



**PARLIAMENTARY STANDING COMMITTEE OF PUBLIC ACCOUNTS**

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**GOVERNMENT FUNDING OF AUSTRALIAN  
RULES COMMUNITY FOOTBALL IN  
TASMANIA**

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**Members of the Public Accounts Committee of the 47<sup>th</sup> Parliament:**

**Legislative Council**

Hon Ivan Dean MLC (Chair)

Hon Paul Harriss MLC

Hon Adriana Taylor MLC

**House Assembly**

Mr Brenton Best MP

Mr Kim Booth MP (Deputy Chair)

Mr Peter Gutwein MP

**Members of the Public Accounts Committee of the 48<sup>th</sup> Parliament:**

**Legislative Council**

Hon Ivan Dean MLC (Chair)

Hon Ruth Forrest MLC

Hon Adriana Taylor MLC

**House of Assembly**

Mr Scott Bacon MP

Ms Sarah Courtney MP (Deputy Chair)

Mrs Joan Rylah MP

## **PUBLIC ACCOUNTS COMMITTEE**

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## **EXECUTIVE SUMMARY**

The Public Accounts Committee (the Committee) of the 47<sup>th</sup> Parliament initiated an Inquiry into the Tasmanian Government funding of Australian Rules community football in Tasmania. The Inquiry elicited a high level of comment and debate, with views which were diverse and often opposed.

The Report focuses upon evidence received by the Committee of the 47<sup>th</sup> Parliament, in submissions and during hearings. It is limited to and directly addresses the terms of reference agreed for the Inquiry, and has been concluded by the Committee of the 48<sup>th</sup> Parliament.

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Hon. Ivan Dean MLC

CHAIR

## PUBLIC ACCOUNTS COMMITTEE FINDINGS AND RECOMMENDATIONS

### The Committee makes the following findings:

- 1) The Tasmanian Government funding provided to AFL Tasmania is appropriately administered by Communities, Sport and Recreation Tasmania;
- 2) The funding is provided to AFL Tasmania following evidence based updates on progress against key performance indicators (KPIs) as required under the amended funding agreement;
- 3) The amended funding agreement and KPIs have resulted in improved transparency in the application of the funding;
- 4) The development and support of community football is encapsulated within the KPIs prescribed in the amended funding agreement;
- 5) The lack of measurable outcomes within the original KPIs made it difficult to assess these outcomes and brought about a level of misunderstanding as to what was expected of AFL Tasmania;
- 6) Communities, Sport and Recreation Tasmania and AFL Tasmania are working collaboratively to bring about the delivery of Outcomes 4, 7 and 10 as described within the KPIs (contained in Appendix 2). There is a lack of evidence of engagement with community football stakeholders in this process;
- 7) Considerable work remains to be done to achieve a shared vision and agreed expectations with regards to the future and structure of community football in Tasmania;
- 8) Communication between AFL Tasmania and community football stakeholders has been ineffective and has fallen short of community football stakeholder expectations;
- 9) Improving communication is an issue which AFL Tasmania needs to address collaboratively with Communities, Sport and Recreation Tasmania and other stakeholders; and
- 10) It is unacceptable that the communications strategy required under the revised KPI 6.1 was not documented and therefore not able to be provided to all parties.

**The Committee makes the following recommendations:**

- 1) AFL Tasmania and Communities, Sport and Recreation Tasmania clearly communicate to all stakeholders the intent and purpose of Tasmanian Government funding;
- 2) AFL Tasmania improve the transparency of the application of Tasmanian Government funding within its annual financial reporting disclosures;
- 3) Communities, Sport and Recreation Tasmania ensures that AFL Tasmania formalises and documents the communications strategy and that it is provided to all key stakeholders;
- 4) Communities, Sport and Recreation Tasmania undertakes an evaluation of the success of the current agreement and makes the findings publicly available in a timely manner to enable any future funding decision to be well informed;
- 5) Future funding agreements with AFL Tasmania have specific, achievable and measurable objectives and KPIs; and
- 6) The objectives and KPIs within any future funding agreements are clearly communicated to community football stakeholders by Communities, Sport and Recreation Tasmania.

# CHARTER OF THE COMMITTEE

## The Public Accounts Committee

The Committee is a Joint Standing Committee of the Tasmanian Parliament constituted under the *Public Accounts Committee Act 1970 (the Act)*.

The Committee comprises six Members of Parliament, three Members drawn from the Legislative Council and three Members from the House of Assembly.

Its functions under the Act (Section 6) are to inquire into, consider and report to Parliament on any matter:

- referred to the Committee by either House relating to:
  - the management, administration or use of public sector finances; or
  - the accounts of any public authority or other organisation controlled by the State or in which the State has an interest;
- arising in connection with public sector finances that the Committee considers appropriate; and
- referred to the Committee by the Auditor-General.<sup>1</sup>

The Committee also has oversight responsibilities regarding the independence of the Auditor-General, which are derived from the *Audit Act 2008*.

An important area of focus for the Committee is following up Auditor-General's reports to Parliament under Section 6(2)(b) of the Act. In scrutinising the work of the Auditor-General, the Committee believes it can provide greater awareness within the Parliament and the community, leading to increased information and greater transparency.

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<sup>1</sup> *Public Accounts Committee Act 1970, s.6*

## TABLE OF CONTENTS

Executive summary .....	iii
Public Accounts Committee Findings and Recommendations .....	iv
Charter of the Committee .....	vi
1 Establishment and Terms of Reference.....	2
2 Conduct of the Inquiry.....	3
3 Summary of issues .....	4
4 Term of Reference 1: The funding provided to AFL Tasmania by the Tasmanian Government and how that funding is expended to develop and support community football in Tasmania (including umpiring).....	6
5 Term of Reference 2: The outcomes achieved in respect of the future and structure of community football in Tasmania and those who support and provide services to it as a result of that funding .....	10
6 Term of Reference 3: Any other matters incidental thereto .....	16
7 Public Accounts Committee Recommendations.....	17
Appendix 1 – Key Performance Indicators as agreed 3 October 2011 .....	18
Appendix 2 – Key Performance Indicators as agreed 25 February 2014 .....	22
Appendix 3 – Submissions received .....	25
Appendix 4 – Witnesses.....	26

# **1 ESTABLISHMENT AND TERMS OF REFERENCE**

1.1 On 28 August 2013 the Committee of the 47<sup>th</sup> Parliament resolved of its own motion to inquire into and report upon:

- The funding provided to AFL Tasmania by the Tasmanian Government and how that funding is expended to develop and support community football in Tasmania (including umpiring);
- The outcomes achieved in respect of the future and structure of community football in Tasmania and those who support and provide services to it as a result of that funding; and
- Any other matters incidental thereto.



## **2 CONDUCT OF THE INQUIRY**

- 2.1 The Committee of the 47<sup>th</sup> Parliament resolved at its first meeting in relation to this Reference, to invite by way of advertisement, interested persons and organisations to make a submission to the Committee in relation to the Terms of Reference.
- 2.2 The Committee received 31 submissions.
- 2.3 Hearings were scheduled in Hobart on 21 October and 10 December 2013 and in Launceston on 23 October, 1 November and 27 November 2013.
- 2.4 Parliament was prorogued on 12 February 2014 before the Committee had progressed to reporting.
- 2.5 The Committee of the 48<sup>th</sup> Parliament requested a briefing from Communities, Sport and Recreation Tasmania on this matter. This briefing was provided to the Committee 30 July 2014.
- 2.6 The Committee subsequently requested that Communities, Sport and Recreation Tasmania provide copies of the most recent progress reports from AFL Tasmania addressing compliance with the KPIs of the funding agreement.
- 2.7 The latest progress report provided to the Committee covered the period July to December 2014.

### 3 SUMMARY OF ISSUES

#### **Term of Reference (1):**

*The funding provided to AFL Tasmania by the Tasmanian Government and how that funding is expended to develop and support community football in Tasmania (including umpiring).*

##### Funding provided to AFL Tasmania:

Funding of \$500,000 per year is provided to AFL Tasmania under a grant funding agreement administered by Communities, Sport and Recreation Tasmania, Department of Premier and Cabinet. The funding agreement is for the period 1 July 2011 to 30 June 2016 and the total funding amounts to \$2.5 million.

##### How the funding is expended to develop and support community football in Tasmania:

Under the conditions of the agreement AFL Tasmania has agreed to achieve and report regularly on a number of KPIs stipulated within the agreement. The KPIs include a number which specifically address the development and support of community football in Tasmania.

#### **Term of Reference (2):**

*The outcomes achieved in respect of the future and structure of community football in Tasmania and those who support and provide services to it as a result of that funding.*

##### Outcomes:

Differences in the understanding of the role AFL Tasmania plays in the area of community football, and the outcomes that could be expected, were made apparent during the Inquiry hearings.

**Term of Reference (3):**

*Any other matters incidental thereto.*

Other Matters:

A number of witnesses raised the issues of communication and transparency in relation to the provision of the Tasmanian Government funding to AFL Tasmania.

#### **4 TERM OF REFERENCE 1: THE FUNDING PROVIDED TO AFL TASMANIA BY THE TASMANIAN GOVERNMENT AND HOW THAT FUNDING IS EXPENDED TO DEVELOP AND SUPPORT COMMUNITY FOOTBALL IN TASMANIA (INCLUDING UMPIRING)**

- 4.1 The funding is provided to AFL Tasmania in accordance with a grant agreement and under the conditions of this agreement Football Tasmania Ltd (AFL Tasmania) has agreed to achieve and report regularly on a number of KPIs which are stipulated within the agreement.
- 4.2 The funding agreement was administered by Sport and Recreation Tasmania.
- 4.3 At the commencement of the funding term Sport and Recreation Tasmania fell within the previous Department of Economic Development, Tourism and the Arts.
- 4.4 Sport and Recreation Tasmania has subsequently been transferred to the Department of Premier and Cabinet within Communities, Sport and Recreation Tasmania.
- 4.5 The KPIs agreed at 3 October 2011 are included at Appendix 1.
- 4.6 Evidence received by the Committee of the 47<sup>th</sup> Parliament identified the broad nature of these KPIs which made outcomes difficult to measure.
- 4.7 Sport and Recreation Tasmania responded to the concerns raised by the Committee of the 47<sup>th</sup> Parliament.
- 4.8 An amended agreement, including revised and more measurable KPIs, was signed on 25 February 2014 and provided to the Committee of the 47<sup>th</sup> Parliament.
- 4.9 The revised KPIs are included at Appendix 2.
- 4.10 The KPIs include a number which specifically address the development and support of community football in Tasmania.
- 4.11 The amended KPIs introduced timeframes for the delivery of some KPIs recognising both annual and longer term targets.

- 4.12 AFL Tasmania and Sport and Recreation Tasmania (and subsequently Communities, Sport and Recreation Tasmania) have stated they have a continuing commitment to the delivery of the KPIs within the current funding agreement.<sup>2</sup>
- 4.13 AFL Tasmania reports progress against these KPIs in accordance with the grant.
- 4.14 The Committee notes that funding has been released when Sport and Recreation Tasmania has been satisfied that AFL Tasmania is achieving the KPIs. The Committee was informed that on one occasion, in October 2013, funding was partially delayed until AFL Tasmania had provided information to the satisfaction of Sport and Recreation Tasmania as to how delays in achieving a number of KPIs would be addressed.<sup>3</sup>
- 4.15 A number of the witnesses to the Inquiry expressed a lack of understanding regarding the application of the funding and how it was benefiting community football. It was equally difficult for the Committee to verify how the funding was directly benefiting community football.
- 4.16 The submission made by the Northern Tasmanian Football Association Inc made reference to the fact that AFL Tasmania provides Coaches Level One Accreditation courses (which falls within KPI 2.2). These courses are provided at a cost. The Northern Tasmanian Football Association Inc. recommended that these courses be provided free of charge. <sup>4</sup>
- 4.17 Some witnesses were aware of positive outcomes brought about by staff of AFL Tasmania and related these instances as potentially being funded from the State Government grant, but again lack of transparency left them uncertain as to whether this was definitely the case. As Thane Brady, President of the North Launceston Football Club discussed:

*The interactions that we have with the operative in Launceston, Greg Mansell, is first class. The work that he has done with the indigenous community and the work he has done around our area - Waverley,*

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<sup>2</sup> January 2015 Progress Report Summary, Communities, Sport and Recreation Tasmania, Department of Premier and Cabinet, p.14

<sup>3</sup> Kelleher, Department of Economic Development Hansard transcript of evidence 27 November 2013, p.34

<sup>4</sup> Northern Tasmanian Football Association Inc. submission, p.3

*Rocherlea - has been fantastic. Women's football, I know that is another area that AFL Tas has really supported and I am again presuming it is coming out of the \$500 000. But we are not privy to that information. We don't really know how they have acquitted it. From dealing with an operative, it has been first class.<sup>5</sup>*

- 4.18 In November 2013, Mark Kelleher, Secretary of the former Department of Economic Development, Tourism and the Arts, in discussing the level of concern expressed by members of the community, clarified the Government's position with regard to the matter. He confirmed that despite some shortcomings in progress on a small number of KPIs Sport and Recreation Tasmania were satisfied with progress in achieving the requirements of the agreement at the time of the hearings:

*Our whole intent behind our involvement in this is to maximise participation in whatever sport it is, for that to be done with good grace and inclusion. It is clear that there have been some difficulties. Being aware of those things, though, we still have to come back to what our role is in it and to play a positive force in that. I am sure our people, knowing their passion and integrity in all this, will be doing what they can, probably more in their own capacities. Our formal role has to come back to the exercise of accountability for delivery of the things for which the grant deed has been provided.<sup>6</sup>*

- 4.19 The Committee of the 48<sup>th</sup> Parliament requested a briefing from Communities, Sport and Recreation Tasmania seeking an update.

- 4.20 Communities, Sport and Recreation Tasmania provided the briefing on 30 July 2014 and has since provided the Committee with AFL Tasmania progress reports as they became available. The Committee has received progress reports for the periods January to June 2014 and July to December 2014.

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<sup>5</sup> Brady, North Launceston Football Club Hansard transcript of evidence 27 November 2013, p.11

<sup>6</sup> Kelleher, Department of Economic Development Hansard transcript of evidence 27 November 2013, p.38

4.21 Communities, Sport and Recreation Tasmania in its January 2015 *Progress Report Summary* (of the July to December 2014 period) noted:

*Communities, Sport and Recreation Tasmania is satisfied AFL Tasmania is committed to the delivery of all the KPIs within this agreement, and is undertaking appropriate discussions with relevant stakeholders.<sup>7</sup>*

Community Sport and Recreation recommended that the AFL Tasmania report be accepted as satisfactory.

4.22 Within the Report some challenges were raised and it is noted by the Committee that AFL Tasmania and Communities, Sport and Recreation Tasmania have indicated that they are working collaboratively to resolve these challenges.

**PUBLIC ACCOUNTS COMMITTEE FINDINGS:**

The Committee finds that:

- 1) The Tasmanian Government funding provided to AFL Tasmania is appropriately administered by Communities, Sport and Recreation Tasmania;
- 2) The funding is provided to AFL Tasmania following evidence based updates on progress against KPIs as required under the amended funding agreement;
- 3) The amended funding agreement and KPIs have resulted in improved transparency in the application of the funding;
- 4) The development and support of community football is encapsulated within the KPIs prescribed in the amended funding agreement; and
- 5) The lack of measurable outcomes within the original KPIs made it difficult to assess these outcomes and brought about a level of misunderstanding as to what was expected of AFL Tasmania.

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<sup>7</sup> January 2015 Progress Report Summary, Communities, Sport and Recreation Tasmania, Department of Premier and Cabinet, p.14

## **5 TERM OF REFERENCE 2: THE OUTCOMES ACHIEVED IN RESPECT OF THE FUTURE AND STRUCTURE OF COMMUNITY FOOTBALL IN TASMANIA AND THOSE WHO SUPPORT AND PROVIDE SERVICES TO IT AS A RESULT OF THAT FUNDING**

5.1 During the Inquiry hearings differences in the perceived role of AFL Tasmania in the area of community football were apparent. The following personal opinions were expressed during the hearings:

Robert Newitt, formerly of the North Hobart Junior Football Club said:

*The aim of junior football is mainly to provide an avenue for children to have physical exercise and to participate in the sport of AFL football. Their role is to provide that. The prime directive of AFL Tasmania, which is basically the prime directive of AFL Australia, is to make sure they have enough draft picks at the end of each year to ensure that the 18 AFL teams have plenty of players to choose from.<sup>8</sup>*

Graeme Wilkinson stated:

*I have asked and been told .....Of instances where people who are supposed to be development officers appointed by AFL Tasmania to do some of the roles that are mentioned there, have refused to go to schools and other areas because their focus is on the elite. 'I do the elite; I am not going to schools or this area. I am to do the elite.' This is not proper and could be overcome by specifically designating financial support to the grassroots area, and monitoring initiatives that are put into place so they are carried out and are seen to be beneficial to the total area of the Tasmanian grassroots areas. That's what I believe and I believe we can do that.<sup>9</sup>*

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<sup>8</sup> Newitt, Hansard transcript of evidence 21 October 2013 AM, p.4

<sup>9</sup> Wilkinson, Hansard transcript of evidence 23 October 2013, p.4



5.2 Evidence from other witnesses was less critical of AFL Tasmania and a different level of expectation was expressed.

Kelvin Hayes of the Prospect Hawks Football Club said:

*What local, community football needs to recognise is what they are and what they need to do. I believe they need to get their mind on what they need to do rather than worry about what AFL Tasmania does...From my point of view as club president, I don't expect AFL Tasmania to provide me with any money as such. I expect that they would do what they do, which is fund courses that we send people to - trainers, umpires, coaches - supporting our club in that way.<sup>10</sup>*

5.3 Scott Wade, Chief Executive Officer of AFL Tasmania, provided the following evidence with regard to the role AFL Tasmania plays:

*AFL Tasmania only directly conducts two football competitions: the Tasmanian State League and the Tasmanian Women's League. The other 16 community football competitions are conducted and operated under a club delegate ownership model. As the peak body, our role is to ensure that each competition is operating within the laws of the game, and in consultation with our members we conduct game development programs statewide.<sup>11</sup>*

5.4 A number of the outcomes as measured by the KPIs within the funding agreement target the future and structure of community football in Tasmania.

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<sup>10</sup> Hayes, Prospect Hawks Football Club, Hansard transcript of evidence 23 October 2013, p.40

<sup>11</sup> Wade, AFL Tasmania Hansard transcript of evidence 10 December 2013, p.1

5.5 Outcome 4 seeks to improve the quality and range of governance and administrator education provided throughout the Agreed Period. These are measured by:

KPI 4.1 – Provide annual community sports club management workshops in the three regions. The focus of these workshops may vary each year, and for each region with the key focus on the delivery of learning and development opportunities in sports administration.

KPI 4.2 – Conduct an annual Tasmanian Football Leadership Conference to include industry best practice governance and risk management education.

KPI 4.3 – By 30 June 2015 the Tasmanian Football Council (TFC) to be both established as the governing body for all levels of football below the TSL.

KPI 4.4 – By 30 June 2016 every TSL club to have established a contemporary management structure to support the needs of their club and district.

5.6 The Communities, Sport and Recreation Tasmania January 2015 Progress Report Summary<sup>12</sup> states that progress toward achieving the KPIs associated with Outcome 4 have been sound.

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<sup>12</sup> January 2015 Progress Report Summary, Communities, Sport and Recreation Tasmania, Department of Premier and Cabinet, pp.4-6

5.7 Outcome 7 seeks to improve the quality of club environments. The associated measures are:

KPI 7.1 – By the start of the 2015 season, all TSL clubs to have achieved Silver Level status of the AFL Quality Club Program.

KPI 7.2 – Three new clubs per year/region to achieve Bronze Level status of the AFL Quality Club Program.

KPI 7.3 – All TSL clubs to receive the AFL Community Education Program every two years.

KPI 7.4 – By 30 June 2014, a minimum of one football representative from each region to receive training to deliver the AFL Community Education Program (illicit drug and alcohol and vilification) and commence the delivery of scheduled training sessions in their regions by the start of the 2015 season.

KPI 7.5 – By 30 June 2015, a minimum of one football representative from each region to receive training to deliver the AFL Community Education Program (Respect & Responsibility) and commence the delivery of scheduled training sessions in their region by the start of the 2016 season.

KPI 7.6 – By 30 June 2016 AFL Tasmania and the TFC will have agreed on a set of performance benchmarks for clubs at various levels.

KPI 7.7 – By the start of the 2015 season, a minimum of two football representatives from each region to be trained as Member Protection Information Officers, and provide services to members as an MPIO as required.

KPI 7.8 – AFL Tasmania to encourage leagues to ensure their competition and clubs are maximising the benefits of FootyWeb (incorporating regional training).

5.8 The Communities, Sport and Recreation Tasmania January 2015 *Progress Report Summary* provides commentary regarding the difficulties AFL Tasmania is having with the achievement of these KPIs under Outcome 7. Communities, Sport and Recreation claim a lack of support from the Tasmanian football community plays a causal part with regard to these difficulties and notes that this is a national trend. The Committee acknowledges the ongoing dialogue between Communities, Sport and Recreation Tasmania and AFL Tasmania and the work being undertaken to enable the delivery of this outcome.<sup>13</sup> There is no clear evidence that community football clubs have been or are engaged in this dialogue.

5.9 Outcome 10 seeks to ensure AFL Tasmania provides quality leadership in the area of integrity of sport. The associated measures are:

KPI 10.1 – By the end of the 2014 season all TSL players, coaches, officials and club personnel (including board members) complete the on-line ‘Keep Sport Honest’ training and a process formalised that ensures all future players complete the training.

KPI 10.2 – By the end of the 2014 season adopt and/or modify AFL integrity in sport protocols, policies and practices including:

- a) Anti-match fixing code of conduct
- b) Betting agency information exchange agreements
- c) Probity checking mechanisms

KPI 10.3 – By the end of the 2015 season integrity in sport information sessions to have been held with all TSL clubs (including players, coaches, officials and club personnel).

KPI 10.4 – Actively promote ‘Play by the Rules’ and incorporate into all coaching and umpiring accreditation courses.

5.10 Communities, Sport and Recreation Tasmania January 2015 *Progress Report Summary* notes that AFL Tasmania expressed concern about the implementation of KPI 10.1 and that they have been working collaboratively with AFL Tasmania to develop a suitable approach.<sup>14</sup>

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<sup>13</sup> Ibid, pp.8-11

<sup>14</sup> Ibid, pp.13-14

5.11 Within the report some challenges were raised but it is noted by the Committee that AFL Tasmania and Communities, Sport and Recreation Tasmania are working collaboratively to resolve them. Again, there is no clear evidence that community football clubs have been or are engaged in this dialogue.

**PUBLIC ACCOUNTS COMMITTEE FINDINGS:**

The Committee finds that:

- 6) Communities, Sport and Recreation Tasmania and AFL Tasmania are working collaboratively to bring about the delivery of Outcomes 4, 7 and 10 as described within the KPIs (contained in Appendix 2). There is a lack of evidence of engagement with community football stakeholders in this process; and
- 7) Considerable work remains to be done to achieve a shared vision and agreed expectations with regards to the future and structure of community football in Tasmania.

## 6 TERM OF REFERENCE 3: ANY OTHER MATTERS INCIDENTAL THERETO

This section summarises additional matters raised during the Inquiry.

### Relationships and Communication

- 6.1 Witnesses raised personal accounts and prior experiences which impacted on the relationship between AFL Tasmania and some football clubs.
- 6.2 AFL Tasmania has been explicitly tasked to improve communication between all levels of the game by achieving the KPIs associated with one of the desired outcomes (Outcome 6) of the funding agreement.
- 6.3 Outcome 6 seeks to improve the promotion of all levels of the game and improve communication between all levels of the game.

KPI 6.1 – Establish a communications strategy for AFL Tasmania, TSL clubs and the TFC by 31 October 2014.

- 6.4 Communities, Sport and Recreation Tasmania January 2015 *Progress Report Summary* notes that AFL Tasmania has advised that the communications strategy was complete although not documented. Communities, Sport and Recreation Tasmania has encouraged AFL Tasmania to document the strategy to assist the measurement and review of the initiatives undertaken.<sup>15</sup>

#### **PUBLIC ACCOUNTS COMMITTEE FINDINGS:**

The Committee finds that:

- 8) Communication between AFL Tasmania and community football stakeholders has been ineffective and has fallen short of community football stakeholder expectations;
- 9) Improving communication is an issue which AFL Tasmania needs to address collaboratively with Communities, Sport and Recreation Tasmania and other stakeholders; and
- 10) It is unacceptable that the communications strategy required under the revised KPI 6.1 was not documented and therefore not able to be provided to all parties.

<sup>15</sup> Ibid, pp.13-14

## 7 PUBLIC ACCOUNTS COMMITTEE RECOMMENDATIONS

7.1 The Committee makes the following recommendations:

- 1) AFL Tasmania and Communities, Sport and Recreation Tasmania clearly communicate to all stakeholders the intent and purpose of Tasmanian Government funding;
- 2) AFL Tasmania improve the transparency of the application of Tasmanian Government funding within its annual financial reporting disclosures;
- 3) Communities, Sport and Recreation Tasmania ensures that AFL Tasmania formalises and documents the communications strategy and that it is provided to all key stakeholders;
- 4) Communities, Sport and Recreation Tasmania undertakes an evaluation of the success of the current agreement and makes the findings publicly available in a timely manner to enable any future funding decision to be well informed;
- 5) Future funding agreements with AFL Tasmania have specific, achievable and measurable objectives and KPIs; and
- 6) The objectives and KPIs within any future funding agreements are clearly communicated to community football stakeholders by Communities, Sport and Recreation Tasmania.

## APPENDIX 1 – KEY PERFORMANCE INDICATORS AS AGREED

3 OCTOBER 2011

### PARTICIPATION PROGRAMS/INITIATIVES

OUTCOME 1: *Grow participation rates across all age groups and regions throughout the Agreed Period via AFL endorsed game development programs in the categories listed in the table below. Note: participation growth programs may change annually.*

**KPI 1.1-** Increase rates as reported in the Australian Football League (AFL) National Census of Australian Football Participation Report, base rates below.

#### Tasmania; Participants by Region, 2010

	Club			Total Club Participant	Primary School	Secondary School	School Dedicated Girl	Auskick	Veterans	Recreational	Women Girls Club	Total Participants
	Junior	Youth	Open									
South	2,975	1,675	1,475	6,125	3,375	1,800	-	4,514	250	-	50	16,114
North	1,250	1,275	1,425	3,950	2,500	1,250	-	2,791	-	-	25	10,516
NW	150	975	1,675	2,800	2,600	1,425	-	2,279	-	-	75	9,179
<b>TOTAL</b>	<b>4,375</b>	<b>3,925</b>	<b>4,575</b>	<b>12,875</b>	<b>8,475</b>	<b>4,475</b>	<b>-</b>	<b>9,584</b>	<b>250</b>	<b>-</b>	<b>150</b>	<b>35,809</b>

### COACH EDUCATION/DEVELOPMENT

OUTCOME 2: *Enhance the quality and range of coach education provided.*

**KPI 2.1-** Provide coach accreditation across all three regions annually.

**KPI 2.2-** Provide three Level 1 courses annually.

**KPI 2.3 -** Provide one Level 2 course annually.

**KPI 2.4 -** At least one coach to attend a Level 3 course annually.

**KPI 2.5-** Establish a Tasmanian State League (TSL) specific coach education program in partnership with the Hawthorn Football Club (HFC) and/or North Melbourne Football Club (NMFC).

### OFFICIAL EDUCATION/DEVELOPMENT

OUTCOME 3: *Improve the quality and range of administrator education provided.*

**KPI 3.1-** Formalise individual performance plans for TSL club General Managers.

**KPI 3.2-** Invest in regional development managers to support the development and ongoing education of regional football administrators and volunteers in conjunction with the HFC and/or NMFC.

**KPI 3.3-** Develop and implement a TSL and Tasmanian Football Council (TFC) leaders' induction program.



OFFICIAL EDUCATION/DEVELOPMENT(continued.)

OUTCOME 4: *Enhance the quality of umpire education provided.*

**KPI 4.1-** Provide Level 1 and Level 2 accreditation courses annually.

**KPI 4.2-** Provide an umpires' coach professional development program in the three regions.

**KPI 4.3 –** Three visits by AFL umpires to Tasmanian schools/colleges annually across all three regions to promote umpiring.

**KPI 4.4 –** Provide coaching, education and on-field training to 10 new umpires annually through a mentoring program.

**KPI 4.5-** Provide a TSL specific umpire education program annually.

**KPI 4.6-** Develop a regular umpiring newsletter for Tasmania.

GOVERNANCE INITIATIVES

OUTCOME 5: *Improve the quality and range of governance education provided throughout the Agreed Period.*

**KPI 5.1-** Review (and action as necessary) the constitution, by-laws, policies and procedures of all leagues in Tasmania.

**KPI 5.2-** Review (and action as necessary) the constitution and by-laws of clubs in Tasmania.

**KPI 5.3 –** Review (and action as necessary) affiliation agreements between leagues and AFL Tasmania and/or the TFC.

**KPI 5.4 –** Establish an annual leadership, governance and management conference for club and league leaders.

COMMUNICATION, MARKETING AND PROMOTION INITIATIVES

OUTCOME 6: *Improve the marketing and promotion of TSL.*

**KPI 6.1-** Develop and implement a marketing plan for TSL.

**KPI 6.2-** Review (and action as necessary) the TSL website.

OUTCOME 7: *Improve the promotion of all levels of the game and improve communication between all levels of the game.*

**KPI 7.1-** Review (and action as necessary) websites for AFL Tasmania and the TFC.

**KPI 7.2-** In collaboration with the TFC explore the opportunity to establish an electronic newsletter for all levels of the game.

**KPI 7.3-** In collaboration with the TFC develop and implement a plan to reinvigorate interest and support for intrastate and interstate representative football.

#### CLUB DEVELOPMENT PROGRAMS INITIATIVES

OUTCOME 8: *Improve the quality of club environments through the Quality Club Program.*

**KPI 8.1-** Implement the Quality Club Program and encourage clubs to undertake the Bronze Level of the Quality Club Program.

**KPI 8.2-** Implement the Quality Club Program and encourage clubs to undertake the Silver Level of the Quality Club Program.

OUTCOME 9: *Promote FootyWeb to leagues and their clubs throughout the Agreed Period.*

**KPI 9.1** – Provide assistance to leagues and clubs to ensure they are utilising FootyWeb.

**KPI 9.2** – Provide FootyWeb training sessions as required.

OUTCOME 10: *Promote AFL quality environment programs.*

**KPI 10.1-** All TSL clubs to participate in the AFL's Respect and Responsibility program.

**KPI 10.2-** All TSL clubs to participate in the AFL's Drug and Alcohol program.

#### INCLUSIVE PARTICIPATION PROGRAMS/INITIATIVES

OUTCOME 11: *Support the growth of Tasmanian Women's AFL (TASWAFL).*

**KPI 11.1-** Develop and implement a range of strategies to promote and increase participation in TASWAFL (Note: these may change from year to year).

**KPI 11.2-** Create a defined player pathway for girls from Auskick/Junior competitions through to TASWAFL.

#### INCLUSIVE PARTICIPATION PROGRAMS/INITIATIVES(continued.)

OUTCOME 12: *Support the growth and awareness of Indigenous and multicultural participation.*

**KPI 12.1-** Develop and implement an Indigenous program for player development, coach accreditation and identification and development of umpires and trainers.

**KPI 12.2-** Encourage a more supportive and aware football environment for Indigenous participants through the development of an Indigenous football support group and a cross cultural awareness course.

**KPI 12.3-** Establish a pilot multicultural program at the Launceston Football Club.

ETHICS/HARRASSMENT FREE SPORT PROGRAMS/INITIATIVES

OUTCOME 13: *Promote 'Play by the Rules'.*

**KPI 13.1** - Actively promote 'Play by the Rules'.

**KPI 13.2** - Continue to include 'Play by the Rules' in coaching courses.

**KPI 13.3** - Continue to include 'Play by the Rules' in umpiring courses.

**KPI 13.4** - TSL clubs to host one 'Play by the Rules' session for the clubs in their region annually with support from SRT.

OUTCOME 14: *Provide support to clubs and leagues to promote a safe sporting environment for members and spectators.*

**KPI 14.1**- Promote the AFL Community Club website and newsletter to all clubs throughout Tasmania.

**KPI 14.2**- AFL Tasmania employees and representatives from TSL clubs in each region to attend the Harassment Free Workshops provided by SRT.

**KPI 14.3**- Football representatives from each region to be trained as a Member Protection Information Officers (MPIO) and provide services to members as an MPIO as required.

**KPI 14.4**- Promote the role of the MPIO with support from SRT.

## APPENDIX 2 – KEY PERFORMANCE INDICATORS AS AGREED

25 FEBRUARY 2014

### PARTICIPATION PROGRAMS/INITIATIVES

OUTCOME 1: *Grow participation rates across all age groups and regions throughout the Agreed Period via AFL endorsed game development programs in the categories listed in the table below. Note: participation growth programs may change annually.*

**KPI 1.1** – Rates as reported in the AFL National Census of Australian Football Participation Report and TSL club participation plan reports. Information to be provided by 31 January annually and the table will be provided as part of each progress report.

### COACH EDUCATION/DEVELOPMENT

OUTCOME 2: *Enhance the quality and range of coach education provided.*

**KPI 2.1**- Provide coach accreditation across all three regions annually.

**KPI 2.2**- Provide three Level 1 courses annually.

**KPI 2.3** - Provide one Level 2 course annually.

**KPI 2.4** - At least one coach to attend a Level 3 course annually.

### UMPIRE EDUCATION/DEVELOPMENT

OUTCOME 3: *Enhance the quality of umpire education provided.*

**KPI 3.1**- Provide Level 1 and Level 2 accreditation courses annually.

**KPI 3.2**- Provide an annual umpires' coach professional development program in the three regions.

**KPI 3.3** – Three visits by AFL umpires to Tasmanian schools/colleges annually across all three regions to promote umpiring.

### GOVERNANCE AND ADMINISTRATOR INITIATIVES

OUTCOME 4: *Improve the quality and range of governance and administrator education provided throughout the Agreed Period.*

**KPI 4.1**- Provide annual community sports club management workshops in the three regions. The focus of these workshops may vary each year, and for each region with the key focus on the delivery of learning and development opportunities in sports administration.

**KPI 4.2**- Conduct an annual Tasmania Football Leadership Conference to include industry best practice governance and risk management education.

**KPI 4.3**- By 30 June 2015 the Tasmanian Football Council (TFC) to be both established as the governing body for all levels of football below the TSL.

**KPI 4.4-** By 30 June 2015 every TSL club to have established a contemporary management structure to support the needs of their club and district.

#### COMMUNICATION, MARKETING AND PROMOTION INITIATIVES

*OUTCOME 5: Improve the marketing and promotion of TSL.*

**KPI 5.1-** By 31 March 2014 develop a marketing plan for the TSL and deliver strategies annually.

**KPI 5.2-** Review (and action as necessary) the TSL website.

*OUTCOME 6: Improve the promotion of all levels of the game and improve communication between all levels of the game.*

**KPI 6.1-** Establish a communications strategy for AFL Tasmania, TSL Clubs and the TFC by 31 October 2014.

**KPI 6.2-** Develop media packages to attract advertising support from the business/commercial sector by 31 October 2014.

**KPI 6.3-** By 30 June 2016 Tasmanian football will have a series of intrastate and interstate representative football that is supported by the majority of leagues/association.

#### CLUB DEVELOPMENT

*OUTCOME 7: Improve the quality of club environments.*

**KPI 7.1-** By the start of the 2015 season, all TSL clubs to have achieved Silver Level status of the AFL Quality Club Program.

**KPI 7.2-** Three new clubs per year/region to achieve Bronze Level status of the AFL Quality Club Program.

**KPI 7.3-** All TSL clubs to receive the AFL Community Education Program every two years.

**KPI 7.4-** By 30 June 2014, a minimum of one football representative from each region to receive training to deliver the AFL Community Education Program (illicit drug and alcohol and vilification) and commence delivery of scheduled training sessions in their region by the start of the 2015 season.

**KPI 7.5-** By 30 June 2015, a minimum of one football representative from each region to receive training to deliver the AFL Community Education Program (Respect & Responsibility) and commence delivery of scheduled training sessions in their region by the start of the 2016 season.

**KPI 7.6-** By 30 June 2016 AFL Tasmania and the TFC will have agreed on a set of performance benchmarks for clubs at various levels.

**KPI 7.7-** By the start of the 2015 season, a minimum of two football representatives from each region to be trained as Member Protection Information Officers (MPIO) and provide services to members as an MPIO as required.

CLUB DEVELOPMENT(continued.)

OUTCOME 7: *Improve the quality of club environments.*

**KPI 7.8-** AFL Tasmania to encourage leagues to ensure their competition and clubs are maximising the benefits of FootyWeb (incorporating regional training).

INCLUSIVE PARTICIPATION PROGRAMS/INITIATIVES

OUTCOME 8: *Support the growth of Tasmanian Women's AFL (TASWAFL).*

**KPI 8.1-** Develop and implement a range of strategies to promote and increase participation in TWL (Note: these may change from year to year).

**KPI 8.2-** Create a defined player pathway for girls from Auskick/Junior competitions through to TWL.

OUTCOME 9: *Support the growth and awareness of Indigenous and multicultural participation.*

**KPI 9.1-** Develop and implement annual game development programs that will attract interest and support from Tasmania's Culturally and Linguistically Diverse and Aboriginal communities.

ETHICS IN SPORT PROGRAMS/INITIATIVES

OUTCOME 10: *Ensure AFL Tasmania provides quality leadership in the area of integrity of sport.*

**KPI 10.1** – By the end of the 2014 season all TSL players, coaches, officials and club personnel (including board members) complete the on-line 'Keep Sport Honest' training and a process formalised that ensures all future players complete the training.

**KPI 10.2** – By the end of the 2014 season adopt and/or modify AFL integrity in sport protocols, policies and practices including:

- a) Anti-match fixing code of conduct
- b) Betting agency information exchange agreements
- c) Probity checking mechanisms.

**KPI 10.3** – By the end of the 2015 season, integrity in sport information sessions to have been held with all TSL clubs (including players, coaches, officials and club personnel).

**KPI 10.4** – Actively promote 'Play by the Rules' and incorporate into all coaching and umpiring accreditation courses.

### APPENDIX 3 – SUBMISSIONS RECEIVED

	<b>Name</b>	<b>Organisation</b>
1.	Mr Ray Hill and Mr Jack Cantrell	
2.	Mr Robert Newitt	
3.	Mr Steven Wells	
4.	Mr Ian Clarke	
5.	Mr Dale Fraser (Chairman)	Northern Tasmanian Junior Football Association Inc
6.	Mr Dean Lawrence and Mr Tony Newport	
7.	Mr Ross Paine (Committee of Management)	New Norfolk District Football Club Inc.
8.	Mr Greg Hay	
9.	Mr Greg Hay (committee comprising the NTFA Board and member clubs)	Northern Tasmanian Football Association Inc.
10.	Mr Michael Holmes	
11.	Mr Baden Haywood	
12.	Mr Paul Curtain	
13.	Mr Mike Semmens (NTFA Treasurer)	Northern Tasmanian Football Umpires Association Inc
14.	Mr Dave O'Neill	
15.	Mr Rod Patterson	
16.	Mr Brett Hall (President)	Old Scholars Football Association Inc
17.	Mr Tony Gibson (Executive Officer) and Jim Horne (President)	Southern Tasmanian Junior Football League
18.	Mr Ian Goninon (sent by Mr Braden McGee)	
19.	Mrs Helen Scott and Mrs Gwenda Cowle (Secretary)	Oatlands District Football Association Inc
20.	Mr James Breen	
21.	Mr Andrew Richardson (President)	Northern Tasmanian Football League Inc
22.	Mr James Bird	
23.	Mr Graeme Wilkinson	
24.	Mr Mark Kelleher (Secretary)	Department of Economic Development, Tourism and the Arts
25.	Mr Michael Gibbons	
26.	Mr Scott Wade (Chief Executive)	AFL Tasmania
27.	Mr Phil Thurlow	
28.	Mr Matt Osborne (Secretary)	North Eastern Football Union Inc (NEFU)
29.	Mr Graeme Wilkinson	
30.	Mr Ian Newman	
31.	Mr Luke Martin	

## APPENDIX 4 – WITNESSES

Name	Organisation
Mr Robert Newitt Mr Ross Paine Mr Michael Holmes Mr Paul Curtain Mr Brett Hall Mr Graeme Wilkinson Mr Phil Thurlow Mr Baden Haywood	New Norfolk District Football Club Inc.
Mr Greg Hay, Mr Geoff Lyons, Mr Robert Anderson, and Mr Philip Atkins	Northern Tasmanian Football Association Inc.
Mr Kelvin Hayes and Mr Daniel Smedley	Prospect Hawks Football Club
Mr Dale Fraser, Mr Andrew Doyle, Mr Greg Hay and Mr Arthur Stowe	Northern Tasmanian Junior Football Association Inc
Mr Tony Newport and Mr Dean Lawrence Mr Ian Clarke	Formerly of South Launceston Football Club Board North West Umpires Association
Ms Ann Keegan, Mr George Claxton, Mr Brett Gillow, Mr Craig Young, Mr Rod Patterson, Mr Jade Elmer, Mr Drew Alexander and Mr Geoff Page Mr Thane Brady	South Launceston Football Club North Launceston Football Club Department of Economic Development, Tourism and the Arts
Mr Mark Kelleher Mr Dominic Baker, Mr Scott Wade and Mr Brian Roe	AFL Tasmania



