



SPORTSREADY
EDUCATION & EMPLOYMENT

ANNUAL REPORT

A YEAR IN REVIEW

2016



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CHAIRMAN'S STATEMENT

THE HON. STEVE BRACKS AC

On behalf of the AFL SportsReady board and staff, I would like to welcome you to our Annual Report, where you will find a summary of all our achievements throughout the year of 2016.

In a year that saw youth unemployment climb across Australia, it was rewarding to see many young Australians be afforded the opportunity to commence their careers through our traineeship program. Throughout the year we heard many stories of hardship, support and ultimately success from our graduates, which is great motivation to continue providing quality services to our trainees and partner organisations.

2016 was a year that saw many of our programs thrive against the odds of industry trends. After three years of backing from the Australian Government, ArtsReady hit the milestone of 250 trainees since starting the program and is now seen as the preferred pathway for many businesses in the arts and creative sector.

We continued our support of the AFL industry, with many players benefiting from the range of services provided in our Next Goal program in 2016. Delivered in partnership with the AFL Players' Association, more players than ever



are now equipped to manage the rigours and demands of being an AFL listed player, whilst also preparing for their life beyond football.

In 2017 we face a challenging landscape in the employment sector, however we look forward to meeting those challenges head on.

AFL SportsReady will remain dedicated to supporting young Australians and helping them earn the skills and qualifications they need to build their future.



THE HON. STEVE BRACKS AC
CHAIR

Chairman,
Cbus Superannuation Fund



the team behind
AFL SPORTSREADY

JAMES MONTGOMERY
DIRECTOR

Chief Executive Officer,
AFL SportsReady



STEVE DRUMMY
DIRECTOR

Chief Financial Officer,
Sonepar Pacific



JENNY SAMMS
DEPUTY CHAIR

Chief Executive Officer,
Aboriginal Housing Victoria



MARILYN MORGAN
DIRECTOR

Principal Consultant,
Kamarang Services



PAUL MARSH
DIRECTOR

Chief Executive Officer,
AFL Players' Association



**Audit, Risk Management
& Compliance Committee**

- Steve Drummy - Andrew Dillon
(Non-Director Member)



PAUL BASSAT
DIRECTOR

Founder,
Square Peg Capital



**Governance
Committee**
- Jenny Samms
- David Huggins
- Marilyn Morgan



ANDREW BLAIR AM
DIRECTOR

Executive Director,
Wesley College Institute for
Innovation in Education



JUDE DONNELLY
DIRECTOR

Head of Government Relations,
Australian Football League



DAVID HUGGINS
DIRECTOR

Education Consultant



CEO REPORT



“AFTER 22 YEARS WE CONTINUE TO MAKE A SIGNIFICANT IMPACT ON THE CAREERS OF YOUNG AUSTRALIANS.”

All that we do is in partnership and I would like to acknowledge the tremendous support we receive from our Board, the AFL and our employment partners in every state.

The legacy of the work we do and the support we receive is in the careers of thousands of people across Australia.

Finally I have the privilege of leading a team of passionate, professional and dedicated people who make the journey a joy. I look forward to an even more impressive 2017.

**JAMES MONTGOMERY,
CEO & DIRECTOR**

I am pleased to report another strong year of performance for AFL SportsReady. In a year in which there has been many new challenges in our industry, we have continued to deliver and perform in partnerships across Australia.

The way our partners have embraced our Cultural Awareness Training is heartening and the shared commitments to giving young people a chance to start a career keeps us all striving to deliver day in and day out.

PEAK END OF YEAR NUMBERS:

650 TRAINEES



850 STUDENTS



100 DIRECT EMPLOYEES



OVERVIEW

OUR VISION

At AFL SportsReady, we believe that education and employment are vital for people to participate fully in society. Our vision is for people to have a real chance to start their careers with confidence, qualifications and skills.

OUR PURPOSE

Our purpose is to provide services to assist people with meaningful education, training and employment and to support employers to develop their workforce. Our approach is to support individuals into work, as well as to help employers to develop their workforce.

OUR VALUES

- 1 RESPECT**
We listen to and learn from others, and treat people well.
- 2 EXCELLENCE**
We strive for excellence in all that we do.
- 3 PRIDE**
We have pride in what we do and where we work.
- 4 ETHICS**
We are ethical in our decision-making and our behaviour.
- 5 ACCOUNTABILITY**
We do what we say we will do.
- 6 TEAM**
We work together and support each other.



ABOUT US

AFL SportsReady is an independent, not-for-profit company dedicated to helping young Australians develop careers through traineeships and educational opportunities.

We began over two decades ago, and in that time we have supported approximately 13,000 young people to begin their journey, including over 1,500 Aboriginal & Torres Strait Islander trainees. Our traineeship model is a three-way partnership between AFL SportsReady, young people and employers. We provide an entry level training and support program that combines practical workplace experience with vocational education, helping young Australians kick-start their careers while supporting employers to build skilled and qualified workforces.

AFL SportsReady works in partnership with a wide range of organisations across select industries including sport, business, arts and the creative industries, finance and education. We deliver a suite of professional support and education services to make it simple to hire and manage an entry level employee.

ANDREW CRAIG
NSW / ACT STATE MANAGER

"OUR HISTORY IS DEEPLY ENTRENCHED IN FOOTBALL AND SPORT, IT'S BEEN OUR NICHE. HOWEVER, WE ARE NOW SO MUCH MORE THAN THAT."



GTO / TRAINEESHIPS

We employ over 600 young trainees across Australia and place them in jobs at our partners' workplaces, as either school-based, full-time or part-time.

RTO / EDUCATION

We deliver education from Certificate II through to Diploma for our trainees and direct students across Australia. Our students can also benefit from any one of our seven exclusive university partnerships across Australia.

DIRECT EMPLOYMENT

In addition to the traineeship employment model, we can assist partners in developing their workforce through direct employment, primarily through recruitment and support to transition successfully into the workplace.

HOW WE HELP EMPLOYERS

We provide a range of support services designed to simplify the hiring and managing of an entry level employee.



RECRUITMENT

We manage the recruitment process:

- Create a position description, advertise, screen, interview, short list and assist with selection.

EDUCATE

We provide our trainees with education through our Registered Training Organisation (RTO), SportsReady Education:

- Education and training, OH&S, inductions, qualifications (Certificate to Diploma level) and university pathways.

MANAGEMENT

By cutting through the *red tape*, our partners are free to get on with the job. We take care of:

- Payroll, tax and superannuation, WorkCover, legal documentation, contracts, leave entitlements.

SUPPORT

We provide support for both hosts and trainees to ensure success:

- Assist in managing trainee work performance, provide regular workplace visits and resolve work-related issues.

TAYLA HARRIS

AFL SPORTSREADY GRADUATE

"I love my job, I got a massive head start in my career thanks to AFL SportsReady. I'm living my dream."



AFLW SEASON

AFL SPORTSREADY GRADUATE

In what was the inaugural AFL Women's season, over one quarter of the marquee players drafted were either AFL SportsReady trainees or past graduates.

NEXT GOAL

Over a quarter of all AFL listed players chose to either study or complete a work placement as part of the Next Goal Program in 2016.



TRAINEESHIPS

2016 saw AFL SportsReady achieve an 86% success rate with 442 trainees graduating and launching their careers.



2016 HIGHLIGHTS



ARTSREADY

A record number of ArtsReady trainees graduated from our program in 2016, with over 250 trainees starting their career journey with us since ArtsReady's inception.



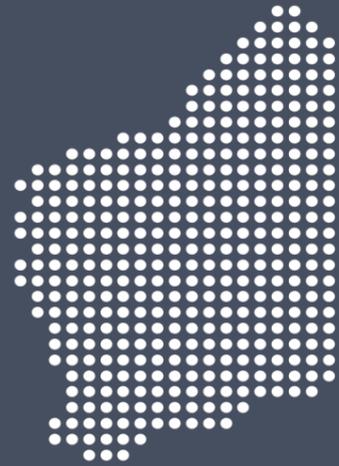
WARUMILANG

Opportunities for young Aboriginal & Torres Strait Islander job seekers have never been better, with over 216 trainees beginning their career journey with us in 2016.



STATE SNAPSHOT

WESTERN AUSTRALIA



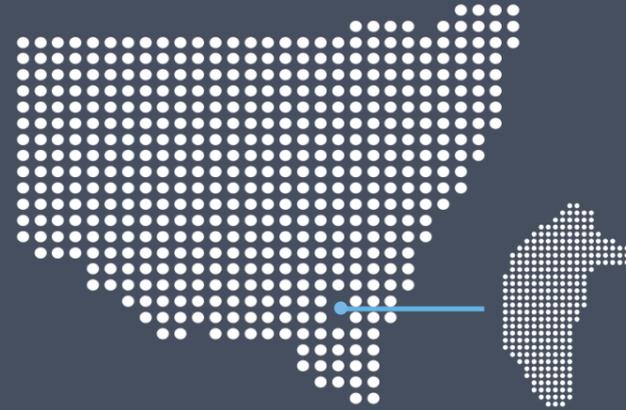
- New partnership developments with Edith Cowan University, Curtin University and Crown Casino increasing opportunities for young West Australians.
- Strong retention of host employers and increased number of traineeship completions meaning more trainees are now qualified.
- On-line education is now operational making our Registered Training Organisation modules more accessible.

SOUTH AUSTRALIA



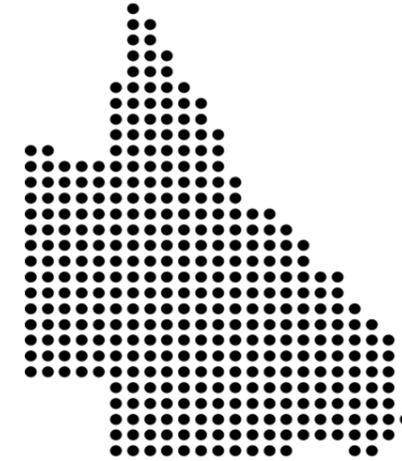
- Record number of Aboriginal and Torres Strait Islander people were placed in jobs.
- Steady growth in the number of Arts-Ready trainees placed in the creative industries.
- 18 new employers signed up to provide more opportunities for young Australians.
- Our SANFL Clubs Program continued to grow with 32 participants across seven SANFL clubs, achieving a 100% completion rate.

NEW SOUTH WALES & ACT



- NSW staff are now qualified to deliver Cultural Awareness Training, with increased opportunities for Aboriginal employment.
- Relationship with AFL NSW / ACT strengthened with 23 opportunities for employment in 2016.
- 100% success rate with all 12 participants of the Indigenous Marathon Project completing a Certificate III in Fitness.
- A Traineeship completion rate of 90%.
- 91% of ACT trainees went onto employment or tertiary study.

QUEENSLAND



- We continued to strengthen our relationship with Kmart, successfully rolling out 67 school-based traineeships.
- 69% of our trainees in Queensland are of Aboriginal and/or Torres Strait Islander descent, and are *soaring like eagles*, as part of our Warumilang program.
- Trainee gatherings continue to help strengthen relationships between trainees and AFL SportsReady staff.

VICTORIA



- JVEN contracts and partnerships with Centre for Multicultural Youth and Aboriginal Housing Victoria provided new opportunities through traineeships and direct employment.
- Cultural Awareness Training continued to grow with more workplaces becoming culturally sensitive.
- Placing trainees in Victorian schools and local councils continues to grow.

TASMANIA



- We launched the inaugural AFL SportsReady Leadership Program, further cementing our partnership with the University of Tasmania.
- Corey Burgess and Brooke Faltusz-Cashion, two of our Aboriginal and Torres Strait Islander trainees, were honoured as finalists at the 2016 Tasmanian Training Awards in the School-based Apprentice of the Year category.

OUR TRAINEES

GENDER SPLIT

In 2016, the majority of AFL SportsReady graduates were female.



SUCCESS RATE

In 2016, AFL SportsReady placed a strong focus on providing additional support for trainees. As a result, we saw our completion rate jump to 86%.



AFL SPORTSREADY V ARTSREADY



TOTAL GRADUATES



WHERE WE WORK

2016 GRADUATES





SUPPORTING AFL PLAYERS

In 2016 AFL SportsReady continued its partnership with the AFL Players' Association in providing AFL players with educational programs to support their development in the game.

This suite of programs included an educational pathway giving players access to an array of options at Certificate III, IV and Diploma levels with the ability to utilise AFL SportsReady's partnerships with universities

around the country to continue their study at undergraduate level with direct entry.

The AFL Programs department continued to explore other meaningful education and vocational pathways for players, working with all clubs to support players to plan and explore options for life in football and beyond.

IN 2016 MORE PLAYERS THAN EVER ARE PREPARING FOR LIFE BEYOND THE GAME THROUGH THE NEXT GOAL PROGRAM.



TRAINEES SUPPORTING THE AFL

104 GRADUATES HELPED SUPPORT THE FOOTBALL INDUSTRY



AFL INDUSTRY
6 GRADUATES



STATE LEAGUES
38 GRADUATES



CLUB LAND
60 GRADUATES

30

WORK PLACEMENT

Over 30 players participated in the Next Goal work placement program, preparing for their careers beyond the game.

90

FOOTBALL INDUCTION

90 first year players completed our Football Induction program, developing the skills necessary for a successful AFL career and earning a Certificate III qualification.

39

CERTIFICATE STUDY

39 players studied with AFL SportsReady, completing either a Certificate IV in Business (16), Certificate III in Fitness (9) or a Certificate IV in Fitness (14).

50

DIPLOMA STUDY

50 AFL listed players completed our Diploma of Sports Development (21) or a Diploma of Leadership and Management (29).



ARTSREADY HAS SUCCESSFULLY ESTABLISHED ITSELF AS A NATIONAL VOCATIONAL EMPLOYMENT MODEL FOR THE ARTS AND CREATIVE INDUSTRIES THROUGH A RANGE OF KEY PARTNERSHIPS AROUND THE COUNTRY.

In 2016 ArtsReady has continued to grow its traineeships for another year in the arts and creative industries. The support by the Australian Government through the Ministry for the Arts and our industry Advisory Committee continues to be a strong alliance, along with many of our committed second and third year host employers, which has led to some fantastic outcomes across Australia.

Since its launch, 90 trainees have graduated through the program and gone onto meaningful employment or further education. We have seen a year filled with a greater number of full-time roles than part-time and school-based. Around the country, currently 87 are in on-the-job training, with organisations like the National Gallery of Victoria, Australian Ballet, Queensland Ballet, Sydney Theatre Company, South Australian Theatre Company, Belconnen Arts Centre, The Arts Centre on the Gold Coast, Queensland Music Festival, Country Arts WA, Ticketmaster, Millmaine Entertainment, The City of Sydney and Edith Cowan University.



BRE APPEL
FIELD OFFICER

"We are starting to see ArtsReady making some significant gains in the creative industry with over 250 young Australians starting their career journey with us."

ArtsReady's successes are due to some great sector engagement nationally, especially the performing arts, visual arts, GLAM sector and information technology sectors. Secondary schools have been strong supporters of the program this year, along with local government organisations and media companies.

Aboriginal and Torres Strait Islander-specific roles are continually requested by host employers nationally, and in NSW and SA we've seen these roles double. We have recently placed Aboriginal and Torres Strait Islander roles with the National Gallery of Victoria, the Australian Centre for the Moving Image (ACMI), Crown Casino and Yirri Yaakin Theatre Company. Finally, our success is not only a reflection of the incredible work of the ArtsReady team, but also an outstanding team at AFL SportsReady supporting the program daily.

ARTSREADY'S TOP 5

1. PREFERRED PATHWAY

ArtsReady is now seen as the preferred pathway for many businesses in the arts & creative sector.

2. ABORIGINAL ROLES

In 2016, the number of Aboriginal and Torres Strait Islander specific ArtsReady roles doubled.

3. MILESTONE HIT

In December 2016 ArtsReady hit a milestone of 250 trainees starting the program.

4. ARTSREADY GROWTH

More and more ArtsReady trainees are graduating each year:

- 2014 (10 graduates)
- 2015 (37 graduates)
- 2016 (54 graduates)

5. PARTNERSHIPS

The number of the new employment partners who join ArtsReady continues to grow.

SAMPLE OF OUR PARTNERS



MARCIA LAURIE
FIELD OFFICER & MENTOR

“I’m passionate about our young people having opportunities to build pathways to great careers and a better future.”



WARUMILANG
Aboriginal and Torres Strait Islander Programs

‘soar like an eagle’
FROM THE DJAB WURRUNG PEOPLE

AFL SportsReady has a strong focus on providing real employment and education pathways for Aboriginal and Torres Strait Islander people nationally. We focus on the individual and take time to understand their journey and aspirations.

We put culture at the centre of everything we do, understanding that this is fundamental to our success. We continue to build genuine and meaningful relationships and partnerships with communities that are built on trust.

216 TRAINEESHIPS

216 young Aboriginal or Torres Strait Islander people began their employment journey with us through a traineeship. We improved our employment retention rate, meaning more Indigenous Australians are qualified in their roles.

DIRECT EMPLOYMENT

Over 90 Aboriginal and Torres Strait Islander Australians received direct employment and support services through our Vocational Training and Employment Centres (VTEC) program across Victoria and Tasmania.

CULTURAL AWARENESS

More workplaces across the country have become culturally sensitive thanks to the expansion of our Cultural Awareness Training. 2016 saw over 1,400 participants.

FOOTY MEANS BUSINESS

50 young Aboriginal and Torres Strait Islander men developed their leadership skills through the highly successful Footy Means Business Program, delivered in partnership with Rio Tinto.

In 2016 we have continued to grow our offerings in traineeships and direct employment, provide mentoring and workplace support and offer cultural care to Aboriginal and Torres Strait Islander people across the country. We partner with employers nationally to develop and grow their Aboriginal employment programs by providing business solutions for recruitment, retention and mentoring. We also build cultural understanding and develop leadership skills.

We currently deliver the Australian Government’s Indigenous Employment Program across Australia, facilitating and supporting both school-based and full-time traineeship models. 2016 has seen us continue to build on and grow our partnerships with community, our partner organisations and employers to provide a diversity of employment and education pathways nationally. We continue to stretch ourselves as a company in regards to our RAP commitments, building our capacity to support and in turn build the capability of our partner organisations and employers.

OUR PARTNERS



SPORTSREADYEDUCATION

SportsReady Education specialises in:

SPORT AND RECREATION

- Certificate II Sport & Recreation
- Certificate III Sport & Recreation
- Certificate IV Sport & Recreation
- Diploma Sport Development

FITNESS

- Certificate III Fitness
- Certificate IV Fitness

BUSINESS

- Certificate II Business
- Certificate III Business
- Certificate IV Business
- Diploma of Management

FINANCE

- Certificate III Financial Services



850
STUDENTS

In 2016 over 850 students commenced their studies with SportsReady Education, ranging from Certificate level through to Diploma.

189
ABORIGINAL STUDENTS

189 Aboriginal and Torres Strait Islander students began their studies with SportsReady Education in 2016. This equates to 22% of all our students.

2017
ONLINE LEARNING

We have developed an online delivery platform for our traineeship students, with the pilot program for our Business students commencing in January 2017.

11
INDIGENOUS MARATHON

11 Indigenous athletes completed a Certificate III in Fitness in the lead-up to the New York Marathon as part of the Indigenous Marathon Project.

RESOURCE DEVELOPMENT

SportsReady Education has developed a Certificate III in Education Support specifically designed to meet Aboriginal learning styles, thereby increasing success rates and highlighting teaching as a career option.

CONTRACT RENEWALS

The quality of SportsReady Education programs was recognised with the successful renewal of training contracts in VIC, WA, SA and TAS, and the securing of new contracts in QLD and NSW.

INDIGENOUS PROGRAM

We commenced the 2-year Indigenous Australian Employment Development Program with the University of Melbourne, which includes delivery of the Certificate IV in Business to Aboriginal and Torres Strait Islander Australians.

UNIVERSITY PATHWAYS

AFL SportsReady trainees and SportsReady Education students can benefit from any one of our seven exclusive university partnerships across Australia.



EXECUTIVE EDUCATION



[All AFL SportsReady Executive Certificates can be accredited up to a Masters level thanks to our national university partnerships.](#)

2016 saw our Executive Education program continue to grow within the AFL industry, as well as building strong partnerships with other sporting bodies including Bowls

Australia, YMCA Victoria and Cricket Australia. The AFL programs impacted over 3,000 people across the AFL industry through online programs such as Codes and Policies, as well as face-to-face tailored courses delivered for football administrators, player development managers, coaches, umpire coaches, player agents and the players themselves.

The team expanded its work with the AFL Players' Association and developed a new executive course for the AFL Coaches Association. The AFL Umpires Academy continued to grow with over 400 umpire coaches participating in various courses throughout the year.

AFL SportsReady's relationship and offerings to Bowls Australia expanded during 2016, with a number of online coach education courses developed and rolled out during this period.

In addition, 2016 saw a new partnership with Cricket Australia to develop and deliver a range of online compliance courses as well as a comprehensive range of executive courses which will be rolled out over 2017.

Our partnership with the YMCA is extremely important to both organisations and 2016 saw significant growth in the number of YMCA staff who participated in the YMCA Leadership programs.

BY THE NUMBERS



FINANCIAL REPORT



4% INCREASE
in profit from 2015

AFL SportsReady recorded a net surplus of \$76,170 for the 2016 financial year. The result, up on 2015, was on budget. Revenue increased year on year by 4%, with higher revenue from our Group Training Operations driving the increase.

Savings were made in employment costs to offset a greater investment into our ArtsReady program in 2016. This year marked our ninth straight year in which the total revenue of the company grew, which re-

[“2016 marked the ninth consecutive year in which our total revenue grew.”](#)

fects the company’s commitment to continue to grow and expand our service offerings.

The profitability of SportsReady Education, our Registered Training Organisation, continues to be a focus for the company. In 2016, total revenue was flat with cost savings driving an increased profit of \$64,000 year on year.

REVENUE

\$21,939,584



EXPENSES

\$21,863,414



YEARLY PROFIT

\$76,170



PROFIT & LOSS STATEMENT

All financials are extracts from audited financial statements. Full financial statements are available on request.

REVENUE	
JOB PLACEMENTS	\$14,418,022
AFL INDUSTRY	\$765,000
TRAINING FEES	\$860,697
GOVERNMENT FUNDING	\$5,435,007
OTHER	\$460,858
TOTAL REVENUE	\$21,939,584

EXPENDITURE	
SALARIES	\$15,739,199
ARTSREADY	\$2,821,346
OPERATING EXPENSES	\$1,291,301
DEPRECIATION & AMORTISATION	\$247,469
OTHER	\$1,764,099
TOTAL EXPENDITURE	\$21,863,414

SUCCESS STORIES

TRAINEESHIP MAKES KATHERINE'S DREAM A REALITY

Former trainee and singer/songwriter Katherine Miller hit her high note in the music industry thanks to an ArtsReady traineeship, gaining full-time employment with Australia's major music body APRA AMCOS.

Consisting of over 89,000 members who are songwriters, composers and publishers, APRA ACMOS aims to licence organisations to play and perform music and distribute the royalties back to their members.

"I decided to take on a traineeship in 2015 because I was keen to get a job in the music industry and I knew it was my best shot at getting my foot in the door. It was a miracle."

"Music has always been my passion, I live and breathe it, so to be working amongst people who share the same love for music is a dream come true. In the first few weeks of my traineeship I focused on processing and learning all the ins and outs of the industry. As I became comfortable with the operations I began taking on more work and responsibilities," Katherine explained.

"I even had the opportunity of liaising with major record labels such as Universal Music Australia which was an incredibly inspiring experience."

As part of her traineeship, Katherine also studied a Certificate III in Business to help hone her skills in on business operations, customer service, financial processing and resources coordination.

"The great thing about doing a traineeship is having the opportunity to further yourself with a qualification. This increases your chances of becoming a full-time employee with your host organisation because you gain the knowledge as well as the practical skills."

Aside from working at APRA AMCOS, Katherine is a professional performer and song writer and is currently working on her second EP which she hopes to be released in 2017.

AFL SPORTSREADY ALUMNI

WHERE ARE THEY NOW?

Join our alumni

Linked in

MATT FINNIS: CEO, STKILDA FC

STEVEN REAPER: CEO, AFL VICTORIA

CHRIS NAISH: CEO, REACH FOUNDATION

THEA SALTER: HEAD OF BROADCAST & SCHEDULING, AFL

TIM SILVERS: COO, HAWTHORN FC

AARON CLARK: DIRECTOR, KGI

CHELSEA RANDALL: PREMIERSHIP CAPTAIN, ADELAIDE FC

TIM ARNOLD: DIRECTOR, FREE AGENCY

JENNA CUMMING: DIRECTOR, JMC & CO.

REBECCA MCCUE: MEMBERSHIP MANAGER, HAWTHORN FC

TAMARA JOY: HR MANAGER, AUST. MOTOR SPORT

PAT CORTAZZO: ANALYSIS MANAGER, CARLTON FC

EMILY WASTLE: STATE PARTICIPATION MANAGER, AFL QLD

DANIELLE STALLEY: STATE TICKETING MANAGER, QLD CRICKET

CASE STUDY

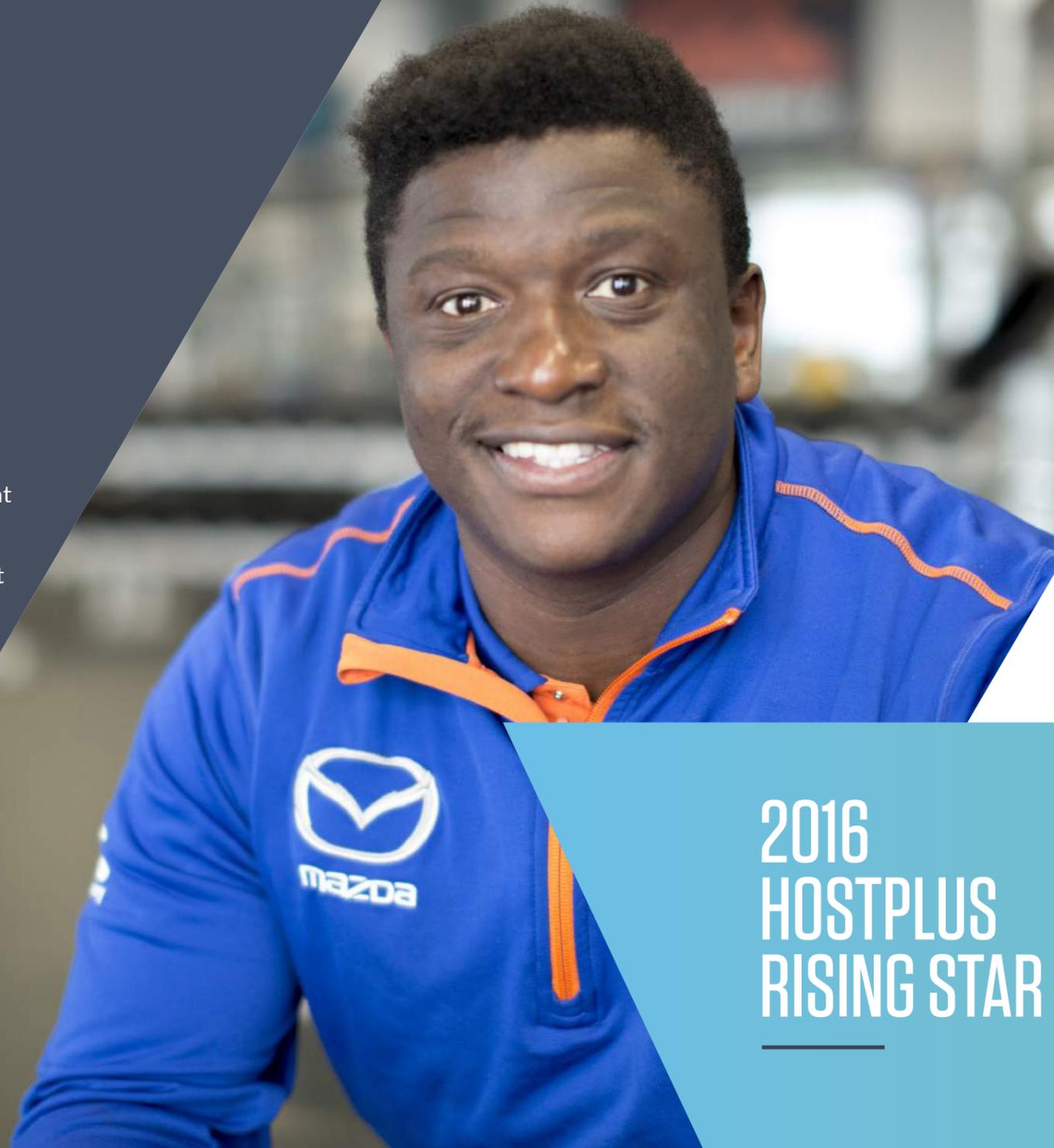


Q & A WITH MUFARO MUNERI

Thanks to AFL SportsReady, Mufaro Muneri is living his dream, working in the AFL industry at the North Melbourne Football Club.

Mufaro speaks about how he first got his start in the sports industry and how he hopes to develop his career in the future.

Mufaro is one of AFL SportsReady's success stories, taking out our 2016 Host Plus Rising Star Award.



2016 HOSTPLUS RISING STAR

Q Hi Mufaro, tell us what you are currently up to?

A *I've been an AFL SportsReady trainee from 2015 to 2016 and I am now working full-time at the North Melbourne Football Club as Development Officer.*

Q What is a traineeship?

A *A traineeship is having fun, learning at the same time, working full-time, getting paid and for me, being in a sporting environment.*

Q Were you nervous when you started your first job?

A *I struggled when I moved down here because I didn't know anyone and obviously not being in school I didn't have much connection or family friends to get me a job.*

Q What type of support did you receive?

A *The way the club and AFL SportsReady have really helped me come out of my shell and be a confident person. I have come a fair way since I have started as a trainee.*

Q How do you help your workplace?

A *My colleagues told me I really came out of my shell, which motivated me to do another year and help to develop the new multicultural kids - being their mentor, kicking a ball with their new friends and seeing them one day become superstars. Yeah, that's what it's all about.*

Q What is your dream job?

A *To be able to work at a footy club is one of the best possibilities that could ever happen. I still get to wear the full gear, still get to rock up to the club, and still get to talk to the players, the coaches and so on. I still get to continue my dream and work in the footy department.*

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