



ONE COMMUNITY - ONE VISION - ONE VOICE
- ONE TOUCH FOOTBALL!

Governance and Operating Model Review

RECOMMENDATIONS REPORT

19th July 2019



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Statement of Limitations

McLaughlin Sports Consultancy (MSC) has collected and analysed evidence relating to the current purpose, governance, organisational structure and core operations of Queensland Touch Football (QTF), via the completion of Project Stages 1 – 10 of the **QTF Governance and Operating Model Review**.

All elements of the Review have been completed 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 evidence collected and analysed via the agreed project methodology (refer Page 4).

As when undertaking any project of this nature, it is impossible to collect and analyse all potentially relevant evidence, from all potentially relevant sources, whilst working within both the scope and budgetary constraints of the project.

MSC takes no responsibility for the completeness or form of any subsequent copies of this Report.



Mike McLaughlin

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Executive Summary

This Report highlights a series of **recommendations** to come from MSC's undertaking of an independent QTF Governance and Operating Model Review (the Review) between March and July 2019. MSC has followed the agreed Review methodology, as outlined below.

Project Methodology Flowchart

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

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

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

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

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

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

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

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

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

10. Recommendations Report - 19 July 2019

11. MSC will facilitate a face-to-face PRG meeting to discuss the recommendations, ascertain which the PRG endorses and their level of priority (i.e. develop a PRG position statement regarding Review recommendations); and the future implementation implications of endorsed recommendations - **30 July 2019**

Project Background

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

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

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

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

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

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

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

Readers of this Recommendations should have already read the comprehensive ***Preliminary Findings and Opportunities Paper*** and ***Interview and Focus Group Session Findings Summary Paper***, to come from earlier stages of the project.



Project Steering Committee

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

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

Review Mindset

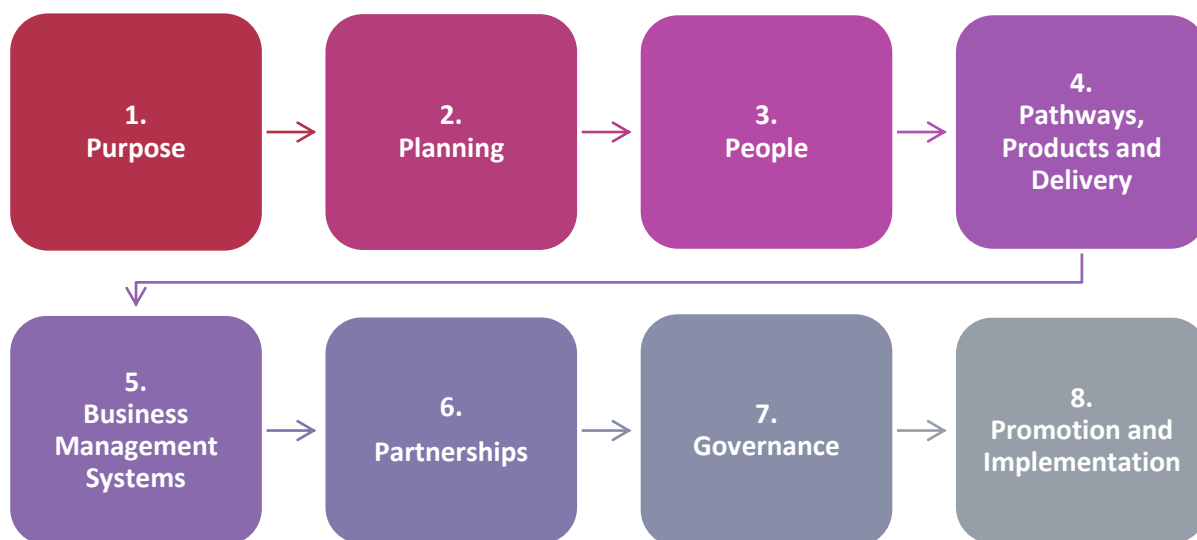
High performing people (and organisations) usually have what is known as a **“possibility mindset”** when faced with a situation, as opposed to a **“problem mindset”** ... and we control this, because we control how we think.

Through the discussions MSC has had with the PRG throughout the Review’s lifecycle, it is clear they feel the time is right to make evidence-based decisions relating to the 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.

Recommendations

The **Recommendations** section of this Report presents **16 x evidence-based recommendations** aligned with the Review objectives. Recommendations are clustered into **8 Recommendation Focus Areas**, as per the following:



Recommendations Summary

RECOMMENDATION 1.1: QTF Purpose Statement

RECOMMENDATION 2.1: Touch Football in Queensland Footprint Modelling

RECOMMENDATION 2.2: Touch Football in Queensland Planning Framework

RECOMMENDATION 3.1: QTF 1-Team Staff Structure

RECOMMENDATION 3.2: 1-Team Staff Policies and Procedures

RECOMMENDATION 3.3: 1-Team Staff Selection

RECOMMENDATION 4.1: Whole of Sport Participation Product Offerings

RECOMMENDATION 4.2: Touch Football in Queensland Competition and Events Framework

RECOMMENDATION 4.3: 1-Touch Football Community Model

RECOMMENDATION 5.1: Integrated Business Management Systems

RECOMMENDATION 6.1: NRL/ARLC and TFA Partnership

RECOMMENDATION 7.1: QTF Governance Model

RECOMMENDATION 7.2: QTF Governance Systems and Processes

RECOMMENDATION 7.3: QTF Constitution

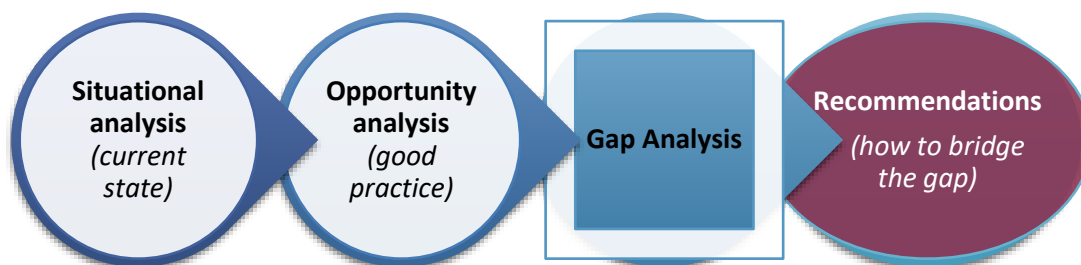
RECOMMENDATION 8.1: Post Review Implementation Plan

RECOMMENDATION 8.2: Post Review Communications Strategy

Recommendations

To assist in formulating the final recommendations, MSC conducted a gap analysis between the current QTF governance and operating model and a model designed to optimally deliver and grow the sport across the state of Queensland. The infographic below identifies how the Review looked at the manner in which Touch Football in Queensland is currently governed and delivered (i.e. prior to the Review); the objectives of the Review; and which gaps exist between these two positions. The recommendations presented in this Report are designed to define the necessary actions to close identified gaps.

Gap Analysis Approach



Note: Some recommendations will benefit from the involvement (direct or indirect) of Touch Football Australia (TFA) and/or the National Rugby League / Australian Rugby League Commission. Where this is the case, this is clearly stated.



Potential implementation timelines associated with each recommendation have been included in this Report. It is hoped the suggested timelines will provide QTF with some preliminary insight (from MSC's perspective) regarding when recommendations should be implemented. **Note:** Recommendations are **not** listed in any order of implementation priority.



Recommendation Focus Area 1 – Purpose

RECOMMENDATION 1.1 – QTF Purpose Statement

Late 2019

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

Enable anyone in Queensland who wants to engage with the sport of Touch Football to be able to, in positive and meaningful ways – and in doing so, grow the sport. ONE COMMUNITY – ONE VISION – ONE VOICE – ONE TOUCH FOOTBALL!

Commentary –

*For Touch Football in Queensland to thrive into the future, the sport will require its state governing body, and all delivery points, to **provide a broader and more relevant suite of engagement opportunities to the community**. This will allow new people to access and engage with the sport; non-returning consumers to come back; as well as increasing the retention of current members / participants. There are too many instances currently, where people are being turned away from the sport by delivery points (e.g. affiliates) that either cannot, or are choosing not to, proactively grow the sport – this has to stop if the sport is to achieve its potential in Queensland.*

*The talent development and high performance elements of Touch Football have been very successful over many years (e.g. State Junior / Youth teams and State of Origin teams). However, whilst these elements of the sport’s pathway in Queensland are important, they involve a very small percentage of the QTF membership (e.g. a couple of hundred players from a total playing membership of over 80,000) and these elements of the sport are expensive to service. As such, high performance pathways should not form a major element of the “purpose” of QTF and its member bodies. The core purpose of QTF and its delivery points should be to **grow the sport**.*

*Before the structures and people (i.e. governance and staff) of QTF can be agreed upon, QTF and its key stakeholders will need to agree on the **core purpose** of each layer of the sport – i.e. form follows function.*



Recommendation Focus Area 2 – Planning

RECOMMENDATION 2.1 – Touch Football in Queensland Footprint Modelling

January 2020



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

Commentary –

It is important for QTF to take a data-led approach to strategic decision making, as it seeks to progress the development of a suite of key strategies (refer Recommendation 2.2). As a precursor to a more data-led approach to QTF planning and investment, QTF needs to acquire high quality data to better understand the current and potential consumer base for Touch Football in Queensland.

The opportunity exists for QTF to work with the Queensland Government – Sport and Recreation and other consultancy partners who operate in this space (e.g. ActiveXchange - www.activechange.org, Gemba – www.thegembagroup.com and/or others) to undertake a member / current and future participant and facility mapping exercise, designed to accurately identify current and future market size and facility usage rates at a local, regional and state level. This data will inform future-focused Touch Football Queensland planning and investment (human, physical and financial) strategies.

Note: *In relation to the facility mapping piece, excellent work in this space has been done by Sport and Recreation and various Queensland State Sporting Organisations, in what is referred to as the Sport Planning Tool project - <https://www.qld.gov.au/recreation/sports/planning-maps>. The Sport Planning Tool is an interactive mapping platform that contains data collected in conjunction with State Level Organisations (SLOs), which has been mapped and analysed using a geographic information system (GIS).*

The tool allows Clubs, Associations, SLOs and Councils to undertake planning and analysis of their current and future infrastructure needs by understanding local, regional and state-wide trends. The use of this tool will help to maximise participation and access to sport facilities across Queensland.

Importantly, this activity would also provide QTF with a data-based approach to deciding if the current regional boundaries for the sport in Queensland are fit for future purpose; and if not, what changes to catchment / delivery boundaries should be made. **Note:** *When considering any future changes to current regional catchment / delivery boundaries, consideration should be given to the State Government (Sport and Recreation) service area boundaries and regional office locations.*

RECOMMENDATION 2.2 – Touch Football in Queensland Planning Framework

June 2020



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

Elements of the Touch Football in Queensland Planning Framework could include (but may not be limited to):

- **Touch Football in Queensland Strategic Plan:** A whole of sport strategic plan designed to align with the next iteration of the TFA Strategic Plan (currently under development) and the NRL / Australian Rugby League Commission (ARLC) non-contact strategy (currently under development). This plan should also allow QTF regions and affiliates to be able to undertake a simple strategic prioritisation activity which will assist them to develop strategic plans specific to their needs, whilst aligning with the QTF Strategic Plan in areas of relevance.
- **Touch Football in Queensland Participation Growth Strategy:** Designed to drive the coordinated growth of all elements of a Touch Football in Queensland Participant Pathway Framework and its product offerings (including modified versions of the game, commercial competitions, social competitions, NRL League Touch, etc.).
- **Touch Football “in” Queensland Affiliate Support Strategy:** Designed to drive the coordinated capacity enhancement / support of all affiliates, as well as the formation of new affiliates in areas of strategic importance. **Note:** *This strategy should look to incorporate the use of the TFA Affiliate Management Resource Initiative (AMRI).*
- **Touch Football “in” Queensland Coach and Referee Development Strategy:** Designed to drive the coordinated growth and development of the coach and official workforce supporting all elements of a Touch Football “in” Queensland Participant Pathway Framework.
- **Touch Football “in” Queensland Commercial Strategy:** Designed to guide QTF activities, as they relate to maximising the long-term financial viability of Touch Football in Queensland (including commercial competitions owned and managed by QTF). **Note:** *The current QTF Commercial Plan should be used as the foundation from which to develop a more comprehensive strategy.*
- **Touch Football “in” Queensland Digital and Communications Strategy:** Designed to ensure digital systems, tools and activities help QTF to more effectively engage with all elements of the Queensland Touch Football community; to effectively capture and monetise data to come from this engagement; and for the organisation to more effectively and efficiently manage its business. *It is also recommended that within the Digital and Communications Strategy, priority be placed on developing a **participation pathways web-app** which facilitates a single “gateway to all forms of Touch Football in Queensland” – Visit <https://sls.com.au/pathways/> to see what Surf Lifesaving Australia have recently done in this space.*

→ **Touch Football “in” Queensland Facilities Strategy:** Designed to strategically identify and advocate Touch Football facility priorities across the state – based on current and future population data, current QTF participation data and predictive participation modelling data.

Note: *MSC understands that TFA is currently in discussions with the NRL / ALRC in relation to a national Rugby League Facilities Strategy they are soon to initiate and how this Strategy may also be able to include Touch Football facilities. Any opportunity for Touch Football in Queensland (and nationally) to benefit from this rugby league initiative should be maximised.*

→ **Touch Football “in” Queensland Talent Development Strategy:** Designed to drive a coordinated system of identification, development, nurturing and retention of talented athletes, to optimise the progression of these athletes into QTF and TFA high performance support programs; and to maximise Queensland players’ success on the world stage. This strategy needs to optimise the alignment with the Queensland School Sport Talent Identification and Development system, where possible, to avoid the cannibalisation of young players by either system, whilst optimising mutual benefit.

Note: *QTF should, where appropriate and beneficial, look to align its whole of sport planning framework with other key sport and recreation plans, including (but not limited to):*

- **Activate! Queensland 2019–2029** – The Queensland Government’s 10 year strategy for physical activity, sport and active recreation; and
- **Sport 2030** – Sport Australia National Sport Plan (2018-2030).

Commentary –

The lack of a system-wide planning framework for the sport of Touch Football in Queensland is clear. Without a seamless and whole of sport state-wide planning framework being 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):

- *Narrow, operational focus;*
- *Excessive duplication of resources (physical, financial, systems and human);*
- *Lack of respect between parties relating to the roles they do and do not undertake, resulting in an “us against them” mentality; and*
- *A lack of whole of sport and future focused thinking.*

Having an integrated planning framework in place for Touch Football in Queensland will not only guide activities and accountabilities, it will also provide clarity to QTF in relation to the capability framework (governance, staff, systems and programs, etc.) needed to achieve strategic objectives – form follows function!

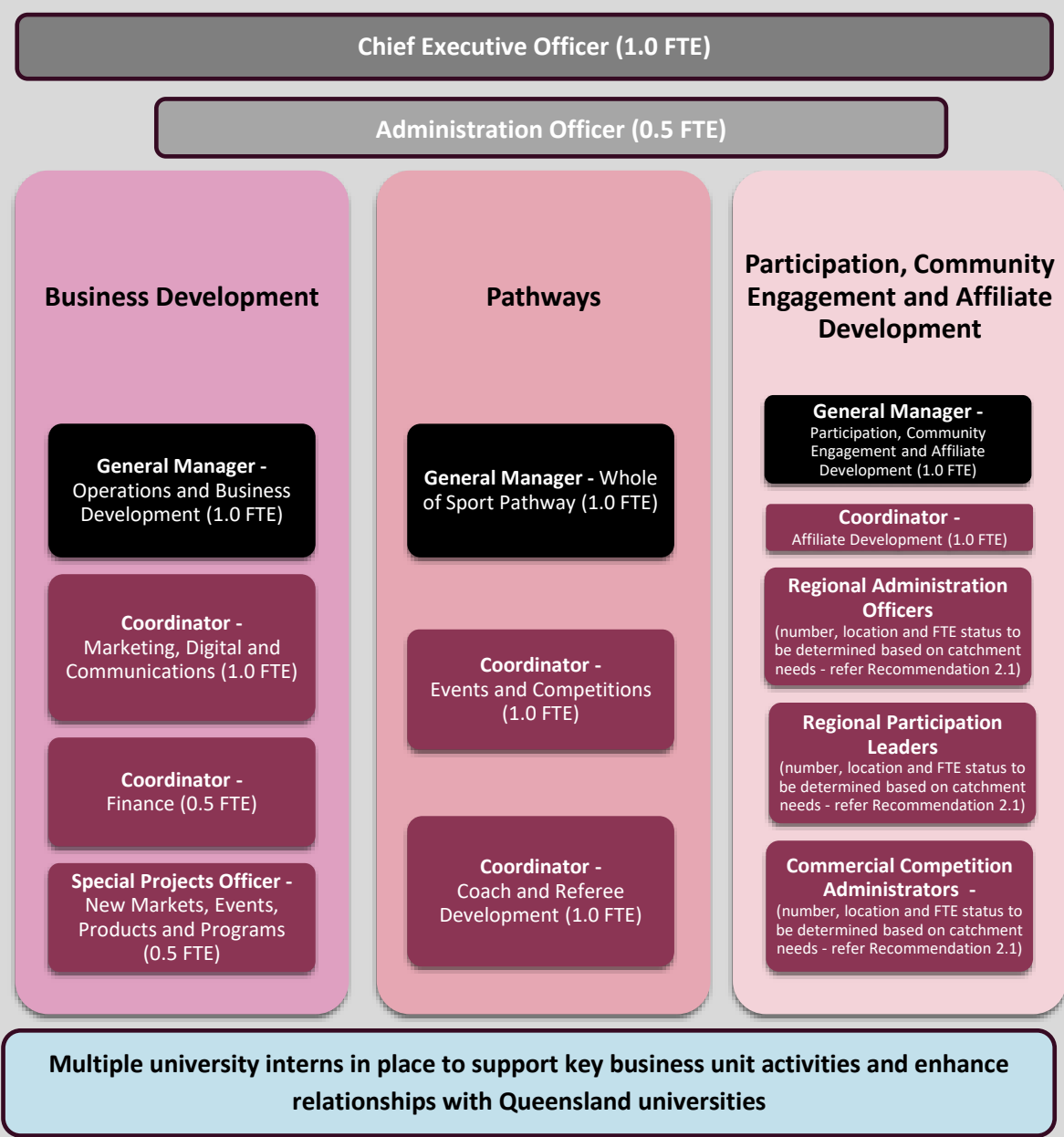
Recommendation Focus Area 3 – People

RECOMMENDATION 3.1 – QTF 1-Team Staff Structure

September 2020

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

A potential model is summarised below:



Commentary –

For Touch Football in Queensland to achieve its future potential, the currently separate QTF and Region staffing structures should be fully integrated into a single whole of sport staffing structure, prior to the new governance model being implemented (refer Recommendation 7.1). This structure needs to ensure the right people are in the right roles and that an exceptional workplace culture is in place, both of which align with the whole of sport purpose statement – refer Recommendation 1.1 and the nature of the Touch Football in Queensland Planning Framework (refer Recommendation 2.2).

A key reason for the QTF 1-Team staffing model being embedded prior to the new governance model (refer Recommendation 7.1), is that Governance restructure involving the dissolution of voting members can be a prickly subject for some. As such, it will be important for the entire Queensland Touch Football community (especially affiliates and regions) to see how effectively QTF staff can work as 1-Team, via the implementation of a unified workforce, to deliver far better value to all elements of the sport than is currently the case.

Once it is clear to the vast majority of the Queensland Touch Football community that QTF staff have been working effectively together across the state, via a whole of sport planning and workforce framework; and all entities are wanting to implement governance reform for the ongoing benefit of the sport, the likelihood of the voting memberships endorsing change will be vastly increased.

In addition to the aforementioned, the overwhelming response from interviewees and regional focus group session participants was that the optimal staffing model for the sport should be QTF employed State and Region focused staff + Affiliate employed staff (where feasible) + volunteers.

Reasons for this response included:

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

- *At the QTF and region levels, there needs to be a single staffing structure for the sport (if financially feasible), to minimise duplication of resources and effort, to improve communication and outputs and to ensure there is minimal separation between the state and local elements of the sport. This 1-Team staffing structure also needs to more effectively support the capacity development of all affiliates, but particularly those in the regional areas of the state.*
- *Regardless of the governance model implemented for Touch Football in Queensland following the Review, there will need to be the right people, doing the right jobs, in the right places, if the sport is to improve – “We need the best people (staff, boards, coaches, referees, volunteers), or we won’t be the best sport”.*
- ***QTF has no ability to effectively manage regional staff who are not employed by QTF (i.e. regional administrators), which, in some instances is proving very detrimental to the sport.***

Notes:

- *QTF would need to undertake a business case associated with the costs of the aforementioned staffing model to ensure its viability and sustainability.*
- *QTF should work closely with State Government – Sport and Recreation to identify opportunities for sourcing additional government funding, to assist with the implementation of key recommendations to come from this review.*
- *QTF should investigate new financial models to increase the revenue coming into QTF to assist with any additional costs associated with the staffing model presented above (e.g. Recommendation 2.2 – QTF Commercial Strategy; Recommendation 4.3 – 1-Touch Football Community Model; and a nationally integrated team / player registration system and costing model – refer Recommendation 5.1).*



RECOMMENDATION 3.2 – 1-Team Staff Policies and Procedures

July 2020



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

HUMAN RESOURCES

RECOMMENDATION 3.3 – 1-Team Staff Selection

August 2020



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

Commentary –

Using re-defined / new position descriptions as the foundation (refer to Recommendation 3.2), it will be extremely important for the new staff selection process to be professionally and openly managed, to ensure transparency of process and the recruitment of the right people for the right roles. Regardless of the effectiveness of policy and procedure frameworks, organisations are only as good as the people within them!

A company's employees are
its greatest asset and your
people are your product.

Richard Branson

Recommendation Focus Area 4 – Pathways, Products and Delivery

RECOMMENDATION 4.1 – Whole of Sport Participation Product Offerings

December 2021

QTF to work closely with TFA to support their development / promotion of a suite of contemporary and nationally consistent program / product offerings, designed to meet the specific participation motivations of all elements of the “TFA FTEM Athlete Development Framework”. **Note:** Some products are currently available, yet may require improved promotion and delivery (e.g. NRL League Touch, City Touch Competition, Premier Touch Competition, etc.) and some will need to be developed.

Commentary –

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

Although this is the case, it is clear that the impact the TFA Athlete Development Framework is having on stakeholders’ (e.g. parents of junior players, players, coaches, selectors, development officers, etc.) understanding of a clear player pathway is limited.

Note: The TFA Athlete Development Pathway does not include content relating to the Active Lifestyle stream (i.e. social Touch Football – especially for adults) within the FTEM model. It is heavily focused around “talent development” as opposed to “participation growth” and this presents as a key opportunity.

Contemporising the sport’s offerings, relative to the changing needs of a broader set of consumer segments, will help to ensure QTF affiliated and commercially operated Touch Football, and the delivery network which supports it, remains relevant into the future.

A contemporary sports participation offering based on the “user-experience – UX model” needs both contemporary product and program offerings, which align directly with contemporary participation pathway framework offerings and membership models (refer Recommendation 4.3). There must be a significant value proposition!



Some potential Touch Football offerings may include (but should not be limited to) those listed below:

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

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

TFA Athlete Development Framework

	JUNIORS/INTRODUCTION 5 - 12 YEARS	YOUTH/DEVELOPMENT 13 - 20 YEARS	ADULT 21 + YEARS
MASTERY SUSTAINED SUCCESS		YOUTH TRANS-TASMAN	WORLD CUP
			TRANS TASMAN
			ELITE 8
			STATE OF ORIGIN
ELITE REPRESENTATION AND SUCCESS		NATIONAL TOUCH LEAGUE	NATIONAL TOUCH LEAGUE
		NATIONAL YOUTH CHAMPIONSHIPS	STATE TOURNAMENTS
TALENT PRACTICE AND ACHIEVEMENT	SCHOOL SPORT NATIONALS 12'S	SCHOOL SPORT NATIONALS 15'S	REGIONAL TOURNAMENTS
	STATE/REGIONAL TOURNAMENTS	STATE/REGIONAL TOURNAMENTS	
FOUNDATION PARTICIPATION/SOCIAL	AFFILIATE AND SCHOOL GALA DAYS	JUNIOR AFFILIATE COMPETITIONS	AFFILIATE COMPETITIONS
	JUNIOR AFFILIATE COMPETITIONS		
	AUSTOUCH PROGRAM	SCHOOL COMPETITIONS	
	SCHOOL CLINICS		
	PHYSICAL EDUCATION SCHOOL CURRICULUM		

RECOMMENDATION 4.2 – QTF Competition and Events Framework

January 2021



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

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

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

Commentary –

QTF is now managing and/or supporting the delivery of various events very successfully (e.g. Junior State Cup and others). Having said this, the opportunity exists for there to be increased clarity of purpose in relation to the QTF Events Framework. This will help minimise player, coach, parent, referee and administrator fatigue / burnout; optimise consumer engagement; and optimise event related revenues at both the QTF and affiliate levels. The opportunity also exists for QTF to continue to increase the revenue it sources via its management of key events.

Competition (i.e. weekly fixtures) is an important and positive element of Touch Football participation (as with all sports), however a quality competition framework needs to allow those who wish to compete, to be able to do so in meaningful, positive and accessible ways and in ways which encourage them to stay involved in the sport. Local competition delivery points (i.e. affiliates, QTF commercial competitions, NRL League Touch providers and potentially others, e.g. QTF licenced providers – Refer Recommendation 4.3) need assistance in understanding the need for, and being able to effectively promote and deliver, relevant competition offerings, based on consumer needs. QTF needs to provide support in this area.



RECOMMENDATION 4.3 – 1-Touch Football Community Model

December 2020



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

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

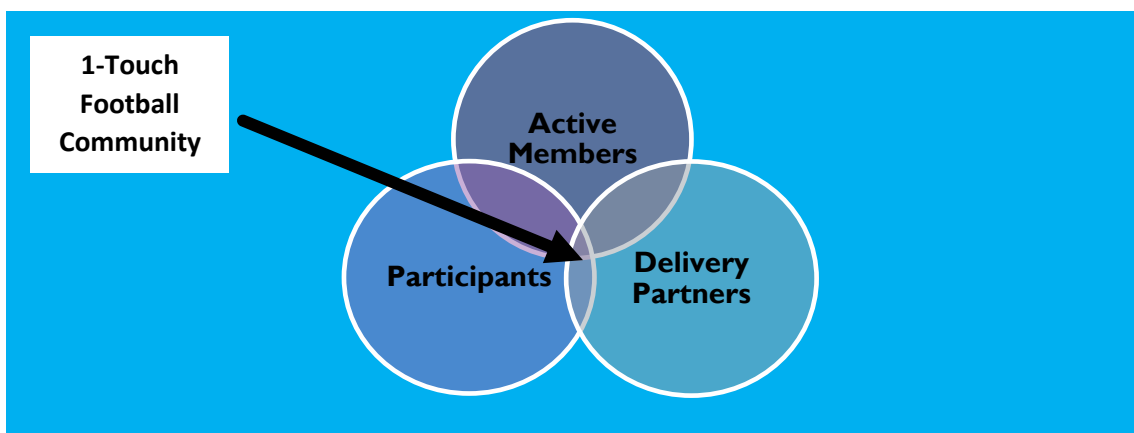
1. Grows the size, breadth and reach of the QTF community;
2. Grows QTF revenues gained via membership;
3. Appropriately monetises the Participants and Partners elements of the 1-Touch Football Community Model, to ensure QTF can effectively service these elements; and
4. Clearly identifies the value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

Commentary –

It QTF wishes to significantly grow the sport of Touch Football in Queensland, it may not be able to do this via its traditional delivery system (i.e. affiliates) alone. It may need to broaden the thinking around growth and how this may occur.

It is clear that QTF will benefit from looking at membership as one part of an interwoven “1-Touch Football Community” model. QTF / affiliate membership will play a key role in significantly growing membership and participation numbers (and revenues) ... but membership should not be the only factor in play.

Key elements of the “1-Touch Football Community” Framework



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

1 & 2	Full Active Membership	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
3	Program Participants	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.
4	Event Participants	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.
5	School Delivered Programs	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.
6	School Managed Competitions	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.
7	Accredited Volunteer Participants	Participants who participate in recognised sport education courses that receive formal accreditation.

Although this is the case, a range of additional opportunities exist to “broaden the QTF net” to increase overall levels of participant engagement and commercial revenues.

Members

Opportunities to expand the QTF membership could include (but will not be limited to):

- **NRL League Touch participants;**
- **Short term membership** (e.g. short term competition - monthly, etc.);
- **Event specific membership** (e.g. to allow non-members / non-affiliated players to participate in QTF events);
- **Reciprocal membership with other sports** (e.g. Rugby League); and
- **Queensland All Schools Championships participants.**



Membership will always be a key element of the future 1-Touch Football community (i.e. those in “the QTF tent”), however, it is not and should not be the only element.

Participants

QTF is presented with the opportunity to expand its **Participant** categories, in an attempt to more effectively build capacity, retain revenues and enable greater breadth and reach of the sport across the state.

Potential “Registered Participants” categories (i.e. in addition to those currently in place) might include (but would not be limited to):

- QTF commercial competition participants;
- QTF endorsed “unaffiliated” large scale community event participants;
- NRL League Touch participants;
- University Touch Football competition participants; and
- Participants of programs / competitions / events delivered by QTF Licenced Providers and their customers.

Delivery Partners

Potential “1-Touch Football Community Delivery Partner” categories could include (but may not be limited to):

- ✓ NRL League Touch deliverers;
- ✓ Commercial providers currently offering (or able to offer) various forms of unaffiliated Touch Football offerings;
- ✓ Licensed providers of TFA / QTF products / programs / events; and
- ✓ Schools (e.g. each school who participates in events such as the Queensland All Schools Championships needs to become a “partner” of QTF); and
- ✓ Universities.

Ideally, a whole of sport Membership and Participation Model Review would occur at the national level, to allow state / territory Touch Football organisations to benefit. As such, it is advised that QTF work closely with TFA to drive this project at the national level.



Recommendation Focus Area 5 – Business Management Systems

RECOMMENDATION 5.1 – Integrated Business Management Systems

December 2021



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

Commentary –

A suite of fit for purpose business management systems need to be developed and implemented across the QTF (and TFA) organisation - i.e. QTF, regional offices / cost centres (refer Recommendation 7.1) and ideally into affiliates. **Note:** Ideally, this process would occur at the national level, to allow state / territory level organisations to benefit.

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

- ✓ **Commercial:** Consistency in branding and commercial offerings for all forms of affiliated / QTF aligned Touch Football, which would support commercial agreements, allowing QTF to negotiate and manage strategic assets more effectively. This would provide for certain protected sponsorship categories to be managed and offered for sale, with transparency of benefits and service costs clear to all stakeholders. **Note:** TFA should be consulted in this space, as appropriate;
- ✓ **Financial management:** A single financial management system in place whereby QTF would produce consolidated annual financial reports (including those for all regional cost centres), which would allow simpler and more transparent assessments of the financial performance and sustainability of the organisation across the state. Ideally this integrated financial management approach should extend to use by the affiliates as well, to allow simple and transparent assessments of the performance and sustainability of the whole of the sport. **Note:** Ideally this approach would be instigated nationally by TFA.
- ✓ **Digital and IT:** A single digital and data management and analysis system, including a single database; single web-app based registration platform and customer engagement / relationship management system, etc. This should be an element of the QTF Digital Strategy (refer Recommendation 2.2). If a national digital web-app based registration platform and customer engagement / relationship management system were to be implemented, the opportunity also exists for more standardised player / team fees to be implemented across Queensland (and Australia). **Note:** Ideally this approach would be instigated nationally by TFA.
- ✓ **Operational policies and procedures** across all areas of the business (e.g. human resources, etc.).

Note: Human resource policies and procedures were included in Recommendation 3.2 and governance policies and procedures are in Recommendation 7.2).

Recommendation Focus Area 6 – Partnerships

RECOMMENDATION 6.1 – TFA and NRL / ARLC Partnership

December 2019

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

Commentary –

In 2013 TFA and the NRL (via the ARLC) entered into a partnership agreement, the benefits of which for the Touch Football Community were outlined at the time, as including:

- ✓ *Greater recreation participation opportunities for all abilities and ages;*
- ✓ *Lowering participation and insurance costs;*
- ✓ *Co-ordinated pathways programs for elite athletes;*
- ✓ *Opportunity for strategic funding of green-space and other sporting facilities; and*
- ✓ *More opportunities to work with government in the delivery of community and education programs.*

MSC has not be able to access any formal agreements / memoranda of understanding, or similar, at the time of writing; and is aware that the QTF CEO has also not viewed such documentation.

There is a significant level of distrust, dissatisfaction and/or lack of understanding from various elements of the QTF community, in relation to the nature of the agreement between TFA and the NRL / ARLC, the supposed benefits of this agreement for all levels of the sport (especially at the affiliate level) and what the future holds in this space. The general consensus of the majority of QTF stakeholders engaged with via the Review methodology (perhaps with the exception of some involved in the high performance elements of the sport), is that the current partnership is very one-sided, in favour of the NRL / ARLC.

It will be important for QTF to have a very sound understanding of the details of the current partnership agreement / relationship between TFA and the NRL / ALRC, and the benefits this has and can continue to bring to all elements of the QTF community. It will then be equally important that this information is effectively communicated to the QTF community and considered as QTF undertakes the development of key strategies (refer Recommendation 2.2).



Recommendation Focus Area 7 – Governance

RECOMMENDATION 7.1 – QTF Governance Model

December 2021



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

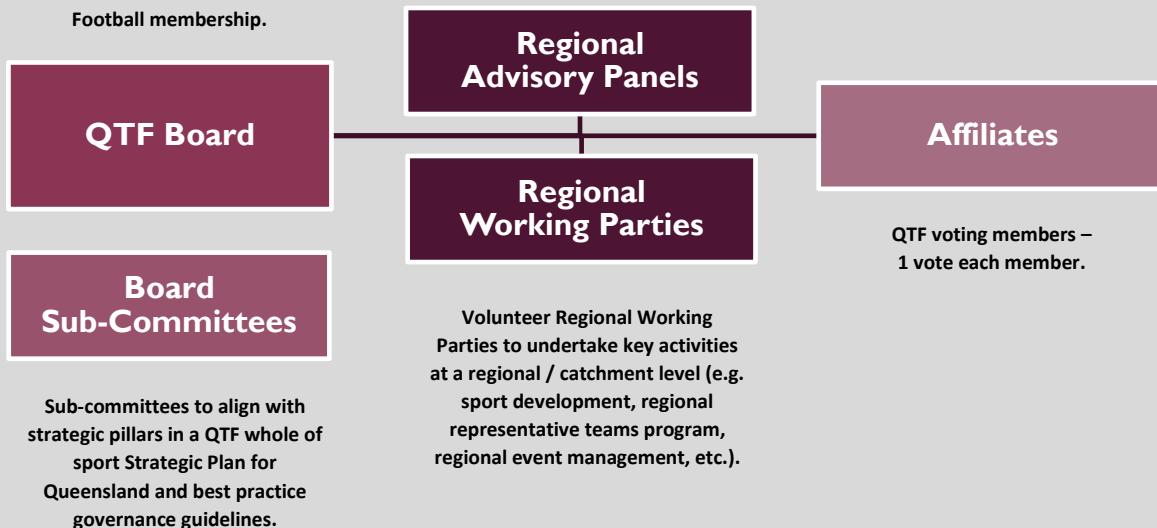
QTF should also consider becoming registered as a Public Company Limited by Guarantee (PCLG), as opposed to an Incorporated Association.

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

Broad Governance Structure

5 independent directors elected by the voting membership – i.e. affiliates (president appointed by the Board); and 2-3 independent directors appointed by the Board to fill identified Board skill gaps - these people may come from outside of the traditional Touch Football membership.

Volunteer Regional Advisory Panels to provide contextual strategic guidance, insight and a dedicated voice to the QTF Board, in relation to region / catchment specific matters – no voting rights.



Commentary –

Findings to come from the Review are clear – the governance structure for the sport of Touch Football in Queensland should include QTF + affiliates, as opposed to the current structure, which also includes the Regions as QTF’s voting members.

There are many inadequacies and inefficiencies associated with the various layers of governance, management, systems and delivery separation between QTF, the regions and the affiliates and this presents as potentially the greatest risk facing the coordinated growth of Touch Football in Queensland.

Currently, the future strategic and/or operational direction of QTF / the sport of Touch Football in Queensland can be “controlled” by a very small number of individuals “supposedly” representing their region’s affiliate members at a QTF AGM / SGM. Findings from the Review highlight that the majority of affiliates feel their voice is not being heard at the QTF level and they actually have little to no idea what their region’s position is on key QTF general meeting items – i.e. they are not being canvassed by their region, prior to QTF general meetings, to determine their affiliates’ position on key issues. It is an obvious issue when a region takes a supposedly “collective position” to QTF general meetings, without having consulted their affiliates. The key to the future success of Touch Football in Queensland is the delivery point (i.e. the affiliates) and the current governance and operating model is not servicing the affiliates effectively enough.

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

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

As with many sports (particularly at the local / regional level), in general, there is a lack of understanding at the region and affiliate levels of Touch Football in Queensland, of the roles and responsibilities of a director, including the strategic responsibilities of a board.

Additionally, there are misconceptions regarding what governance is and the benefits of good governance. There is also difficulty in attracting, developing and maintaining board members in the right roles to support good decision making at the regional / local levels.

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

Some key considerations associated with the dissolution of the QTF member Regions include:

→ *The current QTF constitution states that a Special Resolution is defined as a resolution passed in accordance with the Act. The Act provides that for a special resolution to be passed, 75% of the votes cast must be in favour of the motion.*

As QTF has 6 voting regions, and a quorum of 4, the special resolution majority depends on how many of the 6 vote. The 75% relates to the votes cast, not of the members entitled to vote.

Pursuant to Clause 17.4 of the QTF Constitution, the vote can be conducted by way of a show of hands, or by a secret ballot if required by the chairman, or any delegate. The voting is conducted by the delegate appointed by the region.

→ *At regional AGMs it appears as though a two thirds majority of the voting membership (i.e. the affiliates in each particular region) needs to agree with a special resolution at a regional AGM, in order for the motion to be passed. Based on the aforementioned, it will be of critical importance that QTF not only clearly communicate and support the regions in relation to the significant governance change impacting on their regional entity, but also that QTF communicate directly and often with each affiliate in each region between the release of the QTF Board's position relating to this Review. **Note:** The constitutions of South Queensland and Border Districts; Sunshine Coast, Fraser and Burnett; and Central Queensland Touch Associations, were not made available for review.*

→ *A very real blocker to the dissolution of regions is the fear that any retained members equity a region may currently hold, will be given to QTF and used in a manner not beneficial to Touch Football in their catchment. Therefore, if regions were to dissolve, a system could be initiated by QTF to ensure any regional assets which were transferred to QTF ownership upon dissolution, could be "quarantined", to ensure these assets are used to support the sport in specific regional catchments across Queensland.*

→ *Another potential blocker to the dissolution of regions is the fear that affiliation fees which would be passed from affiliates directly to QTF under the new model, may not be used in a manner which is beneficial to Touch Football in their catchment. Therefore, an option could be explored, whereby the affiliation fees which were previously being passed on from affiliates to their region, are to be quarantined by QTF, to ensure these funds are used to support the sport in specific regional catchments across Queensland. In this case, regional catchments would effectively operate as cost centres of QTF.*

→ It will be important for key regional stakeholders to clearly understand that dissolving the regional entity does not stop people who are currently filling key volunteer roles at regional level, from contributing positively to the future growth and prosperity of the sport in their region. In fact, by doing so, many of these individuals will no longer need to spend significant amounts of time undertaking activities associated with the “governance” of a regional entity; and instead they can spend their time and use their skills to greater effect by doing the things they enjoy (e.g. participant growth activities, development activities, regional representative team activities, competition management, etc.). The vast majority of people currently governing the sport at regional level do not want to “govern” the region, they want to “get their hands dirty and have fun” and help the sport in areas of interest to them and in activities which their skills support (e.g. coaching, refereeing, junior development, development, representative team management, etc.)

→ The key reason regional Touch Football entities were formed in the late 1970s and 1980s, was to facilitate inter-district and eventually inter-region competitions (i.e. regional representative teams). It will be important for regional stakeholders to understand that if regions are dissolved, regional representative programs and teams will continue to operate and these teams participate in events such as the junior state championships, NTL and others to come from the QTF Competitions and Events Framework Review (refer Recommendation 4.2). This will allow these stakeholders to see that the “identity” of their region and the talent pathways available to players, coaches and referees within their geographic location, will remain.



→ The issue of the conduct of AGMs for state sporting organisations which have affiliates or clubs as their voting members, as opposed to regional members being the voting members, being cumbersome to facilitate, may need to be addressed – e.g. QTF currently has 6 voting members (the regions), and they would have 70+ voting members under the recommended governance model.

Examples of how other large state sporting organisations who implement a governance model whereby clubs / associations are the voting members, deal with this issue (e.g. Touch Football NSW and Netball Western Australia) include:



- A quorum for General Meetings is 10% of the voting membership (TFNSW) and 51% (Netball WA).
- Netball WA may hold a General Meeting at 2 or more venues, using any technology that gives the Members entitled to be heard at a General Meeting, a reasonable opportunity to participate.

RECOMMENDATION 7.2 – QTF Governance Systems and Processes

June 2021



QTF to develop and implement a suite of systems and process designed to align with current best practice. These systems and process are to include (but may not be limited to):

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

- *Comprise between five and nine directors (as per Recommendation 7.1);*
- *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 (as per Recommendation 7.1);*
- *Have the ability to make a limited number of external appointments to the board to fill skill gaps (as per Recommendation 7.1);*
- *Institute a staggered rotation system for board members with a maximum term in office to encourage board renewal while retaining corporate memory; and*
- *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. **Note:** This includes setting and working towards achieving a target of 50% female representation of the board by December 2021 (i.e. in line with the governance model being implemented).*

b) **A QTF Board Charter (or Terms of Reference) be developed. The Charter should clearly set out how the Board performs its role, as well as defining the respective roles, responsibilities and authorities of the Board and management in setting the strategic direction and control of the organisation. The Charter should include (but may not be limited to) the following:**

The Board will:

- *Confirm the broad strategic directions of QTF, whilst providing an avenue for key stakeholder input into the strategic direction of the organisation;*
- *Appoint, dismiss, direct, support professional development for, evaluate the performance and determine the remuneration of senior staff;*
- *Approve, monitor and be accountable for the financial and non-financial performance of the organisation;*
- *Ensure an effective system of internal controls exists and is operating as expected;*
- *Ensure policies regarding 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;*
- *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; and*
- *Ensure director and Board performance evaluation and professional development occurs regularly.*

Note: It is also recommended that Charters / Terms of Reference be developed for all Board sub-committees, advisory panels and working parties.

c) In addition to the development of Board and Sub-Committee / Advisory Panel / Working Party Charters / Terms of Reference, position descriptions (including required skill sets and roles / responsibilities) should to be developed to guide the recruitment and activities of Board members.

d) As the ultimate decision-making power should rest with the board, the board should clearly document all delegations of authority to the CEO 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.

e) QTF should form a Nominations Committee with the authority to identify individuals with the appropriate skills and background and nominate them to become elected or appointment Board members. The Nominations Committee should take prime responsibility for, but not be limited to:

- *Reviewing the board's skill mix and identifying gaps;*
- *Identifying potential directors for appointment to the Board or to be put forward as preferred nominations for elections; and*
- *Reviewing director nominations and providing the members with the board's preferred nominees, based on needs identified in the skill gap analysis.*

Note: Sport Australia recently launched the National Sports Directorship Register, designed to link high quality candidates with opportunities for director positions on the boards of sporting organisations <https://www.sportaus.gov.au/careers/nsdr>. This could be explored as part of the QTF director recruitment process.

f) All newly elected Board members to undergo an appropriate induction process. The induction process should ensure all Board members have:

- ✓ *An appropriate level of knowledge of the industry in which the QTF operates;*
- ✓ *A clear understanding of QTF's business operations;*
- ✓ *A clear understanding of QTF's financial circumstances;*
- ✓ *A clear understanding of QTF's strategy and direction (i.e. QTF's Whole of Sport Strategic Plan and progress relating to it);*
- ✓ *A clear understanding of what is expected of the director in their role, including legal responsibilities;*
- ✓ *A clear understanding of the business risks that may affect QTF's success; and*
- ✓ *Access to relevant background information.*

The QTF CEO and President should provide a briefing session to all new Board members once they have had time to assess the aforementioned list of information.

In addition, each new Board member should receive:

- *A letter of appointment outlining the role and expectations in their role;*
- *A copy of the directors and officers insurance information;*
- *A copy of the Constitution; Board Charter; governance policies; Whole of Sport Strategic Plan most recent Annual Report; and any other key governance documents.*

Continuous education and professional development programs should be made available to directors.

- g) A QTF Board calendar should include major annual activities for the Board agenda, such as budget approval; strategic plan progress reviews; CEO evaluation; Board and individual director evaluation; and annual general meeting.**
- h) The Board should develop an annual *Board Work Plan* that sets key performance criteria for the coming year that tie in with the strategic objectives of QTF for this period of time.**
- i) QTF should facilitate at least 6 or more Board meetings per year (in line with good practice).**
- j) QTF to take steps to ensure the vast majority of issues discussed at Board meetings are strategic in nature, i.e. as per the following examples:**
 - *The association's progress in delivering the strategic plan;*
 - *Financial updates;*
 - *Significant risks impacting / potentially impacting the organisation; and*
 - *CEO and Board performance monitoring.*

To assist in the process, QTF should develop and use a *Board Meeting Briefing Note Template* to include a section which requires proposers of Board meeting business to show where the item for discussion aligns with the QTF Whole of Sport Strategic Plan.

- k) The QTF Board to establish a code of conduct to guide Directors and the CEO to outline the practices necessary to maintain confidence in the organisation's integrity and ensure the responsibility and accountability of individuals for reporting and investigating reports of unethical practices.**
- l) 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.**

Commentary –

To ensure the sport of Touch Football in Queensland is optimally governed (and managed) prior to and following the implementation of the recommended governance model, QTF must ensure that all governance related structures, processes and systems are in line with current best practice – it's that simple.



GOOD GOVERNANCE in SPORT

RECOMMENDATION 7.3 – QTF Constitution

December 2021



Following the QTF Board's endorsement of any recommendations within this Report, which may require amendments to be made to the current QTF Constitution, QTF is to work closely with John Mullins – Mullin Law, who has been engaged to assist in the implementation of endorsed recommendations requiring constitutional change.

Note: *It is important that an updated QTF Constitution 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.*



RECOMMENDATION 8.1 – Post Review Implementation Plan

September 2019

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

Commentary –

The effective implementation of recommendations to come from the Review, which are endorsed by the QTF Board (and as necessary, by the QTF voting membership), will require a planned approach, detailing what needs to be done, when it needs to be done, how it needs to be done, by whom it needs to be done and what resources (financial, physical and human) will be required to get the job done.

Not only will this provide the road map for the collaborative delivery of endorsed recommendations, it will also allow key partners, such as the Queensland Government, to see how and when the recommendations will be implemented; and importantly, what this will cost. This may provide the evidence the Queensland Government (and potentially other funding agencies) require to provide additional financial support to QTF to ensure the change management process is effective.

RECOMMENDATION 8.2 – Post Review Communications Strategy

October 2019

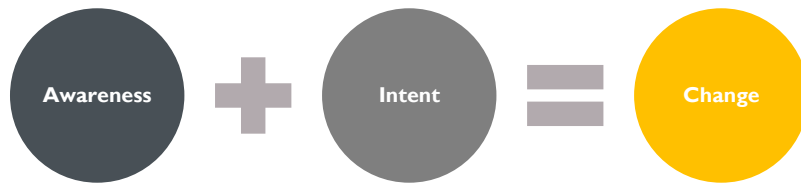
Develop a Post Review Communications Strategy, designed to effectively and efficiently promote the endorsed recommendations to come from this Review to all relevant audiences.

Commentary –

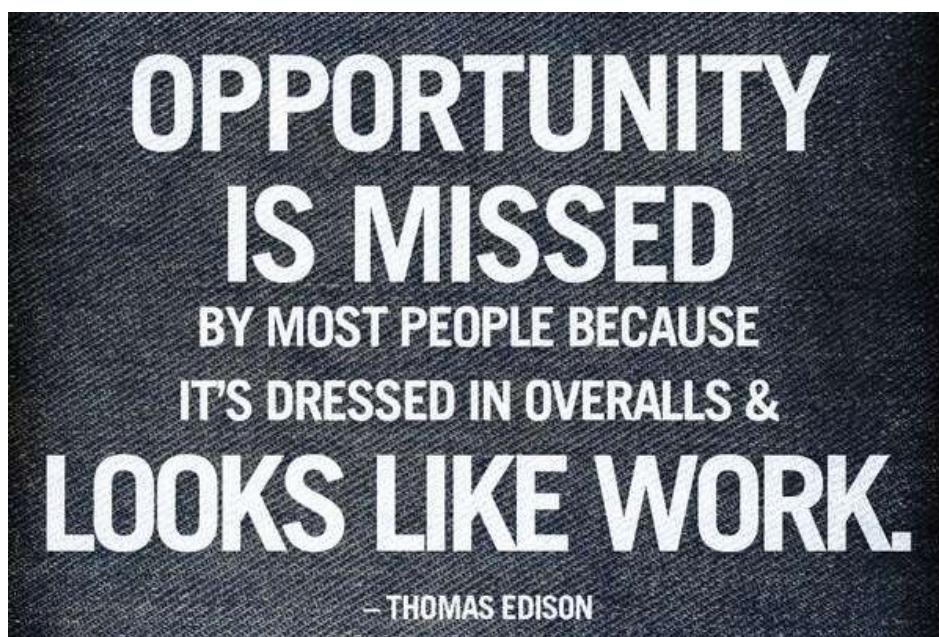
It is apparent that the majority of the Queensland Touch Football community is ready for change. However, effectively and efficiently implementing significant change can be a difficult and time-consuming process. If the outcomes of this Review are to achieve their potential, the Queensland Touch Football community must have 2 things:

1. **An awareness** of the need to do something different (i.e. people need to be less concerned about what will happen if things change, and more concerned about what will happen if they don't change); and
2. **Sufficient intent** to do the work needed to make the change happen.

The Post Review Communications Strategy should endeavour to provide the Queensland Touch Football community, in all its shapes and forms, with an awareness of the **benefits** of specified changes; and enough **motivation** to want to be a part of these changes.



The other essential element of the post-Review change management process will be strong, positive, evidence-based, opportunity-focused, collaborative, enthusiastic and innovative leadership (QTF Board and senior staff), prepared to make real change. Without this, the sport of Touch Football in Queensland will be in a worse position in ten years, not a better one!



Where to From Here?

Stage 11 of the Review is a meeting / teleconference with the Review Project Reference Group to discuss the recommendations within this Report and to identify the group's collective position regarding these recommendations – i.e. to identify which recommendations are endorsed by the group (in principle) and which are not.

This meeting will take place on 30th July 2019.

Mike McLaughlin

MSC Director



19th July, 2019

