responsive to national / state and local needs.
- **Commercial:** Consistency in branding and commercial offerings within each entity, which will support commercial agreements, allowing Touch Football in Queensland to negotiate and manage strategic assets more effectively. If done well, this could provide for certain protected sponsorship categories to be managed and offered for sale state-wide (and potentially nationally), with transparency of benefits and service costs clear to all stakeholders and safeguards that QTF, regions or affiliates will not be worse off as a result of this aligned approach.

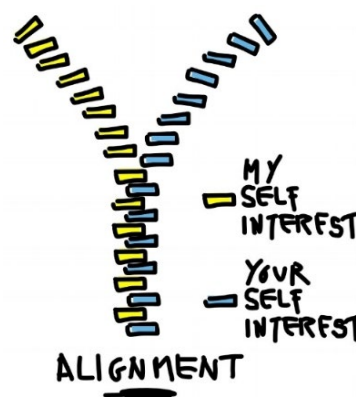
- **Financial management:** Aligned financial systems, whereby QTF, regions and affiliates produce consolidated annual financial reports, which allow simpler and more transparent assessments of the performance and sustainability of the whole of the sport.
- **Digital and IT:** Digital alignment and data sharing to create aligned collection, management and analysis of data on a common database; and
- **Staff:** Shared staffing roles and human resource management systems.

Note: If an aligned behaviours business model were to be implemented for the sport of Touch football in Queensland, all aligned activities would need to be jointly governed by the QTF Board, region boards / management committees; and jointly managed by QTF staff and region staff.

In addition, if this business model were to be employed for Touch football in Queensland, without very clear delineation and allocation of roles, responsibilities and resources (including financial and human resources), the significant amounts of duplication / inefficiencies and lack of accountability currently in place, would remain, thus rendering the new model largely impotent.

Governance Structure

Aligned Behaviours Governance Model



Planning Framework

QTF, regions and affiliates would work together to develop a unified planning framework to guide the future of aligned behaviours within Touch Football in Queensland.

Elements of the Touch Football “in” Queensland Planning Framework could include:

- **Touch Football “in” Queensland Strategic Plan:** A whole of sport strategic plan for Touch Football in Queensland would be developed; however QTF, regions and affiliates would also have entity-specific strategic plans in place to allow them to focus on matters of specific importance to their membership, etc.
- **Touch Football “in” Queensland Participation Growth Strategy:** A whole of sport participation strategy for Touch Football in Queensland would be developed; however QTF, regions and affiliates may also need to have entity-specific participation growth activities in place to allow them to focus on matters of specific importance to their membership, etc.
- **Touch Football “in” Queensland Coach and Referee Development Strategy:** Designed to drive the coordinated growth and development of coaches and officials supporting **all** elements of a Touch Football “in” Queensland Participant Pathway Framework and its product offerings.
- **Touch Football “in” Queensland Commercial and Government Relations Strategy:** Designed to guide QTF activities, as they relate to maximising the long-term, financial viability of Touch Football across Queensland.
- **Touch Football “in” Queensland Digital and Communications Strategy:** Designed to ensure digital systems, tools and activities help QTF to effectively engage with all elements of the Queensland Touch Football community; to effectively capture and monetise data to come from this engagement; and for the organisation to more effectively and efficiently manage its business.
- **Touch Football “in” Queensland Facilities Strategy:** Designed to strategically identify and advocate Touch Football facility priorities across the state – based on current and future population data, current QTF participation data and predictive participation modelling data.
- **Touch Football “in” Queensland Talent Development Strategy:** Designed to drive a coordinated system of identification, development, nurturing and retention of talented athletes, to optimise the progression of these athletes into QTF and TFA high performance support programs; and to maximise Queensland players’ success on the world stage.
- **TFA / NRL Non-Contact Strategy:** Designed to provide optimal clarity associated with the relationship between the NRL and TFA; and between the Queensland Rugby League (QRL), as this relates to the growth of Touch Football, and to provide a roadmap for how each entity will work together to promote affiliated Touch Football as the NRLs primary non-contact option.

Staff Structure



Finance and Funding

The financial model associated with an aligned behaviour business model would incorporate:

- Entity specific membership / affiliation fees;
- Entity specific commercial revenues, e.g. sponsorships, events, not-for-profit partnerships, etc;
- Whole of sport commercial revenues, e.g. sponsorships, events, not-for-profit partnerships, etc. (refer 1-sport commercial strategy);
- Entity specific federal, state and local government funding support; and
- Whole of sport federal, state and local government funding support.

Management and Administration Systems

The opportunity would exist for there to be a mix between entity specific and whole of sport, integrated Business Management Systems (i.e. commercial, financial management, digital / IT, human resource management, etc.).

Programs and Services

In essence, QTF, regions and affiliates would deliver programs and services (e.g. player, coach, referee and volunteer development activities) their own way – as is currently the case. However, the opportunity exists under the aligned behaviours model for all entities to support, develop and/or co-deliver consistent products / program offerings aligned with the TFA whole of sport participant pathway framework.

Competition Frameworks

The opportunity would exist for there to be a mix between entity specific competition frameworks and competitions contained within a state-wide “1 Touch Football” competitions and events framework.

Section 6 – Where to From Here?

The next stage of this project is for McLaughlin Sports Consultancy (MSC) to facilitate a teleconference with the the PRG, to discuss the information contained within this Paper and the groups' thoughts prior to MSC developing the Recommendations Report (Project stage 10). This teleconference will take place on **Tuesday 9th July 2019**.

Following this teleconference, MSC will submit the ***Recommendations Report*** on 19th July 2019.

The final stage of the project, *Proejct Stage 11: Final PRG Meeting (F2F)* will occur in late July 2019 (proposed date 31st July TBC).



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MBA (Sport Management)

Bachelor of Sports Science (Sports Studies)

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Appendix A

Note: In addition to the 38+ stakeholders who were available to participate in 1-on-1 interviews, **5 additional stakeholders were identified and invited for interview**; however (despite numerous attempts to make contact), they did not make themselves available for interview.

Brisbane Focus Session (12 Participants)

Rockhampton Focus Session (17 Participants + Paid Administrator)

Townsville Focus Session (13 Participants + Paid Administrator)

Gold Coast Focus Session (21 Participants + Paid Administrator)

Toowoomba Focus Session (11 Participants + Paid Administrator)

Sunshine Coast Focus Session (29 Participants + Paid Administrator)