



# GOVERNANCE AND OPERATING MODEL REVIEW

## Preliminary Findings and Opportunities Paper

23rd May 2019



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# 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 – 4 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 recommendations tabled within this Report are based on the evidence collected and analysed via the agreed project methodology.

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

A handwritten signature in black ink, appearing to read "m. mclaughlin".

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# Section 1: Introduction

This Paper highlights a series of **preliminary findings and opportunities (not recommendations)** identified during the initial stages of research conducted by MSC in its undertaking of an independent Governance and Operating Model Review for QTF.

MSC has used information collected via Stages 1-3 of this project (refer to the project methodology below) to prepare this *Findings and Opportunities Paper*.

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, TFQ, region and affiliate documents and data, all available statistics re membership / participation, TFQ facility plan / data, TFQ Participation Plan, TFQ 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. TFQ 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 TFQ 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 TFQ governance and operating model options - **28 June 2019**

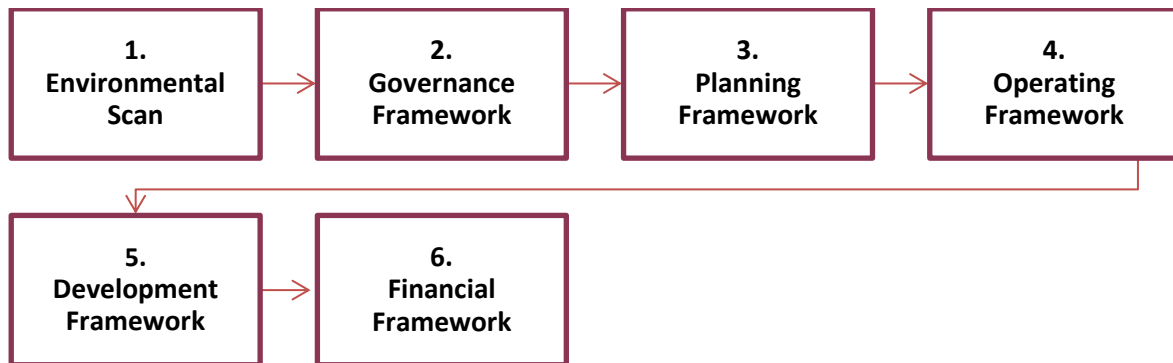
9. Face-to-face PRG meeting to discuss Stage 8 outcomes - **8 July 2018 - TBC**

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**

## Key Findings

**Section 3** of this Paper presents a number of key *preliminary findings* to come from Stage 2 – *Document Review*. Findings are tabled in the following 6 focus areas:

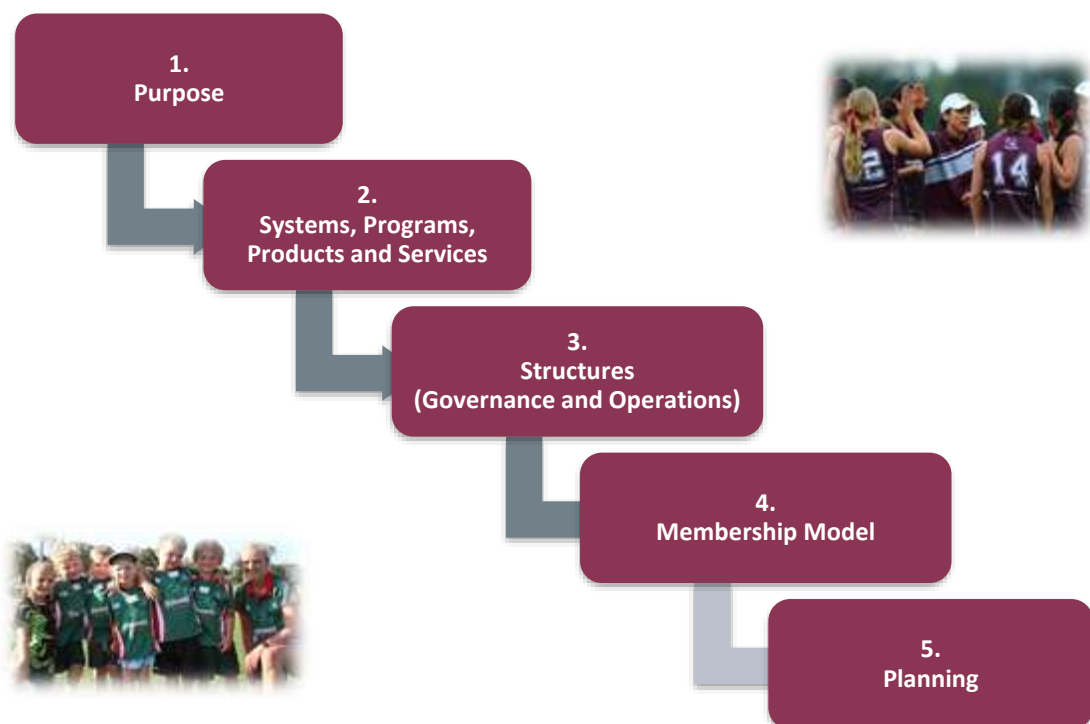


**Section 4** of this Paper presents key *preliminary findings* to come from Stage 3 of the Review – *Stakeholder e-Surveys*.

## Preliminary Opportunities

**Section 5** of this Paper presents a select number of *preliminary opportunities* to come from Stages 2 and 3 of the Review. These preliminary opportunities are presented in 5 focus areas (refer below) for the PRG and MSC to consider, prior to MSC undertaking future stages of the Review.

### *Preliminary Opportunity Focus Areas*



## 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 the state.

The need for ongoing governance (and operating) structure 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 will scope the opportunities to assess the sport’s governance and operating model 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 strategic outcomes. 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.

## 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.

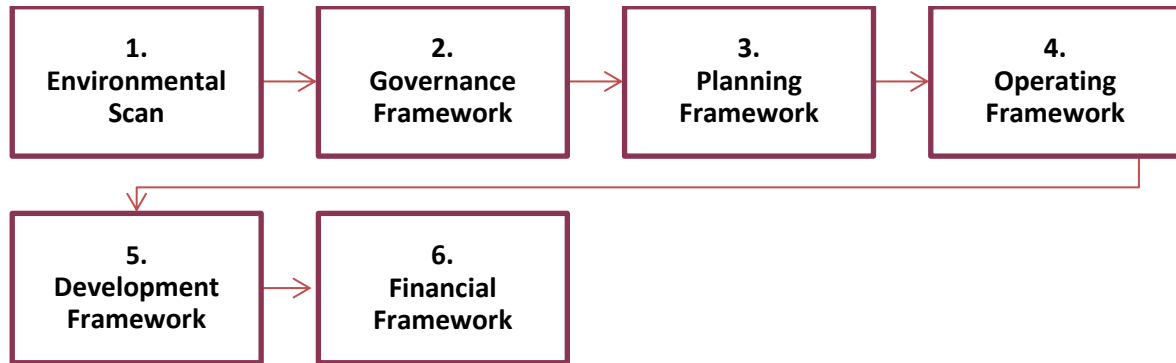
Through the initial discussions MSC has had with the PRG, it is clear that they feel the time is right to make evidence-based decisions relating to future of Touch Football in Queensland, in order to ***“do what is right for the future of the sport”***.

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



## Section 3:

# Preliminary Findings – Document Review

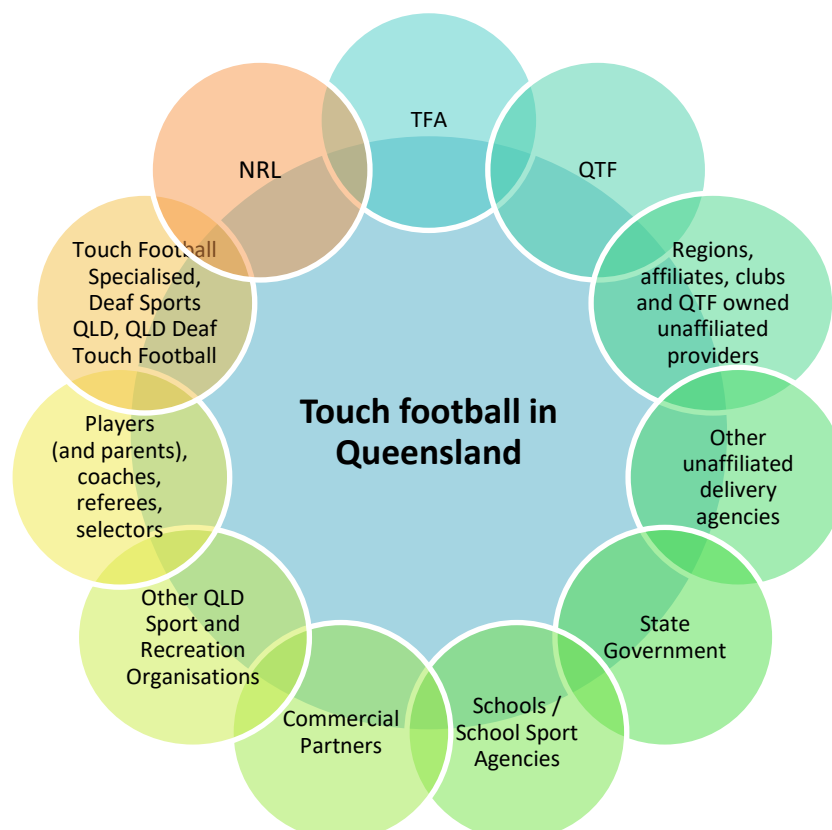


### Preliminary Finding Area 1 – Environmental Scan

#### The Big Picture

QTF and their regional and affiliate members, clubs and other delivery partners, operate in a multi-faceted and multi-layered sporting environment.

#### *Touch Football in Queensland Operating Environment – The Big Picture*





## Digging Deeper

### Membership and Participation Data

The sport of touch football nationally and in Queensland has a broad list of definitions relating to different categories of membership and participation. These are outlined briefly below.

<b>1 &amp; 2</b>	<b>Full Active Membership</b>	Members who have access to the full range of programs and services offered by the organisation or their affiliated club or association, as a participant, coach or official, junior and adult.
<b>3</b>	<b>Program Participants</b>	Members/participants who have access to a limited range of programs and services offered by the organisation or their affiliated club or association as a participant.
<b>4</b>	<b>Event Participants</b>	Participants who pay a fee per event to participate in the activity and service limited other services from the organisation. This type of participant pays no formal membership fee and may not have access to the programs and services of the state organisation.
<b>5</b>	<b>School Delivered Programs</b>	Participants involved in regular competitions, programs or championship events organised by the national or state organisation and may be conducted at a school facility. These include fee for service or free of charge services.
<b>6</b>	<b>School Managed Competitions</b>	Participants involved in events, competitions or programs organised primarily by schools that are not directly organised by the national or state organisation. Instead informal or formal agreements may exist and be supported by the affiliated structure.
<b>7</b>	<b>Accredited Volunteer Participants</b>	Participants who participate in recognised sport education courses that receive formal accreditation.

### TFA Data (2017/18 Annual Report)

Traditional Full Affiliated Members  
Senior Team Comparisons 2016/17 to 2017/18

	S2-2016	S1-2017	Total 2016-17	S2-2017	S1-2018	Total 2017-18	Total Variance	Percentage Variance
NSW	3,535	1,089	4,624	3,383	1,043	4,426	-198	-4.3%
QLD	2,333	2,309	4,642	2,221	2,197	4,418	-224	-4.8%
ACT	213	158	371	196	132	328	-43	-11.6%
VIC	448	174	622	422	168	590	-32	-5.1%
TAS	212	25	237	194	31	225	-12	-5.1%
SA	196	87	283	187	89	276	-7	-2.5%
WA	468	175	643	447	150	597	-46	-7.2%
NT	101	117	218	88	101	189	-29	-13.3%
TOTAL	7,506	4,134	11,640	7,138	3,911	11,049	-591	-5.1%

### Junior Team Comparisons 2016/17 to 2017/18

	S2-2016	S1-2017	Total 2016-17	S2-2017	S1-2018	Total 2017-18	Total Variance	Percentage Variance
NSW	3,698	54	3,752	3,782	86	3,868	116	3.1%
QLD	1,983	695	2,678	1,906	894	2,800	122	4.6%
ACT	112	15	127	123	0	123	-4	-3.1%
VIC	36	49	85	56	52	108	23	27.1%
TAS	119	0	119	105	0	105	-14	-11.8%
SA	44	1	45	36	17	53	8	17.8%
WA	104	3	107	91	3	94	-13	-12.1%
NT	3	18	21	12	20	32	11	52.4%
<b>TOTAL</b>	<b>6,099</b>	<b>835</b>	<b>6,934</b>	<b>6,111</b>	<b>1,072</b>	<b>7,183</b>	<b>249</b>	<b>3.6%</b>

### Total Team Comparisons 2016/17 to 2017/18

	S2-2016	S1-2017	Total 2016-17	S2-2017	S1-2018	Total 2017-18	Total Variance	Percentage Variance
NSW	7,233	1,143	8,376	7,165	1,129	8,294	-82	-1.0%
QLD	4,316	3,004	7,320	4,127	3,091	7,218	-102	-1.4%
ACT	325	173	498	319	132	451	-47	-9.4%
VIC	484	223	707	478	220	698	-9	-1.3%
TAS	331	25	356	299	31	330	-26	-7.3%
SA	240	88	328	223	106	329	1	0.3%
WA	572	178	750	538	153	691	-59	-7.9%
NT	104	135	239	100	121	221	-18	-7.5%
<b>TOTAL</b>	<b>13,605</b>	<b>4,969</b>	<b>18,574</b>	<b>13,249</b>	<b>4,983</b>	<b>18,232</b>	<b>-342</b>	<b>-1.8%</b>

### Key Positive Insights:

- ✓ Total Participant growth of 11.2% (679,157 participants)
- ✓ Increase in School and Junior participants by 16.5% (461,169)
- ✓ Full Active Junior memberships grew by 4% to 80,449
- ✓ Program Participants growth of 31.1% (12,948 participants)
- ✓ School Managed Competitions increased by 39.9%
- ✓ Accredited Volunteers increased by 28.7

### 2017/18 National Participation Report Insights

- Nationally, Touch Football adult teams saw a decline for the third straight year with a drop of 5.1% since 2016, equating to a decline by 591 teams and total decline in participants by 5,948.
- In comparison, junior team numbers grew by 15% between 2013 and 2018. Participation for Juniors increased in 2017/18 by 3,069 members, which is an increase of 4.0%.
- Combined, total team numbers were down by 342 teams, resulting in a drop of 1.8% from 2016/17.

## QTF Data (2018 Annual Report)

### 1 & 2 – FULL ACTIVE MEMBERSHIP

TEAMS - ADULT	2016 (52)	2017 (51)	2016- 17	2017 (52)	2018 (51)	2017- 18	Total Variance	% Variance
BRISBANE CITY	300	252	552	256	201	457	-95	-17.2%
CENTRAL QUEENSLAND	274	247	521	248	211	459	-62	-11.9%
NORTH QUEENSLAND	491	527	1018	421	533	954	-64	-6.3%
SOUTH QUEENSLAND	388	345	733	280	174	454	-279	-38.1%
SOUTH WEST QUEENSLAND	201	192	393	300	314	614	221	56.2%
SUNSHINE COAST	386	336	722	338	305	643	-79	-10.9%
OFFICE MANAGED*	559	359	918	378	459	837	-81	-8.8%
<b>TOTAL TEAMS:</b>	<b>2599</b>	<b>2258</b>	<b>4857</b>	<b>2221</b>	<b>2197</b>	<b>4418</b>	<b>-439</b>	<b>-9.0%</b>

TEAMS - JUNIOR	2016 (52)	2017 (51)	2016- 17	2017 (52)	2018 (51)	2017- 18	Total Variance	% Variance
BRISBANE CITY	341	179	520	375	215	590	70	13.5%
CENTRAL QUEENSLAND	311	118	429	285	92	377	-52	-12.1%
NORTH QUEENSLAND	339	86	425	356	125	481	56	13.2%
SOUTH QUEENSLAND	501	168	669	286	98	384	-285	-42.6%
SOUTH WEST QUEENSLAND	326	67	393	458	226	684	291	74.0%
SUNSHINE COAST	139	96	235	140	138	278	43	18.3%
OFFICE MANAGED*	18	0	18	6	0	6	-12	-66.7%
<b>TOTAL TEAMS:</b>	<b>1975</b>	<b>714</b>	<b>2689</b>	<b>1906</b>	<b>894</b>	<b>2800</b>	<b>111</b>	<b>4.1%</b>

SPORTING SCHOOLS - PARTICIPATION				
Term 3 2017	Term 4 2017	Term 1 2018	Term 2 2018	Total 2017/2018
1219	563	1737	1759	3496

SPORTING SCHOOLS - PROGRAMS				
Term 3 2017	Term 4 2017	Term 1 2018	Term 2 2018	Total 2017/2018
31	14	41	40	126

## QTF Data (2015 Annual Report)

TEAMS - ADULT	2014 (S1)	2014 (S2)	2015 (S1)	2015 (S2)	2014-15 VARIANCE
North Queensland	516	449	521	469	-2.59%
Central Queensland	236	278	293	283	-12.06%
Sunshine Coast	370	396	357	401	-1.04%
Brisbane City	216	315	274	309	9.79%
South West Queensland	216	229w	189	211	-10.11%
South Queensland	388	434	364	390	-8.27%
<b>TOTAL</b>	<b>1942</b>	<b>2101</b>	<b>1998</b>	<b>2063</b>	<b>0.44%</b>

TEAMS - JUNIOR	2014 (S1)	2014 (S2)	2015 (S1)	2015 (S2)	2014-15 VARIANCE
North Queensland	70	352	55	356	-2.60%
Central Queensland	98	333	115	285	-7.19%
Sunshine Coast	97	132	85	145	0.43%
Brisbane City	103	258	116	261	-4.43%
South West Queensland	13	228	33	267	24.48%
South Queensland	166	518	183	481	-2.92%
<b>TOTAL</b>	<b>547</b>	<b>1821</b>	<b>587</b>	<b>1795</b>	<b>0.59%</b>

## Commentary

→	Total TFA (national) adult full active membership (by number of teams) in 2016/17 was 11,640 and in 2017/18 was 11,049 – decline = 591 teams (or almost 7,000 players) and total junior full active membership (by number of teams) in 2016/17 was 6,934 and in 2017/18 was 7,183 – growth = 249 teams (or nearly 3,000 players).
→	Total QTF adult full active membership (by number of teams) in 2015 was 4,061 and in 2017/18 was 4,418 – growth = 357 teams (or 4,105 players) and total junior full active membership (by number of teams) in 2015 was 2,382 and in 2017/18 was 2,800 – growth = 418 teams (or 4,807 players). However, senior team numbers decreased by 9% between 2016/17 and 2017/18, with junior team numbers increasing by 4.1% in the same period.  How QTF (and TFA) is currently addressing the recent decline in adult full active membership will be explored in future stages of the Review.
→	QTF are in a somewhat rare position in that overall, full active membership has increased in the past 3-5 years, despite the changing nature of the sport and active recreation participation marketplace and the challenges this brings to sporting organisations.  This very positive position in which to be, as is the fact that the very nature of Touch Football offerings aligns with many of society's altered sport and active recreation participation motivations (e.g. team based, mixed gender, non-contact, holistic participation pathway, safe for all ages, few equipment needs, simple rules, social and/or competition opportunities, etc.)



→ It does not appear to be possible for a player to register to play as an individual in a QTF affiliated competition on-line via the QTF website. Many sports now have nationally integrated, user-friendly membership Apps and other digital systems, which provide a single gateway for all members (and participants) to enter the sport, for the member / participant to stay engaged with the sport and for the sport to stay engaged with these consumers. A great example of this is the Rugby Australia - RUGBY XPLOER App, which allows consumers to register, pay fees, access education and resources, access footage of professional games, access competition ladders and draws, purchase game tickets and merchandise, purchase memberships, and communicate with the Rugby community, etc.

The use of technology to minimise barriers to participation / membership (especially for new consumers) should be viewed as a key **opportunity**.

**Note:** When entering “Queensland Touch Football” into Internet search engines, two websites generally appear – the old QTF site and the current QTF site:

- [http://websites.sportstg.com/assoc\\_page.cgi?client=1-715-0-0-0](http://websites.sportstg.com/assoc_page.cgi?client=1-715-0-0-0)
- <https://qldtouch.com.au/>

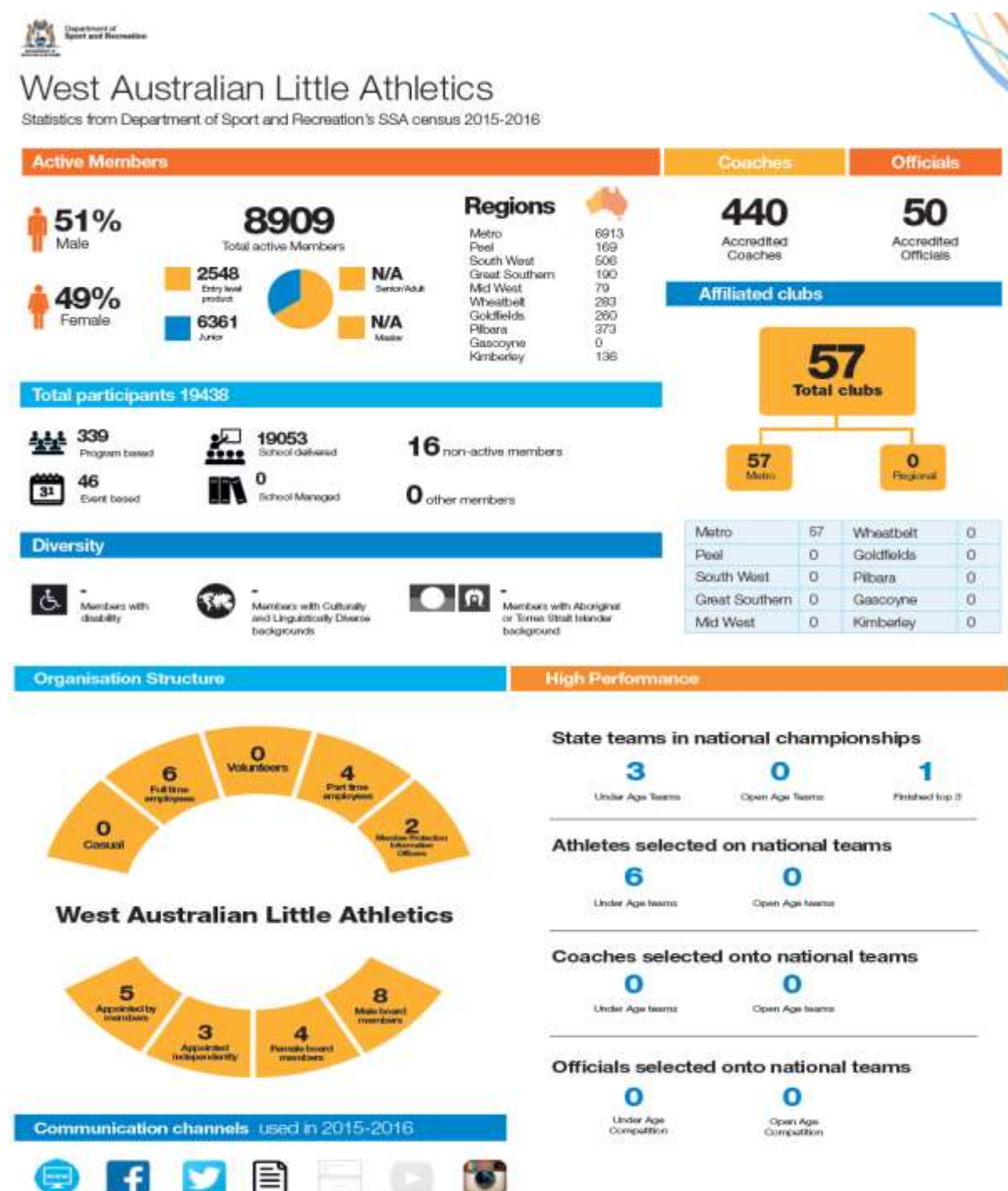
Although the old site directs users to the new site, having multiple active websites for QTF is likely to confuse first time users and present as a potential barrier to their engagement with QTF, Regions and Affiliate associations.



## Commentary

→ In terms of its presentation of data, QTF has the opportunity to consider collecting and presenting membership and participation / program / school / event data in a far more user friendly, and potentially a far more consistent and collaborative manner, in order to help “the sport” in Queensland to make high quality strategic, evidence-based decisions.

The following **WA Little Athletics** info-graphic is a great example of how data may be effectively presented.



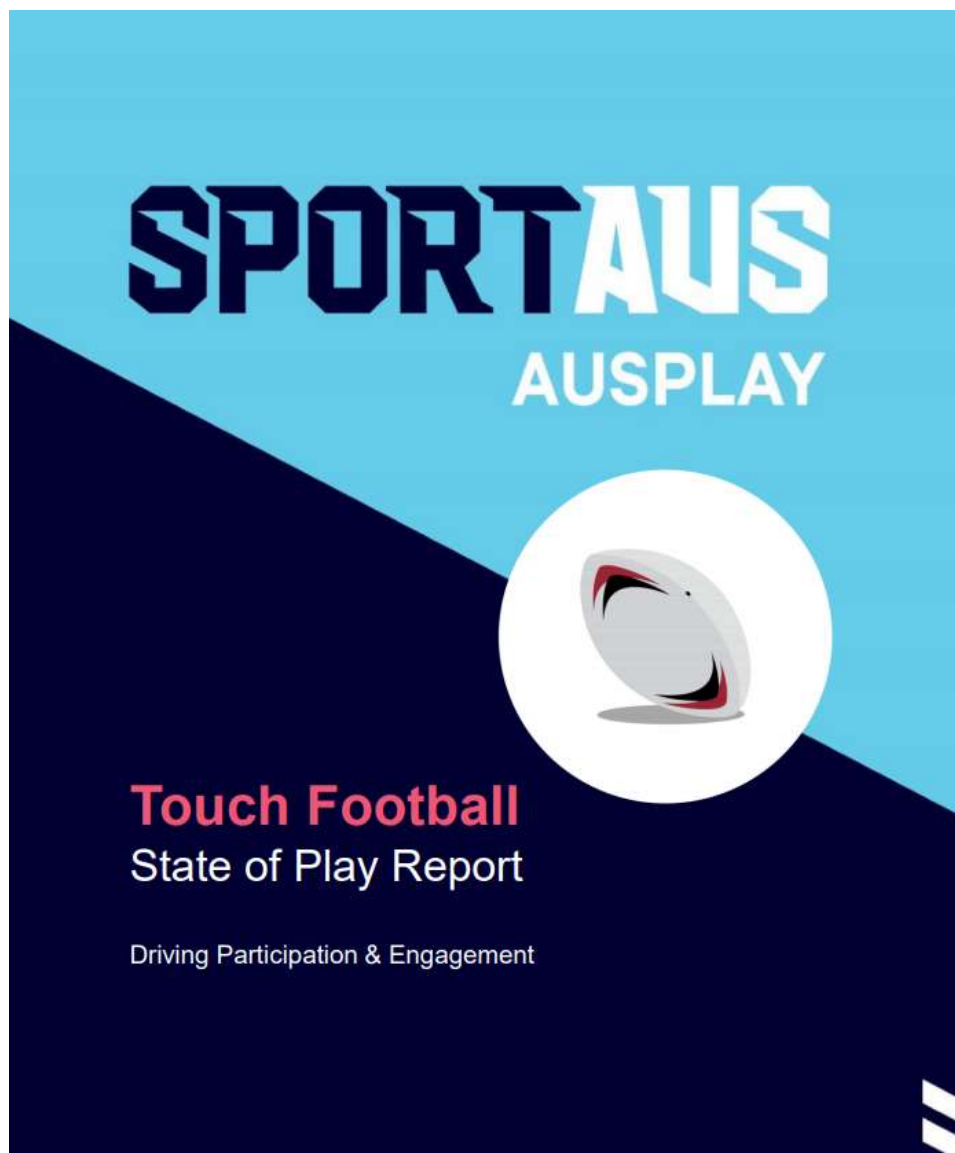
## Coach and Referee Data

In total, QTF currently has 4,000 accredited coaches and 4,500 accredited referees.

**Training program participant statistics** for 2014 – 2018 are provided in the following table. *Note: These include upgrades from one level of accreditation to a higher accreditation.*

Year	Match Official	Coach
2018	1,264	584
2017	1,160	433
2016	484	279
2015	673	300
2014	864	542

## Sport Australia AUSPLAY data 2016-2018



- The annual population estimate for Adults 15+ participating in Touch Football was 366,841 (or 1.8% of the Adult 15+ population).
- Adult participation was slightly skewed towards males (229,203 or 2.3% of the male population), with males accounting for 62% of participation. However, Touch Football is one of the more gender balanced team sports.
- **Higher participation rates were observed in Queensland (3.9% of the Adult 15+ population) compared to other states.** Participation was also highest in remote and very remote areas (4.6%) compared to major cities (1.6%) and inner / outer regional areas (2.4%). This may be in part driven by relatively high participation among Indigenous Adults (3.8%).
- **A high proportion of Adult 15+ Touch Football participation was organised (81%), with the majority of organised participation (73%) in sport clubs.** Participation rates for organised Touch Football peaked in the teenage years.
- Women's participation declined significantly after 24 years of age (7.3% for 15-17 year olds to 4.6% for 18-24 and only 1.7% for 25-34). Male participation decreased more steadily and over a longer period.
- 'Loyalty' to Touch Football was low compared to other sports / physical activities, with only 121,307 Adults 15+ considering Touch Football the sport they most strongly associate with. This is less than one third of current participation in Touch Football and may be explained by it being neither a top participation sport among children nor a significant spectator / viewership sport. Many Touch Football players most associate with another sport / physical activity they participate(d) in.
- The main motivations to participate in Touch Football were 'Social reasons' (48%), 'Fun / enjoyment' (45%) and 'Physical health / fitness' (37%).
- The dominant reason for dropping out of Touch Football participation was 'Not enough time / too many other commitments' (27%).

## Touch Football (Adults 15+) Snapshot by State



AusPlay data, Adult and Touch Football Participant Population 15+: January 2016 to December 2018 Adult 15+ n=61,579; Touch Football Participants 15+ n=714



Information on this page provides a snapshot of the Adult 15+ population, at total national level and by state.

Participation figures are shown as total volume among the Adult 15+ population in each state and the % who have participated.

This provides a snapshot to help identify state level strengths and weaknesses.

Engagement & Participation	Total	NSW	VIC	QLD	SA
Is Most Strongly Associated Sport (%)	0.6%	0.8%	0.1%	1.4%	0.2%
Is Most Strongly Associated Sport (People)	121,307	48,512	5,332	55,362	3,554
Participation (%)	1.8%	2.3%	0.4%	3.9%	0.5%
Participation (People)	366,841	148,883	17,950	159,748	6,626
Average Frequency Per Annum	41	38	32	45	39

Conversion to Organised & Club	Total	NSW	VIC	QLD	SA
Participation (People)	366,841	148,883	17,950	159,748	6,626
Organised Participation (People)	295,374	120,428	16,266	122,584	5,878
Conversion to organised (%)	80.5%	80.9%	90.6%	76.7%	88.7%
Club Participation (People)	214,921	90,015	9,901	91,022	4,903
Conversion to club – from Overall Participation (%)	58.6%	60.5%	55.2%	57.0%	74.0%
Conversion to club – from Organised Participation (%)	72.8%	74.7%	60.9%	74.3%	83.4%



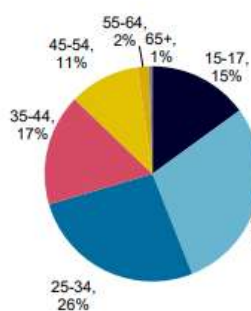
### Participation Levels by State



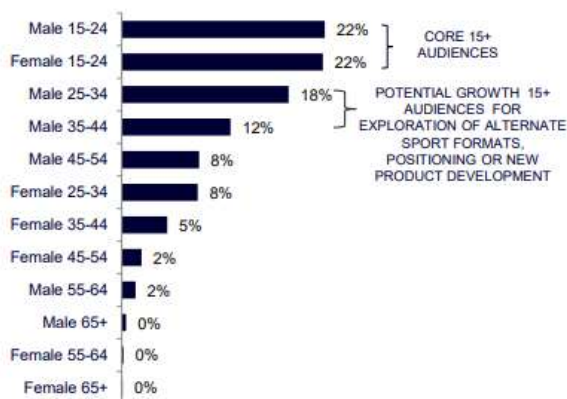
	Total National Participation	Major Cities	Inner & Outer Regional	Remote & Very Remote
%	1.8%	1.6%	2.4%	4.6%
000's	366.8	221.4	122.8	13.9

### Player Profile by Gender and Age

#### Age Split

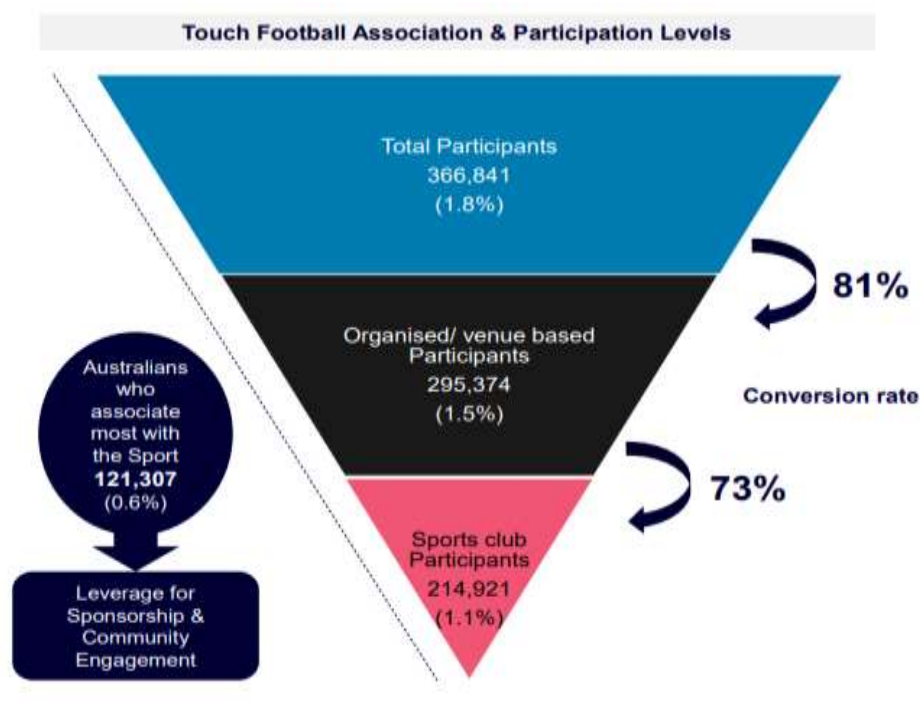


#### Share of Play by Gender & Age



### Participation Levels by Population Group

	Total National Participation	LOTE (Speak language other than English at home)	People with Disability	Indigenous
%	1.8%	0.9%	0.4%	3.8%
000's	366.8	29.7	13.4	16.2



### Commentary

→	Various positive findings are presented within the current AUSPLAY data, including total numbers and the high conversion rate from total participants to club-based membership / participation.
→	The low projection for <b>Total Touch Football Market Opportunity</b> (1% increase) is concerning. The perceived accuracy of this position, from a QTF (and TFA) point of view, and how this aligns with their future growth forecasts, will be explored in future stages of the Review.

## TFA Queensland Participation Survey Findings Report 2017/18

This Report summarises the 2017/18 National Participation Survey, conducted by the Australian Centre for Touch Football Studies (ACTFS) – a collaborative association between Touch Football Australia and the University of Canberra. The findings in the Report are relevant to Queensland participants only.

Research aimed to identify and analyse participation trends and behaviours; explore the concepts of service quality, value and satisfaction; and investigate individual psychological connection and associated behaviours across various stages of psychological connection. From a broader perspective, the Report aimed to identify the factors influencing participant attraction, retention and persistence over time for participants in competitions throughout Queensland.

The survey was distributed to all Queensland participants with valid and useable emails in the Touch Football Australia national database. The survey consisted primarily of quantitative questions with the opportunity to provide qualitative feedback at the completion of the survey.

Respondents playing in competitions throughout Queensland accounted for 33% of the national sample. In total, there were 1,313 responses from participants in Queensland.

### Demographics

Section 1 of the Report explored participant demographics, including employment, education, income, household structures, children (if any), age and gender. A summary of demographic findings from the survey have been presented in bullet points below.

- *Equal number of female and male participants;*
- *37% tertiary educated;*
- *High percentage of respondents working in full-time employment (only 2% unemployed);*
- *58% of respondents earning \$50,001 or more per year;*
- *Large age spread – 63 years between youngest and oldest participants; and*
- *More than 50% of households consisting of families with children living at home (various ages).*



## Participant Behaviours / Continuance Intentions

Section 2 of the Report explored participant behaviours and intentions, including the volume of participation; the likelihood of persisting with the sport in one and two-years' time; the likelihood of recommending the sport to friends and family; representative participation; the nature of competition; preferred nature of competition and more. Key findings included:

- *Most respondents "likely" or "very likely" to recommend touch to Friends and Family;*
- *Most respondents "likely" or "very likely" to continue participation in one years' time;*
- *Most respondents "likely" or "very likely" to continue participation in two years' time;*
- *Almost 80% of respondents have continued to play since beginning (79%);*
- *Participation during summer and winter seasons the most popular (70%);*
- *More than half of all respondents reported participating in a combination of social and competitive competitions in a regular year (56%);*
- *Majority of respondents viewed social and competitive competitions as equally important (62%);*
- *55% of all respondents who reported playing in competitive and social competitions, or competitive competitions only claimed to have played representative Touch Football;*
- *65% of respondents reported participating in other sports on a regular basis. The most popular sports being Rugby League, Netball and Soccer – combined 39% of all respondents; and*
- *97% of respondents reported participating regularly – i.e. 2-3 times weekly (53%), or once a week (44%). It is very interesting that there were more respondents who reported playing 2-3 times weekly in comparison to once a week.*

## Overall Satisfaction, Psychological Profiling and General Analysis

Section 3 of the Report explored the overall satisfaction, perceived ratings of importance and performance (key service delivery aspects) and psychological profiling of respondents. There were also several stage-based analyses conducted regarding participant behaviours and intentions. In addition to this, a random sample of 60 qualitative responses were also presented to further explore additional feedback. Key findings included:

- *Overall, satisfaction levels of participants are satisfying – 82% somewhat or completely satisfied.*
- *High rate of respondents in the attachment stage, and a good percentage of respondents in the allegiance stage.*
- ***Areas rated as most important by respondents (Importance Ratings)***
  - Friendliness of Games*
  - Competition Management*
  - Standard of Referees*
  - Quality of Facilities and Fields*
- ***Areas that were rated as performing poorly (Performance Ratings)***
  - Standard of Referees*
  - Cost of Participation*
  - Challenge of Competition*
  - Friendliness of Games*

- **Two out of four key aspects of delivery that were listed in the top four areas of importance were also rated in the bottom four regarding performance, these were:** *The Standard of Referees and the Friendliness of Games.*
- *The continuance intentions and recommendations of respondents who listed that they were very likely to recommend to friends and family and continue playing in one and two-years' time increase by stage - e.g., respondents in the allegiance stage are much more likely to recommend touch football to friends and family, and play in one and two years' time; in comparison to individuals in the ambivalence and attraction stages.*
- *91% of respondents in the allegiance stage have continued to play touch football since beginning. By comparison, only 66% of individuals in the attraction stage have continued to play since first beginning.*
- *Participants in higher stages more likely to perceive competitive competitions as more important, with participants in lower stages more likely to place increased value on social competitions only. However, most respondents from all stages perceive both social and competitive competitions equally important – all stages over 50%.*
- *Seasonal participation in winter seasons only was very low with the most common form of participation through winter and summer seasons.*
- *Participation in both summer and winter seasons increased in percentage via stage.*
- *In contrast, participation in summer season only decreased in percentage via stage.*
- *Representative participation much more common for respondents in the allegiance and attachment stages, in comparison to respondents in the ambivalence and attraction stages.*

### *Commentary*

→	<i>There are some very positive findings presented within the Report, including the high rates of respondents who are likely / very likely to continue playing; the high frequency of playing rates (i.e. 2-3 times per week rating highest); and equal number of female and male participants. These findings are at odds with some of the less positive findings presented in the 2016-2018 Sport Australia AUSPLAY data report for Touch Football nationally and in Queensland, which were discussed previously within this Paper.</i>
→	<i>One of the key areas of investigation which the QTF Governance and Operating Model Review needs to focus on is the perceived value received by the sport's consumers (i.e. players, coaches, referees, etc.) from Affiliates, Regions and QTF, based on the % of fees going to each layer of the sport's governance. The TFA research paper does not delve into this level of detail, in relation to consumer satisfaction levels.</i>





## Membership / Affiliation Benefits



# What are the Benefits of Affiliation with NRL Touch?



**Community Development**

Give back to the community that directly services the club by building healthier, happier and safer communities through Touch Football participation. Let the community grow with you.

**Brand IP**

You have exclusive use of the NRL Touch brand IP to promote competitions and gain access to tools that will assist your club (AMR).

**Affiliate Servicing**

You have access to all the support services and guidance from NRL Touch for the affiliate and all its members. If you need any assistance, just call your state office and they will do everything to make your task a priority.

**Free Website**

Touch Football websites are provided free to all affiliated clubs through SportsTQ, including provision of competition fixtures, contact information, news and resources.

**Touch Football Online**

Touch Football Online assists administrators in the creation and maintenance of competitions, from the development of the team lists and playing fixtures, to the entering of results and updating the ladder.

**Competition and Event Access**

If you want to play or coach at a higher level than affiliated clubs are eligible to compete in events and have access to the pathways that exist within the Touch Football Australia network.

**Refereeing, coaching and junior development**

Touch Football provides development for all forms of the game and at all levels, so whether it's a referee, coach or player we are determined to deliver programs that assist you to be the best possible.

**Disciplinary regulations and tribunal systems**

Feel the protection with access to advice and guidance on regulatory matters including interpretation and enforcement of national and state regulations and policies.

**National Insurance Coverage**

Rest assured that you are covered each time a player takes the field with the national insurance protection coverage, providing public liability, club management insurance and personal injury cover for the players, coaches and volunteers.

To find out more, contact the NRL Touch Football Competitions and Strategy Manager  
 Luke Heckandorf  
 Phone: 0428 083 894  
 Email: luke.heckandorf@touchfootball.com.au

## Touch Rugby League Participation Data in Queensland

Period	Team Numbers
Autumn 2016	337
Winter 2016	336
Spring 2016	413
Summer 2016/17	405
Autumn 2017	420
Spring 2017	423

## Commentary

→	More recent 2018/2019 data was not provided for review.
→	It appears that solid growth has occurred in the Touch Rugby League participant base in a short period of time, with current participant numbers equating to approximately 17,000 p.a. The team numbers presented above are all metropolitan based, so the opportunity for growth in regional Queensland presents as an opportunity. What income QTF sources via Touch Rugby League participation is unknown at this stage of the Review and will be explored in future stages.
→	QTF owns and operates 2 large non-affiliated social Touch competitions in Brisbane – i.e. City Touch and Premier Touch, as commercial concerns. The total participation in these competitions is approximately 900 teams (or 10,000 players).
→	Incorporating Touch Football, Premier Touch, City Touch and Touch Rugby League, total annual participation appears to be over 100,000 p.a.
→	How QTF plans to clarify, market and deliver (i.e. differentiate) the various Touch related product offerings, within the broader community (or not), whilst ensuring all participants “belong” to the sport of Touch (and QTF) will be investigated in future stages of the Review.

## Sporting Schools Program Data in Queensland

126 Sporting Schools Programs were delivered across 4 terms in 2017-18, totalling 3,496 participants.

## Commentary

→	<p>The first full year of QTF delivering the TFA Sporting Schools Program was 2016, when 69 programs were delivered across the state. To see this number almost double in two years is impressive.</p> <p>It is currently unknown how many programs are being delivered in primary schools verses secondary schools.</p>
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## Preliminary Finding Area 2 – Governance Framework

### QTF Constitution (2007)

#### Objects

The Association is the state level peak body for the administration of Touch Football in Queensland. The objects for which the Association is established and maintained are to:

- (a) create a single uniform entity through and by which Touch can be conducted, promoted and administered in Queensland;
- (b) provide for the encouragement, conduct, promotion, control and administration of Touch throughout Queensland;
- (c) affiliate and otherwise liaise with the Touch Football Australia (TFA) and such other bodies as may be desirable, in the pursuit of these objects;
- (d) encourage, conduct, promote, advance and control Touch, in any form;
- (e) control, manage and conduct Touch competitions at a State level;
- (f) conduct or commission research and development for improvements in Touch and Touch equipment;
- (g) use and protect the Intellectual Property;
- (h) promote the importance of Touch standards, techniques, awards and education to bodies involved in or related to Touch;
- (i) strive for and maintain government, commercial and public recognition of the Association as the authority on Touch in Queensland;
- (j) promulgate, and secure uniformity in, such rules and standards as may be necessary for the management and control of Touch, Touch competitions and related activities, including but not limited to playing rules and coaching standards;
- (k) pursue through itself or others such commercial arrangements, including sponsorship and marketing opportunities, as are appropriate to further the objects of the Association;
- (l) maintain and extend the operations and activities of the Association throughout Queensland;
- (m) further develop the Association and Touch into an organised institution and having regard to these objects, to foster, regulate, organise, control, conduct and manage tournaments, competitions, displays and other activities and to issue certificates and award trophies;
- (n) ensure that environmental considerations are taken into account in all Touch and related activities conducted by the Association.
- (o) promote the health and safety of Members;
- (p) within its jurisdiction act as final arbiter on all matters pertaining to the conduct of Touch in Queensland, including disciplinary matters;
- (q) establish and conduct educational programs for officials and players in the implementation and interpretation of Touch playing rules and standards;
- (r) formulate and implement appropriate policies, including policies in relation to equal opportunity, equity, drugs in sport, health, safety, junior and senior programs, infectious diseases and such other matters as arise from time to time as issues to be addressed in Touch;



- (s) represent the interests of its Members and of Touch generally in any appropriate forum; have regard to the public interest in its operations;
- (t) encourage Members to realise their potential and athletic abilities;
- (u) encourage and promote performance
- (v) enhancing drug free competition;
- (w) give, and where appropriate, seek recognition for Members to obtain awards or public recognition in fields of endeavour other than Touch;
- (x) seek and obtain improved facilities for the enjoyment of Touch; and
- (y) undertake and or do all such things or activities which are necessary, incidental or conducive to the advancement of these objects.

### *Commentary*

→	<p><i>The objects of the Association, as stated in the constitution, appear in many cases to be repetitive and unnecessarily specific – e.g.</i></p> <ul style="list-style-type: none"> <li>▪ <i>Further develop the Association and Touch into an organised institution and having regard to these objects, to foster, regulate, organise, control, conduct and manage tournaments, competitions, <u>displays and other activities and to issue certificates and award trophies;</u></i></li> <li>▪ <i>Encourage Members to realise their potential and athletic abilities;</i></li> <li>▪ <i>Give and where appropriate, seek recognition for Members to obtain awards or public recognition in fields of endeavour other than Touch.</i></li> </ul> <p><i>Such details and may be better placed in by-laws, or in operational documents, or disregarded entirely.</i></p>
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### **Members**

The Members of the Association shall consist of:

- a) Regions, which subject to these Rules, shall be represented by their Delegate who shall have the right to be present, debate and vote at General Meeting;
  - b) Affiliate Members, which subject to these Rules, shall have no right to be present, debate or vote at General Meetings;
  - c) Individual Members, which subject to these Rules, shall have no right to be present, debate or vote at General Meetings; and
  - d) Life Members, who subject to these Rules, shall have the right to be present and to
  - e) debate at General Meetings, but shall have no voting rights.
- The number of Affiliate and Individual members is unlimited.
  - The number of Region members is limited to six (6).
  - The number of Life members is limited to thirty (30) at any one time.

## **Regions**

The Association shall consist of such Regions as are recognised by the Association to conduct Touch in a particular geographic area or on behalf of a particular group. Where an area is part of a Region and wishes to become a separate Region it shall make application to the Association in accordance with the Rules.

The boundaries of each Region shall be as decided by the Members from time to time.

A Region shall be recognised as a Member of the Association and shall administer Touch in its particular geographic area or on behalf of its constituents, subject to the direction of the Association and in accordance with the objects of the Association. Each Region based on a geographic area shall be named according to the geographic area of Queensland in which it is located.

Each Region shall:

- a) be subject to the direction of the Association;
- b) be incorporated in the State of Queensland;
- c) represent the Affiliate Members in its geographic area;
- d) appoint a Delegate annually to represent it at General Meetings of the Association;
- e) adopt the objects of the Association and adopt rules which are in conformity with the Rules;
- f) support the Association in the encouragement and promotion of its objects; and
- g) by, adopting the objects of the Association, abide by these Rules

The constituent documents of each Region will clearly reflect the objects of the Association and shall acknowledge that the Region is subject to the direction of the Association.

Each Region shall provide to the Association a copy of its constituent documents and all amendments to these documents. Each Region acknowledges and agrees that the Association has power to veto any provision in a Region constitution which, in the Board's opinion, is contrary to or in conflict with, the objects of the Association, these Statement of Purposes and Rules or the Regulations.

## **Composition of the Board**

The Board shall comprise Seven (7) Directors elected by the Regions in accordance with Rule 22. For the purposes of the Act, the Chairperson appointed under Rule 25.6 shall be deemed to hold the office of President and the Director responsible for the finances of the Association shall be deemed to hold the office of Treasurer.

## Voting at AGMs

Each Region shall have one vote at General Meetings. Its delegate, subject to these Rules, must exercise a Region's voting rights. Where a Region's annual subscription is one month in arrears at the time of the General Meeting it shall not be entitled to vote.

Proxy voting shall not be permitted at General Meetings, unless under extenuating circumstances to be determined by the Chair.

Each Region shall appoint a Delegate at its annual general meeting for a term of 1 year.

At any meeting a resolution put to the vote of the meeting shall, subject to these Rules, be decided by simple majority on a show of hands of voting members unless a poll is (before or on the declaration of the result of the show of hands).

## Commentary

→	<i>The current QTF Constitution states that the voting members are the 6 x Regions. Associations are non-voting members. This is a different model to that in place in NSW, whereby members of NSWTF include Regions and Associations, both of whom have voting rights at general meetings – i.e. allowing grass roots / local deliverers of the sport to “have a say” in how the sport is governed and operated.</i>
→	<i>It is likely that some of the board-endorsed recommendations to come from this Review will require changes to be made to the current (2007) QTF Constitution. This will provide QTF with the opportunity to review and update <u>all</u> elements of the constitution, as required, to align with contemporary best practice.</i>
→	<i>Of the 3 x Regional constitutions available for review, it is apparent that if significant changes were to be made to Region's constitutions, or if they were to be wound up, a vote of two thirds majority of members present at a Special General Meeting convened for that purpose, would need to occur.</i>  <i>If a Region were to be wound up, in accordance with the provisions of the Associations Incorporation Act 1981, and there remains, after satisfaction of all its debts and liabilities, any property whatsoever, the same shall not be paid to or distributed among the members of the Association, but shall be given or transferred to some other institution or institutions having objects similar to the objects of the Association.</i>

## Contemporary Best Practice Sport Governance Principles (Sport Australia)

Sport Australia it is responsible for the Australian Government's funding to Australia's national sporting organisations to develop sporting excellence and increase participation in sport. It is important, therefore, that Sport Australia has a clearly stated position with respect to the governance of national sporting organisations to which it provides taxpayer moneys.



The sporting landscape in Australia is enriched and delivered through the countless hours of service and support provided by volunteers. Volunteer boards, committees and administrators in particular carry extra responsibilities and burdens associated with the complex legal and regulatory environment within which they must operate. The contribution and commitment to ensuring Australia has a quality environment where people can participate and strive for success is of immeasurable value to the community.

**Governance** is the system by which organisations are directed and managed. It influences how the objectives of the organisation are set and achieved; spells out the rules and procedures for making organisational decisions; and determines the means of optimising and monitoring performance, including how risk is monitored and assessed.

Sport Australia recognises that effective sports governance requires leadership, integrity and good judgment. Additionally, effective governance will ensure more effective decision making, with the organisation demonstrating transparency, accountability and responsibility in the activities undertaken and resources expended.

It is commonly accepted that governance structures have a significant impact on the performance of sporting organisations – be they national, state or local. Poor governance has a variety of causes, including director inexperience, conflicts of interest, failure to manage risk, inadequate or inappropriate financial controls, and generally poor internal business systems and reporting. Ineffective governance practices not only impact on the sport where they are present, but also undermine confidence in the Australian sports industry as a whole.



*Governance concerns three key issues:*

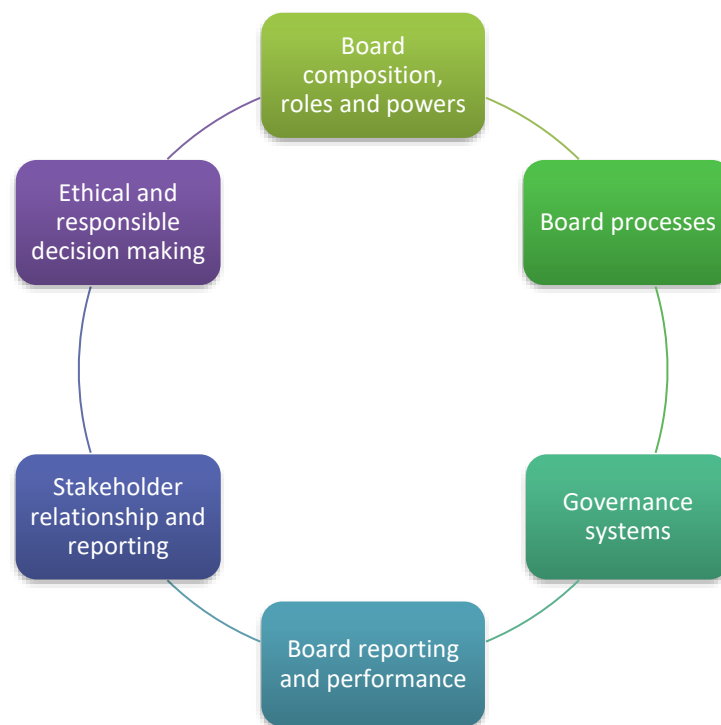
How an organisation develops strategic goals and direction

How the board of an organisation monitors the performance of the organisation to ensure it achieves these strategic goals, has effective systems in place and complies with its legal and regulatory obligations

Ensuring the board acts in the best interests of the members

The *Sports Governance Principles of Best Practice* developed by Sport Australia advocate strengthening structures that support good leadership and decision making, and ensure sound and effective governance.

In keeping with best practice in Australian corporate governance, the Sport Australia *Sports Governance Principles of Best Practice* provide guidelines within which it believes a sporting organisation's board members should operate and enact their role. The six major principles are:



### Board Composition Roles and Powers (Best Practice)

That management powers be formalised, disclosed and placed in a board which has the power to exercise all the powers of the organisation, except those powers that the Act or Constitution requires to be exercised in general meeting.

That national sporting organisations (and state organisations of significant size, staff and commercial activity) be incorporated as a company limited by guarantee under the Corporations Act 2001 (Cth).

That the incorporated body has a constitution, which embodies the following key sections:

- ✓ *Interpretation — objects and powers*
- ✓ *Members — membership and meetings of members (general meetings)*
- ✓ *The board — powers (including delegations), election and appointment of directors, other roles (chief executive officer and secretary) and meetings of the board*
- ✓ *Reporting, recording and execution of company documents*
- ✓ *Accounts*
- ✓ *Auditors*
- ✓ *Indemnity and insurance of directors*
- ✓ *Winding up*

The constitution should be written in a clear, unambiguous and succinct manner. It should not be overburdened with items better served to be detailed in the organisation's by-laws or policies.

That the members of an organisation should elect the majority of the board of directors. In addition, any issue on which a vote is taken, whether at a board or general meeting, should require a majority of votes for any proposal to be passed.

That the governance structure should feature a clear separation of powers and responsibilities between the board and the chief executive officer and their staff / key volunteers.

That the chairman / president should be selected by the board.

That the board should:

- ✓ *Confirm the broad strategic directions of the organisation*
- ✓ *Appoint, dismiss, direct, support professional development for, evaluate the performance and determine the remuneration of, the chief executive officer*
- ✓ *Approve, monitor and be accountable for the financial and non-financial performance of the organisation, including setting fees*
- ✓ *Ensure an effective system of internal controls exists and is operating as expected, and that policies on key issues are in place and appropriate and that these can be applied effectively and legally to those participants or persons for whom they are intended*
- ✓ *Develop a clearly articulated and effective grievance procedure*
- ✓ *Ensure financial and non-financial risks are appropriately identified and managed*
- ✓ *Ensure the organisation complies with all relevant laws, codes of conduct and appropriate standards of behaviour*
- ✓ *Provide an avenue for key stakeholder input into the strategic direction of the organisation*
- ✓ *Ensure director, board and chairman performance evaluation and professional development occurs regularly*

That each board should be structured to reflect the complex operating environment facing the modern sporting organisation. Normally, it is envisaged that a board will:

- ✓ *Comprise between five and nine directors*
- ✓ *Have a sufficient blend of expertise, skills and diversity necessary to effectively carry out its role*
- ✓ *Have all directors being independent, regardless of whether they are elected or appointed*
- ✓ *Have the ability to make a limited number of external appointments to the board to fill skill gaps*
- ✓ *Institute a staggered rotation system for board members with a maximum term in office to encourage board renewal while retaining corporate memory*
- ✓ *Be broadly reflective of the organisation's key stakeholders, but not at the expense of the board's skills mix and the organisation's objectives*

That national sporting organisations and their member bodies (and state and regional bodies) have aligned objects and purpose to ensure effective and efficient achievement of sport outcomes. To achieve effective outcomes for the sport it is essential, particularly in a federated model, that national and member bodies have aligned objects and purpose. It is critical that member bodies within a sport operate as if they were one body working towards the same outcome to deliver effective products and services to its members and stakeholders. Member bodies should have aligned constitutions with aligned objects.

That the roles of key positions in the governance system are documented and understood.

That the chief executive officer will not normally be a director of the board. This enables and supports a clear separation of power between the board and management.

## Commentary

→	<i>The alignment of QTF governance structures and activities with Sport Australia best practice guidelines will be explored in further detail in ensuing sections of this Paper and in future stages of the Review.</i>
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## Board Processes

The board should document its meeting process. Normally this will include:	
✓	<i>Legal requirements</i>
✓	<i>Decision-making approach (consensus versus voting) and voting rights of attendees</i>
✓	<i>Protocol/s for meeting conduct and director behaviour</i>
✓	<i>Logistical details such as meeting frequency, meeting location, timing of meetings, attendees, etc.</i>
The board should prepare an agenda for each meeting. In addition, the board should agree how the agenda will be developed and the items for regular inclusion.	
Board meetings should have appropriate documentation. This means issues submitted to the board should be in an appropriate and agreed form (a board paper) and be circulated sufficiently in advance of the meeting. The board should similarly maintain a clear record of decisions made through an appropriate and agreed minuting process.	
The board should be provided with all relevant information on an issue to enable proper execution of directors' duties. The board, or any individual board member, should also have the right to request, through the chief executive officer (or equivalent), any additional information from management if required.	
The board should plan its key annual activities and develop a corresponding board calendar / work plan.	
That the board and each committee established by the board should have terms of reference or a charter. The terms of reference or charter should include, at a minimum:	
✓	<i>Board/committee purpose</i>
✓	<i>Authority delegated to the board/committee</i>
✓	<i>Board/committee composition, including the appointment of a chair</i>
✓	<i>Reporting requirements</i>
✓	<i>Delineation of the role of the board/committee and the role of management.</i>

## Commentary

→	<i>It is assumed that basic QTF Board processes are in place, however this will be investigated in future stages of the Review. What board processes are in place at the Regional level will be explored in future stages of the Review.</i>
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## Governance Systems

The board should determine the process by which it oversees and develops the strategic direction, key objectives and performance measures as well as core values and ethical framework for the organisation.

The board should develop a protocol outlining expectations for board–management interactions.

The board should have in place an effective and efficient monitoring and evaluation system. This will include financial and non-financial monitoring. In particular, each board should monitor outcomes of the implementation of the strategies as the basis for the evaluation of overall performance and reporting to members.

The board should have in place an effective risk management strategy and process. This will require the board to take actions to identify key risks facing the organisation and ensure that risk management strategies are developed and actioned.

The board should implement an effective compliance system. It is recommended that this system comply with Australian Standard AS3806:2006.

The board should develop and document a regular (annual/six-monthly) performance review process for the chief executive officer (or equivalent).

The board must ensure an effective audit system and process is in place. The audit process may include internal and external processes and systems. The board should establish an audit committee and that its role be set out by formal charter/terms of reference.

The board should establish a nomination committee and that its role be set out by formal charter/terms of reference.

Since ultimate decision-making power should rest with the board, the board should clearly document all delegations of authority to the chief executive officer and other individuals, committees or groups. This document, or delegations register, should be regularly reviewed and updated. It should be the subject of a formal board resolution.

## Commentary

→ *Policies provided during the document review stage of the Review are not governance related policies, but rather operationally focused – i.e.*

- *Concussion in sport*
- *QTF email disclaimer*
- *Unaffiliated competitions*
- *QTF office procedures*
- *QTF HR policies and procedures*

*Current QTF governance related policies and procedures, and the impact they have on the governance of the organisation, will be investigated in future stages of the Review.*



## Board Reporting and Performance

The board should ensure its officers and directors have appropriate insurance cover.
The board should ensure all new directors undergo an appropriate induction process.
The board should regularly review and assess its own performance and the performance of individual directors, including that of the chair and its committees.

### Commentary

→	<i>How QTF (and its region members) measures and reports on its organisation performance, and the performance of its Board / individual directors, is not clear at the time of writing. This will be explored in future stages of the Review.</i>
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## Stakeholder Relationships and Reporting

The board should strive to ascertain the interests, aspirations and requirements of members and create responses to these in the form of a strategic plan with alignment between this and member plans.
Members of an organisation should have the ability to remove board members (or a board as a whole) and change the constitution, should they see fit, in accordance with applicable legislation.
Board directors should have no voting rights at general meetings.
That the board should provide members and key stakeholders with a comprehensive annual report outlining how they fulfilled the governance roles, achieved strategic objectives and aspirations of the organisation, and sufficient financial information so that members can make a judgment as to how effectively the board is fulfilling its role.

## Ethical and Responsible Decision Making

That the board establish a code of conduct to guide directors, the chief executive officer and other senior management as to:
✓ <i>The practices necessary to maintain confidence in the organisation's integrity</i>
✓ <i>The responsibility and accountability of individuals for reporting and investigating reports of unethical practices.</i>
That the board ensure key decisions and actions are based on a thorough review of all available information and are assessed against the organisation's risk management framework and strategic objectives and that these are documented.
That the board ensure a business case is developed for each major project or significant event/activity prior to the organisation committing resources and that the worst-case scenario has been evaluated and can be mitigated/managed by the organisation.

## Commentary

- A QTF Board Decision Making policy has not been reviewed. If such a policy is in place, how it underpins decision making by the QTF Board and whether key decisions are based on the development and assessment of a business case and/or the organisation's risk management framework and strategic objectives, will be investigated in future stages of the Review.

## Mandatory Sports Governance Principles (Australian Sports Commission)

The Sport Australia Sport Governance Principles (i.e. those outlined in the previous sub-section) were released as best practice guidelines for sporting organisations to operate under. These Principles are part of a suite of information, including a template constitution, board evaluations and an organisational development framework.

Elements of the Principles are seen as critical to good governance and are now reflected as **non-negotiable requirements** for high performing NSOs in the "Mandatory Sports Governance Principles" document developed by Sport Australia in 2016.

**Note:** Although the ASC *Mandatory Sports Governance Principles* have been developed for high functioning National Sporting Organisations (NSOs) to adhere to, they are extremely relevant to high functioning, future focused small NSOs and high performing State Sporting Organisations looking to be "the best sporting organisation they can be" – i.e. QTF.



The following table provides an initial preliminary assessment of where QTF governance structures and systems sit, in relation to the Sport Australia mandatory governance principles.

Further evidence relating to each criteria will also be collected via stakeholder e-Surveys, interviews and Focus Sessions.

	In place	Unknown / Partly	Not in place
<b>Structure of the Sport</b>			
A single entity for all forms of the sport — from juniors through to high performance — with horizontal integration of sport disciplines.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Where sports have a federated structure, all parts of the federation must demonstrate they are working in cohesion and adhere to a strategic direction set by the national entity to maximise the interests of the sport.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The national / state body should be established as a company limited by guarantee.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Board Composition and Operation</b>			
A staggered rotation system for board members with a maximum term in office.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A nominations committee that nominates directors for vacancies upon which the members vote.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
An audit and risk committee, including at least one external and independent Certified Practising Accountant or Chartered Accountant.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Chair elected by the board.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Annual board performance evaluation process involving external input.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender balance on boards.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
All directors to be independent, regardless of whether elected or appointed.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Board skills mix appropriate to meet the strategic goals of the organisation, including the ability for the board to appoint a minority number of directors to obtain an appropriate skills mix.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CEO not to be appointed to board after leaving role (for three years).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Conflict of interest register which is enforced.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Minimum of five board meetings per year.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Sport Transparency, Reporting and Integrity</b>			
Organisation to publish annual reports consistent with Act requirements.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have 3-year strategic plans with clear and measurable targets, including a detailed operating budget for the next fin year.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disclosure of administration expenses in the sport.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial and high performance reporting requirements.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## Commentary

→	<i>Not all information needed to undertake a full assessment of the current QTF governance landscape was made available at the time of writing. As such, the accuracy of the preliminary assessment above will be checked in future stages of the Review.</i>
→	<p><i>Currently, it appears as though members of the QTF Board may also be members of Regional Boards. The accuracy of this statement will be verified in future stages of the Review.</i></p> <p><i>The Sport Australia mandatory sports governance principles state that a director must not hold any official position that provides a material conflict of interest (actual or perceived). Each board should have a conflict of interest register and a process that governs a director's involvement in any decisions in which they have a conflict of interest.</i></p>
→	<i>TFA is a public company limited by guarantee, whilst QTF is an incorporated association. The most appropriate structure for QTF will be explored in future stages of the Review.</i>
→	<i>Currently, it appears as though the voting membership (regions) vote for who fills the role of president / chair. This is not in line with current best practice, which states that the president or chair is to be chosen by the board, not elected to the role by the membership.</i>

**Note:** The following pages contain additional information for readers seeking more detail surrounding the pros and cons associated with not-for profit sporting organisations becoming a Public Company Limited by Guarantee (PCLG).

If this additional information is not required, please progress to Page 40 of this Paper.

- A PCLG may carry out business outside of the state / territory in it is registered, whereas, in some cases an incorporated association may not conduct business outside of the state / territory in which it is registered (e.g. the ACF conducting national championships outside of South Australia).
- A PCLG must comply with the regulatory requirements of the Corporation Act, as opposed to the Incorporated Associations Act (SA). The Corporations Act compliance matters are more stringent overall and provide greater risk mitigation;
- A PCLG offers greater protection for its members;
- A PCLG provides greater clarity for directors, as their responsibilities and defences are set out in the Corporations Act;
- Both an incorporated association and a PCLG are suitable to receive government funding and appropriations. However, government organisations, especially federal organisations, prefer PCLG due to their increased reporting requirements under the Corporations Act. Some government and non-government organisations (NGOs) require funding recipients to be PCLG.

The additional information (in italics below) has been sourced from a number of research articles, primarily, Dr N. Primrose (2008), *"Benefits of a company structure, compared with an incorporated association"*. Dr Neil Primrose is a Managing Director of Primrose Solutions Pty Ltd – a consulting practice advising company boards and management teams across Australia about good governance.

*A major issue in the non-profit sector in Australia (sport and other industry sectors) is the best form of incorporation for organisations with a level of national scope of operations and/or with significant staffing structures and commercial revenues. Most are presently structured as incorporated associations under state / territory jurisdictions, however the winds of change are strengthening. An increasing number of associations are pondering whether they should incorporate as companies limited by guarantee?*

*The purpose of the (various) state and territory incorporated associations legislation is to provide a simple, inexpensive mechanism for small, non-profit/non-commercial clubs, associations, or similar groups to:*

- *Gain status as an independent legal entity in order to perform the functions of a body corporate including entering into contracts, to sue and be sued in its own name, to have perpetual succession and to have the power to acquire, hold and dispose of property; and*
- *Limit the personal liability of members.*

*Although there are differences between the jurisdictions, the coverage of the duties of board / committee members in the incorporated association legislation is scant. The level of accountability imposed upon the office bearers is minimal and treatment by the courts is commensurately "light touch".*

*The concept upon which the approach to management of an association was built is an assumption is that the association will be limited in its geographic span and that its activities will be contained within the local legal jurisdiction, although an incorporated association is not prevented from operating across state/territory boundaries.*

*As a sporting organisation grows in financial stature and acquires professional staff, the question will arise as to when it will have outgrown the purpose of the state/territory incorporated associations legislation.*

*It is up to each organisation to determine if and when an alternative form of incorporation may be appropriate. That decision needs to be based on an assessment of the relative benefit to members, the governing body and to staff.*

*The preferred form of incorporation for non-profit organisations of medium or larger financial stature, with paid staff, with a scope beyond a local jurisdiction and those seeking various forms of federal government funding, is that of a PCLG. This model provides all the benefits and responsibilities of the Commonwealth's Corporations Act, 2001, while still providing for ownership by a limited number of members.*

*The concept upon which management of a company is based is of a board of directors that is responsible to the members for the direction and oversight of the company and that, in turn, delegates the management of the company to a professional chief manager (and other staff). Duties and liabilities of directors and officers of a company are laid out in considerable detail in the Corporations Act.*

*Although the formal provisions for transparency, accountability and good governance are significantly more specific and rigorous under the Corporations Act than for an association, they are increasingly seen as the minimum that should apply to an organisation of modest stature or above, in the best interests of its members, as well as the interests of the governing body and the professional staff. Well run companies exceed the minima because of the benefits this brings to the quality of their operations.*

*The company regulator, the Australian Securities and Investments Commission, is a more robust body, with higher requirements for fiduciary oversight and significantly greater staff resources to manage compliance than the state and territory authorities. It is tasked with a more detailed oversight, is invested with significantly greater legal powers and is proactive in the protection of the interests of company's members and other stakeholders.*

### **Frequent problems**

#### Confusion of roles

*The most frequent problem (especially for not-for profit sporting organisations that have grown from small all-volunteer beginnings to appointing professional staff) is the reluctance by the office bearers to step back from an activist role and delegate effective responsibility to the paid manager. As soon as an organisation appoints professional staff, the delegation of workload and the differentiation between directing the course of the organisation and managing its day-to-day affairs needs to be established and implemented.*

*Volunteers elected to the committee of an association are nominated and appointed with the expectation that they will play an active role in managing the organisation, right down to the smallest detail. That expectation is built into the structure and constitution of an incorporated association.*

*In theory, it is possible to list the tasks that are delegated to the paid manager and those that are reserved for the committee. However, in practice, the expectations and mindsets embedded in the structure of an incorporated association reinforce committee members' personal inclinations to override the responsibilities delegated to the chief manager and to intervene in the detail.*

*Difficulties in the crucial relationship between the board team and the chief manager's team are the predominant cause of disruption, as well as waste of time, effort and enthusiasm in the affairs of so many organisations.*

#### Inadequate attention to future direction and the policies that guide the organisation

*Many people who sit on committees and boards of associations have a natural orientation to deal with the present and the past, rather than the future. Many are uncomfortable dealing with the "big picture", the unknown, and / or the future. Many will tend to avoid this important dimension of running an organisation in favour of the detail. Nothing in the ethos or regulatory requirements of an incorporated association deals effectively with this problem.*

*Lack of forward perspective results in stagnation and waste of opportunity, which is often not perceived by association board / committee members who are focussed on how their organisation is performing at the moment.*

#### *Inadequate financial and accountability provisions*

*Narrow perspectives, short-term thinking and parochial mindsets tend to carry over into the quality and purpose of financial reporting. The incorporated association model makes it easier to accept protective reporting, rather than using information to inform understanding of and planning for the future. The result is often mediocre decision-making and a short-term focus.*

### **Benefits**

#### *To the Members*

*The members of a PCLG have the assurance of a more rigorous legal structure and requirements upon the directors and officers of the company for transparency and accountability to the members and to the regulator. It is also a structure that encourages forward thinking and a focus on opportunity.*

#### *To the Directors*

*The directors of the company have the benefit of aligning the administrative structure and expectations of their role with the stature of the organisation. As well as setting the basis for the board's work, the legal provisions and support from the professional bodies help directors to resist any claims or expectations that might be held by members for "their" directors to act in a sectional interest.*

*Clearly defined duties and roles for the board team are of significant benefit in helping directors make the best use of their time, in circumstances where directors usually have only a few hours each month to undertake their duties, compared to the management team who are engaged in the company's work full time. It helps directors to stick to "directing" and to restrain themselves from intruding into the work of "managing".*

*The PCLG corporate governance structure provides an effective basis for setting the directions and policies of the company, for determining the performance indicators and holding the chief manager responsible for achieving them. Directors and senior executives have access to the clear, well defined and continually developing understanding of the discipline of corporate governance that is provided by professional bodies, such as the Australian Institute of Company Directors - [www.companydirectors.com.au](http://www.companydirectors.com.au).*

#### *To Chief Managers*

*The PCLG corporate governance structure is of significant benefit to chief managers in delineating their role and defining their freedom to work without intrusion into their role by directors.*



## Summary

*Incorporation as a PCLG does not automatically solve all the organisational and relationship problems that confront non-profit organisations, with a professional staff cohort. However, in aligning the organisational structure and expectations with the organisation's circumstances; and in providing on-going professional support, it does position the organisation (and its people) to work better.*

***The more rigorous regulatory and governance requirements entailed in operating under the Corporations Act are the minimum that sporting organisations of medium financial stature should be undertaking in the interests of their members anyway. Industry leading organisations will do more.***

*The benchmarking and wisdom entailed in the constantly evolving discipline of good governance gives far greater support to all concerned, compared to what is available to associations under state / territory jurisdiction.*

*That is not to say that an association cannot accord with best governance practice. Some organisations, led by capable people, can (and do) make it work. However, they are operating against the default settings, the concepts and the expectations of an activist style of running an organisation with all-volunteer labour. And what happens when capable people move on? It is best to set the constitutional structure and expectations that best meet the needs of the organisation ahead of problems arising.*

## Commentary

→ *The Corporations Act provides a robust and structured platform for the operation of organisations, and provides clarity in areas silent within the Association Incorporation Act (e.g. internal management and corporate governance). In addition, changes to the Corporations Act in 2010 have created a system of tiers based on revenue. If QTF falls within the lower tiers, the reporting requirements have been made less onerous.*

*The staffing structure and commercial revenues of QTF have increased significantly in recent years. Depending on additional findings to come from the Review, QTF may be presented with the opportunity to consider becoming a PCLG.*





## QTF Regional Governance Model

The regional governance structure in place for affiliated Touch Football in Queensland incorporates 6 regional associations (i.e. the voting members of QTF).

### QUEENSLAND BOUNDARIES

#### SOUTH QUEENSLAND and BORDER DISTRICT

Gold Coast Council  
Logan Council

Redlands Council

Beaudesert Council

#### BRISBANE CITY

Brisbane Council

Pine Rivers Council

Redcliffe Council

#### SUNSHINE COAST FRASER and BURNETT DISTRICT

Biggenden Council  
Cooloolo Council  
Hervey Bay Council  
Kilcoy Council  
Maryborough Council  
Wondai Council  
Caloundra Council

Cherbourg Council  
Gayndah Council  
Isis Council  
Maroochydore Council  
Mt. Perry Council  
Woocoo Council

Mundubbera Council  
Murgon Council  
Nanango Council  
Noosa Council  
Tiara Council  
Caboolture Council

#### SOUTH WEST QUEENSLAND

St George Council  
Boonah Council  
Bungil Council  
Clifton Council  
Diamantina Council  
Goodiwindi Council  
Jondaryan Council  
Murilla Council  
Pittsworth Council  
Rosalie Council  
Taroom Council  
Wambo Council

Barcoo Council  
Booringa Council  
Cambooya Council  
Crows Nest Council  
Eak Council  
Inglewood Council  
Laidley Council  
Murweh Council  
Quilpie Council  
Stanthorpe Council  
Toowoomba Council  
Warwick Council

Bendermere Council  
Bulloo Council  
Chinchilla Council  
Dalby Council  
Gatton Council  
Ipswich Council  
Millmerran Council  
Paroo Council  
Roma Council  
Tara Council  
Waggamba Council

#### CENTRAL QUEENSLAND

Aramac Council  
Bundaberg Council  
Broadsound Council  
Duarlinga Council  
Gladstone Council  
Jericho Council  
Longreach Council  
Monto Council  
Rockhampton Council

Banana Council  
Blackall Council  
Burnett Council  
Emerald Council  
Ilfracombe Council  
Kolan Council  
Miram Vale Council  
Mt. Morgan Council  
Tambo Council

Bauhinia Council  
Belyando Council  
Calliope Council  
Fitzroy Council  
Isisford Council  
Livingstone Council  
Monto Council  
Peak Downs Council  
Woorabinda Council

#### NORTH QUEENSLAND

Bamaga Council  
Bowen Council  
Cairns Council  
Charters Towers Council  
Cook Council  
Douglas Council  
Flinders Council  
Hope Vale Council  
Mareeba Council  
Mt Isa Council  
Richmond Council  
Torres Council  
Whitsunday Council

Moranbah  
Burdekin Council  
Cardwell Council  
Cloncurry Council  
Dalrymple Council  
Eacham Council  
Herberton Council  
Johnstone Council  
McKinlay Council  
Nebo Council  
Sarina Council  
Townsville Council  
Winton Council

Boulia Council  
Burke Council  
Carpenteria Council  
Croydon Council  
Doomadgee Council  
Etheridge Council  
Hinchinbrook Council  
Mackay Council  
Mirani Council  
Palm Is  
Thuringowa Council  
Weipa Council  
Yorke Council

## **SOUTH QUEENSLAND and BORDER DISTRICTS**

Commencing at the coast at Coolangatta and proceeding along the Queensland/New South Wales Border to the west until joining the highway south from Boonah then travelling north to where what becomes Beaudesert road proceed across to the Queensland New South Wales railway line south of Allenvue north to the Greenbank Military Camp encompasses the Military Camp but east of the Centenary Motor way through to the Logan Motorway. East on the Logan Motorway to Wembley Road into Railway Parade to Beenleigh Road east to Rochedale road, through to Mt Gravatt Capalaba Road to New Cleveland Road, not Rickett Road to Tingalpa Creek and onto the Coast.

### **BRISBANE CITY**

Joins SQBD north of Tingalpa Creek, and north of Rickett Road, New Cleveland Road, Mt. Gravatt Capalaba Road, Rochedale Road Beenleigh Road, Railway Parade Wembley Road to the Logan Motorway along the Logan Motorway west to Ipswich Road and across to the Brisbane River then follows that around to Brisbane Forest Park, encompasses the Forest Park through to Mount Mee Road in the north west, then goes south down Mt Mee road to Ocean View Estate across to New Settlement Road onto Deception Bay Road and then to the coast south of Deception Bay.

### **SUNSHINE COAST FRASER and BURNETT DISTRICT**

Joins Brisbane City At Deception and proceeds west along Deception Bay road onto New Settlement Road across to Ocean View Estate and North along Mt Mee Road proceed north west to join Highways west of Kilcoy follows Highway west of Blackbutt, Yarraman, until it hits the Daguiar Highway then across south of Kumbia, Durong South, Coondarra, Cookatoo and North of Taroom to the Leichardt Highway at Boxgrove. Then proceed east south of Carcow north of Abercom but south of Kalpado across south of Gin Gin but north of Mt. Perry and Booyal still east north of Cordalba but south of Elliott to the Coast.

### **SOUTH WEST QUEENSLAND**

Joins Brisbane City and SQBD at the intersection of the Greenbank Military Camp and the Logan Motorway follows the border west along the motorway to the Brisbane River and the along the Brisbane river the joining Sunshine Coast west of Kilcoy follows the Border then north west to Boxgrove, south of Glenboughton, south of Arcadia to Carnarvon Development way across south of Lorne to the Matilda Highway north to Tambo across to Windorah along the Dimantina Development Road to Bedourie and across to the NT. Border. At the Southern end joining South Queensland at the border north of Woodenbong and following the Border along to the South Australian Border.

### **CENTRAL QUEENSLAND**

Joins Sunshine Coast south of Elliot and the follows the Sunshine Coast and South West Border through to the north Northern Territory. In the north joins the coast north of Carmila proceeds west north of Red Mountain but south of Moranbah and north of Peak Downs, north of Villafraca, Fleetwood, through Marita Downs to Winton follows the Kenndey Development Road to Boulia and across to the Northern territory

### **NORTH QUEENSLAND**

All area north of the boundary joining Central Queensland, western centres such as Winton is in CQ and Boulia in NQ.



## **Regional Association Constitutions**

**Note:** As stated in the QTF Constitution, *“the constituent documents of each Region will clearly reflect the objects of the Association (QTF) and shall acknowledge that the Region is subject to the direction of the Association”*.

The objects of each of the 6 member regions are summarised below.

Region	Objects
<b>South Queensland and Border Districts</b>	Unavailable at the time of writing.
<b>Brisbane City</b>	<p>(2015)</p> <ul style="list-style-type: none"> <li>a) To promote, develop and control Touch within the Brisbane City Region (Region).</li> <li>b) To promote, develop and control Touch Competitions, Tournaments and such other events as may from time to time be considered expedient.</li> <li>c) To maintain uniform regulations and playing rules for the control and playing of Touch within the Region.</li> <li>d) To send, support or sponsor a team or teams for any purposes</li> <li>e) associated with Touch</li> <li>f) Affiliate and otherwise liaise with Touch Football Queensland and such other bodies as may be desirable, in pursuit of these objects.</li> </ul>
<b>Sunshine Coast, Fraser and Burnett</b>	Unavailable at the time of writing.
<b>South West Queensland</b>	<p>(Version date unknown)</p> <ul style="list-style-type: none"> <li>a) To promote, encourage, foster, develop, extend, govern and control the sport of Touch in South West Queensland for human beings;</li> <li>b) To coordinate, encourage, assist and support the legitimate activities of the Constituent Bodies and their cooperation with each other;</li> <li>c) To promote, organize and conduct Regional Championships, competitions and other events pertaining to the sport as may from time to time be considered expedient;</li> <li>d) To maintain standardized playing rules and regulation for the control and playing of Touch;</li> <li>e) To select, support and /or sponsor any representative team or teams for purposes associated with Touch;</li> <li>f) To act, through its Management Committee, as the supreme disciplinary and adjudicating body in respect to all matters pertaining to Touch and for this purpose the Association shall through its Management committee have the power and authority to: <ul style="list-style-type: none"> <li>- Entertain and adjudicate upon appeals from decisions of any official, whether of this Association or any affiliated body and from the decisions of the Executive or Committee of any affiliated body.</li> <li>- Suspend, disqualify or otherwise deal with any member thereof.</li> </ul> </li> <li>g) To do all such lawful acts and things as are identical or conducive as to the carrying out of the above objects.</li> </ul>

Region	Objects
Central Queensland	Unavailable at the time of writing.
North Queensland	<p>(2004)</p> <ul style="list-style-type: none"> <li>a) To promote, develop, and control Touch within North Queensland and adjacent areas as defined from time to time.</li> <li>b) To promote, develop and control Touch Competitions, Tournaments, Championships and such other events as may from time to time be considered expedient.</li> <li>c) To maintain and observe uniform regulations and playing Rules for the control and playing of Touch.</li> <li>d) To send, support or sponsor an individual or individuals, a team or teams for any purposes associated with Touch as may from time to time be considered expedient.</li> <li>e) To act through its Management Committee as the supreme disciplinary and adjudicating body within the defined area of the Association in respect of all matters pertaining to Touch conducted or controlled by the Association and for this purpose the Association shall through its Management Committee have the power and authority:</li> <li>f) To entertain and adjudicate upon appeals from decisions of any officials of the Association involving any activities conducted by the Association and subsequently suspend, disqualify or otherwise deal with any Affiliate or member of an Affiliate thereof.</li> <li>g) If requested by any Affiliate, to entertain and adjudicate on any decisions of the Executive or Committee of any Affiliate and direct that Affiliate to abide by the adjudicated decision of the Management Committee of this Association.</li> <li>h) To do all such lawful acts and things as are incidental or conducive to the carrying out of the above objects.</li> </ul>

### *Commentary*

→	<i>As is the case with Regional strategic plans, it is concerning that the constitutions of SQBD, SCFB and CQ are not publicly available via their respective websites.</i>
→	<i>There are distinct similarities between the various Regional constitutions and that of QTF, which is the appropriate strategy for the Regions to implement and is in line with the requirements of the Regions, as stated in the QTF Constitution.</i>
→	<i>The strategic plans and staffing structures of each of the regional associations are discussed in following sections of this Paper.</i>

## Touch Football in Queensland - Affiliate Governance Model

In addition to the QTF and Regional Association governance layers of the sport in Queensland, Touch Football is currently governed and delivered at the **local level** by 76 associations.

Although there are some instances whereby incorporated clubs operate within the Queensland Touch Football ecosystem, the delivery and governance of the sport (and therefore the growth and sustainability of the sport) locally is driven by associations, not clubs – i.e. teams register directly with an association to play in the association's competition/s.

**Note:** Under the current QTF Constitution, associations have no voting rights – i.e. “Each Region shall have one vote at General Meetings. Its delegate, subject to these rules, must exercise a Region's voting rights”.



### REGION: BRISBANE CITY

1. Arana Jnr
2. BMTA
3. Brothers
4. Pine Rivers
5. Samford
6. Redcliffe Jnr
7. Redcliffe
8. South Pine

### REGION: CENTRAL QUEENSLAND

1. Blackwater
2. Bundaberg
3. CCTA
4. Clermont
5. Emerald
6. Gin Gin
7. Gladstone Jnr
8. Gladstone Snr
9. Longreach
10. Rockhampton Jnr
11. Rockhampton Snr

### REGION: NORTH QUEENSLAND

1. Atherton
2. Bowen
3. Burdekin Jnr
4. Burdekin
5. Cairns Pirates Jnr
6. Cairns Pirates Snr
7. Charters Towers
8. Gordonvale
9. Herbert River
10. Innisfail
11. Mackay
12. Mareeba
13. Moranbah
14. Mount Isa
15. Thuringowa
16. Townsville Jnr
17. Townsville Snr
18. Tully
19. Weipa Jnr
20. Whitsunday

### REGION: SOUTH QUEENSLAND & BORDER DISTRICTS

1. Bilambil Jnr
2. Bilambil
3. Coomera Jnr
4. Coomera
5. Gold Coast
6. Gold Coast Jnr
7. Labrador
8. Ormeau Jnr
9. Palm Beach Jnr
10. Palm Beach
11. Redlands
12. South Tweed

### REGION: SOUTH WEST QUEENSLAND

1. Chinchilla
2. Dalby
3. Esk & District
4. Goondiwindi
5. Ipswich
6. Lockyer District
7. Roma
8. Springfield Lakes Jnr
9. Springfield Lakes
10. Toowoomba
11. Wandoan



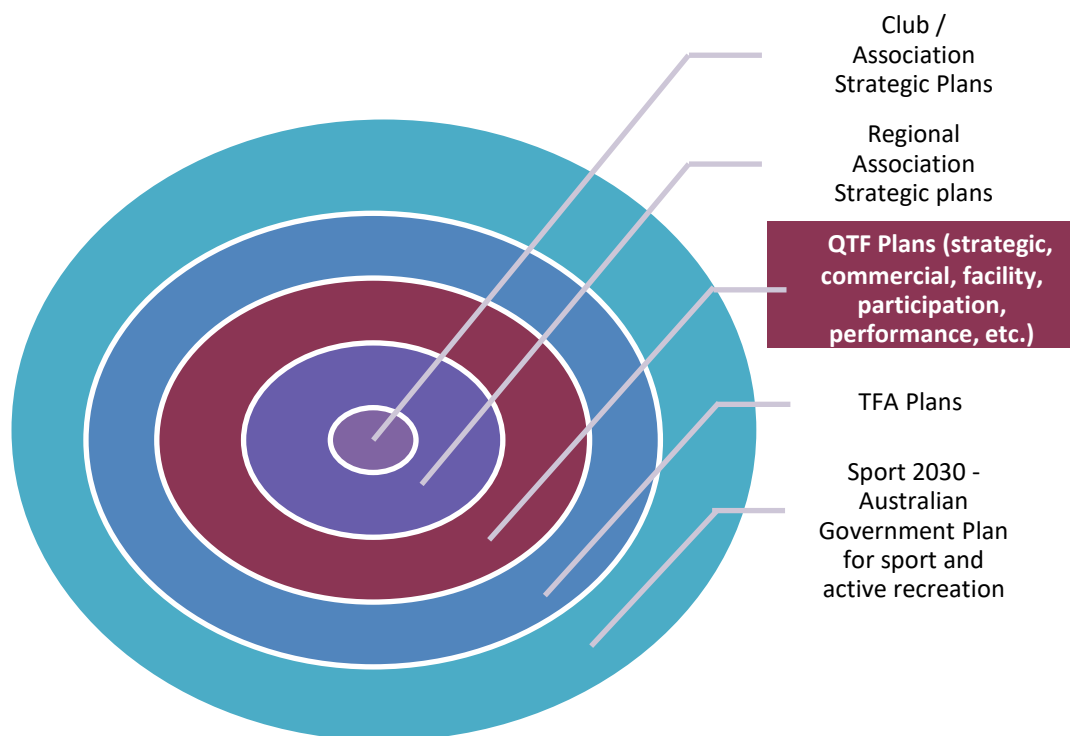
## REGION: SUNSHINE COAST FRASER & BURNETT DISTRICT

1. Bribie
2. Caboolture
3. Childers
4. Coolum
5. Gayndah
6. Glasshouse
7. Gympie
8. Hervey Bay
9. Kawana
10. Kingaroy
11. Maleny Witta
12. Maryborough
13. Munduberra
14. Noosa

## Preliminary Finding Area 3 – Planning Framework

### Touch Football in the Queensland Planning Framework

The strategic planning framework which impacts on the effective delivery and growth of Touch Football in Queensland is multi-faceted. It is important that each element of this framework is aware of and understands all others, if efficiencies and outputs are to be maximised.



## 2016-2020 TFA Strategic Plan – Priority Areas



## 2018-2020 TFA Participation Plan – Strategic Priority Areas



## 2018-2020 QTF Strategic Plan – Priority Areas



### Commentary

- The QTF Strategic Plan, although aligned in some ways, does not clearly demonstrate its alignment with the TFA whole of sport strategic plan. This presents as an opportunity when QTF undertakes the development of the next iteration of the strategic plan for the sport in Queensland.
- Note:** A 2018 QTF Operational Plan was also reviewed. This was a detailed and action orientated plan, however costings relating to key activities were not included in the plan.

**Attachement A: 2019 Funded Activities and Performance Measures  
Queensland Touch Association Inc S-017-0097**

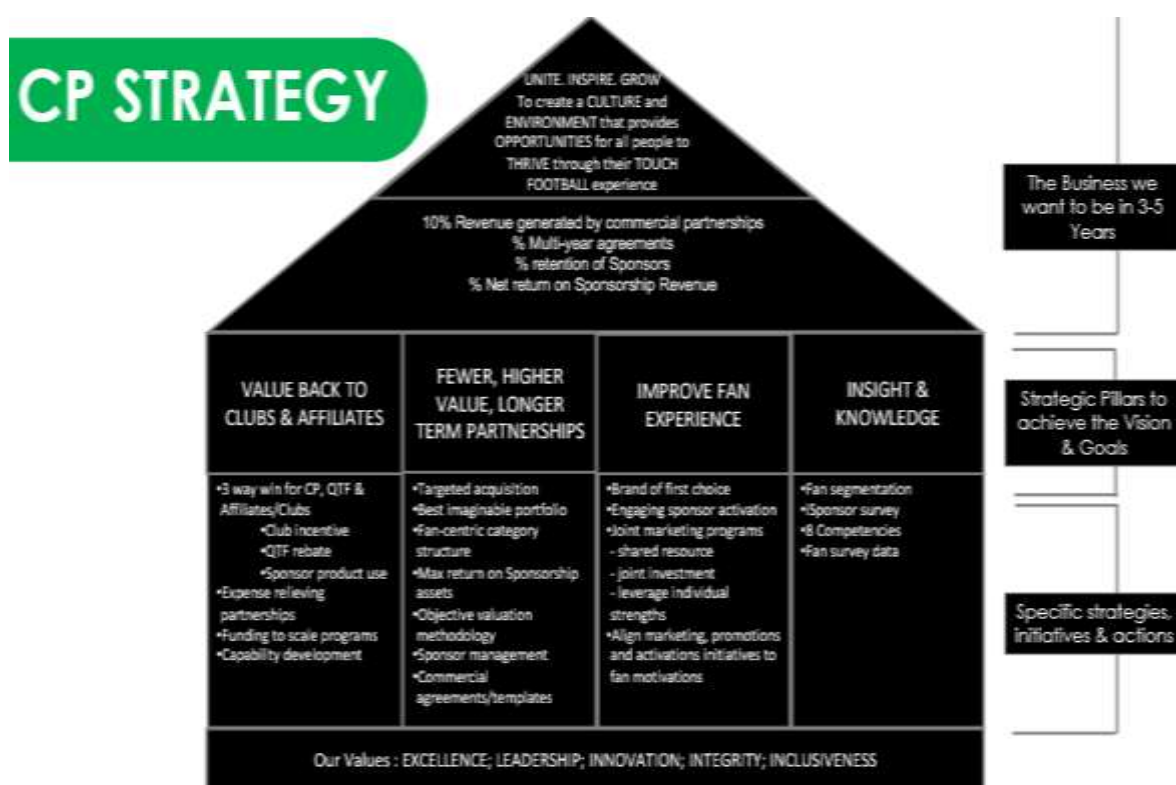
Approved Funding (Total):

Approved Funding (2019):  
\$300,000

Funded Activity	Performance Measure - Year 3
<b>Governance</b>	
<b>Governance Improvement</b>	Implement outstanding governance items as required under Governance Principles. Provide summary to the Department.
	Implement recommendations of organisational review of Queensland Touch Football governance, structure and constitutional review. Provide summary to the Department.
<b>Grassroots Support</b>	
<b>Education and training - Accredited</b>	Deliver 30 Foundation, 6 Talent and 1 Elite Coaching Courses targeting 450 participants (total) across the state
	Deliver 50 Level 1, 12 Level 2 and 6 Level 3 Referee Courses targeting 800 participants (total) across the state
	Deliver 3 Referee Coaches courses targeting 20 participants (total)
<b>Education and training - Non-accredited</b>	Deliver 2 Referee and 2 Coaching Forums throughout Qld targeting 100 participants (total)
<b>Member services</b>	Conduct annual Regional based conferences/forums targeting 75 administrators. Provide agenda to the Department.
<b>Participation</b>	
<b>Participation programs, activities or events</b>	Develop and implement a Senior State Cup for Opens and Master's players targeting 700 participants (total).
	Implement new Alternate Games format across six new competitions targeting 600 new participants in various locations across the state
	Deliver coordinated program to 200 schools promoting sport participation and transition to affiliate competitions targeting 10,000 participants (total) across the state.
<b>Regional program development and delivery</b>	Conduct junior regional development clinic/s targeting six regions for 200 participants focussing on skill development for players, coaches and referees.



## QTF Commercial Partnership Strategy



## Projected Cash Revenue Opportunity by 2020

	Assessed Value (Cash)	Market Value	Number of Partners	Total Value
ALL OF GAME	\$30,000 +	\$30,000 +	2	\$60,000
JUNIOR STATE CUP	\$10,000 - \$20,000	\$15,000	2	\$30,000
JUNIOR CHAMPIONSHIPS	\$10,000 - \$15,000	\$15,000	1	\$15,000
QLD ALL SCHOOLS	\$10,000 - \$20,000	\$10,000	2	\$20,000
SENIOR STATE CUP*	\$10,000	\$10,000	2	\$20,000
CORPORATE CUP	\$10,000 - \$15,000	\$15,000	2	\$30,000
CITY & PREMIER TOUCH	\$20,000 - \$25,000	\$20,000	2	\$40,000
SCHOOLS & CLINICS	\$10,000	\$10,000	1	\$10,000
ACADEMY (2020)*	\$10,000	\$10,000	1	\$10,000
<b>TOTAL</b>	<b>\$120,000 - \$150,000</b>	<b>\$135,000</b>	<b>16</b>	<b>\$235,000</b>

\*Note : Assets not yet developed fully to value.

### Commentary

→ QTF having a strategic focus on increasing and diversifying commercial revenue streams is a very pleasing finding. How effectively targets are being achieved is unknown at the time of writing and this will be clarified in future stages of the Review.

## QTF Performance and Pathways Plan (2017-2019)

### PROGRAM GOALS

The broader goals for the delivery of elite touch football outcomes in Queensland through to the 2019 World Cup in Malaysia, can be summarised as follows:

- » Establishing boundaries and components of the Performance and Pathways Program and its associated activities;
- » Ensuring talented athletes around the state are identified and have the opportunity to reach their potential with the highest quality coaches, in supportive, specific high performing environments;
- » Establishing a system of coach support, education, mentoring and succession planning;
- » Ensuring an understanding, appreciation and support of the Performance and Pathways structure by the broader touch football community
- » Ensuring a connection and alignment to the TFA High Performance Plan
- » Establishing and articulating performance targets;
- » Developing and solidifying links, relationships and cooperation between the State's touch affiliates and the Performance and Pathways structure.

### Strategic Priority Areas

Strategic Priority Area	Success Indicators
<b>SUSTAINABLE ATHLETE DEVELOPMENT</b>  The core objective is to recruit talented Qld athletes from a consolidated and strong pathway and provide them the opportunity to develop as athletes as well as people within the team environment.	Success will be achieved when we have a professional Talent Identification system which results in the best teams that can be fielded representing Queensland at the National level.
<b>INNOVATION IN COACH DEVELOPMENT</b>  The core objective is to have a competitive pool of talented, innovative and committed coaches who are provided the opportunities to remain leaders at the State level and who both foster and enhance the development of Elite Touch Football in Queensland.	Success will be achieved when we can attract the best Coaches from within Queensland Regions who are adequately supported and educated, giving them the confidence to inform and coach their athletes and the broader coaching community within Queensland.
<b>ESTABLISH AND MAINTAIN COMPETITIVE ADVANTAGE</b>  The core objective is to provide best practice administrative systems to allow athletes the athletes, coaches, officials and support staff to carry out their roles in meeting the expectations of our performance related outcomes.	Success will be achieved when formalized reporting and monitoring procedures are in place and revised program innovation principles are adopted which are supported with enhanced services and professional resources.



## Regional Association Strategic Plans

The only current Regional Association Strategic Plan available for review (i.e. as provided by QTF, as available via each Regional Association's website, or via a wider web search), was that of the South West Queensland (SWQ). The SWQ plan did not contain dates, so it is unclear whether the plan reviewed is in fact current.

### *Commentary*

→	<p><i>Without a seamless / complete state-wide planning framework in place for Touch Football in Queensland, there is currently a lack of clarity surrounding the core roles and responsibilities of each layer of the sport (i.e. particularly Regional Associations) and the importance of these roles and responsibilities. In cases where this is apparent in sporting systems, common problems include (but are not limited to):</i></p> <ul style="list-style-type: none"> <li>- <i>Narrow, operational focus;</i></li> <li>- <i>Excessive duplication of resources (physical, financial, systems and human);</i></li> <li>- <i>Lack of respect between parties relating to the roles they do and do not undertake, resulting in an "us against them" mentality; and</i></li> <li>- <i>A lack of whole of sport thinking.</i></li> </ul> <p><i>The impact the current planning model for the sport of Touch Football in Queensland is having, will be key foci as the Review progresses.</i></p>
→	<p><i>The apparent lack of a planning culture and framework which aligns with the QTF strategic plan, within the QTF regional member associations is very concerning.</i></p>



## Preliminary Finding Area 4 – Operating Framework

### QTF Operational Structure



## QTF Staff Model

- Chief Executive Officer
- General Manager Operations
- Performance & Pathways Manager
- Sponsorship & Projects Manager
- Marketing & Communications Manager
- Business & Finance Manager
- Administration Support Officer (0.5 FTE)

### Staff Roles and Responsibilities

A matrix outlining the key roles and responsibilities of the following positions was reviewed.

- Chief Executive Officer
- General Manager Operations
- Performance & Pathways Manager
- Marketing & Communications Manager
- Sponsorship and Projects Manager
- Sponsor and Event Coordinator
- Business & Finance Manager
- *Premier Commercial Competition Manager*
- *Regional Administrator Brisbane*
- *Game Development Brisbane (1.0 FTE)*
- *Game Development SQBDTA*
- *Game Development SWQTA*

### Position Descriptions

Position descriptions for the following roles were reviewed.

- Administration Support Officer (2017)
- Senior Sport Development Manager (2017)
- Regional Development Officer – Brisbane (2017)
- General Manager Operations
- Sponsorship and Projects Manager (2017)
- Marketing and Communications Manager (2015)



## Commentary

→	<p>The alignment between the operational structure (i.e. business units) of QTF and its staffing structure is very clear and makes sense.</p> <p>At the time of writing, it is unclear if the roles of <b>Regional Manager Brisbane</b> and <b>Game Development Managers</b> for SQBD and SWQ are QTF funded / managed positions or regionally funded / managed positions, or a combination of the two. This will be clarified during future stages of the Review.</p> <p>MSC is aware that QTF provides annual grants of up to \$50,000 to its region members, however what level of accountability the regions have in relation to how this funding is used requires clarification.</p>
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## Regional Association Staff (as identified via Regional Association Websites)

Regional Association	Staff Positions
<b>South Queensland and Boarder District</b>	<ul style="list-style-type: none"> <li>- General Manager</li> <li>- Finance and Operations Manager</li> <li>- Operations and Affiliate Support</li> <li>- Technical Manager</li> <li>- Finance and Accounts</li> </ul>
<b>Brisbane City</b>	<ul style="list-style-type: none"> <li>- General Manager</li> <li>- Finance Officer</li> <li>- Competitions and Events Manager</li> <li>- Referees Coordinator</li> <li>- Groundsman</li> </ul>
<b>South West Queensland</b>	<ul style="list-style-type: none"> <li>- Regional Administrator</li> </ul>
<b>Sunshine Coast, Fraser and Burnett</b>	<ul style="list-style-type: none"> <li>- Regional Manager</li> </ul>
<b>Central Queensland</b>	<ul style="list-style-type: none"> <li>- Nil (TBC)</li> </ul>
<b>North Queensland</b>	<ul style="list-style-type: none"> <li>- Operations Manager</li> <li>- Administration Officer</li> <li>- Development Officer</li> </ul>

## Commentary

→	<p>The level of operational alignment / collaboration between the paid staff the regions; the level of “back office” duplication associated with these roles; and the value proposition currently experienced by the affiliates of the 6 Regional Associations, will be investigated in future stages of the Review.</p>
→	<p>Clarity around the current roles and responsibilities of TFA, QTF, the Regions and Affiliates in Queensland; and what these roles should be, in order for the sport to achieve its potential, will be clarified in future stages of the Review.</p>

## Preliminary Finding Area 5 – Development Framework

### TFA Athlete Development Framework

# ATHLETE DEVELOPMENT FRAMEWORK

## Overview

[www.ausport.gov.au/ftem](http://www.ausport.gov.au/ftem)

We all participate in sport for many different reasons. Some are interested in maintaining an active and healthy lifestyle, others love the thrill of competing with their friends and a rare few set their sights on winning medals for their country. Whatever the motivation, we mostly choose our own pathways, although sometimes the pathway chooses us.

The Australian Institute of Sport (AIS) has developed a new framework to capture these different pathways and address the current shortfalls in applied research and practice specific to athlete development. It is called FTEM.

## What is FTEM?

FTEM (representing Foundation, Talent, Elite and Mastery) is a user-friendly framework of sporting development that is representative of the 'whole of sport' pathway continuum. It integrates three key outcomes of sport participation: active lifestyle, sport participation and sport excellence.



## How can FTEM be applied?

The FTEM framework can be used as a practical planning and review tool for a broad range of sporting stakeholders including parents, teachers, clubs, coaches, sports science and sports medicine personnel and national and state sporting organisations.

This enhanced understanding of sporting pathways will help us to improve the experiences of more people, at more levels of the pathway, more often.



TFA Athlete Development Framework v2 2017



## ATHLETE DEVELOPMENT FRAMEWORK

### Key features

- Representative of the '3 worlds': active lifestyle, sport participation and sport excellence
- Holistic and multidisciplinary sports model
- Fully integrated
- Recognises that individuals can be simultaneously participating in multiple sports at multiple levels of the pathway
- Features variable entry and exit points within the developmental pathway
- Non-prescriptive, allowing broad user flexibility and adaptability
- Devoid of fixed age boundaries
- Incorporates those with the potential to be elite, which has previously been identified as an insufficiently considered component of high performance modelling
- Reinforces the need for the right support at the right time and with the right athletes

### FTEM and Touch Football

In an overview the table below applies the FTEM model to the various pathway levels of Touch Football. Coaches, Referees and Education and Training personnel play a very important role in the development and experience encountered by athletes and officials, whether that is the progression of the pathway from Foundation to Talent and beyond, or retention at an affiliate competition for a lifetime of enjoying our great sport.

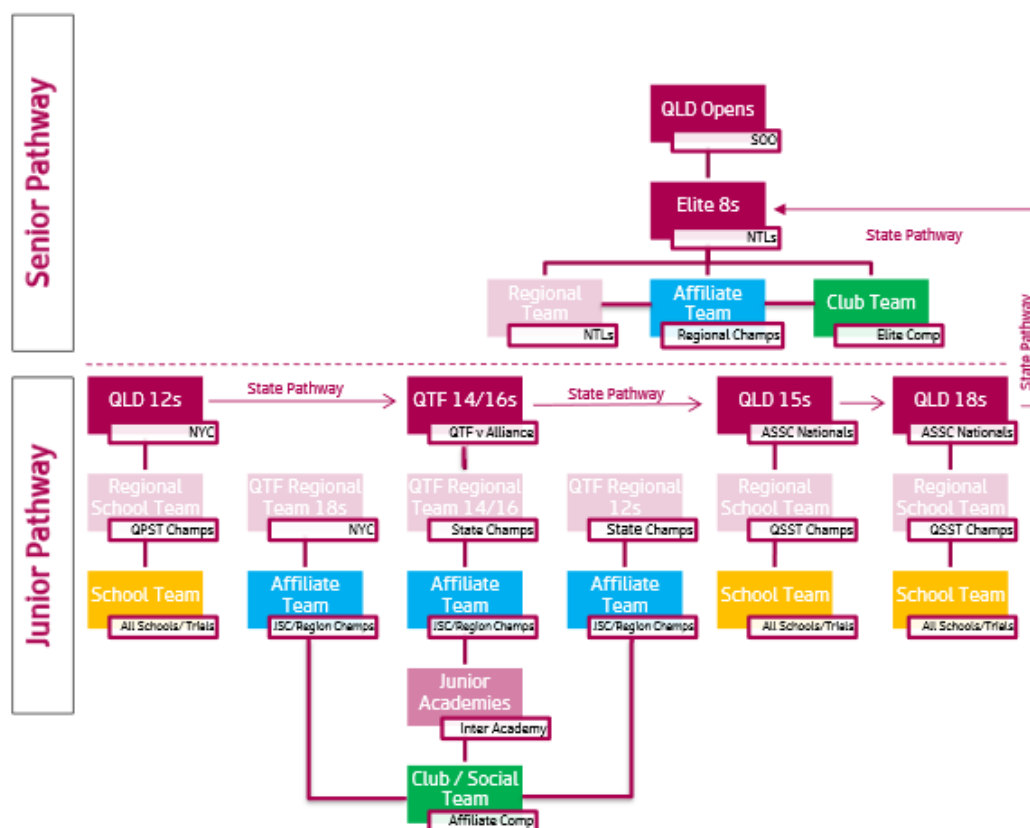
TFA has incorporated this framework to be the pillars of all our educational courses, resources and information for all participants involved in our Touch Football

	AGE & TOURNAMENT PATHWAY			ACCREDITATION LEVEL			
LEVEL	JUNIORS: INTRODUCTION 3 - 12 YEARS	YOUTH: DEVELOPMENT 13 - 20 YEARS	ADULT: 21+ YEARS	COACH	REFEREE	REFEREE COACH	EDUCATION & TRAINING*
MASTERY SUSTAINED SUCCESS		YOUTH TRANS- TASMAN	WORLD CUP	MASTERY	LEVEL 6	MASTER	DESIGNED DEVELOPER*
			TRANS TASMAN				
			ELITE 8				
			STATE OF ORIGIN				
ELITE REPRESENTATION AND SUCCESS		NATIONAL TOUCH LEAGUE	NATIONAL TOUCH LEAGUE	ELITE	LEVEL 5	ELITE	ASSESSOR*
		NATIONAL YOUTH CHAMPIONSHIPS	STATE TOURNAMENTS		LEVEL 4		
TALENT PRACTICE AND ACHIEVEMENT	SCHOOL SPORT NATIONALS 12'S STATE/REGIONAL TOURNAMENTS	SCHOOL SPORT NATIONALS 15'S STATE/REGIONAL TOURNAMENTS	REGIONAL TOURNAMENTS	TALENT	LEVEL 3	TALENT	ENLIGHTEN*
					LEVEL 2		
FOUNDATION PARTICIPATION/ SOCIAL	AFFILIATE AND SCHOOL GALA DAYS	JUNIOR AFFILIATE COMPETITIONS	AFFILIATE COMPETITIONS	FOUNDATION	LEVEL 1	FOUNDATION	ASSISTANT PROTECTOR*
	JUNIOR AFFILIATE COMPETITIONS AUSTOUCH PROGRAM SCHOOL CLINIC						





## APPENDIX B – OUR JUNIOR TO ELITE PATHWAY



### Commentary

- It is pleasing to see a TFA whole of sport player pathway framework based on the Sport Australia FTEM model. The TFA model contains lots of specific and relevant information designed to assist anyone supporting players (e.g. coaches, parents, associations, regions, etc.) to provide playing opportunities suitable to their developmental needs and participation motivations. However, it is currently unclear how the QTF Junior to Elite pathway aligns or interacts with the TFA FTEM model, or what impact the TFA FTEM model and its supporting systems (e.g. TFA Junior Development Framework) are having on Touch Football development activities delivered across Queensland.

## QTF Tournament Framework

### Junior State Cup

This participation event sees teams representing QTF affiliates from across the state in boys and girls under 10s to under 18s divisions. The event is held annually in July in Hervey Bay.

## **Junior State Championships**

This annual three-day carnival brings together more than 400 of the best junior players in the state in an outstanding showcase of touch football's next generation of talent. Teams represent the 6 QTF member regions in under 10 to under 16s divisions in boys and girls.

## **Queensland All-Schools**

This event is the biggest schools touch football event anywhere in the world. Over 400 teams and 5,000 students converge on Whites Hill in October every year.

It is played by secondary students in Year 7 to Year 12 in their school teams from all over Queensland. Over 1,500 games are played over 4 days each year.

The All Schools Championship is an affiliated event, endorsed by Qld School Sport and sanctioned by Qld Touch Football, Touch Football Australia and the Federation of International Touch.

## **Queensland Primary All-Schools**

The Queensland Primary All Schools Tournament continues the development of the sport of Touch Football in the Primary School system throughout Queensland and is delivered over 2 days annually.

## **Bundaberg Cup**

Bundaberg Cup 2019 saw a record 68 teams taking part in one of Australia's richest touch football knock-out tournaments.

The tournament, which includes Men's, Women's, Mixed and Junior divisions, is run by Touch Football Australia (TFA) and Queensland Touch Football (QTF) in conjunction with major event partners, Tourism Events Queensland, Bundaberg Tourism and Bundaberg Regional Council.

## **Senior State Cup**

2019 will see the first ever senior state cup in Queensland. The 3-day tournament will be held on the Gold Coast, hosted by the Coomera Comets Touch Association. Affiliates from right across Queensland are invited to compete for their chance to be crowned champion affiliate in their division.

Teams should expect to play 2 games on the first day, 3 games on the second day and into finals on the third day. Divisions 50 and above will only play a maximum of 2 games per day.

The event is open to affiliates in the open, seniors, masters and veterans divisions for both men and women, with the exception of the *veterans'* divisions, which are only open for men.

## Federation of International Touch and TFA Tournament Framework



Federation of International Touch (FIT) World Cup

The **World Cup** is held every four years, with the next event to be held in Malaysia in 2019.

The first World Cup was held on the Gold Coast in Australia in 1988, and Australia has claimed all World Cup titles since this time.

The most recent World Cup was held in Australia in 2015 and saw the Australian teams take out the three Open division finals (Men's, Women's and Mixed) against New Zealand.

Stay tuned

to [www.touchfootball.com.au](http://www.touchfootball.com.au) and <https://www.internationaltouch.org/> for all the latest news and information regarding the 2019 World Cup.



Trans Tasman Series

The **Trans Tasman** Test Series sees the rivalry between the two top Touch Football nations, Australia and New Zealand, battle it out for bragging rights.

The series takes place annually, alternating host venues between Australia and New Zealand, in the Open divisions (Men's, Women's and Mixed) except for in World Cup years. The Youth and Masters divisions also compete against New Zealand in their respective Trans Tasman Series events, held every second year.

While winning a World Cup is the number one goal of Australian Touch Football representatives, winning the Trans Tasman series comes in a very close second.

To keep up-to-date with all the latest news around the Trans Tasman Series and to view Player Profiles of our Australian representatives, please click on the [event website](#).



National Touch League

Created in 1997, the **National Touch League (NTL)** is held in March each year, and has been the premier event for Touch Football Australia.

The event is used to showcase representative Touch Football to the nation across Open, Youth and Senior divisions, allowing the nation's best Touch Footballers a chance to compete with and against each other.

The tournament sees teams split up into regions (in New South Wales and Queensland) and states to create an even playing field across the tournament.

For more information about the National Touch League, please visit the [event website](#).



NRL Touch Football Premiership

The 2019 NRL Touch Premiership will see the 300 best elite male and female touch footballers in the world representing eight NRL clubs: the Roosters, Eels, Tigers, Knights, Cowboys, Titans, Broncos and the New Zealand Warriors.

Games will be played as curtain-raisers to NRL matches in major stadiums throughout Australia and New Zealand over 17 consecutive weeks from April 2019, and broadcast live on Fox Sports Australia, Sky NZ and streamed globally through NRL.com.



National Youth Championships

Many of the nation's Touch Football players are introduced to the sport through the school sporting system and so to cater for this age group, the **National Youth Championships (NYC)** were created.

Players for this event are selected from previously played events, such as interschool tournaments, gala days and state school championships, as organised and hosted by their respective states.

Hosted by Touch Football Australia, the tournament is an 18 and under competition that is held annually and allows young participants to compete at the highest level, and offers them the chance to be selected in the National Youth Squads.

For more information about the National Youth Championships event, please visit the [event website](#).



School Sport Australia National Championships

The **School Sport Australia** tournament is an event hosted by School Sport Australia. The tournament sees sides from each of the eight states in Australia compete in the under 12's Boys and Girls and under 15's Boys and Girls divisions.

This is another tournament that allows the best junior Touch Footballers a chance to be noticed and put forward their name for possible selection in the National Youth Squads.

For more information, please visit the [School Sport Australia website](#).



State of Origin Series

The **State of Origin** concept was introduced following the creation of the National Touch League. The event was created to continue to build on the rivalry between the two strongest Touch Football states in Australia, New South Wales and Queensland.

NSW currently hold the trophy.

## Commentary

→	Clearly, there is a tournament opportunity for players in Queensland in all stages of the player pathway framework to enjoy their Touch Football experience and to strive to achieve their potential. The 2019 inclusion of the Senior State Cup appears to be a strategy to help address declining adult full active membership. The impact of the Senior State Cup in this space will be exciting for QTF to monitor.
→	The governance and operation model for the sport of Touch Football in Queensland includes QTF, member Regions and Affiliates. Other delivery agencies are also involved, such as schools and school sport groups; and commercial (non-affiliated) competition providers – i.e. those not owned by QTF. Whether this model has too many layers, or can be more effectively managed will be a key focus of the Review moving forward.
→	Although additional clarity is required, it appears as though the key delivery focus of each layer of the sport, as it relates to tournaments and competitions, includes: <ul style="list-style-type: none"> <li>- QTF – State of Origin, NRL Touch Premiership, NTL, Junior State Cup, Senior State Cup, Bundaberg Cup, junior state championships.</li> <li>- Regions – participation in the NRL Touch Premiership (Gold Coast, Brisbane and North Queensland), NTL, and Junior State championships.</li> <li>- Affiliates – delivery of local competitions, participation in the Junior and Senior State Cups and Bundaberg Cup.</li> </ul>

## Commentary

→ *The role the regions and affiliates play in broader sport development areas (e.g. coach, referee, selector and administrator development) will be investigated closely in future stages of the Review.*

## Preliminary Finding Area 6 – Financial Framework

### Source – QTF 2018 Annual Report

The 2018 financial report is the first based on a 12-month (July to June) reporting period commencing July 2017. In March 2017, the Association resolved to change the reporting year and accordingly the comparatives to this financial report are for a six-month period from 1 January 2017 to 30 June 2017.

It has been a challenging financial period, as unforeseen issues with the Premier and City Touch venues and competitions and an overall decline in Senior Affiliation numbers across the state have impacted the operating result of the business. This has seen QTF record a loss of \$142,678 for the year. It should be noted that the operating loss for the period before amortisation and depreciation (\$59,688) was \$82,990.

Senior participation numbers were down by 470 teams on the previous full financial year, negatively affecting the Association's result by \$37,600. Whilst the Commonwealth Games on the Gold Coast in April 2018 had an impact on affiliation numbers (particularly for teams in the Coomera area), there was also a general decrease across all regions with several affiliates moving from two seasons to one season per year.

Our Premier and City Touch commercial competitions were impacted by the closure of the fields at Ashgrove resulting in the loss of approximately 37 teams. There was also attrition of approximately 36 teams at the Newmarket venue, largely due to ongoing issues with lighting. The Ashgrove fields are expected to reopen in time for the Premier and City Summer 2018/19 competitions and the issues with lighting at Newmarket have now been resolved. The financial impact, against our budget, was a net loss of \$38,000.

### MEMBERS EQUITY

The drop in membership, teams in commercial competitions and corresponding increase in operating expenses has resulted in a \$142,678 loss, leading to the reported decline in Members Equity to \$458,253. An increase in funding and sponsorship, as well as a forecast successful State of Origin series, is expected to see these numbers turn around in the 2019 Financial Year.

## REVENUE

An analysis across the key revenue areas of the Association highlights a number of notable points for consideration.

- Membership revenue is down against previous financial years, with the Commonwealth Games at the Gold Coast having an impact as well as several affiliates moving from playing two seasons per year to just one.
- Event income was strong with the success of the Junior Camp and Junior State Championships. These numbers are forecast to continue tracking well with the State of Origin being included in the 2019 Financial Year.
- Despite the issues surrounding venues, the commercial competitions continue to be popular with 880 teams registering across the City and Premier seasons.
- Grant funding levels were slightly less than previous financial years due to a reduction in the Collaboration Agreement with TFA due to the loss of sponsorship from Harvey Norman. This will turn around in the 2019 financial year under the new Collaboration Agreement with TFA and increased commercial sponsorship opportunities.
- Sport operations numbers are positive with the gaining popularity of the Sporting Schools program. We will look to improve this area with multiple people now focused on delivering programs in this area.

## FINANCIAL ANALYSIS



Figure 1 - Members Equity (\*2017 was a 6 month reporting period)



Figure 2 - Key Revenue (\*2017 was a 6 month reporting period)





Figure 3 – Key Expenditure (\*2017 was a 6 month reporting period)

	2015	2016	2017*	2018
Operating Result	\$94,969	\$12,513	(\$149,322)	(\$142,678)
Members Equity	\$737,742	\$750,255	\$600,933	\$458,253
Cash at Bank	\$790,954	\$530,842	\$496,190	\$487,973
Trade Debtors	\$54,221	\$70,792	\$87,009	\$236,282
Trade Creditors	\$126,290	\$132,850	\$69,831	\$471,888

Table 1 – Financial Performance (\*2017 was a 6 month reporting period)

	2015	2016	2017*	2018
Revenue	\$1,229,850	\$1,794,638	\$1,092,916	\$2,328,585
Expenditure	\$1,134,881	\$1,782,125	\$1,242,238	\$2,471,263
Surplus/Loss	\$94,969	\$12,513	(\$149,322)	(\$142,678)
Return	7.72%	0.7%	(13.6%)	(6.1%)

Table 2 – Financial Return (\*2017 was a 6 month reporting period)

**2017/18 Total Assets = \$1,344, 886, up from \$1,224, 367 the previous year.**

## MEMBERSHIP MODEL

The current membership model in place for Touch Football in Queensland (and nationally) is a standard / traditional capitation model, used by many sports, whereby a player / team pays a fee for the season and a proportion of this fee is then passed up through the various governance layers of the sport (i.e. affiliate – region – state - TFA). Refer below for season 1, 2019 figures associated with per team fees, in both NSW and QLD.

Senior Affiliation	Region	Region Fee (\$)	State Fee (\$)	TFA Fee (\$)	Insurance (\$)	Total (\$)	Price inc GST (\$)
NSW	N/A	N/A	208.45	77.00	60.00	345.45	380.00
QLD	NQ	127.27	80.00	77.00	60.00	344.27	378.70
	CQ	-	80.00	77.00	60.00	217.00	238.70
	Sunshine Coast	77	80.00	77.00	60.00	217.00	238.70
	Brisbane	56.36	80.00	77.00	60.00	276.09	303.70
	SWQ	179.09	80.00	77.00	60.00	396.09	435.70
	SQBD	237.55	80.00	77.00	60.00	454.55	500.00

Junior Affiliation	Region	Region Fee (\$)	State Fee (\$)	TFA Fee (\$)	Insurance (\$)	Total (\$)	Price inc GST (\$)
NSW	N/A	N/A	100.09	39.00	20.00	159.09	175.00
QLD	NQ	81.82	40.00	39.00	20.00	180.82	198.90
	CQ	-	40.00	39.00	20.00	99.00	108.90
	Sunshine Coast	39.00	40.00	39.00	20.00	99.00	108.90
	Brisbane	36.36	40.00	39.00	20.00	137.18	150.90
	SWQ	79.09	40.00	39.00	20.00	178.09	195.90
	SQBD	128.27	40.00	39.00	20.00	227.27	250.00

### Commentary

→	<i>Various valid reasons for QTF recording an operating deficit for the past 2 financial years are touched on above, as are forecast increases in revenue for the next financial year. Although this the case, QTF currently finds themselves in a somewhat vulnerable financial position, with total assets currently equating to approximately 54% of annual operational expenditure.</i>
→	<i>In 2018 membership revenue equated to 17% of QTF's total annual revenue, whereas in 2015, membership revenue equated to 35% of QTF's total annual revenue. This is a pleasing finding and demonstrates a significant shift in revenues sourced from commercial partnerships and QTF event operations.</i>
→	<i>The QTF Commercial Partnership Plan states a target of 10% of total annual revenue coming from commercial partnerships by 2020, whereas information outlined above shows 2018 commercial revenue equating to 47% of total annual revenue. Clarity regarding what constitutes "commercial revenue" within annual report figures, will be sought in future stages of the Review.</i>
→	<i>Identifying QTF's goals (financial and numbers) as they relate to all areas of operation (including revenue streams, affiliated participation, City Touch and Premier Touch participation, Touch Rugby League participation, etc.) should be a key focus of QTF moving forward.</i>
→	<p><i>It is clear that the Touch Football membership model (in QLD and nationally) is a standard capitation fee model, whereby a player pays on-line to play for a team and a proportion of the player fee is passed up the line to the various governance layers of the sport.</i></p> <p><i>An important element of growing the sport, will be to ensure a membership model is in place which encourages / incentivises affiliates to grow and unifies all elements of the sport! Various examples exist of national sporting organisations implementing models to encourage state / territory associations to grow the sport, without necessarily having to pass a % of every player / team's fees up to the national body. For example – fixed fee membership models involve the state associations being charged a fixed annual fee for a period of 3 years by the NSO, based on historical capitation fees paid. This model is designed to allow state associations and their affiliates / regions to use innovative strategies to grow their membership, without having to pay more in national / state / regional capitation fees. Models such as this, and their potential relevance to QTF, will be explored in future stages of this Review.</i></p>

→ As previously stated in this Paper, the current (and potential) specific roles and responsibilities of each layer of the sport in Queensland (affiliate, region and QTF), needs to be clearly identified and agreed upon. For example, based on current membership revenue figures, approximately \$700,000 from player / team membership is received by the regions per annum (i.e. based on 4,500 adult teams paying on average \$115 in regional affiliation fees and 2,800 junior teams paying on average \$60 in regional affiliation fees).

The value received by the sport's consumers (i.e. players) from affiliates, regions and QTF, based on the % of fees going to each layer requires close investigation and this will occur in the interviews / focus sessions component of the Review.

**Note:** It appears that CQ does not charge its members an affiliation fee. This is also the case with the NSW Touch Football model – i.e. although a regional governance structure is in place in NSW, no player / team fees are allocated to regional associations.



## Section 4:

# Key Findings – Stakeholder e-Surveys

As part of a wide stakeholder consultation process, MSC developed 3 x stakeholder e-Surveys to be distributed within the QTF membership.

2 x stakeholder surveys were distributed via **targeted** means, to ensure all stakeholders who are responsible for the governance and management of the sport in Queensland had the opportunity to provide directed, individual input into the Review process.

- **QTF Governance and Operating Model Review - Affiliates e-Survey** (47 respondents)
- **QTF Governance and Operating Model Review - Regions e-Survey** (28 respondents)

The 3<sup>rd</sup> survey was developed for QTF to distribute as widely as possible throughout the remainder of the Queensland Touch Football membership base:

- **QTF Governance and Operating Model Review - General Stakeholder e-Survey** (417 respondents)

Every single QTF stakeholder, in all 6 regions, was given the opportunity to “have their say” via completion of an online e-Survey.



**In total, 492 e-Surveys were completed.** A summary of responses is presented in this section.

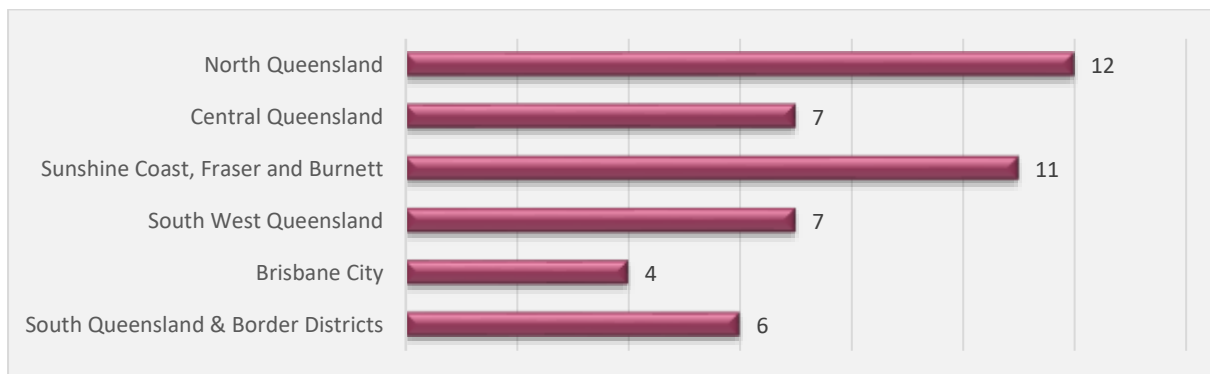
### *Commentary*

→	<i>The percentage of the QTF full active adult membership who completed 1 of the 3 available e-Surveys is approximately 1%. This small number is somewhat disappointing, however the reason for the low update is unknown.</i>
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## QTF Governance and Operating Model Review - Affiliates e-Survey (47 respondents)

This survey was intended for **current members** of a QTF [Affiliate Management Committee](#) or an [Affiliate Sub Committee](#). All other QTF stakeholders were provided the opportunity to have their say via one of the other 2 surveys.

### Which QTF Region is your Association a member of?



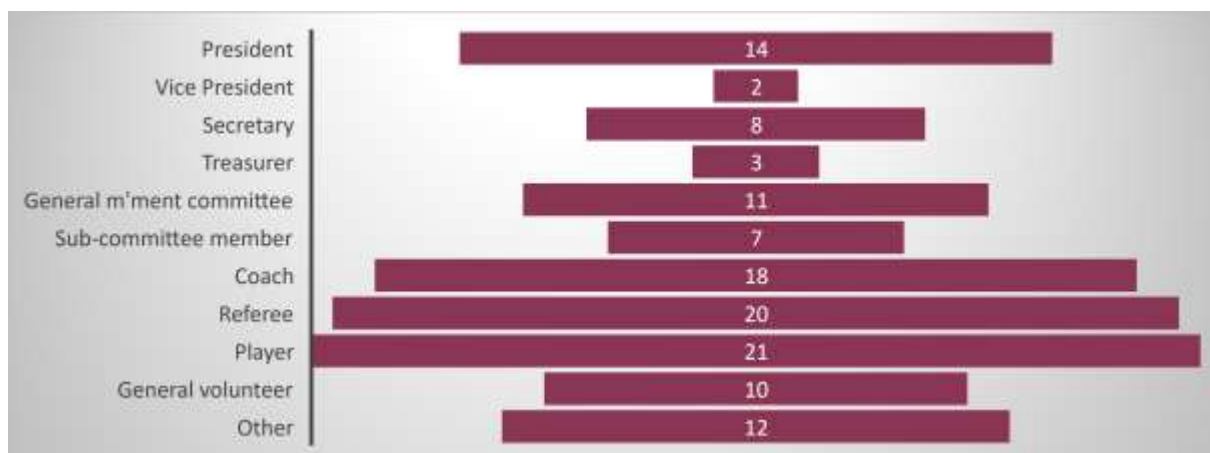
Answered: 47 Skipped: 0

### How long have you been a current member of your Association's Management Committee (or Sub Committee)?



Answered: 47 Skipped: 0

### Which positions/s do you currently fulfil on behalf of your Association? (Note: Respondents could select more than 1, if relevant)

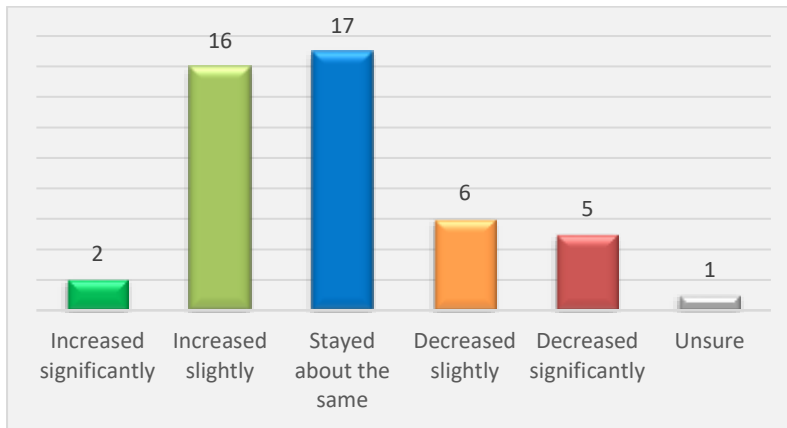


Answered: 47 Skipped: 0

### Summary of "OTHER" positions

→	Junior Coordinator / Junior President	→	Technical Director
→	Administrator / Manager	→	Registrar
→	Referee Director	→	Competition Coordinator

Overall, how has your Association's player membership tracked over the past 3 years?



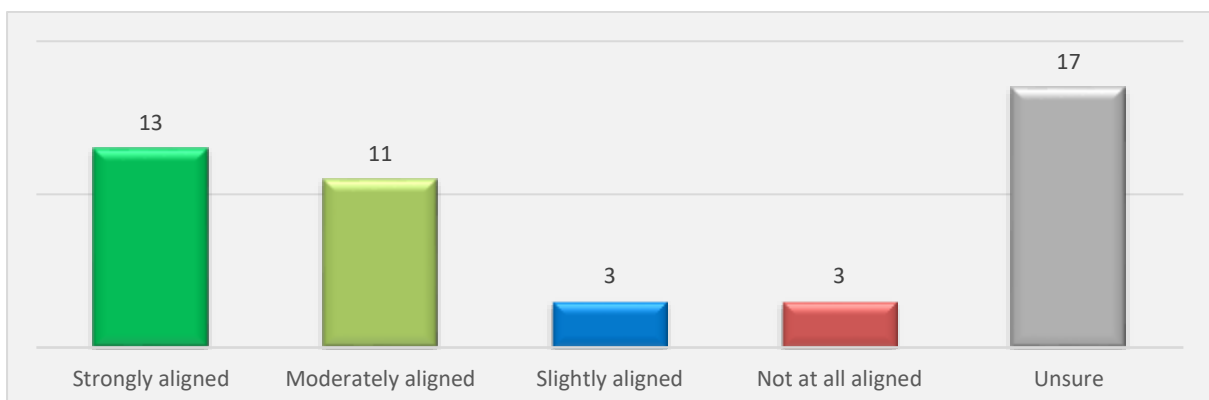
Answered: 47 Skipped: 0



How has your Association's player membership tracked over the past 3 years in the following member categories?

	Increased significantly	Increased slightly	Stayed about the same	Decreased slightly	Decreased significantly	Unsure	Total
Junior male	6.52% 3	36.96% 17	26.09% 12	10.87% 5	10.87% 5	8.70% 4	46
Junior female	15.22% 7	39.13% 18	23.91% 11	6.52% 3	4.35% 2	10.87% 5	46
Adult male	0.00% 0	22.22% 10	37.78% 17	20.00% 9	13.33% 6	6.67% 3	45
Adult female	6.52% 3	26.09% 12	21.74% 10	32.61% 15	6.52% 3	6.52% 3	46

What level of alignment exists between your Association's constitution and your Region's constitution?



Answered: 47 Skipped: 0



## Perceived capacity for GROWTH ...



- **54%** (16 / 46 respondents) feel their association **DOES** have the **facility capacity** (i.e. fields, change rooms, lighting, etc.) to grow the sport significantly over the coming 5-10 years; **41%** (19 / 46 respondents) **do not have this faith**; while **4%** (2 / 46) are **unsure**.
- **83%** (38 / 46 respondents) feel their association **IS** actively trying to **increase membership / participation** within its boundaries; **13%** (6 / 46 respondents) **do not feel this is the case**; while **4%** (2 / 46) are **unsure**.

Answered: 46 Skipped: 1

### Commentary

→	The 41% of respondents who <b>do not</b> feel their association has the <b>facility capacity</b> to grow the sport significantly were from a mix of associations across all 6 regions. The validity of this position cannot be tested via this Review, however the opportunity for QTF to undertake investigations relating to current state-wide facility provision and use; and how this aligns with current and projected future demand, is clear.
→	SQBD was the only region whose affiliate respondents <b>ALL</b> felt they were actively trying to increase membership / participation. Negative responses in this space were spread across the other 5 regions – 2 in BC; 1 each for CQ, NQ, SWQ and SCFB.

## Does your Association have a current strategic plan which guides its strategic direction and activities?

- **YES = 35%** (16 / 46 responses)
- **NO = 46%** (21 / 46 responses)
- **UNSURE = 19%** (9 / 46 responses)

Answered: 46 Skipped: 1



### Commentary

→	All respondents who indicated their Association has a current strategic plan claim to be aware of the main strategic priorities contained within these plans.
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## Does your Regional Association have a current strategic plan which guides its strategic direction and activities?

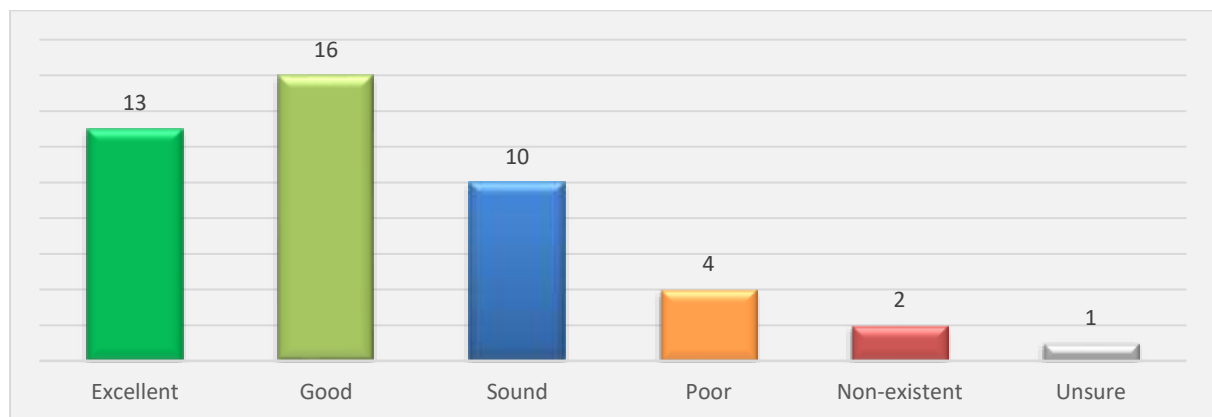
- **YES = 29%** (13 / 45 responses)
- **NO = 15%** (7 / 45 responses)
- **UNSURE = 56%** (25 / 45 responses)

Answered: 45 Skipped: 2

## Commentary

- The fact that 65% respondents stated their association either do not have a strategic plan, or they are unsure if one exists; and 71% state their regional association either does not have a strategic plan, or they are unsure, presents as a significant opportunity for improvement.

### What type of relationship does your Association currently have with your Regional Association?

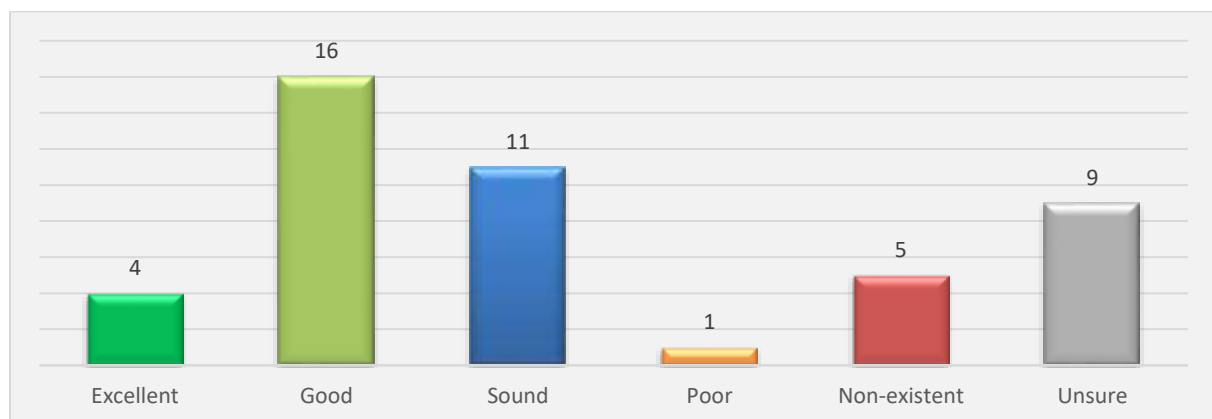


Answered: 46 Skipped: 1

## Commentary

- 
- “Non-existent” responses – 1 x SCFB; 1 x BC
  - “Poor” responses – 2 x SCFB; 1 x SQBD; 1 x SWQ

### What type of relationship does your Association currently have with QTF?

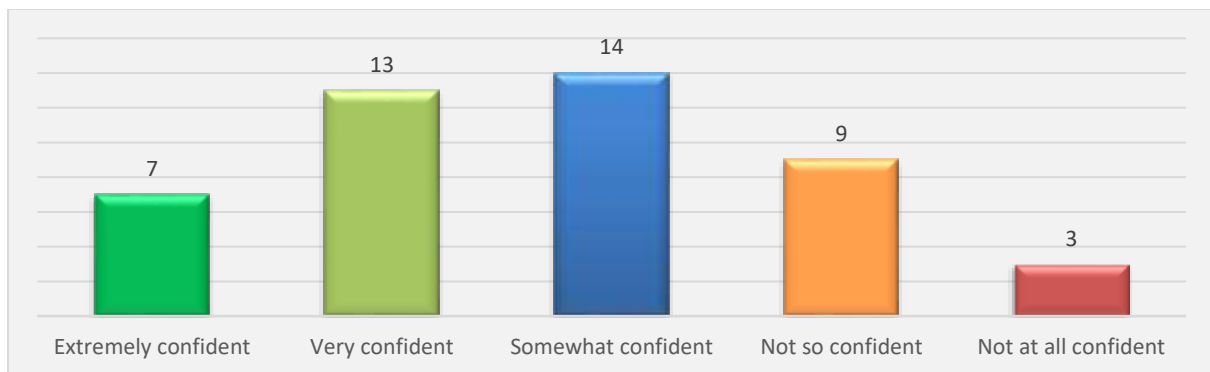


Answered: 46 Skipped: 1

## Commentary

- 
- “Non-existent” responses – 2 x SCFB; 1 x CQ; 1 x BC; and 1 x SWQ
  - “Poor” response – 1 x NQ

What level of confidence do you have in the current governance and operational capacity of your Regional Association to grow the sport and ensure its future success in your catchment area?



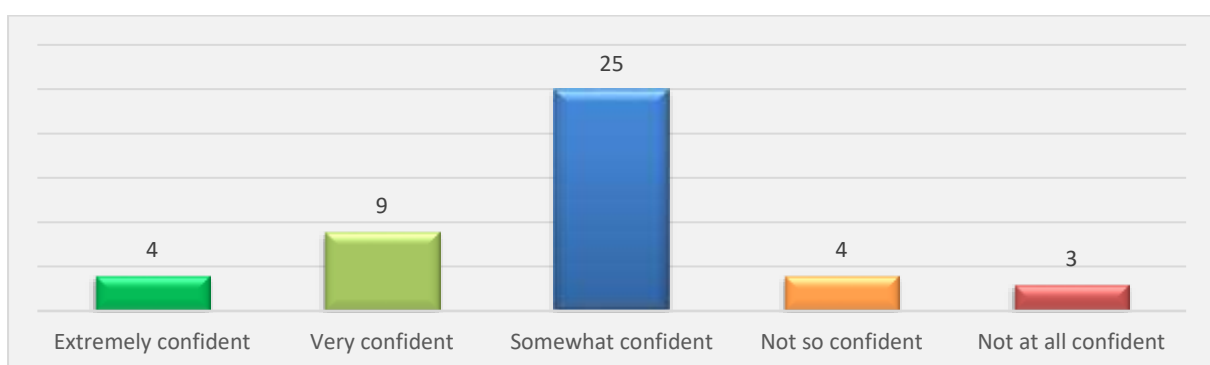
Answered: 46 Skipped: 1

### Commentary

→	<ul style="list-style-type: none"> <li>• “Not at all confident” responses – 2 x SCFB; 1 x BC</li> <li>• “Not so confident” responses – 3 x SWQ; 2 x SCFB; 2 x BC; 1 x NQ; 1 x SQBD</li> </ul>
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# CAPACITY

What level of confidence do you have in the current governance and operational capacity of QTF to grow the sport and ensure its future success in Queensland?



Answered: 45 Skipped: 2

### Commentary

→	<ul style="list-style-type: none"> <li>• “Not at all confident” responses – 1 x SCFB; 1 x BC 1 x CQ</li> <li>• “Not so confident” responses – 1 x SCFB; 1 x NQ; 1 x SQBD; 1 x SWQ</li> </ul>
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## Who should have the MAIN responsibility for servicing the following areas in your Region?

	TFA	QTF	Regions	Affiliates	Total
Promoting touch football and increasing its profile across Queensland	13.04% 6	65.22% 30	17.39% 8	4.35% 2	46
Coach, referee and selector education and development	15.22% 7	41.30% 19	32.61% 15	10.87% 5	46
Delivering junior participation programs	8.70% 4	23.91% 11	30.43% 14	36.96% 17	46
Management of Regional teams in QTF / TFA events / competitions	9.09% 4	27.27% 12	63.64% 28	0.00% 0	44
Improving Regional and Affiliate governance	10.87% 5	60.87% 28	26.09% 12	2.17% 1	46
Development and delivery of volunteer workforce development programs & resources	19.57% 9	47.83% 22	15.22% 7	17.39% 8	46
Assisting Regions and Affiliates to have strategic and operational plans in place	17.78% 8	73.33% 33	8.89% 4	0.00% 0	45
Talent Identification - players, coaches, officials	13.04% 6	21.74% 10	43.48% 20	21.74% 10	46
Grow relationships with all touch football providers, including schools, Touch Rugby League, unaffiliated touch and others	31.82% 14	27.27% 12	31.82% 14	9.09% 4	44
Delivery of high quality local competitions	2.17% 1	8.70% 4	15.22% 7	73.91% 34	46
Deliver of the Sporting Schools Program for touch football	18.60% 8	44.19% 19	23.26% 10	13.95% 6	43
Gaining commercial partners / revenue to be put back into the sport in Queensland	22.22% 10	68.89% 31	2.22% 1	6.67% 3	45
Developing and implementing "whole of sport" player, coach and referee pathway frameworks	64.44% 29	28.89% 13	4.44% 2	2.22% 1	45
Growing participation locally	4.35% 2	2.17% 1	6.52% 3	86.96% 40	46
Building and maintaining positive and productive relationships with state government	10.87% 5	73.91% 34	6.52% 3	8.70% 4	46

Answered: 46 Skipped: 1

### Commentary

→ *Clear patterns are evident in relation to who Association respondents believe should be playing the driving role in specific areas of Touch Football service delivery in Queensland. Refer over the page for a summary.*

**Note:** The key roles of QTF, Regions and Affiliates (and other delivery partners) in additional areas to those outlined above (e.g. major events, digital systems, planning, etc.), will be explored in greater detail in future stages of the Review.



## Core Service Delivery Responsibilities from Association's Perspective:

### QTF

Promoting touch football and increasing its profile across Queensland.

Coach, referee and selector education and development.

Improving Regional and Affiliate governance.

Development and delivery of volunteer workforce development programs & resources.

Assisting Regions and Affiliates to have strategic and operational plans in place.

Deliver of the Sporting Schools Program for touch football.

Gaining commercial partners / revenue to be put back into the sport in Queensland.

Building and maintaining positive and productive relationships with state government

### Regions

Management of Regional teams in QTF / TFA events / competitions.

Talent Identification - players, coaches, officials.

### Associations

Delivery of high quality local competitions.

Growing participation locally.

### Joint

Coach, referee and selector education and development (QTF and Regions).

Delivering junior participation programs (QTF, Regions, Affiliates).

Grow relationships with all touch football providers, including schools, Touch Rugby League, unaffiliated touch and others (TFA, QTF and Regions).



Which of the QTF membership benefits listed below are significantly important to your Association?

Membership Benefits	Response Count	
<b>Administration Support:</b> including membership procedures, complaint handling guidance, marketing support and resources, advice/assistance in relation to current best practice, grants, planning, governance support and resources.	57.78%	26
<b>Development Support:</b> including recruitment, retention and development initiatives within affiliate associations and schools.	64.44%	29
<b>Referee and Coach Development:</b> including education courses and development opportunities for referees and coaches.	64.44%	29
<b>Competition and Event Access:</b> including opportunities to play, coach and officiate at a higher level than affiliated association through eligible events and pathways.	64.44%	29
<b>Pathways and Performance:</b> including player, coach and official development programs and professional development opportunities at state and national events.	60.00%	27
<b>Insurance:</b> includes national insurance protection coverage, providing public liability, club management insurance and personal injury cover for the players, coaches and volunteers.	64.44%	29
<b>Brand IP:</b> exclusive use of NRTL Touch brand IP to promote competitions and gain access to tools association (AMRI).	17.78%	8
<b>Touch Football On-line:</b> assistance for administrators in the creation and maintenance of competitions.	46.67%	21
<b>Disciplinary Regulations and Tribunal Systems.</b>	35.56%	16

Answered: 45 Skipped: 2

What additional benefits would you like to see come from your Association's QTF membership?

Summary of response themes	
→	Visits and workshops.
→	Assistance in accessing grant funding – e.g. towards lighting to allow for expansion in junior and senior competitions.
→	Greater support for participation promotion.
→	Combined affiliate forums in regions, facilitated by QTF.
→	For QTF to be more proactive in supporting affiliates with information and supplying the above benefits.
→	More oversight of the region's administration.
→	Access to better digital systems (e.g. single on-line/app-based registration and information portal, support with association website development, etc.).
→	Affiliate event management support.
→	Regular communication/updates regarding the direction and changes occurring in the sport at a state level and how affiliates can play a part in the sport's growth.
→	Affiliate governance and planning support.
→	Some form of funding coming back in the form of project grants, etc.
→	Help with growing player numbers in regional areas. Support for regional committees.
→	Access to high quality, digitally accessible coach and referee development resources.
→	For QTF be more active in the local affiliates.
→	Touch Football in Queensland has too many levels of governance and nowhere near enough skilled volunteers to oversee them.



## Commentary

→	<i>It is pleasing to see the majority of respondents deem the current QTF membership value proposition as being significantly important.</i>
→	<i>Over 55% of respondents provided specific comments relating to additional benefits they would like to see come from their QTF membership. These potential QTF roles and the impact/s these may have on QTF structures and/or systems will be further explored in future stages of the Review.</i>

## What are the 3 biggest barriers to touch football in your affiliate's catchment achieving its potential in the coming 10 years?

Barriers	Response Count	
Decreased human resource capacity to effectively manage and operate Regional / affiliate associations (i.e. skilled committees and volunteers)	65.22%	30
Lack of access to quality venues to support participation growth	23.91%	11
An increase in the number of "non-affiliated" touch football activities being delivered	23.91%	11
Lack of flexible forms of touch football / a lack of flexible competition scheduling to meet the changing needs and wants of consumers (especially adults)	13.04%	6
High cost associated with touch football participation	28.26%	13
Lack of high quality coaching for all playing levels	30.43%	14
Lack of high quality refereeing for all playing levels	36.96%	17
Lack of touch football in schools	34.78%	16
Lack of support from QTF	26.09%	12
Other	17.39%	8

Answered: 41 Skipped: 1



"OTHER" responses	
→	Competing with other sports.
→	Having enough volunteers assisting running the association.
→	Require funding to provide an extra field as we are at capacity now.
→	Lack of support from region.
→	Government support!
→	Lack of funds to support representative players.
→	Regional affiliation fees [REDACTED]
→	Lack of acknowledgment by the region and bigger affiliates to develop our players and give our coaches a chance to included.

## Affiliate Stakeholder *Additional Comments*

→	We need to better understand the decision making processes made by our region. Added transparency will remove the conspiracy theorists.
→	Our region needs a structure for our coaches and referees such as a coaching and referee director so that advice and guidance is coming from experienced people.
→	Our player pathways seem to be non-existent and if there is one, this is not known. Better pathway process between the affiliate & region are urgently needed!
→	QTF board and staff should attend Regional meetings / forums and events to allow the opportunity to meet the Affiliates and talk to more than just one or two committee people in these Affiliates. It would be appreciated to see the QTF staff assist the Regional and Affiliate volunteers at the Regional events.
→	Smaller, rural affiliates tend to be forgotten by the 'big brother' – QTF. If not within the metro vicinity, the majority of affiliates do not seem to exist. There isn't contact or support from QTF, regionally fantastic support, but they are also limited as to manpower and funding.
→	Bias in the [REDACTED] board and regional selections have been a concern in this region for a long time.
→	We need to address the real underlying QLD issue - The [REDACTED] have all the power, not the volunteers, not QTF, not TFA. [REDACTED] boards have manufactured this current scenario and ultimately QTF is a toothless tiger... TFA is no better.
→	Thanks for taking the time out to help our sport!
→	Thank you for taking the time to ask about our needs and vision for our sport that we are so passionate about.

## *Commentary*

→	<p><i>Decreased human resource capacity to effectively manage and operate Regional / affiliate associations (i.e. skilled committees and volunteers) was identified as the biggest barrier to the sport achieving its potential in affiliate catchments over the next 10 years. And this comes at a time when it is almost unanimously agreed that finding highly skilled and committed volunteers to govern and deliver sport in Australia, is the hardest it has ever been.</i></p> <p><i>Comments were also made in relation to Regions “having all the power” under the current governance model.</i></p> <p><i>In light of these findings and others (e.g. that in 2018 membership revenue equated to 17% of QTF’s total annual revenue, whereas in 2015, membership revenue equated to 35% of QTF’s total annual revenue), whether or not the current governance structure of the sport (i.e. QTF, Regions and Affiliates) is fit for future purpose will be a key focus of the Review as it progresses.</i></p>
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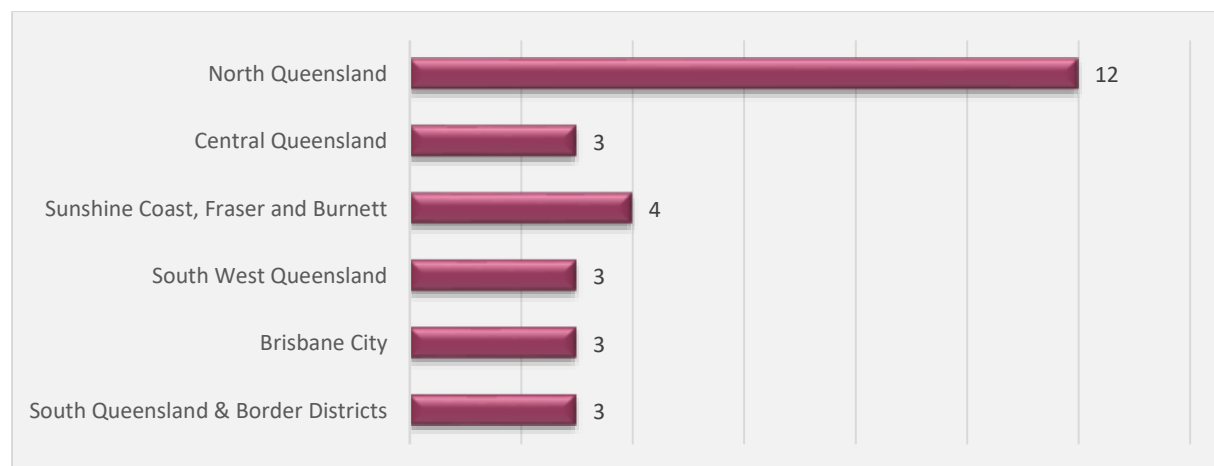
**Fit for Purpose:  
A Reality Check**

## QTF Governance and Operating Model Review - Regions e-Survey (28 respondents)

This survey was intended for **current members** of a [Region Management Committee](#) or a [Region Sub Committee](#). All other QTF stakeholders were provided the opportunity to have their say via one of the other 2 surveys.

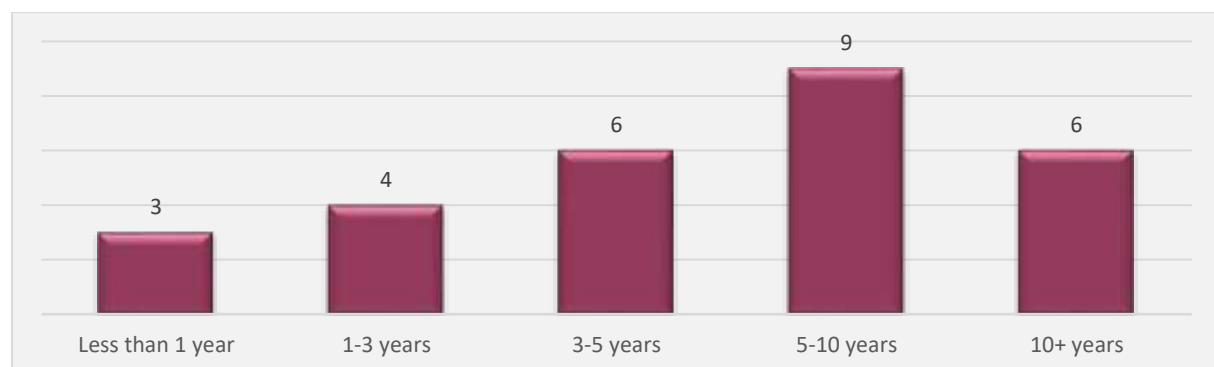
**Note re Regions e-Survey:** An issue was identified with the distribution of the survey link in the North Queensland Region, which has potentially resulted in a small number of **affiliate level NQ stakeholders** completing the Regions e-Survey (i.e. instead of the Affiliates e-Survey). Actions have been taken to identify NQ affiliate level (or NQ general stakeholders) who appeared to have completed the Regions e-Survey by mistake. Where this was obvious, responses have been excluded from the Regions data analysis process (and where appropriate, transferred to General Stakeholders' results). In addition to this, the IP addresses of all Regional respondents have been cross-checked with Affiliate and General Stakeholder surveys, to ensure the NQ respondents remaining in the **Region-level survey results** did not also completed Affiliate or General Stakeholder surveys.

### Which QTF Region do you represent?



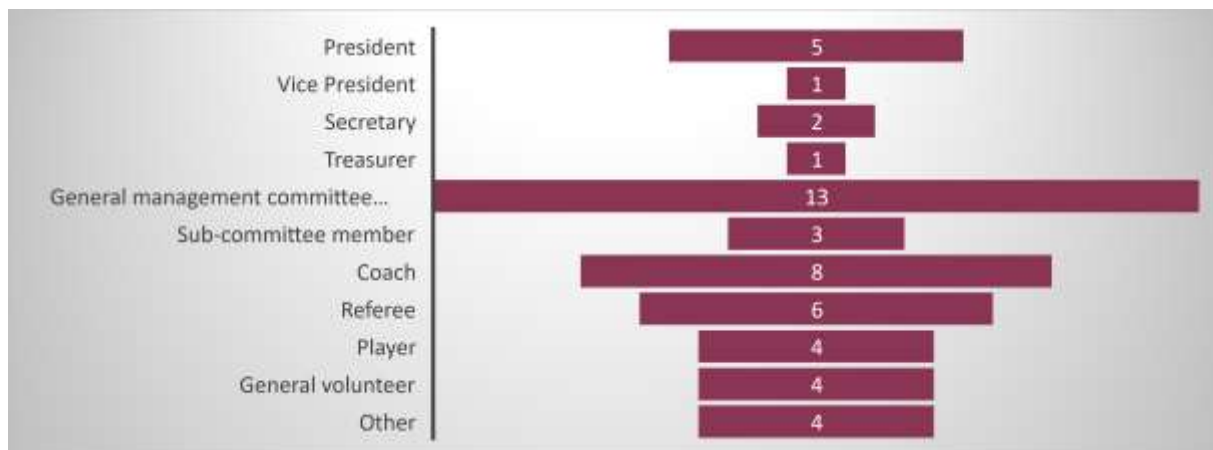
Answered: 28 Skipped: 0

### How long have you been a current member of your Region's Management Committee (or Sub Committee)?



Answered: 28 Skipped: 0

Which positions/s do you currently fulfil on behalf of your Association? (Note: Respondents could select more than 1, if relevant)

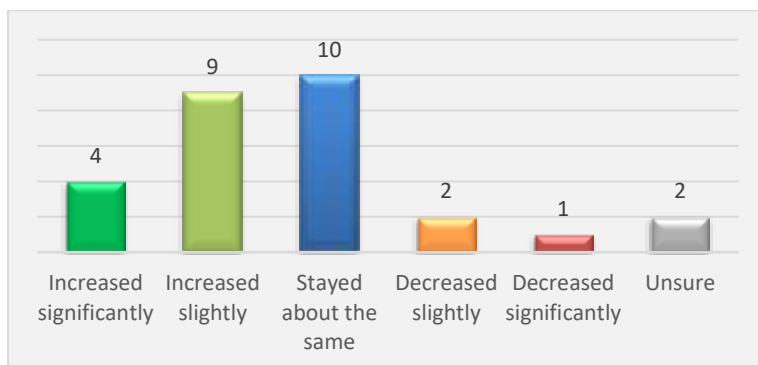


Answered: 28 Skipped: 0

#### Summary of "OTHER" positions

→	Administrator	→	Assistant Referees Director
→	Board member	→	Regional Administrator

Overall, how has your Region's player membership tracked over the past 3 years?



Answered: 28 Skipped: 0



How has your Region's player membership tracked over the past 3 years in the following member categories?

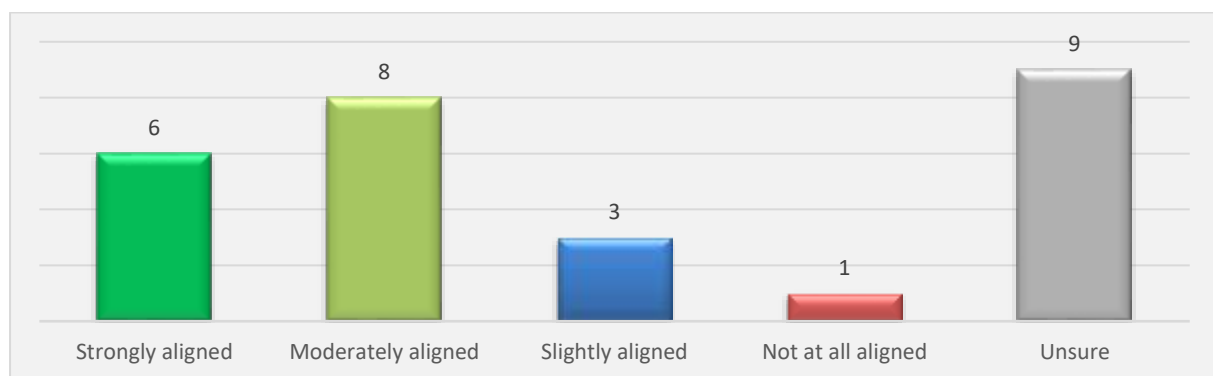
	Increased significantly	Increased slightly	Stayed about the same	Decreased slightly	Decreased significantly	Unsure	Total
Junior male	11.54% 3	38.46% 10	15.38% 4	7.69% 2	11.54% 3	15.38% 4	26
Junior female	19.23% 5	46.15% 12	15.38% 4	3.85% 1	3.85% 1	11.54% 3	26
Adult male	7.41% 2	14.81% 4	37.04% 10	22.22% 6	7.41% 2	11.11% 3	27
Adult female	7.41% 2	29.63% 8	33.33% 9	7.41% 2	11.11% 3	11.11% 3	27

Answered: 27 Skipped: 1

### Commentary

→	The majority of “unsure” responses in the player category membership question were from the NQ Region.
→	It is interesting to note that responses within some regions were quite conflicting in terms of whether membership groups have increased, decreased or stayed the same. This lack of consistent responses may demonstrate a lack of understanding of regional data by some respondents. This observation may also be bolstered by the fact that very few respondents stated their region’s membership (even in the adult category) has decreased over the past 3 years, when QTF data contradicts this in some cases.

### What level of alignment exists between your Region's constitution and the QTF constitution?



Answered: 27 Skipped: 1

### Commentary

→	6 of the 9 “unsure” responses were from the NQ Region.
→	It is interesting to note that responses across the majority of Regions varied – in one case, the variance was from “Strongly Aligned” to “Not at all aligned”. This presents as an example of there being a lack of understanding of the QTF and Region governance systems by many Region survey respondents.



# GOOD GOVERNANCE in SPORT



Respondents had mixed feelings as to whether the **majority** of the affiliates in their Region have the facility capacity (fields, change rooms, lighting, etc.) to grow the sport significantly over the coming 5-10 years.

**The only unanimous Region for this question was CQ – 3 x “YES” responses.**

Answered: 27 Skipped: 1



***Is your Region actively trying to increase membership / participation within its boundaries?***

**The majority of respondents (93%) were in agreeance – “YES”**

(Only 2 respondents, both from NQ, felt their Region was **not** actively trying to increase membership / participation)

Answered: 28 Skipped: 0



### Does your Region have a current strategic plan which guides its strategic direction and activities?

- **YES = 47%** (13 / 28 responses)
- **NO = 32%** (9 / 28 responses)
- **UNSURE = 21%** (6 / 28 responses)

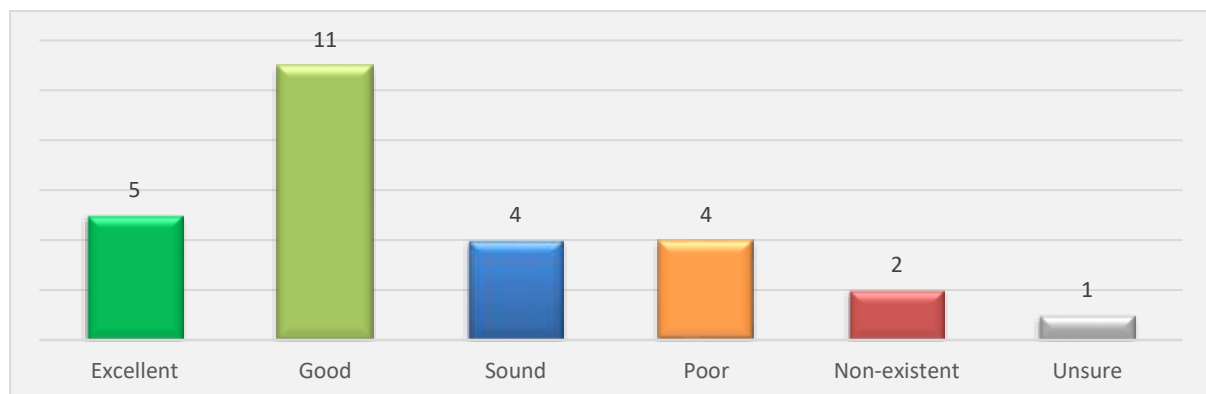
Answered: 28 Skipped: 0



#### Commentary

→	Of the 13 respondents who indicated their Region <b>does</b> have a current strategic plan, 10 claim to be aware of the main strategic priorities contained within the plan.
→	<p>There was a significant level of uncertainty regarding alignment between Region strategic plans and the QTF Strategic Plan, with the exception of the following:</p> <ul style="list-style-type: none"> <li>✓ Both CQ and SWQ stakeholders agreed their plans are slightly - moderately aligned with QTF's Plan.</li> </ul> <p>The lack of a highly aligned strategic planning framework between QTF and its Regional members is of great concern, as it the fact that no current regional strategic plans appear to be publicly available via region websites.</p>

### What type of relationship does your Region currently have with QTF?



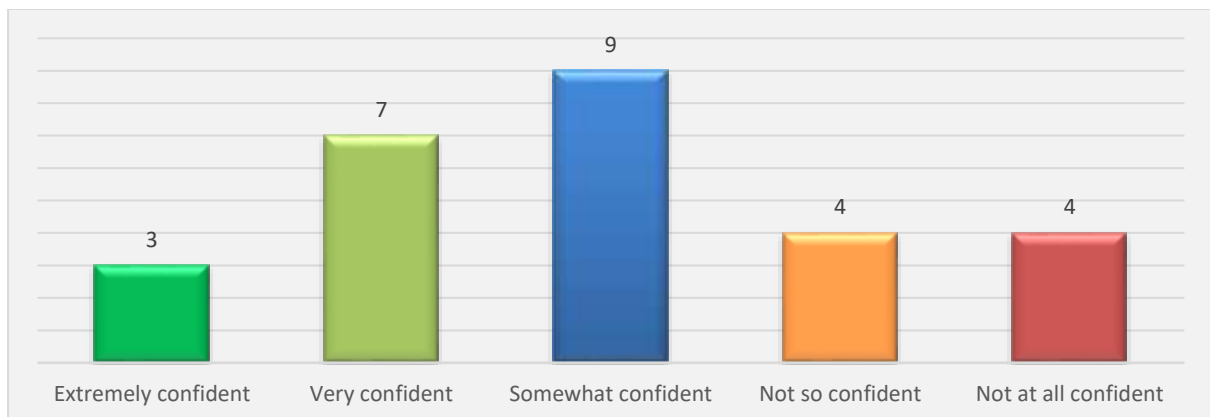
Answered: 27 Skipped: 1

#### Commentary

→	<ul style="list-style-type: none"> <li>• "Non-existent" responses were both from NQ.</li> </ul>
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Relationships Matter

What level of confidence do you have in the current governance and operational capacity of QTF to grow the sport and ensure its future success in Queensland?

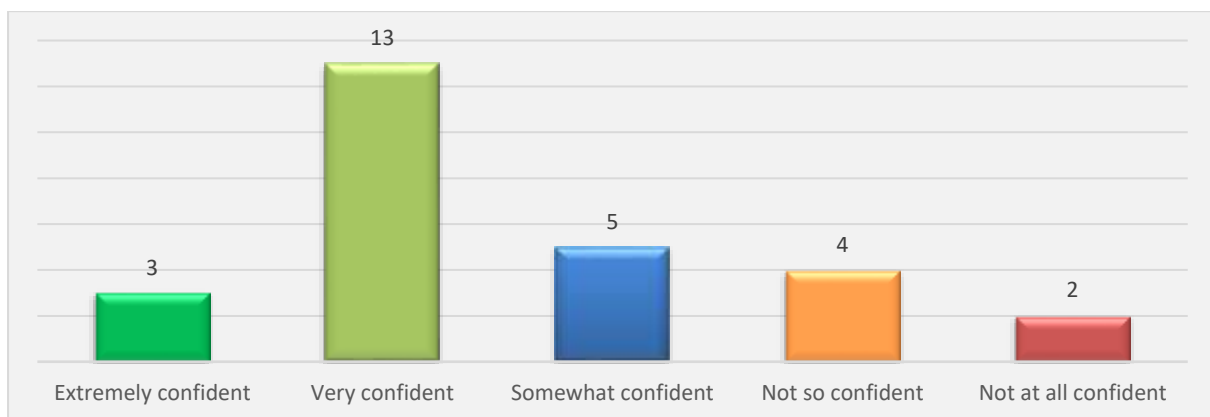


Answered: 27 Skipped: 1

### Commentary

- 
- “Not at all confident” responses – 2 x CQ; 1 x NQ; 1 x SCFB
  - “Not so confident” responses – 2 x NQ; 1 x CQ; 1 x SCFB
  - SWQ showed the highest level of confidence here, with all stakeholders being “extremely confident” or “very confident”.

What level of confidence do you have in the current governance and operational capacity of your Regional Association to grow the sport and ensure its future success in your region?

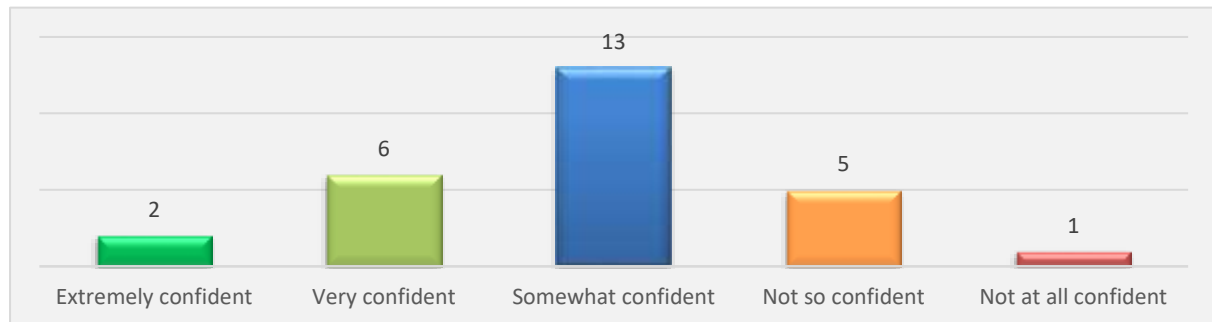


Answered: 27 Skipped: 1

### Commentary

- 
- “Not at all confident” responses – 2 x NQ
  - “Not so confident” responses – 2 x NQ; 1 x SQBD; 1 x SCFB
  - All 3 x “Extremely confident” responses came from SCFB

**Overall**, what level of confidence do you have in the current governance and operational capacity of your **Affiliate Associations** to grow the sport and ensure its future success in your region?

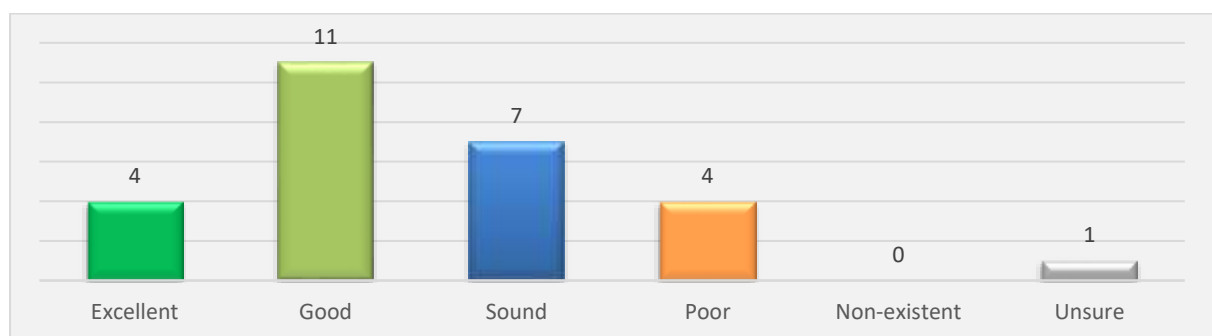


Answered: 27 Skipped: 1

### *Commentary*

→	<ul style="list-style-type: none"> <li>• “Not at all confident” response – 1 x SWQ</li> <li>• “Not so confident” responses – 4 x NQ; 1 x SQBD</li> </ul>
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**Overall**, what type of relationship does your Region currently have with its affiliates?



Answered: 27 Skipped: 1

### *Commentary*

→	<ul style="list-style-type: none"> <li>• The 4 x “Poor” relationship responses – 2 x SWQ; 1 x SQBD; 1 x NQ</li> </ul>
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Who should have the **MAIN** responsibility for servicing the following areas in your Region?

	TFA	QTF	Regions	Affiliates	Total
Promoting touch football and increasing its profile across Queensland	4.00% 1	52.00% 13	36.00% 9	8.00% 2	25
Coach, referee and selector education and development	0.00% 0	36.00% 9	64.00% 16	0.00% 0	25
Delivering junior participation programs	0.00% 0	28.00% 7	52.00% 13	20.00% 5	25
Management of Regional teams in QTF / TFA events / competitions	12.00% 3	12.00% 3	76.00% 19	0.00% 0	25
Improving Regional and Affiliate governance	4.00% 1	36.00% 9	60.00% 15	0.00% 0	25
Development and delivery of volunteer workforce development programs and resources	32.00% 8	16.00% 4	44.00% 11	8.00% 2	25
Assisting Regions and Affiliates to have strategic and operational plans in place	16.00% 4	52.00% 13	32.00% 8	0.00% 0	25
Talent Identification - players, coaches, officials	16.00% 4	28.00% 7	52.00% 13	4.00% 1	25
Grow relationships with all touch football providers, including schools, Touch Rugby League, unaffiliated touch and others	20.00% 5	24.00% 6	40.00% 10	16.00% 4	25
Delivery of high quality local competitions	0.00% 0	4.00% 1	40.00% 10	56.00% 14	25
Deliver of the Sporting Schools Program for touch football	12.00% 3	32.00% 8	52.00% 13	4.00% 1	25
Gaining commercial partners / revenue to be put back into the sport in Queensland	20.00% 5	68.00% 17	12.00% 3	0.00% 0	25
Developing and implementing "whole of sport" player, coach and referee pathway frameworks	60.00% 15	28.00% 7	12.00% 3	0.00% 0	25
Growing participation locally	0.00% 0	4.00% 1	28.00% 7	68.00% 17	25
Building and maintaining positive and productive relationships with state government	8.00% 2	80.00% 20	12.00% 3	0.00% 0	25

Answered: 25 Skipped: 3



Based on the current HR structure of the Regional Associations (i.e. paid staff and volunteers) ...  
**the majority of respondents (64%) DO NOT feel their Region is trying to do "too much".**

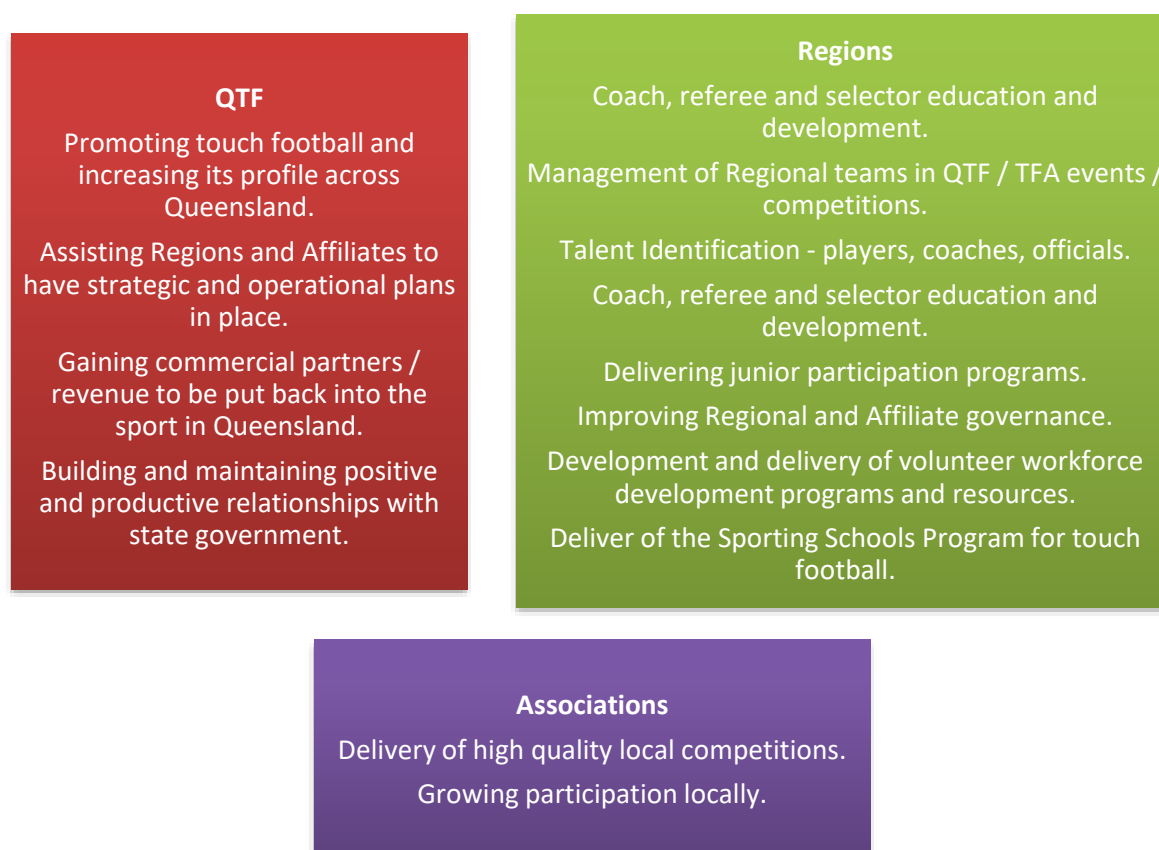
(Only 5 / 25 respondents thought their Region was trying to do "too much" and 4 / 25 were "unsure")

Answered: 25 Skipped: 3

## Commentary

→	<p>Clear patterns are evident in relation to who Region respondents believe should be playing the driving role in specific areas of Touch Football service delivery in Queensland. Importantly, these patterns vary significantly from those identified in the same question within the Affiliates survey. In essence, Region responses place far greater responsibility on the Regions to drive core operations, whereas Affiliate responses place far greater responsibility on QTF to drive core operations.</p>
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### Core Service Delivery Responsibilities from Region's perspective:



## Commentary

→	<p>The capacity of the Regions to successfully <b>drive</b> the high quality and consistent operations of the sport in the areas identified above, appears questionable; however this observation requires further testing.</p> <p>If the Regions (with their very different human, physical and financial resource capacities) were to <b>drive</b> the future growth of the sport, as opposed to “support it” this may present as a significant risk to QTF’s ability to do what is needed to ensure the sport achieves its collective potential in the years to come.</p>
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Which of the QTF membership benefits listed below are significantly important to your Region?

Membership Benefits	Response Count	
<b>Administration Support:</b> including membership procedures, complaint handling guidance, marketing support and resources, advice/assistance in relation to current best practice, grants, planning, governance support and resources.	52.00%	13
<b>Development Support:</b> including recruitment, retention and development initiatives within affiliate associations and schools.	56.00%	14
<b>Referee and Coach Development:</b> including education courses and development opportunities for referees and coaches.	60.00%	15
<b>Competition and Event Access:</b> including opportunities to play, coach and officiate at a higher level than affiliated association through eligible events and pathways.	44.00%	11
<b>Competition and Event Access:</b> including opportunities to play, coach and officiate at a higher level than affiliated association through eligible events and pathways.	52.00%	13
<b>Pathways and Performance:</b> including player, coach and official development programs and professional development opportunities at state and national events.	56.00%	14
<b>Insurance:</b> includes national insurance protection coverage, providing public liability, club management insurance and personal injury cover for the players, coaches and volunteers.	68.00%	17
<b>Brand IP:</b> exclusive use of NRTL Touch brand IP to promote competitions and gain access to tools association (AMRI).	36.00%	9
<b>Touch Football On-line:</b> assistance for administrators in the creation and maintenance of competitions.	52.00%	13
<b>Disciplinary Regulations and Tribunal Systems.</b>	32.00%	8

Answered: 25 Skipped: 3



What additional benefits would you like to see come from your Association's QTF membership?

Summary of response themes	
→	Greater QTF respect for and recognition of Regions as important members of QTF and greater QTF support of the Region.
→	Affiliates, which are mainly run by volunteers, are left to do all the work to build player membership with little financial/human resource support.
→	Transparency. We are not on the same page at all. QTF have not taken on board issues raised previously. Example - State Championships this year. On the Grand Final date for many affiliates. So many quality players will now miss out.
→	Direct relationship and communication from QTA to affiliates.
→	Helping gain sponsorship and government grants.
→	More Money for RDOs in the Regions.
→	Holding senior regional based championships.



## What are the 3 biggest barriers to touch football in your Region achieving its potential in the coming 10 years?

Answer Choices	Response Count	
Decreased human resource capacity to effectively manage and operate Regional / affiliate associations (i.e. skilled committees and volunteers)	60.00%	15
Lack of access to quality venues to support participation growth	28.00%	7
An increase in the number of "non-affiliated" touch football activities being delivered	32.00%	8
Lack of flexible forms of touch football / a lack of flexible competition scheduling to meet the changing needs and wants of consumers (especially adults)	4.00%	1
High cost associated with touch football participation	32.00%	8
Lack of high quality coaching for all playing levels	44.00%	11
Lack of high quality refereeing for all playing levels	36.00%	9
Lack of touch football in schools	12.00%	3
Lack of support from QTF	20.00%	5
Other	20.00%	5

Answered: 25 Skipped: 3

"OTHER" responses	
→	Lack of State level community pathways for elite juniors.
→	Standard dropped considerably.
→	Lack of development of professionalism at the affiliate level. There is no mentoring from NQ or QTA to affiliates.
→	Pathway for juniors only in school system and not regional based.
→	Politics.

### Commentary

→	<i>As per the Affiliate survey, decreased human resource capacity to effectively manage and operate regional / affiliate associations (i.e. skilled committees and volunteers) was identified as the biggest barrier to the sport achieving its potential in regional catchments over the next 10 years. Once again, this comes at a time when it is almost unanimously agreed that finding highly skilled and committed volunteers to govern and deliver sport in Australia, is the hardest it has ever been.</i>
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### Regional Stakeholder Additional Comments

→	From an Affiliate and Regional point of view, there is a lot of work to be done. Prices are increasing from QTF and what are our players getting in return? The conversation of affiliation for many small clubs is a topic. Really, why would they bother.
→	Affiliates are the grass roots and the foundation to having increased participation numbers.
→	If you don't mentor and train affiliate committees, they won't get better at running their associations.
→	Teach the volunteers how to run a business and then your business will grow.
→	██████ has been poor at growing the affiliates and are unfortunately too focused on high level representative teams and as a result, their affiliates and local competitions are eroding away. This is demonstrated by the lack of affiliate teams outside of ██████ attending ██████. QTA needs to assist in this area!
→	QTF supporting Regions and Affiliates to deliver quality competitions.

## Regional Stakeholder *Additional Comments* (continued)

- Working together to help gain grants and improve facilities. This is the greatest need.
- More training for development officers, so that they are delivering a similar standard across the state and for their volunteer helpers (Coaches & Referees)

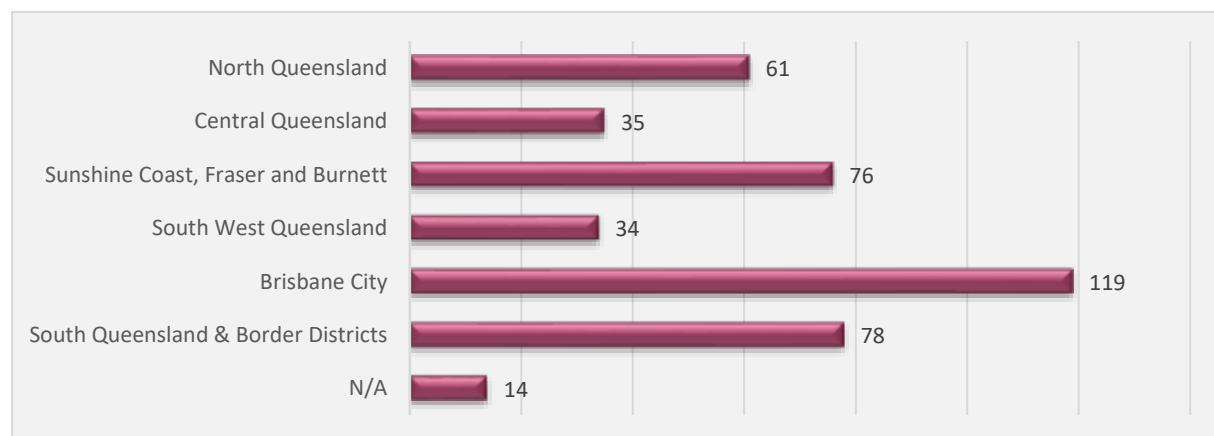
## *Commentary*

- *Various comments were made by Region respondents in relation to the need for “Affiliates” to receive greater support in areas such as governance / business management, competition management, development officer training, etc. These comments are interesting, when considered in combination with the findings which showed the majority of Region survey respondents feel that the Regions should be playing the driving role in these key areas, not QTF.*

## QTF Governance and Operating Model Review - General Stakeholders e-Survey (417 respondents)

This survey was intended to allow all other stakeholders, who had not been invited to complete either the Region or Affiliate survey, to have their say – i.e. players, coaches, referees, selectors, volunteers, parents of junior players and other general touch football stakeholders throughout Queensland.

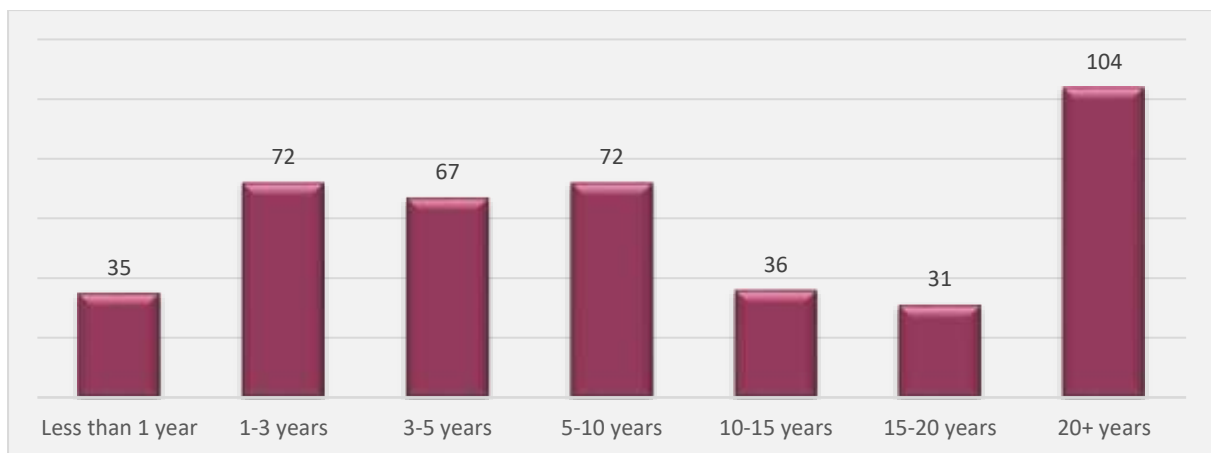
### Which QTF Region is your Association a member of?



Answered: 417 Skipped: 0

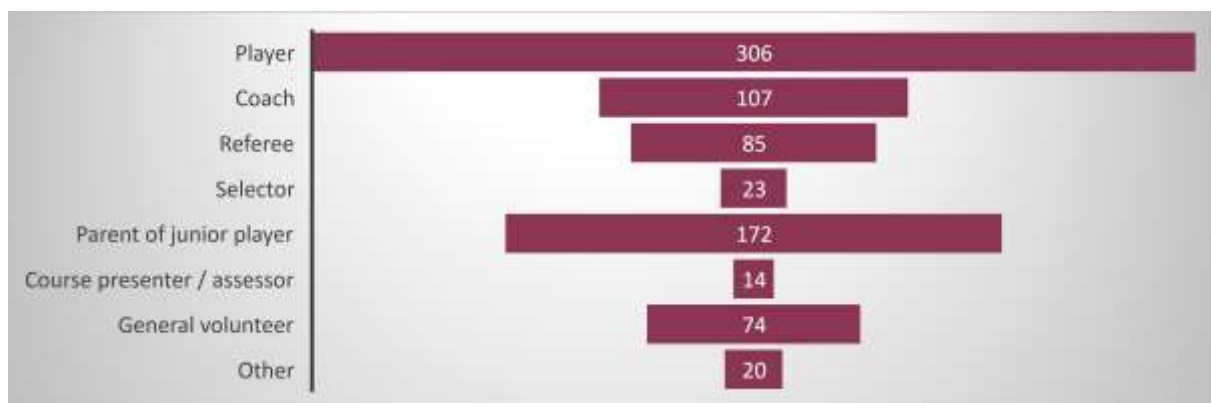


## How long have you been actively involved in Touch Football?



Answered: 417 Skipped: 0

## Which role/s do you currently fill within Touch Football? (Note: Respondents could select more than 1, if relevant)



Answered: 417 Skipped: 0

### Summary of "OTHER" positions

→	Team Manager / Rep Manager	→	Life Member
→	Club Committee Member / Club Executive	→	Junior Coordinator
→	Competition Coordinator / Administrator	→	Masters Coordinator



Respondents who engaged with affiliated touch football in Queensland were asked to rate their current level of satisfaction in the following areas ...

	Excellent	Good	Sound	Poor	Total
Organisation of your local / affiliate competition - i.e. registration process, communication, draws, games being refereed, games starting and finishing on time, positive playing environment, etc	31.75% 100	40.00% 126	18.10% 57	10.16% 32	<b>315</b>
Facilities at your local association – i.e. fields, toilets, clubhouse, etc.	21.52% 68	40.82% 129	28.16% 89	9.49% 30	<b>316</b>
Refereeing at the affiliate level	11.50% 36	51.76% 162	28.12% 88	8.63% 27	<b>313</b>
Coaching at the affiliate level – i.e. club coaches	21.24% 55	42.08% 109	27.03% 70	9.65% 25	<b>259</b>
Cost associated with playing touch football at the affiliate level	24.36% 76	41.03% 128	27.56% 86	7.05% 22	<b>312</b>
Organisation of regional tournaments - i.e. registration process, communication, draws, games starting and finishing on time, positive playing environment, etc.	26.80% 67	40.80% 102	18.00% 45	14.40% 36	<b>250</b>
Facilities used at regional tournaments – i.e. fields, toilets, clubhouse, etc.	17.55% 43	53.06% 130	22.45% 55	6.94% 17	<b>245</b>
Refereeing at the regional level	17.95% 42	54.27% 127	21.79% 51	5.98% 14	<b>234</b>
Coaching at the regional level – i.e. affiliate rep coaches	23.77% 53	41.70% 93	25.56% 57	8.97% 20	<b>223</b>
Cost associated with playing touch football at the regional level	14.98% 34	38.77% 88	32.16% 73	14.10% 32	<b>227</b>
Refereeing at state level tournaments	27.17% 50	53.26% 98	16.85% 31	2.72% 5	<b>184</b>
Coaching at state level tournaments – i.e. regional rep coaches	31.82% 56	44.89% 79	17.61% 31	5.68% 10	<b>176</b>
Cost associated with playing touch football at state level tournaments	12.72% 22	35.26% 61	34.68% 60	17.34% 30	<b>173</b>

Answered: 316 Skipped (or N/A Responses): 101



Respondents who engaged with non-affiliated touch football in Queensland (i.e. Premier Touch Football / City Touch Football) were asked to rate their current level of satisfaction ...

	Excellent	Good	Sound	Poor	Total
Organisation of the Premier Touch Football competition - i.e. registration process, communication, draws, games being refereed, games starting and finishing on time, positive playing environment, etc.	15.84% 16	44.55% 45	25.74% 26	13.86% 14	<b>101</b>
Facilities used by Premier Touch Football – i.e. fields, toilets, clubhouse, etc.	14.14% 14	38.38% 38	32.32% 32	15.15% 15	<b>99</b>
Refereeing at the Premier Touch Football competition.	18.18% 18	38.38% 38	26.26% 26	17.17% 17	<b>99</b>
Cost associated with playing in the Premier Touch Football competition.	13.98% 13	45.16% 42	34.41% 32	6.45% 6	<b>93</b>
Organisation of the City Touch Football competition - i.e. registration process, communication, draws, games being refereed, games starting and finishing on time, positive playing environment, etc.	16.49% 16	45.36% 44	25.77% 25	12.37% 12	<b>97</b>
Facilities used by City Touch Football – i.e. fields, toilets, clubhouse, etc.	11.22% 11	41.84% 41	25.51% 25	21.43% 21	<b>98</b>
Refereeing at the City Touch Football competition.	14.74% 14	40.00% 38	25.26% 24	20.00% 19	<b>95</b>
Cost associated with playing in the City Touch Football competition.	12.37% 12	48.45% 47	29.90% 29	9.28% 9	<b>97</b>

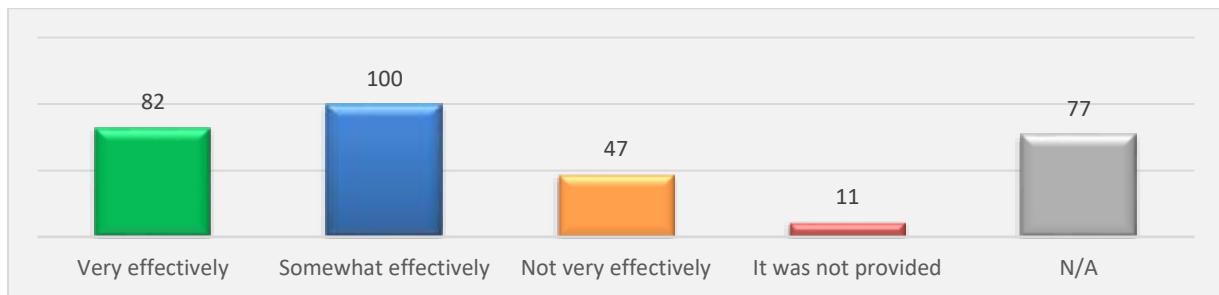
Answered: 103 Skipped (or N/A Responses): 314

Respondents who have engaged with QTF events / tournaments were asked to rate their current level of satisfaction.

	Excellent	Good	Sound	Poor	Total
Junior State Cup	41.32% 69	41.32% 69	12.57% 21	4.79% 8	<b>167</b>
Junior State Championships	27.13% 35	48.84% 63	12.40% 16	11.63% 15	<b>129</b>
Regional Secondary All-Schools	20.86% 29	43.17% 60	17.27% 24	18.71% 26	<b>139</b>
Queensland Primary All-schools	25.44% 29	48.25% 55	13.16% 15	13.16% 15	<b>114</b>
Queensland All-schools	28.87% 41	42.96% 61	15.49% 22	12.68% 18	<b>142</b>
Queensland Special Education Championships	36.36% 12	30.30% 10	12.12% 4	21.21% 7	<b>33</b>
Bundaberg Cup	22.86% 16	50.00% 35	7.14% 5	20.00% 14	<b>70</b>
State of Origin	29.07% 25	41.86% 36	10.47% 9	18.60% 16	<b>86</b>
National Touch League	34.19% 40	40.17% 47	19.66% 23	5.98% 7	<b>117</b>
NRL Touch Premiership	38.37% 33	34.88% 30	13.95% 12	12.79% 11	<b>86</b>

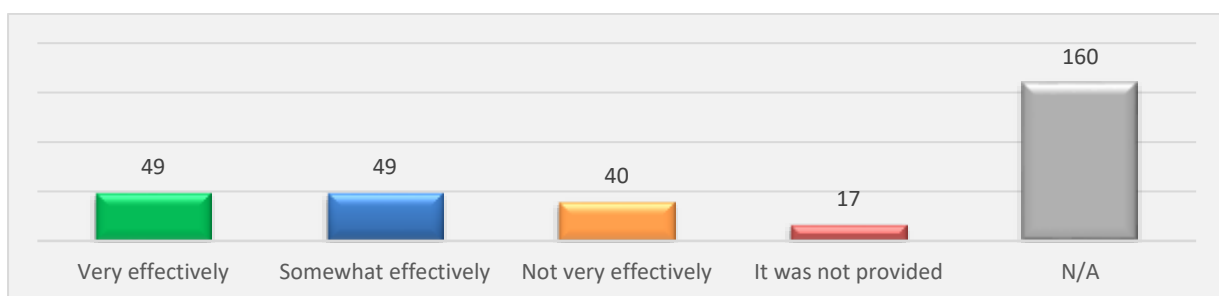
Answered: 161 Skipped (or N/A Responses): 256

If you have sought information / assistance / support from your local affiliate in the past 12 months, how effectively was this information provided?



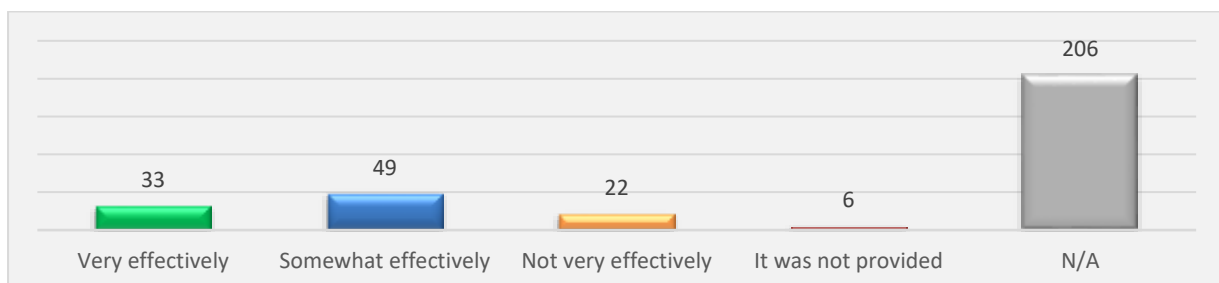
Answered: 317 Skipped: 100

If you have sought information / assistance / support from your Regional Association in the past 12 months, how effectively was this information provided?



Answered: 315 Skipped: 102

If you have sought information / assistance / support from QTF in the past 12 months, how effectively was this information provided?



Answered: 316 Skipped: 101

### Commentary

→ Of the respondents who sought information / assistance / support from the varying levels of Queensland Touch Football's operating framework over the past 12mths:

- **24%** felt their request to their Affiliate Association was not very effectively addressed, or was not addressed at all;
- **37%** felt their request to their Regional Association was not very effectively addressed, or was not addressed at all; and
- **25%** felt their request to QTA was not very effectively addressed or was not addressed at all.



Who should have the **MAIN** responsibility for servicing the following areas of touch football?

	TFA	QTF	Regions	Affiliates	Total
Promoting touch football and increasing its profile across Queensland	12.78% 34	70.68% 188	10.90% 29	5.64% 15	266
Coach, referee and selector education and development	23.22% 62	43.82% 117	25.84% 69	7.12% 19	267
Communicating with local affiliates	5.28% 14	41.89% 111	41.89% 111	10.94% 29	265
Delivering junior participation programs	11.65% 31	37.97% 101	30.45% 81	19.92% 53	266
Management of Regional teams in QTF / TFA events / competitions	16.60% 44	38.87% 103	41.89% 111	2.64% 7	265
Improving Regional and Affiliate governance	19.70% 52	63.26% 167	14.77% 39	2.27% 6	264
Development and delivery of volunteer workforce development programs and resources	22.81% 60	39.54% 104	25.48% 67	12.17% 32	263
Assisting Regions and Affiliates to have strategic and operational plans in place	20.31% 53	68.97% 180	7.66% 20	3.07% 8	261
Talent Identification - players, coaches, officials	23.66% 62	39.31% 103	26.72% 70	10.31% 27	262
Grow relationships with all touch football providers, including schools, Touch Rugby League, unaffiliated touch and others	38.40% 101	38.02% 100	18.25% 48	5.32% 14	263
Delivery of high quality local competitions	12.50% 33	24.24% 64	35.23% 93	29.03% 74	264
Delivery of the Sporting Schools Program for touch football	21.07% 55	46.74% 122	22.22% 58	9.96% 26	261
Gaining commercial partners / revenue to be put back into the sport in Queensland	33.33% 88	56.06% 148	6.44% 17	4.17% 11	264
Developing and implementing "whole of sport" player, coach and referee pathway frameworks	55.68% 147	34.09% 90	7.58% 20	2.65% 7	264
Growing participation locally	7.58% 20	20.08% 53	35.98% 95	36.36% 96	264
Building and maintaining positive and productive relationships with state government	20.53% 54	65.40% 172	10.27% 27	3.80% 10	263
Building and maintaining positive and productive relationships with local government	11.45% 30	30.92% 81	40.08% 105	17.56% 46	262

Answered: 267 Skipped: 150



## Commentary

→	Clear patterns are evident in relation to who general stakeholder respondents believe should be playing the driving role in specific areas of Touch Football service delivery in Queensland. Refer below. Interestingly, Regions, nor Associations were identified clearly as the preferred driver of any key activity.
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### Core Service Delivery Responsibilities from General Stakeholders' Perspective:

**QTF**

- Promoting touch football and increasing its profile across Queensland.
- Coach, referee and selector education and development.
- Improving Regional and Affiliate governance.
- Development and delivery of volunteer workforce development programs & resources.
- Assisting Regions and Affiliates to have strategic and operational plans in place.
- Talent ID.
- Deliver of the Sporting Schools Program for touch football.
- Gaining commercial partners / revenue to be put back into the sport in Queensland.
- Building and maintaining positive and productive relationships with state government.

**Joint**

- Communicating with local affiliates (QTF / Regions).
- Delivering junior participation programs (QTF / Regions).
- Building and maintaining positive and productive relationships with local government (QTF / Regions)
- Management of Regional teams in QTF / TFA events / competitions. (QTF / Regions)
- Growing participation locally (Affiliates / Regions).
- Delivering high quality local competitions (Affiliates / Regions).

### Which of the QTF membership benefits listed below are significantly important to you?

Membership Benefits	Response Count	
<b>Referee Development:</b> including education courses and development resources and opportunities.	47.60%	129
<b>Coach Development:</b> including education courses and development resources and opportunities.	42.07%	114
<b>Competition and Event Access:</b> including opportunities to play, coach and officiate at a higher level than affiliated association through eligible events and pathways.	56.46%	153
<b>Pathways and Performance:</b> including player, coach and official development programs and professional development opportunities at state and national events.	66.05%	179
<b>Insurance:</b> includes national insurance protection coverage, providing public liability, club management insurance and personal injury cover for the players, coaches and volunteers.	36.90%	100

Answered: 271 Skipped: 146

### Commentary

→	<i>The high response rate associated with the value of access to QTF events and pathways and performance level player, coach and official development, suggests that significant numbers of respondents of the General Stakeholder survey, are players, coaches, officials and parents involved in the performance pathway elements of the Touch Football offering in Queensland.</i>
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### What additional benefits would you like to see come from your QTF membership?

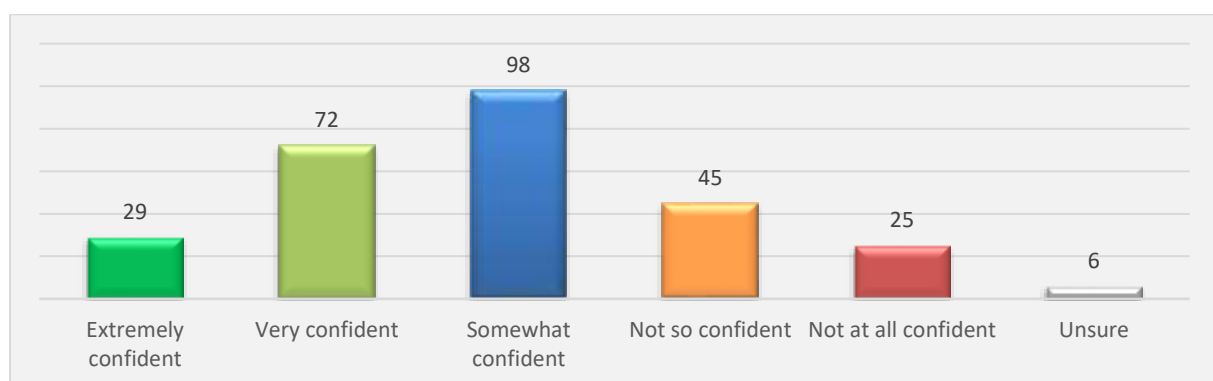
Summary of response themes	
→	Access to online coaching resources; newsletters, forums for game strategies / changes; defensive drills; etc.
→	Regular updates about elite pathways and opportunities.
→	More development and opportunities at an affiliate level. Affiliates in QLD pay a significant amount of funds to Queensland touch and received limited value for their money. Tristan Mana has been doing an excellent job offering development within the state, there should be a lot more of this (but he is only 1 person and can only do so much).
→	Representative tournaments for senior players.
→	More oversight and scrutiny on Regional Administration.
→	More resources put back into affiliates to help with coaching aids, selectors courses & especially referee recruitment.
→	More support from our regional touch football coaches and staff in our affiliates and schools.
→	Be more transparent about development opportunities for young players. How do they progress?
→	Not much of a presence of QTF in the regions / affiliates.
→	Support from QTF to ensure the local associations to have greater capacity to deliver a quality product locally.
→	More control of the regional element of the sport. Some regional associations seem to do what they want and their activities should be monitored by QTF.
→	Help to access Government Grants Funds for upgrades to fields lighting.
→	More coaching development
→	Better management of Sunshine Coast touch and its affiliates.
→	Touch needs development officers on the ground in regional areas. Worst thing ever done was cutting them!
→	Transparency. Greater presence in the marketplace. Service from region.
→	More of the funds and support needs to flow into the affiliate clubs rather than at a regional level.

## Commentary

→ The varying levels of capacity and effectiveness of Regional bodies was discussed by numerous respondents, as was the need for local associations to be better supported – in various ways.

How the mass participation delivery point (i.e. Associations) are optimally and sustainably supported to deliver a high-quality offering and to significantly grow the sport **must** be a **KEY focus** of MSC, as it crafts any governance and operating model recommendations in stage of 10 this Review.

What level of confidence do you have in the capacity of your local affiliate to grow the sport and ensure its future success in your local area?

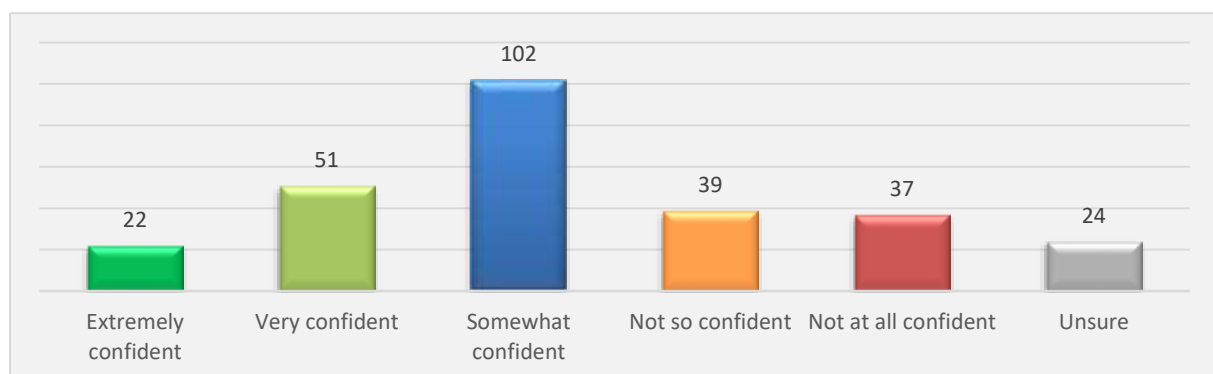


Answered: 275 Skipped: 142

## Commentary

- 
- “Not at all confident” responses – 8 x SCFB; 4 x BC; 4 x CQ; 3 x NQ; 3 x SWQ; 2 x SQBD; 1 x Region N/A
  - “Not so confident” responses – 10 x SQBD; 8 x NQ; 7 x BC; 7 x SCFB; 6 x SWQ; 5 x CQ; 2 x Region N/A

What level of confidence do you have in the capacity of your Regional Association to grow the sport and ensure its future success in your local area?



Answered: 275 Skipped: 142

## Commentary

→	<ul style="list-style-type: none"> <li>• “Not at all confident” responses – <b>16 x SCFB</b>; 5 x CQ; 5 x NQ; 5 x SQBD; 4 x BC; 2 x SWQ</li> <li>• “Not so confident” responses – <b>12 x SCFB</b>; 7 x BC; 6 x NQ; 5 x SQBD; 5 x SWQ; 3 x CQ; 1 x Region N/A</li> </ul>
→	<p>The “<b>lack of confidence</b>” in the [REDACTED] Regional Association is significantly higher than in the other [REDACTED] regions – some reasons for which are identified at the end of this section, within “General Stakeholder Additional Comments”.</p> <p>If QTF has little to no control or influence over the quality of service provided to the grassroots Touch Football community in Queensland (especially if this quality is low), this presents as a very significant risk for the sport moving forward.</p>

# Risk vs. Opportunity

What is the single biggest opportunity the sport of touch football in Queensland should be taking advantage of?

Summary of response themes	
→	NRL and its media exposure and promotion.
→	Having so many young kids playing the sport in schools.
→	Sport for everyone, not necessarily gender specific. Game that children, teenagers and adults can play and teenagers can play with their parents.
→	Team based, non-contact sport for all.
→	More closely aligning Qld Schools Touch with QTF.
→	NRL partnerships, commercial and government revenue increases.
→	So cheap for children to play compared to other sports. Can be played all year.
→	Accessing additional playing fields.
→	Increasing player transition between junior and opens – retention.
→	Accessing a greater market share of OZ-Tag players.
→	Getting Dos into the schools more.
→	It is the cheapest kids sport I have ever been involved in at local level. This should be promoted more.

What is the single biggest risk facing the sport of touch football in Queensland??

Summary of response themes	
→	Narrow minded, [REDACTED] who only have their own [REDACTED] at heart. We need a state-wide perspective to ensure we do what is “best for the sport”, not what is best for one person / region.
→	Grassroots not being taken care of. This needs to be the key focus!
→	Politics within the talent identification pathway. If there is no transparency or faith in the process of identification, people will seek other sports and opportunities for their children.
→	Cost of representing at higher levels.

### Summary of response themes (continued)

→	Focus on elite at the expense of quality participation opportunities.
→	Oz tag, TRL, etc.
→	The steady reduction of the number of people playing any organised sport.
→	Regions being self-interested and having too much control of Touch in Queensland.
→	Lack of support for affiliates.
→	The lack of leadership capacity of regions and affiliates.
→	Local affiliate competitions not surviving.
→	It's not run well in local affiliates so kids will look to other sports. My son went along 3 years ago to the local Touch association and they didn't have enough players and it all fell apart. He's back this year and they have a few teams but communication is terrible and some kids / their parents just won't come back.
→	Competition from other sports who are well-resourced and aggressively marketed.
→	A lack of referees at the local level, requiring players to have to referee – this is not what players join up to do, they just want to play!

### General Stakeholder Additional Comments

#### Summary of response themes

→	At club / association level in [REDACTED] our sport is going pretty well, which is reflected in the participation and results our players are achieving at representative level.
→	Our biggest issue is with the Regional Administration (and particularly the [REDACTED]) that is typically all about [REDACTED] and the southern tip of the Region. [REDACTED] It is so frustrating that nothing can be done because it is common knowledge that if anybody ever says anything about the administration [REDACTED], their kids are penalised and will never be selected again. We have lost lots of good touch players because of this.
→	Thank you for taking the time to hear our thoughts. We are very disappointed with our region and the limited opportunities that our kids are exposed to.
→	Maybe consider a model of separation of the business from the politics. Regions appear to have a tight view of how the sport can grow and should be delivered, which may work in some ways and not in others. We may need to re-consider the Regional / Affiliate structures and reporting model currently in place. There is a need to demonstrate what good governance looks like to the broader membership / stakeholders.
→	QTF should be more involved with affiliates. Talented players leaving the sport because of biased selections.
→	QTF should ensure all regional paid employees are doing exactly what is expected of them. There needs to be a consistent approach to the governance, staffing and operations of Touch across the state, wherever possible.
→	There seriously needs to be something done about the way in which the [REDACTED] is administrated. The lack of information to players / parents / coaches is appalling. The blatant ignorance of processes by the [REDACTED] needs to be addressed by someone. It is no secret that players, coaches and referees are leaving the [REDACTED] all because of one person but yet despite complaints to the board, QTF and TFA, nothing is done about it.
→	QTF really needs to get serious about managing this region, as there are ongoing concerns about bullying, harassment, vexatiousness and potential financial mismanagement by the [REDACTED]. Maybe there needs to be a region wide forum with affiliates and QTF without [REDACTED] involvement so that there can be an appreciation of what players / parents / coaches have to deal with in this region!
→	Would a central model like NSW Touch work in QLD so QTF have better control over regions?



	<p>The biggest concern I have is the differences between how each region operates. We previously were in Brisbane and there was a very clear communication pathway for coaches and players in relation to selections and eligibility.</p> <p>In moving to the [REDACTED] there is definitely a complete lack of communication to parents and junior players on selections, as well as eligibility in competitions. When I have approached the [REDACTED] [REDACTED] has refused to provide information about the criteria for selection or eligibility. In fact, I have been told by [REDACTED] "holds all the power" and that if I continue to not accept the outcome then I will be "blacklisted" and my child will never play representative touch again. I have tried to bring this up with the president who has advised that what the regional manager says goes - no arguments! There is no fair complaint process with all complaints having to go to [REDACTED] [REDACTED]. It is well known that parents who have complained have had their children blacklisted from [REDACTED] Teams - which is ironic considering these players who have now moved to [REDACTED] region or [REDACTED] region are actually making the teams.</p> <p>Other regions make a real effort to promote the sport and to ensure the development of players. It's a shame that [REDACTED] has gone from a region that once had many talented players and coaches, but now cannot even attract the quality of coaches needed for the development of players.</p>
→	There are too many egos at the higher levels and no one works together. Everyone just looks at their own region or state without looking at the sport as a whole. It needs to be consistent across all levels and the governing body TFA / QTF needs to set the standards and the rules and policies.
→	Development at regional level is performing poorly. Complete lack of appropriate governance in decision making and policy formation.
→	<p>In the [REDACTED] region we have an enormous area. The hierarchy are positioned at the [REDACTED] end of the catchment and it is a simple fact that those further north will have to travel the 3 hours to meet regional obligations.</p> <p>Communication is poor with many people not receiving any communication. No consideration in draws is given to those affiliates with considerable travel for tournaments like the glasshouse all schools which has seen teams pull out.</p> <p>Over the years that we've been involved we have seen [REDACTED] go from having strong teams and representation to struggling to field teams. I can't help but wonder if that has something to do with being in an unwieldy region with a [REDACTED] bias. Much more effort needs to be made to strengthen, incorporate, support and acknowledge the affiliates - ESPECIALLY those further away.</p>

### Commentary

→	<p><i>In many ways, under the current QTF governance model, if affiliates are concerned about the activities of their Region, there is little QTF can do to address these concerns. As previously mentioned within this Paper, there is a very significant and real risk facing the sport of Touch in Queensland, if QTF cannot drive the sport in the direction it needs to go (based on evidence), in a well-resourced, consistent, sustainable and consumer-focused manner - and with a growth mindset.</i></p> <p><i>Recommendations to come from this Review will consider all evidence collected, however they will be crafted based on what is best for "the sport" in Queensland.</i></p>
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## Section 5:

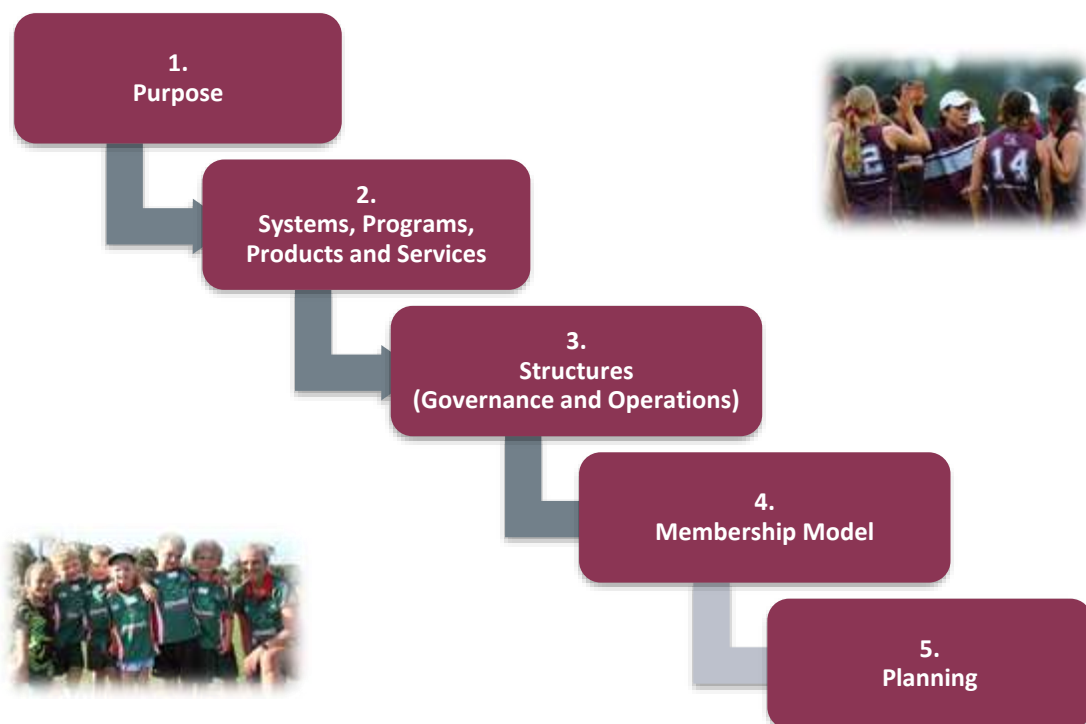
# Preliminary Opportunity Focus Areas

Based on the evidence collected via Project Stages 1 - 3 (refer to Table 1 on Page 4 of this Paper), the following **preliminary** opportunities are presented for consideration by the Project Reference Group (PRG), prior to MSC undertaking future stages of the Review.

These preliminary opportunities, along with PRG feedback, will guide MSC when framing the interview questions and focus group session activities to be used in *Project Stage 6: 1-on-1 Stakeholder Interviews* and *Project Stage 7: Stakeholder Focus Group Sessions*.

**Note:** In addition to the preliminary opportunities outlined below, many more opportunities are expected to come to light during Project Stages 6 and 7. These additional opportunities will be presented in the Interview & Focus Session Findings Summary Paper (Project Stage 8).

### **Preliminary Opportunity Focus Areas**



## 1 – Purpose

This Review provides QTF, its Regional members and Affiliates with a great opportunity to clearly identify and agree upon the **future purpose** of each governance / operating layer of the sport.

An increased clarity of the purpose and functions of each major layer of governance / operations within the Queensland Touch Football ecosystem and an awareness of the importance of the purpose / roles of each layer, will assist QTF to very clearly hone in on its future governance / operating structures and systems.

Understanding the key roles QTF and the Regions / Associations should play, and how QTF can *maximise the impact* it has on supporting the sport to achieve its immense potential in Queensland, will assist QTF to identify what its future governance and operating structures and systems should be – i.e. **form follows function**.

Following this Review, QTF, Regions and Affiliates should be very clear about how each element of the sport should be governed, managed and delivered into the future, ... by whom and why this is the case!

The future purpose (and strategic direction) of QTF should also (where relevant and possible) consider the current / future purposes and strategic directions of TFA.



## 2 – Systems, Programs, Products and Services

This Review provides QTF and its key stakeholders with the opportunity to clearly identify and agree upon the core systems, programs, products and services needed to deliver industry-leading, meaningful and positive experiences to all Touch Football consumers in Queensland.

Depending on the nature of the recommendations to come from this Review, the sport of Touch Football in Queensland (and nationally) will have the opportunity to work collaboratively, to align its delivery systems, products and programs, to ensure **consistency of quality, regardless of regional location**. These systems, products and programs may relate to (but are not limited to) governance; planning, financial model; commercial activity; digital and communications systems; competitions and events; sport development; participation; talent identification and development; human resource management; etc.

## 3 – Structures (Governance and Operations)

Following the identification and agreement of the purpose of QTF, Regions and Affiliates; and the core systems, programs, products and services needed to deliver industry leading experiences to all consumers of Touch Football in Queensland, all three key layers of the sport will have the opportunity to work together to implement a **governance structure** and **associated systems and procedures** which is based on evidence, is in-line with current best practice sports governance guidelines and will best service “the sport of Touch Football” into the future.

Some key preliminary findings presented within this Paper have demonstrated some significant stress points in relation to the current three-tiered governance structure of the sport in Queensland (i.e. QTF, Regions, Affiliates). Following the analysis of all evidence collected via the Review’s full methodology, it will be important that “the sport” does what is best for “the sport”.

Based on the recommended governance model, the opportunity will then be presented for QTF to work with its key partners to collaboratively embed a suitable **state-wide governance and management model; and staffing structure** which is **fit for future purpose** – i.e. designed specifically to effectively and sustainably deliver the core systems, programs, products and services needed to drive the growth of the sport across Queensland.



## 4 – Membership Model

The Touch Football membership model (in QLD and nationally) is based on a standard capitation fee model, whereby a player pays on-line to play for a team and a proportion of the player fee is passed up the line to the various governance layers of the sport (Association, Region, State, National – and in some case International)

An important element of growing Touch Football in Queensland, will be to ensure a membership model is in place which encourages / incentivises affiliates to grow, as well as unifying all elements of the sport! Various examples of exist where sporting organisations implement membership models to encourage the sport's delivery points to grow the sport, without necessarily having to pass a % of every player / team's fees up to the regional / state / national body. One such example is a fixed fee membership model, whereby the state association / region / affiliate is charged a fixed annual fee for a period of 3 years, based on historical capitation fees paid. This model is designed to allow state associations and their affiliates / regions to use innovative strategies to grow their membership, without having to pay more in capitation fees.

For example – With the current Regional governance model in place, if BMTA has been charged approximately \$80,000 in capitation fees by QTF per year for the past 3 years (based on 1,000 teams per year), a fixed fee model would see QTF lock in a charge of \$80,000 p.a. for BMTA for the next three years (or a slightly lower amount as an incentive). QTF would then work with BMTA to grow their membership, with BMTA keeping the capitation fees associated with any growth – e.g. if BMTA grew their number of teams to 1,200 p.a., they would keep the \$16,000 which would currently go to QTF for the additional 200 teams per year. **Note:** Models such as this require a safety mechanism to be in place to ensure Affiliates / Regions are not worse off, if their membership falls during the relevant time period. Models such as this, and their potential relevance to QTF and its Affiliates / Regions, will be explored in future stages of this Review.

Following endorsement of the optimal governance model for the sport of Touch Football in Queensland, QTF will have the opportunity to consider implementing a more contemporary membership / participant model which incentivises delivery points to grow and in doing so helps QTF and TFA to achieve growth targets.





## 5 – Planning

Following Opportunity Areas 1 - 4 (above), QTF and its delivery partners may be presented with the opportunity to develop a high level “One-Touch” Strategic Planning Framework for Queensland, designed to allow all entities to work strategically, and in an aligned manner, to successfully drive the future of Touch Football in the state and to contribute to the achievement of national objectives.

Depending on the specific nature of the “One-Touch” Strategic Planning Framework for Queensland, QTF may benefit from working with key partners to develop and implement a series of outcome specific, whole of sport plans / strategies including (but not limited to):

- ✓ *Touch Football in Queensland Digital and Communications Strategy;*
- ✓ *Touch Football in Queensland Participation Strategy;*
- ✓ *Touch Football in Queensland Affiliate Enhancement and Support Strategy;*
- ✓ *Touch Football in Queensland Facility Strategy; and*
- ✓ *Touch Football in Queensland Talent Development Strategy*
- ✓ *Updated versions of the Touch Football in Queensland Commercial Strategy*





## Section 6: Where to From Here?

The next stage of this project is for McLaughlin Sports Consultancy (MSC) to facilitate a meeting with the PRG to discuss the information contained within this Paper and the groups' thoughts leading into future stages of the Review. This meeting is scheduled for 10am Thursday 30<sup>th</sup> May.

Stages 6 and 7 of the Review involves MSC conducting up to 40 x 1-on-1 interviews and 6 x Regional Focus Group Sessions with key stakeholders. These activities will collect and analyse evidence which is direct, valid, sufficient and current; which when combined with the evidence presented within this *Preliminary Findings Paper*, will allow MSC to formulate contemporary, valid, evidence-based recommendations in line with the Review's Terms of Reference.

### **Potential interview focus areas:**

- |                                                                                                                                                                  |                                                                                                      |                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| <b>1.</b><br>Touch Football in Queensland / your region – what do you want and how will you know you have got it?                                                | <b>2.</b><br>What are the key challenges facing Touch Football in Queensland / your region?          | <b>3.</b><br>Who should have the main responsibility for servicing the sport in Queensland? (i.e. in a suite of identified areas) |
| <b>4.</b><br>What is the current level of Touch Football governance / administration capacity at affiliate, region and QTF level (people, skills, systems, etc)? | <b>5.</b><br>What should the governance structure of Touch Football in Queensland look like and why? | <b>6.</b><br>How should Touch Football in Queensland be staffed and why?                                                          |

### **Potential focus session activity areas:**

- |                                                                                                                                                                                                             |                                                                                                                                                                                                             |                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| <b>1.</b><br>What are the <b>driving forces</b> (structures, people, places, programs, products, resources, etc.) helping the sport of Touch Football in Queensland / your region to achieve its potential? | <b>2.</b><br>What are the <b>blocking forces</b> (structures, people, places, programs, products, resources, etc) stopping the sport of Touch Football in Queensland / your region achieving its potential? | <b>3.</b><br>What needs to be done to address the <b>blocking forces</b> ? |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|

Following the completion of the interviews and regional focus group sessions (Project Stages 6 and 7), Stages 8 – 11 of the Review (refer Project Methodology on Page 4 of this Paper) will be undertaken, with the project due for completion at the end of July 2019.



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