



ANNUAL REPORT 2011/2012







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Message from the Australian Sports Commission



The Australian Government is committed to increasing participation in sport and for our high performance athletes to excel on the world stage. Sport not only inspires and unites; it also promotes community involvement and active lifestyles.

The Olympic and Paralympic Games is an exciting time for Australians and highlights the substantial contribution of sport to the Australian community,

from athletes competing in the Games to those involved in weekend club competition and social play, as well as parents and volunteers.

Australia's performance at the London Olympic and Paralympic Games is the culmination of extensive long-term efforts across the Australian high performance sector. Following the Games, there will be opportunity to celebrate our success and critically review our next steps to ensure we focus and align our efforts to deliver the best possible results on the world stage.

It is two years since the Australian Government delivered its new vision for sport through Australian Sport: The Pathway to Success. As a result the Australian Sports Commission (ASC) received an increase in recurrent funding. Since then, we have focused on implementing our new plans, delivering key programs, supporting national sporting organisations (NSOs) to deliver participation and high performance outcomes while also assisting with building their capacity and improving collaboration, alignment and effectiveness within the Australian sport sector.

The 2012 Budget delivered a continuation of the Active After-school Communities program. This will enable primary school-aged children across the country the opportunity to embed sport and physical activity into their daily life. We will continue working with sporting organisations at all levels to ensure the program provides maximum value to sports and supports the transition of program participants into local clubs.

The Prime Minister's Olympic and Paralympic Challenges were a unique way for primary school children to capture the Olympic spirit and create their own Olympic journey. This initiative encouraged and inspired children to get active, have fun and earn rewards. This, coupled with participation programs delivered by NSOs, continues the Australian Government's commitment to ensuring greater access to the benefits of sport.

The support received from the Australian Government for Australian sport is essential and plays an integral role in connecting our young sporting participants with their dreams of podium success in the future.

This is an exciting and challenging time for Australian sport. The Australian Sports Commission looks forward to working with sporting organisations, state and territory institutes and academies of sport and departments of sport and recreation, to promote access to, and participation in sport. Together we can promote an active lifestyle and develop sporting champions now and into the future.

Mr David Gallop
Acting Chairman
Board of the Australian Sports Commission

Chair Report

It is my pleasure to present the Annual Report for Touch Football Australia for the year to 30 June 2012. There have been significant achievements across the organisation in the reporting period, which is a credit to volunteers and staff.

Another chapter in Trans Tasman competition was written in Mudgee, with an event that brought together not just tough competition but also an off-field camaraderie and community involvement that reflects the grassroots of the sport. Congratulations to all Australian representatives at the event. Thanks also to Council and the community of Mudgee for their welcome.

A successful National Touch League and National Youth Championships were conducted at Port Macquarie and Caloundra respectively. These significant events in the sport could not happen without the support of the volunteer base across the country and thanks go to the many people in that group. Preparations are well underway for the much-anticipated Super Trans Tasman and Elite Eight events in 2013, events that now underpin the High Performance direction of the sport.

The organisation has managed a range of innovations and events in the TFA managed states and territories. Successful State Cups and Touch Leagues were conducted in the various localities. I would also acknowledge the advice and strategic direction provided through the State Council network and thank the many volunteers engaged through that process.

The financial performance of the organisation builds on previous outcomes to place TFA in a sustainable position for the future. The organisation has invested significantly in the sport across a range of initiatives and is in a position to take advantage of opportunities and respond to challenges.

I would like to take the opportunity to thank the technical directors and their panels for their work underpinning a broad range of TFA activities. The Board, and the organisation as a whole, appreciate your efforts.

I also thank the members of the Board of Management during this year for their commitment to TFA and to the sport. Graham Quinlivan leaves the Board this year and I would like to thank Graham for the perspective he has brought to discussions and his contribution to board activity.

The staff across the TFA network have again gone above and beyond during this year and as ever their efforts are appreciated. The Board values the advice, values and dedication of its senior management team on which our organisation's performance is built.

The organisation and the sport more broadly are in a strong position, with continuing challenges from external factors. It will be critical into the future that we all work together for the game to ensure the sport achieves its potential and can successfully take advantage of opportunities.

Yours sincerely,



Michael Rush
TFA Chairman

The Board of Touch Football Australia

Touch Football Australia (TFA) recognises the dedicated support of the Directors for the period from July 2011 through to June 2012. The ongoing dedication of these volunteer Directors to the national body is vital in our ongoing success and links to the membership:

Michael Rush
Graham Quinlivan
Jim Yeo

Barry McNamara
Jane Russo

Office Bearers and State Councils

Touch Football Australia recognises and thanks the following appointed Technical Directors and their relevant panels or reference groups for the ongoing service that they offer:

Greg West – Referee Director
Cathy Gray – High Performance Director
Ron Connolly – Selectors Director
Peter Bell and John Singh – Coach Advisory Panel

TFA would also like to recognise the services of all the coaches involved in the High Performance program as well as the valuable contributions of our medical team.

The TFA Board recognises the valuable input provided through the relevant State Councils, which were formed to assist the governance of the sport in each state within our unified structure. The Councils offer valuable input and we specifically recognise the Chair on behalf of each Council for the period:

Brian Keech – ACT
James Bible – VIC
Jodie Stokes – Tasmania

Ron Connolly and Neil Collins – Western Australia
Steve Bow – Northern Territory
Bruce Ainslie – South Australia

TFA continues to value the support of both the New South Wales Touch Association (NSWTA) and the Queensland Touch Association (QTA) through their Boards and staff.

While not within the advisory capacity of the State Councils, the interaction of the relevant Chair or President is vital with the organisation making significant inroads into the improvement of our relationship and therefore progress of the sport:

Aileen May – New South Wales Touch Association (President)
Warren Pryde and Jim Blanch – Queensland Touch Association (Chair)

It is often referenced that the overall success of our sport is attributed to the contributions made by our volunteer members. It is clear to Touch Football Australia that we have quality people involved at all levels of our sport. The organisation continues to be indebted to this support.

Mission, Values and Vision

OUR MISSION

To lead Touch Football and develop our dynamic sport to the position of Australia's leading community sport

In leading the sport to deliver the above mission we have varying requirements to achieve:

OUR 'SERVICE MISSION'

To be one of the most respected and successfully administered sporting bodies nationally and internationally.

OUR 'PRODUCT MISSION'

To develop; serve and expand the sport of Touch Football as a thrilling, enjoyable and accessible sport for all.

OUR 'ECONOMIC MISSION'

To preserve the ongoing economic viability of the organisation while ensuring the financial accessibility of the sport of Touch Football remains.

OUR VALUES

Our organisation is founded on the core values that include:

Leadership

**Fearless
Innovative
Progressive
Transparent
Accountable
Effective**

Integrity

**Fair
Ethical
Open
Clear
Honest
Responsible**

Professionalism

**Responsive
Efficient
Customer focus
Engaged
Respectful
Communicative**

Diversity

**Flexibility
Equality
Inclusive
Impartial
Objective
Compromising**

Excellence

**To promote the achievement of excellence at all times
Improvement
Best Practice**

OUR VISION – TOUCH FOOTBALL 2015

The vision has been separated into two distinct areas, our vision for the sport and our vision for the organisation:

TOUCH FOOTBALL

In 2015 Touch Football will be a sport that is unified in business structures, design and development which demonstrates an effective structure that delivers all aspects of the game from elite to grass roots level.

The brand of the sport will be established and presented ahead of all entities to ensure recognition of a strong community product. The sport will be easily identifiable and every Australian will know someone that plays this great sport.

Touch Football will be the leading community sport for Men, Women and Children throughout Australia. This will enhance the sports reputation for being one that is inclusive, fun and accessible to all.

Through strong community and management structures Australia will retain the number one ranking in all ages of international competition, and grow to become the key development player in the sport throughout the East Asia/Pacific region and the world as we build toward a World Cup in the Region.

The sport will gain credibility through regular exposure on mainstream media which will further support the desire for the young and old to take up the sport.

Touch Football will continue to grow to a position of over 500,000 registered and known participants.

TOUCH FOOTBALL AUSTRALIA (TFA)

In 2015, our ambition statement for TFA as an organisation is:

We will showcase the sport in a World Cup on Australian soil for the first time in 16 years in 2015, defending our status as the number one nation.

TFA will operate in a manner which results in our organisation being recognised as professional to a level above most in our category. As an organisation we will lead all state operations in our structure, through policy, process, example and unity.

We will influence our key partners and guide them in a way which is collaborative and supportive.

TFA will have attracted and retained the services of a valuable and efficient group

of core volunteers to guide the sport at all levels. We will have affiliates that are committed to the structure and find value in the services offered by the association either directly or indirectly.

The association will have also established a strong recognition of the vital role the affiliate plays in the delivery of the product to our participants therefore focussing resources on mechanisms to support this delivery.

An open and communicative approach will ensure our service providers are aware of the great administration systems, support and education available to ensure the quality of the product at 'grass roots'.

TFA will have invested in the commercialisation model for grassroots delivery to safeguard our future. This will directly support the delivery of the sport in a multitude of ways and ensure we can grow and move into areas or locations where our sport is desired.

We will have a core understanding of what is 'development', so we have a deeper understanding of critical areas, how it is delivered and what we can do to make a difference. We will embrace those engaged in this delivery of Touch Football at all levels and value them.

We will understand the varied requirements of our membership and potential participants through a connected system. We will be open to taking opportunities as they present, assess them diligently and progress where they are of strategic importance through the allocation of resources to achieve the strategic goals and objectives.

We will have developed strong stakeholders in governments at the local, state and national levels. We will have used these to lift the profile of the sport and subsequently develop a sound reputation within the industry. Partnerships will be central to this and TFA will have recognised relationships with other sports, commercial entities, the school system and other community groups.

We will have positioned the sport on television and within the mainstream media to enhance the exposure, awareness and standing of the game. We will have created a brand for the sport and embraced it to ensure that 'Touch Football' is placed ahead of all entities therefore creating true belonging.

TFA will have assessed all potential opportunities to establish a 'home for the sport' as well as other key investments in infrastructure to consolidate our footprint

across Australia. Our events will have been enhanced in their reputation both through the numbers attending and the quality of our elite products at domestic and international level.

We will have strong pathways while understanding what is important to people at every level of the sport being the central motivator to our continued growth.

We will have positioned ourselves to take advantage of emerging markets and furthermore be in a position to be advancing the standing of the game rather than reacting to the needs as they arise through proactive systems.

Financially we will have continued to develop the 'business', update systems to cope and resource to a level that reflects the requirements of a strong model.

We will have retained and attracted new corporate partnerships (and Government Health programs) through delivery of quality and progressive community programs.

The sport will be truly unified by 2015, through the attraction of the product and professionalism of all bodies for the sport throughout Australia working toward common goals.



CEO Report

It is with great pleasure that I present the 2011-12 year to the members of Touch Football Australia.

The sport has continued to position itself as one of the leading community sports in Australia through the continued contribution of outstanding people. The members, volunteers and staff of this organisation are unified by the belief they all have in the product we are representing.

While challenges will be ever present and continue to question the gains that are being made, it is clear that the sport is maturing and overcoming various obstacles.

As a sport it is clear that over the last five years we have been able to position ourselves as a leader in a time where it has been difficult to do so. This has taken leadership, courage and dedication across the community and while it has not been easy it is beginning to show the results we all desire.

With more sports available than ever before it is critical that we unite in a common purpose to grow Touch Football. The unified approach has taken on a new dimension in the 2011-12 year with the focus shifting to a 'one team' concept through collaboration.

This spirit of cooperation has allowed the sport to begin to look at the way it positions itself with key partners to ensure it is not only internally strong but is open to the opportunities that can assist us to achieve significant outcomes. Relationships are not often easy to maintain and require dedication and commitment. There will be challenges to the strength of such unions but as a sport we must all know that the shared vision we have is for Touch Football to reach the lofty goals it has set for itself.

Many sports are looking to only now change to meet the needs of the current market. This is more prevalent than ever with a mounting list of governance or performance reviews into sporting bodies to ensure they can act as one.

As a sport we have maintained a progressive state of mind and continued to challenge the objectives we have set for ourselves in order to not only achieve success or measures of it, but maintain relevance in a crowded market. Whether

this is on the field, in the office or in the boardroom we must continue to innovate and work at all levels in a unified manner if we are to achieve this success as a sport which is focussed on growth as well as the trophies or rewards we pursue at various events.

Our Participation Plan has guided the organisation to significant gains in the first 12 months of existence and we believe it has also ensured there is clarity in our direction. The High Performance objectives have also remained strong with the development of the new plan enhanced by the performance of our next generation at the 2012 Trans Tasman where we again retained all three divisions.

I wish to congratulate all involved in this event ranging from our athletes, coaches, volunteers and staff through to our opposition and partner Touch New Zealand.

We must have strong associations within our own network, sound external partnerships and a sense of responsibility for our international partners to ensure we are all progressing together. As an organisation we have enhanced our international focus as a leader to ensure the overall development that has been achieved over the last 30 years can be enhanced globally. This is clearly articulated in our Strategic Plan and it is only now that we are in a strong enough position to act.

I am certain that the current era will be viewed as one that challenged the status quo and may even have some teething issues however; it is clear that the revamped structures will not only challenge our athletes to perform better through developments like 'Elite 8' but will deliver more profile for the sport to a larger participant base.

Internally we can often be the toughest judge on performance. This is evident through numerous conversations or interactions that question where we are at or why are we not doing certain things.

The leadership position envisaged and therefore embraced is to ensure we continue to develop as a sport and achieve our own expectations. We will not only judge ourselves at an elevated level but we have lofty expectations of success for our sport.

While this is an admirable position we must ensure the expectation is benchmarked against a challenging yet achievable level. The key achievements of the Strategic Plan have been clearly linked to everything that we do at Touch Football Australia and the Annual Report will highlight this line of thinking.

Of course, an organisation or person cannot lead without a 'Team' and I take this opportunity to acknowledge specifically the outstanding people that I have the pleasure of working with to achieve these objectives.

Again, the ongoing support and leadership of Michael Rush as the Chair is an asset that the organisation cannot undervalue. He leads a dedicated group of volunteers who are a credit to the sport. Personally, I would like to thank the Board of Management, Michael Rush, Graham Quinlivan, Jane Russo, Barry McNamara and Jim Yeo for their support over the last year. I thank our departing Board Member Graham for the guidance and diligence he has afforded the organisation.

The Board is highly skilled and experienced in the needs of the organisation and continue to ensure they maintain a level of connection across the community. Whether this is at State level or in the relevant discipline they align with, the counsel provided informs all that we do.

The Board are supported by an extensive group of appointed personnel be they Directors, Panel Members, Council members or Coaches within our High Performance environment. I specifically thank our appointed Directors Cathy, Ron and Greg as well as the State Chairs of our unified network.

The sport is truly grateful of the time and effort you have afforded to us not only this year but throughout your engagement. It is clear that without your valued contribution we would not be as successful as we have been.

Again, I thank the NSWTA and QTA for their partnership over the last 12 months. There have been some significant challenges to overcome on varying fronts and it is my belief that the sport has progressed notably.

During the year both organisations have worked with the NSO at a high level

whether it be to overcome localised issues or to share the vision of the future. The contribution of Warren Pryde cannot go unmentioned and his contribution to QTA over the period was extremely valuable.

Aileen May and Dean Russell have continued to work with TFA to ensure our relationship is enhanced and goals achieved.

The organisation is blessed to have an amazing team of staff at State and National level. Their commitment and professionalism is evident in all that they do. They all continue to develop and now have an understanding of the things that can be achieved after such a long rebuilding phase.

The new cycle is such that they are in a position to influence the direction of the sport with increased resources at their disposal. This has been a major achievement of the group as a whole, volunteer and professional together.

I thank the ongoing support and commitment of the Senior Management group in Marianne Maguire, David Brady and Matt Bamford. They have all influenced the direction of the sport in the recent past and the achievements of the last year are a testament to their work ethic and professionalism.

I also thank Garry Foran for his continued guidance and counsel. Garry has been a constant support to me personally while also being an extremely valuable cog in the organisation. Garry is a vital ingredient in the ongoing success of TFA.

Our sport has great people involved in it from the park through to the individuals that guide us at Board level.

Our sport continues to benefit from the commitment of all concerned and we are in safe hands for the future if we can retain them at all levels. This may well require further growth and recognition of what common purpose really is and what can be achieved if we truly develop an attitude to match.

There are significant challenges that face us all and it is clear that we have the tools, resources and people to succeed if we are unified. It may sometimes be difficult to recognise that we are all working for the same outcome and that

together the collective effort will ensure success however; with this mindset and action we can certainly achieve all that we believe possible.

This common belief and attitude should not be the aspiration, it must be the culture and behaviour we all role model in all that we do. When this is achieved all of our goals will clearly be within reach and much more able to be achieved than we ever realised.

We can all be proud of what was achieved in 2011/12 and we welcome the opportunity to achieve higher results for our members in the future.

I commit to the membership this report of the 2011/12 year and on behalf of TFA again thank all members of the Touch Football community for the choice they make to be a part of this organisation.



Colm Maguire
Chief Executive Officer
Touch Football Australia



Progress of Primary Objectives towards 2015

2010	2011-12 Progress	2015 Measurement
Substantially increase participation	<ul style="list-style-type: none"> • TFA Participation Plan 2011-2015 • Initial census 2010-11 approximately 460,000 participants of Touch Football • 2011-12 retrospective reporting provides approximately 500,000 participants of Touch Football • TFA national database for 2011-12 indicates 30,934 registered individual members • Introduction of Electronic Direct Marketing reaching approximately 57,500 contactable email addresses 	500,000 registered and contactable members
Thrive at the elite level	<ul style="list-style-type: none"> • TFA High Performance Plan 2011-2015 • 2011 FIT World Champions in Open and Seniors • 2011 Youth Trans Tasman Champions • 2012 Open Trans Tasman Champions 	The number one nation at all contested levels
Provide quality experiences for everyone in Touch Football	<ul style="list-style-type: none"> • 2011 National Youth Championships rated 10/10 • 2012 National Touch League rated 8/10 • Competition benchmarking undertaken in all TFA managed competitions shows a national average of 7/10 • 2012 Trans Tasman participants rated 10/10 	Established a value proposition and satisfaction level that results in all participants indicating they will continue to participate annually

2010	2011-12 Progress	2015 Measurement
Grow the resources available to invest in the sport	<ul style="list-style-type: none"> Equity for 2011-12 is \$3 578 388 	Equity in the organisation to the value of \$4 million
Substantially raise the profile of the game	<ul style="list-style-type: none"> Touch Football network website traffic was 11,843,296 page impressions and 974,913 unique browsers through the year. The www.austouch.com.au website had 408,164 page impressions throughout the 2011/12 Financial Year. An estimated \$282,800 worth of media coverage and promotion. Telecast of the 2012 Trans Tasman Series (Men's, Women's and Mixed Open) through Fox Sports in June 2012. Extensive social media presence with 340,170 hits to the TFA YouTube channel during the period, as well as gaining 460 new subscribers. The TFA Facebook page grew by 3,000 friends during the period while we gained approximately 500 Twitter followers over the year. Independent marketing review undertaken with recommendations implemented in 2012-13. 	Create the brand of Touch Football that is easily identifiable to a point where every Australian knows someone that plays Touch Football
Provide best practice administration at all levels	<ul style="list-style-type: none"> State Operations Framework development and implementation. 2011 Affiliate Management Resource implementation. Extensive support and provision of SportingPulse products including growing online registrations and payments. Updated Member Protection Policy, National Insurance Scheme and Disciplinary Regulations . 	Industry recognised systems and fully utilised processes by the entire membership

Our Platform for Growth

Touch Football Australia Participation Plan 2011-2015

Strategic planning is pivotal for effective administration of sport. The advent of a Participation Plan was a major achievement of the 2011-12 year and links clearly the outcomes determined by the sport for the new strategic cycle.

The Participation plan has been a requirement of the Australian Sports Commission post the implementation of the specific funding increases in this area. While Touch Football has long been considered a participation sport this is the first time we have specifically articulated the goals required in this area. It is envisaged that such a document will become a cornerstone of the organisation's planning in the future.

TFA's commitment to substantially increasing participation and developing the affiliated network of Touch Football is central to the strategic cycle 2011-2015. Implementation of this objective is a simple formula of retaining existing participation rates and recruiting new participation.

The formula however becomes more complicated in the implementation phase, as capacity must be built within the organisation. The capacity to influence a large network of affiliated competitions, provide the financial resources linked with the human resources, both paid and in a volunteer perspective, to invest and focus on substantially increasing participation is not going to be easily achieved.

Essentially we are asking the existing network to work smarter, find innovation to overcome local challenges and appeal to and embrace each member. This will contribute to them remaining as a participant, while asking a friend or family member to become involved in not only Touch Football, but affiliated participation.

The Research Phase of the plan was implemented in 2011-12.

Highlights include the drafting and release, with communication of, the Participation Plan to major stakeholders and state governments. There have also been structural changes with the employment of staff directly linked to the outcomes of the plan. This has included a more open look at requirements for the future and critical assessments of the needs to deliver on our objectives.

At operational level there has been improved interaction between state and national staff through the development of a formal work team structure. Complementing the changes there has been an emphasis on the collaborative relationship between TFA and the major states of NSWTA and QTA to ensure all parties are aligned.

The plan has allowed a new direction in targeted areas to be identified as strategies that will guide equitable growth. These include changes created from the membership priority, indigenous projects, deaf sports, the release of a Targeted Growth Program, with competition benchmarking all being introduced.

While progress has been sound there are often barriers to progress that eventuate. Some of the challenges envisaged through until 2015 are identified in the implementation and engagement of a 'whole of sport' movement into the participation priorities while balancing the maintenance and delivery of normal operational requirements.

Structural changes, recruitment and retention difficulties mean that experience and knowledge must be consolidated while the changes implemented will take more time to embed. There have been difficulties experienced in redeveloping aspects of Sport Education which is not a new issue for the sport. It is imperative that new approaches are utilised to overcome the barriers within this area.



Participation Priority Areas

Participation Priority 1 (PP 1)

Membership Census and Data Management

Our core objective is to accurately know who a member is, can contact them having verifiable information and know what they value from their experience in participating in Touch Football.

Success will be achieved when we have membership definitions, a national standard for collecting participant information and can gain insight from those participants about the product they participate within.

Participation Priority 2 (PP 2)

Targeted Growth Program

Our core objective is to initially grow our known markets throughout the affiliated network while exploring emerging market trends, commercialising our product delivery through partnerships and diversification.

Success will be achieved with engagement of the affiliated network to expand participation; specific strategies are initiated to capture emerging markets and the formula for competition management tangible and can be commercially leveraged.

Participation Priority 3 (PP 3)

Member Sustainability Program

Our core objective is to have programs for members to engage, services and resources are provided as well as workforce development as a priority which fulfils belonging and contribution to the sport as a whole.

Success will be achieved when formalised relationship management systems are in place, revised sport education principles are adopted which are supported with enhanced services and professional resources.

Progress towards 2015 Participation Plan Success Indicators

While increasing participation is the objective, there are clear success indicators that support the objectives and provide a performance monitoring tool for the organisation. Staff continue to monitor progress and are focussed on ensuring the strategies are being implemented annually. Below is the table for:

Participation Priority 1 – Membership Census and Data Management:

	Success Indicator	2011-12 Activity	2011-12 Measurement	2015 Measurement
①	A Touch Football Australia database that 85 percent of full affiliated members provide individual member information in the designated national data fields by 2015	<ul style="list-style-type: none"> • Worked with SportingPulse to establish benchmark information relevant to the TFA database • Communication and education of operational staff • Developed with SportingPulse the online platform - Sportzware Online • Implemented national data fields with updated individual membership and declaration information • Communication provided for the transition to online registration by 2015 	NSWTA – 17% QTA – 29% TFA States – 26%	85 percent of affiliated members in database
②	Annually Touch Football Australia will conduct a census to develop a membership profile	<ul style="list-style-type: none"> • Established survey processes for Season 1 2011 and Season 2 2011 TFA managed competitions • 29% of respondents were new to the sport • 76% of respondents participate for social reasons • 53% of teams are friends, with 35 percent a combination of friends and family 	Season 1 2011 Participate again - 89% Recommend competition - 91% Season 2 2011 Participate again - 88% Recommend competition - 77%	Annual census
③	A Touch Football Australia Integrated Communication and Marketing Plan is developed and becomes operational from 2013.	<ul style="list-style-type: none"> • Commenced electronic newsletter • Updated website platform • Growth in use of social media • Marketing review with recommendations 	Newsletter provided to 57, 500 valid email addresses each fortnight	An operational Integrated Communication and Marketing Plan

Participation Priority 2 – Targeted Growth Program

	Success Indicator	2011-12 Activity	2011-12 Measurement	2015 Measurement	
①	500,000 participants of Touch Football by 2015	<ul style="list-style-type: none"> First phase is to capture more accurate reporting on participation through a census and defined fields 	Projected to be approximately 500,000	500,000 participants	
②	Evidence of growth of Touch Football participation captured through the independent ERASS related information by 20 percent in 2015	<ul style="list-style-type: none"> Linked to participation reporting as to ensure more accurate projection of targets 	Awaiting latest ERASS release	2010 was 302, 200 therefore a 20% increase requires a growth of 60,440 by 2015	
③	Increase the number of separate locations or affiliates from 300 to 360 in 2015	<ul style="list-style-type: none"> Using the Participation Integrated Work team, there was informal growth of the number of affiliate locations throughout Australia 	324 locations	Growth in 2015 to 360	
④	Increase the number of teams that participate in TFA managed competitions to 2000 (including 25 percent junior teams) with at least one competition in each state and territory in Australia.	<ul style="list-style-type: none"> Implementation of the Events and Competitions Integrated Work Team Introduced a new competition location in NT Provided information to NSWTA in relation to competition management 	1379 senior teams across ACT, VIC, NT and SA. 139 junior teams across SA and ACT	2000 teams which have 500 as junior teams, with one per state or territory in 2015	
⑤	Provide examples of inclusive based participation opportunities in all states in Australia.	<ul style="list-style-type: none"> Establishment of Deaf Touch Football Australia Partnership with Deaf Sports Australia through Deaf Kids Sports Days to provide Touch Football Exploring multicultural links in ACT and NSW Female focused projects in VIC 	Deaf activity in ACT, NSW, QLD, and VIC Indigenous programs in QLD, NT, ACT and NSW Female program in VIC	Inclusive programs in all states and territories by 2015	

Participation Priority 3 – Membership Sustainability Program

	Success Indicator	2011-12 Activity	2011-12 Measurement	2015 Measurement
①	A National Customer Relationship Management system used to link affiliate requirements with state (or regional) operational staff which results in national rewards and recognition of achievement by 2015.	<ul style="list-style-type: none"> • Attended technology conferences to research possible products • Preliminary research in SAGE system, used by NSWTA 	Research and development phase	A functional CRM by 2015
②	State based performance monitoring that demonstrates progression towards participation priority areas to meet targets by 2015.	<ul style="list-style-type: none"> • Quarter reporting implemented for all TFA managed states • Participation reporting implemented 	Implementation phase	All states to have reporting systems well established and Key Performance Indicators by 2015
③	Formal agreements in place with at least 30 external organisations that jointly support Touch Football participation by 2015.	<ul style="list-style-type: none"> • Identification of 10 possible external organisations • Baseline collaboration agreement drafted • NSWTA collaboration agreement in place 	Implementation phase	30 agreements by 2015
④	10,000 accredited coaches and officials that undergo entry level sport education to be involved in Touch Football with a 75 percent satisfaction rating in the courses undertaken.	<p>Survey processes developed</p> <p>Sport Education courses under review</p> <p>Focus on Level 1 Coaching and Level 1 Refereeing</p>	3,701 volunteers accredited	Survey systems well established, providing 75 percent satisfaction rates for 10,000 volunteers accredited by 2015
⑤	A Field Officer program that is focused on school services being provided to 100 schools with a 75 percent satisfaction rating annually by 2015.	<ul style="list-style-type: none"> • Preliminary meetings with AASC 	Research phase	100 schools serviced with 75 percent rating by 2015

Touch Football Participation

Historically our organisation reported participation based on the affiliated team structure across eight states and territories in Australia. Participation within Touch Football as a sport however; reaches much further than the traditional week-to-week seasonal competitions.

In line with State and Federal Government collaboration, the Australian Sports Commission (ASC) in conjunction with all State Sport and Recreation Departments provided guidelines to more accurately capture sporting participation rates. TFA has, in turn redefined participation categories which are now collected in the following format:

The Participation Plan provided initial insight into the extent of participation occurring for Touch Football in these categories. An initial census for the year 2010-11 recorded 459,481 Touch Football participants within the new categories. There were various issues with the collection of this data indicating that we would be likely to achieve a higher figure once a process was developed and adhered to.

This set an initial benchmark for the strategic pursuit to 'substantially increase participation'. Ultimately this measure will guide our 2015 measurement of 500,000 registered and contactable members.

Building on the initial position, for 2011-12 TFA introduced the new participation reporting process. The process has brought improved consistency to recording participation figures and establishing growth targets in all categories. The importance of this data cannot be underestimated and will provide a true comparison of our numbers which may ultimately reflect in funding levels at all levels of the sport.

1 and 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 receive limited other services from the organisation. This type of participant pays no formal membership fee and may not have access to programs and services of the state organisation.
5. School Delivered Programs	Participants involved in regular competitions, programs or championship events organised by national or state organisations 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.

Touch Football Australia Participation 2011-12 (retrospective)

Participation Category	Retrospective 2010-11	Retrospective 2011-12
1. Full Active Membership – Adult	154868	149492
2. Full Active Membership – Junior	70211	67006
3. Program Participants	14813	7998
4. Event Participants	22936	33382
5. School Delivered Programs	54021	64594
6. School Managed Competitions	129260	140582
7. Accredited Volunteer Participants	33000	36974
Total Participation	479109	500028

Note: Numbers above are based on national benchmark figures – State Tables below (NSWTA has two tables to incorporate local state government reporting).

In considering the participation information provided, the goal remains to ensure it is verifiable through a functional database. In the meantime TFA has provided historical averages and defined parameters.

This is to be expected in the preliminary phase, with an expectation that the next two years of established reporting processes will stabilise. In providing transparency to the participation information, here are some guiding points:

- Team numbers are calculated by the historical average 11.25 participants per team
- Coaching clinic related school classes within school delivered programs are calculated by an average of 25 participants per class
- Growth targets selected for each year related to program participants, school delivered programs and accredited volunteers are calculated as a 10 percent increase
- Growth targets selected for each year of full active members, event participants and school managed competitions are calculated as a five percent increase

As stated above in a fully verifiable system, ultimately the number of participants will be recognised and reportable from an aligned database. TFA through the partnership with SportingPulse have prioritised the ‘verifiable and contactable’ element of the objective. Provided in the 2011-12 strategic highlights section is more detailed information on how the progress to accurately know who a member is and having the ability to verify the information while also contacting them.

TFA’s progress to establishing a functional and verifiable database confirms only 30,934 individual members. In considering the information below, the table shows the number of members entered in the correct seasonal title being Season 2 2011 and Season 1 2012. This information mainly comes from the use of online registration, which has been configured within TFA protocols. The challenge for the sport is to remedy this situation.

Touch Football Australia Participation Database 2011-12

State Name	Number of Members	Number of Emails
ACT	3,497	3,437
National	2,444	1,893
New South Wales	5,869	4,834
Northern Territory	1,329	792
Queensland	6,762	2,671
South Australia	3,731	3,289
Tasmania	178	178
Victoria	7,118	6,298
Western Australia	6	6
Total	30,934	23,398

Re-configuration of the TFA database will be a major priority for 2012-13. The database currently has information dating back to 1995, which shows there are 551,731 members (potential duplicates) with 246,140 email addresses (to be fully verified).

State-by-state participation summaries are provided, with the partner states of New South Wales and Queensland in this section.

The unified states are provided within the Unified Management section of this report.



New South Wales Touch Football Participation 2011-12

Participation Category	Retro-spective 2010-11	2011-12 Target	Retro-spective 2011-12	2012-13 Target
1. Full Active Membership – Adult	66319	69635	64508	67733
2. Full Active Membership – Junior	36596	38426	35471	37245
3. Program Participants	110	121	380	399
4. Event Participants	10453	10976	17050	17903
5. School Delivered Programs	42205	46426	39437	41409
6. School Managed Competitions	120000	126000	127620	134001
7. Accredited Volunteer Participants	1446	1591	1632	1714
Total Participation	277129	293174	286098	300403

Queensland Touch Football Participation 2011-12

Participation Category	Retro-spective 2010-11	2011-12 Target	Retro-spective 2011-12	2012-13 Target
1. Full Active Membership – Adult	49916	52412	50434	52955
2. Full Active Membership – Junior	29441	30913	26516	27842
3. Program Participants	0	0	4727	4963
4. Event Participants	0	0	5940	6237
5. School Delivered Programs	0	0	12868	13506
6. School Managed Competitions	0	0	30128	31634
7. Accredited Volunteer Participants	1326	1459	1268	1331
Total Participation	51242	53871	105359	110627

- Based on NSWTA Government reporting

Traditional Full Active Membership

TFA had 308 active affiliated competitions in the 2011-12 period, with 16 TFA managed locations taking the overall total to 324, which is an overall increase of six (6) locations, indicating growth of 1.8 percent.

Throughout 2011-12, the focus for TFA has continued to be the delivery of the affiliated Touch Football product. In 2010-11, we reported a decrease of 2.9 percent in seniors and a growth of 1.9 percent in juniors. In 2011-12, Touch Football senior participation has decreased by 3.11 percent, or 424 teams, from the 10-11 period.

Junior participation also decreased by 3.39 percent in the 11-12 period, down 209 teams from the 10-11 period. This is a concerning trend however; can be linked to timing or notification of competitions which must be remedied in the future.

At the time of publication, TFA has recorded 8,513 senior teams and 5,355 junior teams in Season 2 2011, for competitions commencing between July 1, 2011 and December 31, 2011. For Season 1 2012, TFA has recorded 4,692 senior teams and 601 junior teams for competitions commencing between January 1, 2012 and June 30, 2012.

Individual participants, based on the historical figure of 11.25 participants per team, equate to 149,492 for seniors and 67,005 for juniors for the 2011-12 period, with an overall Touch Football participation figure of 215,381.

Provided is a breakdown of state senior and junior team numbers for the 2011-12 period along with comparison figures from 2010-11.

Senior Comparisons 2010-11 and 2011-12

	S2-10	S1-11	Total 10-11	S2-11	S1-12	Total 11-12	Total Variance	Percentage Variance
QLD	2,415	2,256	4,671	2,299	2,184	4,483	-188	-4.02%
NSW	4,391	1,504	5,895	4,253	1,481	5,734	-161	-2.73%
ACT	274	245	519	264	252	516	-3	-0.58%
NT	141	149	290	131	159	290	0	0.0%
SA	276	166	442	255	137	392	-50	-11.21%
TAS	267	55	322	253	51	304	-18	-5.59%
VIC	517	189	706	560	212	772	66	9.35%
WA	571	213	784	498	216	714	-70	-8.93%
National Total	8,852	4,777	13,629	8,513	4,692	13,205	-424	-3.11%

Junior Comparisons 2010-11 and 2011-12

	S2-10	S1-11	Total 10-11	S2-11	S1-12	Total 11-12	Total Variance	Percentage Variance
QLD	2,004	514	2,518	1,838	519	2,357	-161	-6.39%
NSW	3,156	97	3,253	3,104	49	3,153	-100	-3.07%
ACT	117	0	117	124	0	124	7	5.98%
NT	8	9	17	4	10	14	-3	-17.65%
SA	17	0	17	24	8	32	15	88.24%
TAS	163	4	167	169	5	174	7	4.19%
VIC	16	3	19	19	5	24	5	26.32%
WA	56	1	57	73	5	78	21	36.84%
National Total	5,537	628	6,165	5,355	601	5,956	-209	-3.39%

Touch Football Australia's Strategic Implementation and Progress 2011-12

TFA remains focused and committed to achieving the primary objectives and strategic target areas detailed in the 2011-2015 TFA Strategic Plan. The Plan guides all that we do in the organisation from reporting to financial construct.

The Board of Management and Executive Management maintain and monitor performance against the Plan through the annual Operational Plan.

Provided below is a summary of the results of activity and implementation during 2011-12 for National Office. Importantly, through the implementation of the State Operational Framework each state has begun to implement similar systems showing accountability to the unification of the structure.

In 2011-12 progress is rated as monitoring implementation. Four of the five Strategic Priority Areas (now including the Participation Plan) are all reported as notably completed for the envisaged status at the end of June 2012.

Sport Development continues to encounter minor delays related to consultation, collaboration and limited capacity which impact the phases for successful completion of projects or key areas within the designated timeframes. It remains the most volatile to calendar pressures, state operational support requirements, competing needs, external advice or approval and the availability of critical and specialised staff and/or volunteers.

As stated the reporting of the organisation is clearly linked to the Plan and reported on a regular basis to the Board in such a format. Provided are the specific achievements, outcomes or highlights for Corporate Leadership, Sport Management, Sport Development and Operational Services focused on national staff and volunteers.

Strategic Priorities in Summary	Responsibility	Total Key Areas	Progress Status
Participation Plan	Sport Operations	90	Notably Completed
Corporate Leadership	Executive Management & Board of Management	53	Notably Completed
Sport Management	Business Operations & Sport Operations	73	Notably Completed
Sport Development	Sport Operations	104	Implementation Phase
Operational Services	Business Operations & Sport Operations	18	Notably Completed
Total Percentage Of Key Areas Completed			Monitoring Implementation

Strategic Priority Area 1: Corporate Leadership

Corporate Leadership Key Result Areas

Target 1a: A unified management and governance structure which is an example for other sports

2011-12 Achievements and Highlights

- Continued assessment of Unified Management Model undertaken is reflected through human resource and structural changes throughout 2011-12.
- The State Operations Framework release focuses on alignment between state and national operations within the unified management and governance model.
- Unifying the management of TFA operations, the Framework is to be released in three phases; Phase 1 – Key Accountability Areas, Phase 2 – Improved Procedures and Systems with Phase 3 – Assessment and Performance Management over the strategic cycle. 2011-12 focus was on Phase 1 – Key Accountability Areas including Compliance to Operational Structures, Establishing Delegations, Financial Management, TFA Constitution and Policies, Communication Protocols, Reporting Requirements, Strategic, Operational and Annual Planning with Human Resource Management.
- In maintaining the unified structure of the sport, TFA Executive and General Managers presented and interacted with all TFA Managed State Councils, and key Government stakeholders in the release of the TFA Participation Plan.

Target 1b: Assessment of the current governance structure and design to ensure continual improvement is achieved

- Continual improvement to the governance structure was actioned with the update of the TFA Constitution after a review. These proposed amendments were accepted by members by way of a Special General Meeting.
- Complementing the changes to the constitution, new Board members were recruited. Board Members have undertaken a formal orientation, with a review of Board delegations, declarations and policy endorsement conducted during the year.
- Reporting requirements and frameworks for decision making are clearly evident. This includes communication protocols and meetings in a regular format with outcomes communicated externally.
- As per Incorporated Association requirements, TFA submitted the Annual Return and provided notification of the change of Directors to the ACT Revenue Office. Required documents were also lodged to Australian Securities Investment Commission. This process included the submission of relevant Federal and State Government's funding acquittal statements.
- Through specific communication, a modest improvement to governance requirements linked to Affiliate Regulations has occurred with each state and subsequent affiliates.
- Continued assessment of the Affiliate Regulations has identified changes that requires introduction in 2012-13.

Corporate Leadership Key Result Areas

Target 1c: Implementation of one unified strategic planning process across all states to ensure sport requirements are achieved

Target 1d: Regular communication processes and public relations to ensure transparent operation is achieved

2011-12 Achievements and Highlights

- The implementation of the TFA Strategic Plan 2010-2015 has been enhanced by the development and timely introduction of the TFA Participation Plan 2011-2015 and TFA High Performance Plan 2011-2015.
- The Plans emphasise the issues, fundamental strategies linking the targets and objectives to the practical implementation of contrasting but linked areas between High Performance and Participation with Touch Football.
- Localised strategic prioritisation and operational planning is at various stages of development. Importance is placed on the prioritisation of localised plans to be within a recognised national format.
- As a clear extension of the sport's unified approach, New South Wales Touch Association (NSWTA) along with the NSW Department of Sport and Recreation recognised and accepted the use by NSWTA of the TFA Strategic and Participation Plans.
- Monthly phone teleconferences for operational staff were replaced with Integrated Work Teams with the main focus in 2012 being placed on five operational priority areas of High Performance, Technical, Participation, Events and Competition and Business Systems.
- Providing regular communication to the community was accomplished through a fortnightly electronic newsletter, which linked to the TFA website. Following the respective releases, website hits grew dramatically, justifying this investment.
- The email database has grown to 57,500 valid email addresses, with the subscription option and increase usage of the membership databases used by affiliates.
- Regularity and transparency to communication provides an average of 20.3 percent of people are reading and interacting with the newsletter and is above the industry average for sports email marketing campaigns. The top stories for the year were all in relation to High Performance areas of the sport, including Australian team announcements and results.
- Promoting positive public relations within the community, editions eight and nine of the 'Hard Wrap' have been developed and released at the two national events. During the year, for the first time the publication was provided electronically to the email database, allowing for increased readership.
- The main website's platform upgrade was achieved and launched in June 2012. Improvements include a new 'Play Now' section which aims to increase public interaction, especially for interested persons or new participants.
- TFA supported broader transparency for state operations through the preparation, printing and delivery of the Participation Plans, Game Plans and published a shorter version - Game Plan (Synopsis) for summer 2012-13.
- An independent marketing review was initiated by TFA during the period. Its result saw recommendations that have been considered for implementation in 2012-13.

Corporate Leadership Key Result Areas

Target 1e: Best practice systems and risk management to ensure overall governance compliance

2011-12 Achievements and Highlights

- TFA facilitated the development and release of the National Insurance Scheme Manual; this has resulted in an improvement in communications and provided insight for the TFA Insurance Policy for members.
- TFA has supported the release and ensured transparency of additional resources that includes informative participant leaflet, poster and insurance information link was added to affiliate websites to promote the National Insurance Scheme to individual members.
- To ensure the current Insurance scheme remained competitive and current, TFA conducted a successful review of alternate policies offered on the insurance market. 10 quotes were obtained from separate underwriters during examination of alternate options around the structure of the policy.
- TFA has accomplished an improved provision for funeral expenses benefits in the event of the death and provisions for claimants that have private health cover for the National Insurance Scheme.
- Diligence and proactive management will see the National Insurance Scheme fees of \$66 and \$22 per team remaining stable for the third consecutive year.
- The systems review resulted in moving the yearly National Insurance Scheme from January to June each year. This ensures the Scheme to be aligned with TFA financial year and enabled moving the distribution of the major Certificate of Currency (COC) away from the original release period of the Christmas/New Year period.
- The National Insurance Scheme remains the focal point for managing risk effectively while maintaining predictable insurance premiums for individual affiliates, resulting in a tangible outcome for all affiliate members.
- Protecting the broader risks associated with Intellectual Property (IP) for the sport of Touch Football, TFA has moved to improve protection of all copyrights, profile logos and registered trademarks.
- TFA staff signed off a corporate behaviour agreement to signal their recognition of corporate practices, certified agreement and the staff handbook as to ensure observation of TFA systems and policy.
- Review and provision of improved judicial guidelines to assist risk management at all levels.

Corporate Leadership Key Result Areas

Target 1f: Strong and formalised relationships with key stakeholders to a position of partnership

2011-12 Achievements and Highlights

- The Australian Sports Commission remains a vital relationship to TFA, in which improved collaboration has provided benefits to the implementation of the TFA Participation Plan 2011-2015.
- TFA continued with an informal relationship with the Australian Rugby Union, particularly in relation to Rugby Sevens and High Performance interaction.
- TFA provided support to the Australian Defence Force Touch for their nationals held in Newcastle.
- A partnership was initiated between TFA and with Australian Corporate Games.
- TFA continued to build a strong relationship with Stage and Screen, in particular for domestic accommodation and travel services, subsidiary to major travel provider Flight Centre.
- Building wider relationships with the Australian Government, TFA provided the Australian Human Rights Commission relevant information in regards to developing sport within a multicultural society.
- Through an enhanced relationship with Destination NSW, TFA has worked positively to promote the Port Macquarie and Mudgee region as an event and tourist destination.
- TFA through Sports Hydrant, a sports based lobby group, exposed Touch Football to Federal and State Politicians as to build key governmental relationships. The arrangement with Sports Hydrant also saw work by TFA to support the national Sport For Women Day.
- TFA have progressed other opportunities associated with the improved development of the sport through interactions with like sports in promotion, marketing and collaborative opportunities. These relationships have been managed through the year and will continue to be developed.
- TFA ensured strong relationships were maintained at international level.

Target 1g: Leadership in the development of international relationships

- Maintaining a leadership position within a growing international community, particularly building toward the 2015 Federation of International (FIT) World Cup. This has been enhanced with the appointment of an International Liaison Officer.
- TFA has provided leadership and support to various countries including Austria, Catalonia, China, England, Fiji, France, Guernsey, Hong Kong, Ireland, Italy, Japan, Malaysia, New Zealand, Pakistan, Papua New Guinea, Samoa, Scotland, Singapore and Wales. Separate updates on progress and interactions have been recorded and actioned.
- TFA has set up of an international communication database, with more than 300 entries from 39 countries.
- During the 2012 NTL (National Touch League), TFA hosted and facilitated the development of the European Director of Referees and upgraded international referees from Singapore. Individual visits from internationally based athletes and coaches have been facilitated with members from Japan, France and Italy.
- TFA was represented with FIT for meetings held in Papua New Guinea to assist them in the areas of governance, strategic planning and sport development.

Corporate Leadership Key Result Areas

2011-12 Achievements and Highlights

Target 1h: Inter entity relationships enhanced in order to position the sport strongly through collaborative partnerships

- Supporting international 'game' related development invitations for attendance at the 2013 NTL. Early interest was gained from Scotland, Japan, Singapore, Papua New Guinea and South Africa, who are also considering attending domestic state based events.
- TFA was represented at the Asian Championships in Malaysia, providing them with more insight and established relationships in the region to facilitate future development opportunities.
- TFA provided the opportunity for an International Touring Party to attend the 2012 European Championships. Unfortunately the project was deemed unviable; however, liaison and the creation of development opportunities provided by the individuals whom remained committed to attending the event.
- To better leverage international relationships through governments, TFA is exploring a concept to engage the Department of Foreign Affairs with the 100-plus Embassies located in Canberra. It is in concept phase and will link with growing the 2011 inaugural Parliamentary Sports Festival.
- The important international relationship created with Touch New Zealand ensures the continued opportunity for Trans Tasman rivalry and sport related innovation at the High Performance level of the sport.
- TFA organised and hosted meetings with the FIT and Touch New Zealand to provide and implement operational and strategic support required by our international body.
- TFA has continued to support the FIT both operationally and through the provision of advice on issues of international importance. TFA has progressed support opportunities which will be formalised in the future.
- Accomplishing enhanced relationships, particularly with TFA managed states as described above through the formal and informal systems. A national audit and review of all government and major expense contracts has been undertaken and are managed collectively through the Business Operations Unit.
- Collaborative agreement has been reached with NSWTA, with extensive media support provided to expose and build profile opportunities.
- Localised support of regions in Queensland in conjunction with the QTA to assist growth opportunities and collaboration on initiatives. A conference was planned and executed with regional and QTA staff on the direction of the sport at all elvels.
- Negotiation of collaborative partnerships remains a priority with Queensland Touch Association (QTA) and the Federation of International Touch (FIT).
- TFA maintained strong mutual partnerships with all major sponsors and in many cases profile brands within in the broader sports industry. These relationships include KooGa, X-Blades, Steeden, Body Science, Sportscover, WWIS, Destination NSW, local Councils for events and Hyperactive.

Strategic Priority Area 2: Sport Management

Sport Management Key Result Areas

Target 2a: The sport of Touch Football will achieve strong growth at all levels

2011-12 Achievements and Highlights

- The focus towards growth has been formalised by the TFA Participation Plan 2011-2015.
- The Targeted Growth Program aimed at providing funding assistance to support affiliate volunteers in the area of growing participation was developed and released in September 2011. Funding to assist affiliates was available to a maximum level of \$5,000.
- 25 affiliates and 31 growth projects were submitted. Five affiliates were successful in gaining \$300 advertising assistance, while an additional 16 shared in a total funding pool of \$38,530. The top five affiliates allocated funds were Blacktown (\$5,000), Thuringowa (\$5,000), Dubbo (\$5,000), Rosalie (\$2,500) and Maitland (\$2,000).
- Promoting positive projects, feature articles were released for Dubbo, Thuringowa and Clare Touch Associations in the ninth edition of the Hard Wrap magazine.
- An initial assessment of the Targeted Growth Program was conducted in March 2012 with recommendations to improve the administration, management and communication being uncovered.
- Localised and identified projects were also progressed by the national office direct with Regions.
- Recommendations were incorporated into the release of the 2012 funding opportunities released in July 2012. Greater communication and collaboration to support the growth projects is the focus with the successful recipients from the 2012 funding round.
- Growing multicultural opportunities has provided some insight and areas for building relationships as a priority. In consultation with state offices, TFA has researched existing relationships with the opportunity to leverage joint projects.
- Distribution of promotional materials and development of support resources for junior growth to States and Regions.

Sport Management Key Result Areas

2011-12 Achievements and Highlights

Target 2b: Continued improvement of administrative systems and procedures to support best practice sport delivery

- Improving the administrative system related to the broader context of participation in Touch Football has occurred. This has provided valuable insights about the participation that occurs outside traditional full financial membership derived through affiliation. Improving this administrative system included a review of participation in the areas of Full Active Members, Program Participants, Events, Schools Delivered and Schools Managed.
- Providing best practice sport delivery information has been fulfilled through the development and release of the Affiliate Management Resource Initiative (AMRI).
- TFA accomplished an important improvement to the TFA registration process, procedures and associated forms provided to affiliated members. The longer term improvements required to improve the capture of member information with the ability to communicate was enhanced through the related of communication to mandatory online registration by Season 1, 2015.
- In addition to the development and release of the transition to online registration, paper methods have been updated with a Membership and Registration Form and Team Summary Form, commencing from Season 2 2012.
- Continued improvement of the collection of member information will be enhanced with the inclusion of compulsory national fields, with terms and conditions that meet all federal and state legal requirements for the National Insurance Scheme.
- The Member Protection Policy has been updated for 2012 and is in alignment with the Australian Sports Commission's recommendations. This has been released along with best practice advice on implementation, with education and awareness processes to be supported through state offices.
- New Disciplinary Regulations, with associated information for improved systems and guiding templates, have been developed and are in the final stages of consultation and drafting.

Target 2c: Development of strong commercial processes to ensure the long term security of the sport and organisation

- The long term security for TFA remains a major priority for Executive Management and the Board of Management.
- Strong financial performance resulting in an operating surplus for the year despite declining participation numbers.
- Relationships enhanced which may result in improved outcomes in terms of long term sustainability.
- The Finance Audit and Risk Sub Committee are provided regular information for assessment on the tracking of the business. The period end process remains in place and is identified as best practice.
- A mid Year review system which identifies and projects the potential performance for Board consideration of additional initiatives or suspension of others.
- A review into the use of the Online Shop has been undertaken, with investigation being conducted into suitable platforms.
- IP processes and protection of brands enhanced through legal processes

Sport Management Key Result Areas

2011-12 Achievements and Highlights

Target 2d: Continued development of best practice financial management systems

- Financial management is a key driver of the TFA operational processes with ongoing adjustments of financial processing and procedures; most adjustments are related to meeting the demands of new technological innovations and operational procedures. The year-end review of practices contributed to the updating of the Financial Reporting Manual.
- Improved debtor management was a priority and stronger practices resulted in an overall decrease in debtors throughout the operating year.
- Direct debit plans are now offered as an option to all customers which on implementation allowed for improved compliance and adherence to debtor processes.
- As required, legal action related to long-term debtor recovery have been initiated for a number of long term debtors.
- A full review of the financial system was undertaken, showing that the system used is sound and has successfully met the demands of the Unified Management Model.
- Operational reporting included provision of a weekly 'hot sheet', end of period reporting, quarter analysis of all localities including a major six month review during the financial year.
- Statutory financial processes for conducting and preparing Audited Statements were all conducted.
- Budgeting for 2012-13 in line with strategic priorities was undertaken for all TFA managed localities, with extensive cross management consultation, budget drafting and pre-implementation review undertaken.
- Continued improvement in managing 'petty cash' environments such as events and tours through use of travel cards for staff and volunteers has been trialled. New practice now installed into event and tour operational management.
- TFA assisted in the issues identified with the QTA management issue. Staff have been engaged at various levels on remedy and investigation.

Sport Management Key Result Areas

2011-12 Achievements and Highlights

Target 2e: Organisational value placed on key human resources both professional and volunteer level

- Ensuing organisational value on TFA employees, a Certified Agreement was completed and endorsed by Fair Work Australia; the agreement is effected from September 2011 to September 2015.
- In addition for professional human resources, Staff Handbooks and associated forms were updated to reflect changes to the Certified Agreement and improved business and operational practices.
- Key human resources at national level have been added. These include a Finance Officer, International Liaison Officer and Events and Competitions Coordinator.
- In provided broad support to the Unified Management Model, TFA advertised and recruited positions for the Australian Capital Territory, Northern Territory and Victorian operations. Recruitment of positions identifies current skill requirements, with the potential for career progression.
- Reflecting the positive organisational value given to staff within all aspects of TFA, the employee retention rate at the end of June 2012 was 81 percent.
- Employee demographics are reflected: Executive and General Management - four male and one female, Management - eight male and five female, Coordination or Officer - seven male and 12 female.
- TFA were engaged to assist QTA through management issues and recruiting requirements.
- TFA were engaged to forward a proposal to FIT for external management opportunities.
- Emphasising the organisational value of diverse employees reflective of Touch Football. A Women's Leadership program was developed that gained a successful submission for the Australian Sports Commissions Women's Leadership Grants.
- Collaboration and networking opportunities are supported with staff interaction facilitated through national event attendance.
- Maintaining a commitment to Volunteer interaction, the continued use of the Volunteer Handbook and procedures remains in use and have been emphasised throughout all state offices. Initial research to volunteer Occupational Health and Safety laws will mean that a review and update is expected in 2012-13.

Sport Management Key Result Areas

Target 2f: Development of a strong profile within the Australian sporting system and improved community awareness

2011-12 Achievements and Highlights

- TFA have achieved dramatic results in building a strong profile and improved community awareness for Touch Football, which has begun with the update of TFA branding, marketing, promotional items and with new resources through an external designer and internal investment.
- An external Marketing Assessment was initiated to assess gaps and requirements to progress TFA to the next level while noting performance to date.
- Branding review to assess current 'look and feel' across all localities.
- A strong website presence is evident with the TFA www.austouch.com.au achieving 408,164 page impressions in the last financial year.
- Event based websites remain important in building and supporting internal community awareness. The NYC event website continued to grow in hits, with 80,264 hits recorded throughout the month of September 2011. This was an increase of over 12,000 hits for the month. In the past two years, the website hits for the event website have doubled. The NTL website had 190,548 hits to it during the month of March 2012. The Trans Tasman website had over 40,000 hits to it during the months of April/May.
- External profile is enhanced by events, as TFA now provides daily results on AAP Australia's Sports Wire, with all of the major daily newspapers displaying the results. A highlight was from Sydney Morning Herald writer Peter FitzSimons, who referenced the Trans Tasman series in one of his regular Saturday sport columns.
- TFA have successfully achieved community awareness through social media avenues.
- Event highlights on YouTube remains a successful tool. In the month of September (NYC), over 20,000 upload views were achieved. At the 2012 NTL, the channel received 67,500 hits, which is up 50,000 on the 2011 event. Throughout the April and May period (Trans Tasman Series) the channel received 75,000 hits, with most videos from the series receiving at least 3,000 views each. TFA's You Tube channel finished the year with 340,170 views.
- The TFA Facebook and Twitter pages continue to grow at a constant rate, gaining 3,000 Facebook fans during the year and gaining close to 500 Twitter followers.
- Mainstream media opportunities are growing every year through editorial opportunities. The overall media coverage for 2011 NYC event was estimated at \$22,548.10, the 2012 NTL coverage was approximately \$38,000 while the Trans Tasman equalled an estimate of \$31 890. The estimated total media coverage for the 2011/12 period is estimated at \$282,370.

- Women's Health provided a three page feature on Touch Football in September 2011. It was valued at approximately \$45,000 of free coverage for the sport with perfect timing as we were entering into summer competitions. The readership for the magazine reaches in excess of 500,000 people.
- TFA provides valuable assistance to state operations in the promotion and building profile locally. NSWTA, as a major partner who holds an extensive number of profile events, receives the majority of this support. In summary TFA provides coverage of their State Conference, Blues Awards, Vawdon Cup Finals, State Cup and preparation for their magazine 'Keeping in Touch', Junior State Cup, Country Championships and special occasions such as the New South Wales Sports Federation Awards.
- Some highlights for NSWTA related coverage included 2,500 views to the TFA YouTube channel from Vawdon Cup, 145,000 hits (an increase of 15,000) to the State Cup website for the month of December, while the State Cup highlights on YouTube reached over 12,000 hits through the TFA YouTube channel. The local media coverage for state cup equalled an estimate of over \$50,000 through in kind value, this was close to double the result in 2010. The NSW Junior State Cup website received 170,603 hits throughout the month of February while the videos placed on YouTube from the event received over 13,000 hits. The NSW Country Championships website received 50,000 hits throughout the month of May, an increase of over 10,000 hits from last year's event while the videos placed on the NSWTA YouTube channel received close to 4,500 views.
- Building general community awareness, TV production of the Trans Tasman occurred in 2012, with great success in promoting the series and the sport. For the first time within two hours of the conclusion of the series we were able to post through YouTube series highlights which were professionally produced and have received over 9,000 views on YouTube. It was an outstanding outcome and created interest in the TV coverage on Fox Sports, while the product was also released in New Zealand and throughout Asian channels.

Strategic Priority Area 3: Sport Development

Sport Management Key Result Areas

Target 3a: Focus on affiliate and club development/management to ensure a sustainable participation model

2011-12 Achievements and Highlights

- In supporting affiliate management, the Affiliate Management Resource Initiative (AMRI) concept was devised then executed. This has been a major achievement for 2011-12 for TFA.
- Modules released throughout 2011-12 include Benchmarking and Analysis, SportingPulse Guides and Support, Online Registration and Payments, Administration and Finance, General Management, Competition Risk Management and Referee Management.
- These modules were released internally to operational staff and externally through the website with promotion through the newsletter for our stakeholders. To ensure continuation of access the resource modules were placed in the secure 'clubhouse' which can be accessed by Affiliates through automatic generation of pass codes. The 'clubhouse' also is a location for updated modules to be installed.
- In addition to the drafting and release of the Resources, TFA initiated in January 2012 the annual release of TFA policy, procedures, reports and promotional material via a CD ROM. This was distributed to affiliates across the country which ensured affiliate communications and provides them with a reference point to consolidate all available information. This is expected to occur every 12 months after the conduct of the TFA Annual Meeting.
- Throughout the year state operational staff were consulted to identify further module development for 2012-13 to support the evolution and sustainable development of the TFA resources.
- Processes identified and developed to convert unaffiliated participation with pilots conducted. Meetings also held with large scale competitions on conversion to affiliated participation.

Sport Development Key Result Areas

2011-12 Achievements and Highlights

Target 3b: Innovative processes geared at athlete development

- TFA commitment to diverse pathways and athlete development remains strong, particularly in regards to development of opportunities for indigenous populations.
- TFA was successful in gaining Australian Government support, through the Office for Sport to develop an indigenous project in the Northern Territory. Communities engaged in 2011-12 included Jabiru, Maningrida, Oenpelli, Waruwi, Millingimbi, Minjilang, Ramingining, Gapuwiyak, Umbakumba and Nuuka.
- Through a collaborative relationship with Northern Territory Government and the Sports Demonstration Project, the Inaugural Arnhem Land Touch Football Festival event was successfully conducted for the first time.
- Since the project commenced, all government bodies have embraced the concept with recognition coming from the Department of the Prime Minister and Cabinet, Northern Territory Government and the ASC.
- TFA provided all associated reporting, compliance and communication with key partners for the 2011-12 project.
- Through the 2012-13 Office for Sport funding opportunities, TFA was successful in securing three years of continued support to build on the success created by positive results from the first year within the Northern Territory. An expanded project is set to occur in New South Wales.
- The NSW based project will link with Barwon Aboriginal Corporation located in the Walgett area. In addition, TFA have sought support for the NSWTA for involvement in the project.
- There are a growing number of indigenous based projects across the country, in particular in Queensland. In the 2013-14 financial year Office for Sport submissions, TFA will focus on securing support for an Indigenous Development Officer whose role is to expose and support the game's development among indigenous communities then establish long term sustainable projects.
- In 2011-12 TFA supported inclusive participation, initially through partnership with Deaf Sports Australia to allow for the inclusion of Touch Football in the Australian Deaf Games for the first time. Six deaf teams participated in the tournament.
- Exposure at the Deaf Games has resulted in the development of athlete pathways to accommodate the interest in the sport that is growing in the ACT, New South Wales, Queensland and Victoria. This has resulted in the establishment of Deaf Touch Football Australia.
- Deaf Touch Football Australia will host its first National Championships in Canberra during January 2013. The ACT Government has provided funding and support to the project to cover interpreters. The first Deaf Touch Football Australia team will be selected from the Championships to participate at the 2013 NTL.

Sport Development Key Result Areas

2011-12 Achievements and Highlights

Target 3c: A highly valued elite product which is positioned at the pinnacle of our pathway

- The elite product is predominately managed through the High Performance Program, which accomplished a review of past plans and cycles and has drafted the TFA High Performance Plan 2011-2015. In a similar framework established from the Participation Plan, there are three priority areas. High Performance Priority 1 – Sustainable Athlete Development, High Performance Priority 2 – Innovation in Coach Development and High Performance Priority 3 – Establishing a Competitive Advantage. The plan remains internal to the Program and government stakeholders.
- TFA advertised for new High Performance personnel across 12 teams required for the Super Trans Tasman to be held in February 2013. The majority of positions have been filled. Head coaches for all teams attended an orientation and technical analysis workshop to prepare for the campaign.
- In building the elite pathway, TFA has a strong National Youth Program which was identified from the NYC and the NTL, along with recognised state events. 101 athletes were placed within squads, and an additional 50 identified for further monitoring and ongoing review.
- The National Training Squads (Open level athletes) were selected for the April Trans Tasman Series and the Super Trans Tasman Series in 2013. Preparation particularly for the April Trans Tasman was difficult, mainly related to wet weather experienced in January and February 2012. The squads had 63 athletes throughout the 12 months.
- The Masters Training Squads have now been added formally to the High Performance Program. These athletes undertook a nomination process for five months for selection consideration at the 2012 NTL. Athletes were considered and progressed as squads to training opportunities.
- Culminating the training processes within the program, for all age groups, over 300 athletes, coaches and referees attended the Super Trans Tasman Training Camp held in Sydney on the weekend of Saturday, 30 June and Sunday, 1 July 2012. It was the largest ever gathering or training camp conducted by the Program.
- Positioned for 2011-12 at the pinnacle of the elite pathway was the Trans Tasman series in April 2012. The series was a real test of the depth, coaching expertise and athlete playing strength with the challenge of a less than ideal preparation.
- The April Trans Tasman saw very pleasing results from all three teams. Considering the short preparation time, proximity to the World Cup and changes to the coaching staff in the lead up to the event, The team's effort to secure the Series which was held in Mudgee was an outstanding achievement.
- Capitalising on elite innovation, TFA with Pro Training Programs are selling via the web fitness and agility programs to the public.
- Touch Football received recognition within elite Australian Sport, with Australian Men's Open vice-captain, Jamie Stowe invited to attend the 2011 ASC Captains' Forum. The leaders came together to consider their role as leaders and highlight how leadership on and off the field can be a factor in making sport inclusive for all Australians, in particular Indigenous Australians.

Sport Development Key Result Areas

2011-12 Achievements and Highlights

Target 3d: A strong and supportive refereeing structure to support participant needs

- Dedicating strategies and resources were achieved in support of the refereeing structure, from elite to community level.
- A module was created to support community refereeing to fit within the Affiliate Management Resource. The module was split into three sections for Referee Administration, Referee Coaching and Referee Coordination, with the focus and outcome for all being Recruitment and Retention. This module was released electronically and TFA provided 240 CD's to NSWTA Referees at the State Cup.
- Provision of a Basic Rules DVD was released to all TFA members with the permission of FIT. It is a simple and short resource that can now support the communication of the rules of Touch Football to the general community, school children and during sport education courses.
- Referee case studies and profile information templates were developed, with information compiled from 40 affiliates throughout every state and region of Australia on how affiliate referee structures operate. This relevant and useful information gathered will form the basis of resource development in 2012-13.
- Mentoring was identified as a vital element to the supportive structure within refereeing, TFA have completed Mentoring Guidelines and trial use of the processes at NYC with reported success. Refereeing is the first discipline to utilise the guidelines with practical implementation of the templates at Brisbane Metropolitan Touch Association.
- TFA has begun to trial the use of an online course with exciting course materials, led by key volunteers in Level 4 Western Australian referee, Jeremy Sorenson and Referee Education Advisor, Ken Golden. TFA has also supported Referee High Performance Advisor, Ian Matthew re-developing our Level 1 course to suit FIT needs.
- Following the interest from the referee group to improve the usability of the Level 1 Referees course, a project plan with specific actions for an entire review and update of the Level 1 Referee Course has been initiated, with the initial working group containing Referee Education Advisor, Ken Golden and Referee High Performance Advisor, Ian Matthew. A review of the curriculum has concluded along with the identification of possible footage and resources to be used in the course update.
- Director of Referees, Greg West has been very active attending the QTA State Championships, Emerging Referees Course held in New South Wales, NSWTA State Conference, the TouchWest State Championships and Northern Territory's State Championships. This is in addition to ad-hoc meetings in Adelaide and Melbourne.
- Referee coaching has been emphasised as an important element to a strong referee structure. At national events, video coaching was introduced which involved reviewing the Referee Coaches' feedback, then assessment of performance of the referees via video review 30 minutes after the conclusion of their game. The same coach and referees were then allocated to a later timeslot to assess improvements and provide consistency in the coaching process. This sequence is recommended, where it can be facilitated.

- Process improvements of the function of the NTL Referee Coaching Panel were implemented to improve the efficiency and effectiveness of referee upgrades and finals appointments. In addition, the focus is to coach the lower level referees rather than assess.
- An Elite Referee Development Plan was developed for state use with the objective to facilitate elite development of referees. Implementation remains the responsibility of each state location.
- The plan coincided with the development of an Emerging Referees Workshop which was developed by NSWTA. It then was refined further with a workshop held in Queensland, then just prior to NTL for referees and referee coaches whom could not attend either of the other courses. Importantly it featured the move for referees to take a more active approach to understanding elements of preparation and game awareness.
- Providing international opportunities, five referees were selected from the NTL to represent TFA and FIT at the April Trans Tasman Series. These five referees were exposed to specialised coaching at training camps, with individual assessment and understanding of the strength and weaknesses of each referee from their individual performances from the NTL.
- The National Referee Squad for 2012/13 was selected and attended the Super Trans Tasman Training camp. The referees program will now commence transfer into the High Performance Program. The alignment aims to achieve greater athlete and coach development in the High Performance domain. Furthermore it has been identified the program requires expansion to include a masters and emerging referee squad, with a concept paper created.
- An internal referee review was conducted with specific recommendations to ensure a stronger focus for referee resources to support all levels was provided to the Board of Management.
- The referee uniform has been earmarked for change and a consultation process initiated.
- At the conclusion of the National Youth Championships, a survey is conducted to gain feedback from the referee participants. The following is some information related to the findings:
 - 100 percent of respondents would participate again;
 - 48 percent were financially supported to attend the event;
 - 89 percent of referees were either satisfied or very satisfied with the amount of coaching offered; a much improved area for the discipline with 90 percent agreeing that the coaching was consistent, 94 percent able to implement the feedback provided through 89 percent of the communication being clear and concise;
 - 90 percent valued the video coaching conducted for the first time at the event;
 - The newly introduced Trends of the Game Breakfast introduced for referees was rated as above average to excellent while 81 percent suggested the initiative should continue;
 - The overall experience was rated an 8/10.

Sport Development Key Result Areas

2011-12 Achievements and Highlights

Target 3e: A strong and supportive coaching structure to support participant needs

- At the conclusion of the National Touch League, a survey is conducted to gain feedback from the referee participants. The following is some information related to the findings:
 - 98 percent of respondents would participate again;
 - 48 percent were financially supported to attend the event;
 - 81 percent of referees were either satisfied or very satisfied with the amount of coaching offered;
 - 79 percent agreeing that the coaching was consistent, with 86 percent able to implement the feedback provided through 86 percent believed the appointments to be balanced for them to reach their goals;
 - 66 percent valued the video coaching conducted for the first time at the event;
 - Three games a day is seen as ideal for the event, with 93 percent satisfied with the number they were appointed;
 - The overall experience was rated an 8/10.
- Dedicated strategies and resources have been implemented to support the TFA coaching structure, from elite to community level. This has mainly been supported through the volunteers from the Australian level coaches within the High Performance Program.
- A Coaching Competencies resource has been the major project undertaken to support the coaching structure. Foundation skills and associated grids and drills have been authored and professional filming undertaken. TFA have invested in an online 'pay for view' platform instead of a DVD type resource for launch in 2012-13.
- The Level 1 Coaching Course was placed under formal review. The aim was to update the content to be current, align more closely to the ASC General Principles for coaching and reduce the time 'in course' for participants. The curriculum has been reviewed and the Coaching Manual re-writes have commenced.
- Coaching workshops were provided to North Queensland and the ACT, with a specific focus on game strategies.
- Coaching observations and support was provided at the 2011 NYC and 2012 NTL through a more holistic approach with coaching development plans provided as requested to individual coaches.
- Level 2 Coaching course was updated and provided for endorsement to the ASC in February.
- At the 2012 NTL, High Performance coaches or identified potential coaches were recorded coaching via a microphone, with game footage matched. Coaches were provided the footage and audio in order to review their own performance, while feedback was provided from the High Performance Program on areas for improvement. The opportunity exists with this footage to produce coaching resources for courses into the future, with focus on course updates.
- High Performance Coach Advisor, Tony Trad presented an Elite Coach Development concept that would support a revamped coach education pathway for a Level 3 Coaching Course with the development of a full Elite Coaching Development Plan. The paper is currently in a draft format. The concept involves addressing the need for greater development of elite level coaches.

Sport Development Key Result Areas

2011-12 Achievements and Highlights

Target 3f: Re-establishment of the selector discipline at all levels

- Similarly referee coaching has been a consideration by TFA, with attendance of critical individuals at an ASC conference. Touch Football as a sport is among the best placed sports with the formal structures that already exist. In 2012-13 consideration would be made to align referee coach education closer to relevant ASC Coaching Principles.
- Coaches have been invited to attend Camps of the High performance Program in an open door approach to ongoing development.
- Australian Coaches have supported various workshops or State Camps.

- A review has been accomplished through the Selection Report and recommendation provided to the Board of Management. Findings included an overall lack of current education on Game Trends and overall Talent Identification and Athlete Management. The report also identified a declining volunteer sphere. Key recommendations involve a shift to more encompassing Talent Identification focus; update of course material with inclusion in the Level 1 Coaching Course and, like high profile sport reviews, linkages in selection to coaches throughout the process.
- Director of Selection, Ron Connolly has taken a role within the High Performance Program to monitor and oversee the Masters Program.

Target 3g: Identification and implementation of volunteer management through the Sport Development Framework

- Director appointment processes have been achieved in line with the Sport Development Framework. Re-appointment of Director of High Performance, Cathy Gray, Director of Refereeing, Greg West and Director of Selection, Ron Connolly.
- Mentoring Guidelines have been developed and provided, first trialled by refereeing then transferred to coaching with provision of the guidelines to all state offices.
- Sport Education Guidelines has been completed, including feedback from the ASC. The guidelines included detailed information on Course Presenter accreditation which includes introduction to updating policy on Recognition of Prior Learning Process and Training and Development guidelines. This document was released to key stakeholders with a consultation period conducted.
- To gain insight and feedback from Sport Education courses, a quality assurance process has been introduced in a survey format to participants. The survey for the courses has been developed and has been provided to a sample group of participants.

Sport Development Key Result Areas

2011-12 Achievements and Highlights

Target 3h: A comprehensive junior framework which ensures the successful integration of all participants

- A complete review of the previously drafted Junior Framework was undertaken, with the incorporation of the ASC's updated information and recommendations. The internal revision and update to ensure currency has occurred, with the release for internal consultation.
- A partnership agreement between Touch Football Australia and School Sport Australia progressed, with a meeting to re-establish the focus and inclusions of a collaboration agreement. It appears that some levels of the agreement may be more difficult than first anticipated and will also require subsequent agreements implemented with each state school sport unit and local state office. Creating recognised collaboration is a focus for 2012-13.
- In the first instance more tangible data in relation to our exposure of Touch Football in the schools context was explored. A new system to perform online registration has been set up and trailed. There have been some issues with the terminology used by the SportingPulse product however it has been used successfully in the ACT.
- A focus on School Competition Development with TFA managed state development staff has been conducted with each state provided feedback and examples of successful models within this scope. The interaction between the group was positive with the information provided to form part of the transition towards formalised processes and policies in the critical areas of junior participation.
- AusTouch lesson plan has been developed in Spanish and French. A licensing agreement has been made to recognise the intellectual property of TFA resources.
- TFA has supported the feedback towards the Physical Education and Health aspects of the National Curriculum. It was found that there was a need for school sport to place a greater emphasis on doing physical activity as opposed to learning about it and the importance of the school to community link.
- In collaboration with the ASC's Active After-School Communities (AASC) program, TFA are working on a resource that will cater for school based participation while combining the AusTouch resource for a complete update and refresh of the product aimed at teachers and community coaches for junior programs teaching skills and concepts. In addition to this resource, at a national level the Field Officer program will undertake concept development with collaboration on the combined effort to build a structure and resources in this area of the Participation Plan in 2012-13.

Sport Development Key Result Areas

Target 3i: A comprehensive and unified calendar to support the entire participant base

2011-12 Achievements and Highlights

- TFA have provided leadership and a firm direction in achieving a unified calendar, the scope for an eight year agreement between all major event stakeholders has been achieved.
- TFA facilitated a meeting of key stakeholders on the future direction of the NYC event. The meeting was attended by all school bodies, NSWTA and QTA. The issues provided from the community included calendar related clashes, availability of athletes, costs to attend. The schools presented the benefit of the event to overall development and participation pathways, lack of knowledge of changes in some community areas, population comparisons between New South Wales and Queensland and traditional aspects of participation at the event. The school stakeholders are committed to working with TFA to find a viable solution to ensure the event continues to be supported.
- In strategically unifying the calendar, preparation for the State of Origin to run concurrently with the NYC was undertaken. Post event a comprehensive report will be compiled with recommendations, to be reviewed by NSWTA, QTA and TFA.
- Provided through the Targeted Growth Program was an application provided by Chris Jonson and Justin Creighton whom are driving a Beach Touch initiative. TFA has been exploring a formal collaboration agreement to build on the initial interest in the diversified product of Touch Football.
- Importantly in creating diverse events and building social responsibility linked to homelessness has been created with Touch Wine in South Australia and Wine Rules in Victoria. Linking with St Vincent de Paul, the 'Vinnie-Yard' event to be held in the ACT has been gained momentum and will be hosted in November 2012.

Sport Development Key Result Areas

STATE	LEVEL ONE REFEREE		LEVEL TWO REFEREE		LEVEL THREE REFEREE	
	COURSES	PARTICIPANTS	COURSES	PARTICIPANTS	COURSES	PARTICIPANTS
ACT	5	230	1	7	2	13
NT	10	89	0	0	0	0
NSW	58	846	22	98	13	43
QLD	46	647	11	87	3	28
SA	5	40	3	16	1	2
TAS	2	28	1	6	1	2
VIC	9	82	2	12	1	3
WA	22	210	6	23	3	9
Total	157	2172	46	249	24	100

STATE	COMMUNITY COACH		LEVEL ONE COACH		LEVEL TWO COACH	
	COURSES	PARTICIPANTS	COURSES	PARTICIPANTS	COURSES	PARTICIPANTS
ACT	0	0	2	224	0	0
NT	0	0	0	0	1	4
NSW	2	33	25	370	11	151
QLD	0	0	20	253	1	6
SA	0	0	1	9	0	0
TAS	0	0	0	0	0	0
VIC	0	0	0	0	0	0
WA	0	0	3	66	0	0
Total	2	33	51	922	13	161

STATE	SELECTOR COURSE ONE		SELECTOR COURSE TWO	
	COURSES	PARTICIPANTS	COURSES	PARTICIPANTS
ACT	0	0	0	0
NT	0	0	0	0
NSW	3	24	2	7
QLD	1	7	0	0
SA	0	0	0	0
TAS	0	0	0	0
VIC	0	0	0	0
WA	0	0	0	0
Total	4	31	2	7

STATE	PRESENTER COURSE		REFEREE COACH	
	COURSES	PARTICIPANTS	COURSES	PARTICIPANTS
ACT	0	0	0	0
NT	0	0	0	0
NSW	2	30	2	30
QLD	0	0	0	0
SA	0	0	0	0
TAS	0	0	0	0
VIC	0	0	0	0
WA	0	0	0	0
Total	2	30	2	30

Strategic Priority Area 4: Operational Services

Sport Management Key Result Areas

Target 4a: A facility plan which includes the feasibility and acquisition of a 'home for the sport' in various localities

2011-12 Achievements and Highlights

- Facility planning in the context of securing national events in high quality facilities has been the focal point, with growing interest from governments and local councils throughout 2011-12.
- Expression of Interest documentation was formally released for the hosting of the 2013 and 2014 National Touch League events, as well as the 2013, 2014 and 2015 National Youth Championships and 2014 Trans Tasman events. The documentation released was improved from the previous processes and outlines in more detail TFA standards and requirements.
- After the short-listed candidates had an opportunity to resubmit information to support their Expression of Interest documentation, comparison of the information was conducted. The analysis found in favour of Coffs Harbour for the 2013 and 2014 NTL events.
- The other events scheduled to be placed were delayed with submissions and negotiations occurring with Sunshine Coast Council, Queensland Events and Mid-Western Council.
- The existing 'home for the sport' being Mungga-iri House located at 18 Napier Close, Deakin ACT remains and operational requirement for TFA. This included the refurbishment and upgrade of Unit 1 and 2a, with the expanded use of Unit 2b for national employees. Additional and improved storage capability was also attained.
- Transfer of the dissolved ACT Touch Associations building at Makin Place, Deakin to TFA has continued communications with the ACT's Attorney Generals Department in particular with the Commissioner of ACT Revenue.
- Preliminary meetings and research to better understand the steps, processes and potential funding allocation for exploring the development of legacy buildings or facilities through a formal proposal was attained. The proposal only costed aspects assistance with an Expression of Interest Process, which was substantial and unlikely to progress at this stage to a formal relationship. TFA will however leverage Councils through the World Cup Expression of Interest process to improve facilities locally to host state and national events.

Sport Development Key Result Areas

2011-12 Achievements and Highlights

Target 4b: Core strategies developed to professionalise the delivery of events/competitions for participants

- Delivery of events and competitions has been measured and provides insight into the core strategies to consistently delivery professional events or competitions to participants.
- TFA has emphasised this through the introduction of Competition Benchmarking processes.
- Season 1 2011 included the benchmarking process of eight TFA run competitions Deakin, Dickson (ACT), Darwin (NT), Albert Park, Elwood Park, Kensington (VIC), City Touch and Flinders (SA). Surveying was used with consistent benchmark questions, including localised state questions. Through Online Membership almost 5,000 members were emailed to get feedback, with over 800 responding and completing the surveys.
 - 89 percent of respondents would participate again and 91percent would recommend the competition to others.
 - 27 percent of respondents participated for the first time.
 - Teams are predominately made up of friends with 53 percent and 35 percent a combination of friends and work mates.
 - Teams participate mainly for social reasons 77 percent and 70 percent for exercise.
 - The average number of teams respondents participate in was 1.4.
 - 69 percent of respondents were happy to pay the current cost to participate.
 - 82 percent of respondents wanting to register teams and individuals online, with around 50 percent wanting to pay online through PayPal.
 - Broadly the various aspects of the competitions were rated as Good were lighting, Competition Staff, Parking and websites.
 - All other areas including Referees, Playing Surface, Toilets, Rubbish Bins, Canteen, Medical Assistance and Spectator Areas were rated as average.
 - Competitions have overall been ranked based on participant rating of their experience: first – City Touch (SA), second - Kensington (VIC), third - Albert Park (VIC), with seventh being Darwin and Elwood eighth.
 - Based on rankings of competitions by location, first - South Australia, second - Victoria, third - ACT and fourth - Northern Territory.
- Season 2, 2011 included the benchmarking of 16 TFA run competitions - Amaroo, Deakin, Dickson, Kippax, Wanniasa (ACT), Darwin (NT), Albert Park, Elwood Park, Fawknor Park (VIC), City Touch, Northern City and Flinders (SA) were all surveyed using consistent benchmarking questions with also the opportunity for states to ask localised questions. Through Online Membership 7292 members were emailed to get feedback, with 809 responding and completing the surveys. Survey results were pleasing with areas for improvement being highlighted:
 - 88 percent of respondents would participate again and 77 percent would recommend the competition.
 - 31 percent of respondents where participating for the first time.
 - Teams are predominately made up of friends with 51 percent and 31 percent a combination of friends and work mates.

- Teams participate mainly for social reasons 76 percent and 69 percent for exercise.
- The average number of teams respondents participate in was 1.4.
- 95 percent of respondents want to register teams and individuals online, with around 55 percent wanting to pay online.
- Competitions staff were rated as good
- All other areas including Referees, Playing Surface, Toilets, Rubbish Bins, Canteen, Medical Assistance and Spectator Areas were rated as average.
- 60 percent would purchase uniforms online.
- Overall rating of competitions was 6.8 out of 10.
- Competitions have overall been ranked based on participant rating of their experience: first – Flinders (SA), second - City Touch (SA) third - Wanniasa Juniors (ACT), fourth - Albert Park (VIC) and Deakin (ACT), with Deakin Juniors and Dickson Juniors, (ACT) rated the worst.
- Based on rankings of competitions by location: first - South Australia, second - Victoria, third - ACT and fourth - Northern Territory.
- At the conclusion of the National Youth Championships (NYC), a survey is conducted to gain feedback from the participants. The following is some information related to the findings:
 - 98 percent of respondents would participate in a TFA event again, with 95 percent believing the location was suitable for the NYC;
 - 61 percent had family or friends attend the event, with 82 percent stayed in Caloundra for the event;
 - Media, Stadium, Parking, Information Area, Medical Assistance, Spectator Areas and Team Marquees all rated as excellent with the main areas for the greatest improvement as Playing Surface and Food/Drink Vendors;
 - TFA administration was rated as excellent for event staff and event website, while the results as above average and the refereeing was rated as average;
 - 55 percent preferred the event to stay in September with only 11 percent support for August and 13 percent for October as the next closest months;
 - 78 percent preferred the three pools with Quarter Finals offered and eight games remains the ideal number throughout the four days;
 - 87 percent remain supportive of playoff games on the Saturday; the Developing State Final was a success with 81 percent wanting it again which is consistent with the 80 percent who also want the Community Finals;
 - 84 percent of respondents attend the event to play against the best in the country while 87 percent support international teams attending;

Sport Development Key Result Areas

2011-12 Achievements and Highlights

- Overall the event reached an all time high with it achieving a 10/10 experience from 34 percent, while 84 percent of respondents rated it above 8/10.
- Economic impact was calculated at \$2,977,940 for the 2011 event.
- At the conclusion of the National Touch League a survey is conducted to gain feedback from the participants. The following is some information related to the findings:
 - 96 percent of respondents would participate in a TFA event again, with 78 percent believing the location was suitable for the NTL;
 - Playing surface for stadium and field one were rated as excellent, while results, information, medical assistance, spectator areas, media, communication and toilet areas rated as above average.
 - Areas for improvement include playing surface for Tuffins and Western fields, vendors, parking and merchandise, which are linked specifically to the service provision of the Port Macquarie Hastings Council.
 - TFA administration was rated as above average event staff as well as event website, fixtures, referees and security;
 - 78 percent played an adequate number of games at the event; the minimum number of games for Open teams is 8 with 42 percent, with the next highest nine and 10.
 - While the senior teams are also eight as a minimum number at 42 percent the next highest were six and seven games.
- Event reporting from the Trans Tasman series provides the following information:
 - Parking, spectator areas, playing surface with food and beverage vendors all rated as excellent.
 - 95 percent of respondents believed the filming of the final game as a positive for the sport of Touch Football.
 - 73 percent of respondents believed Mudgee was a suitable venue for the series.
 - 60 percent of respondents rated the overall experience as a nine or 10 out of 10.

Target 4c: Development of supportive and innovative information technology systems to support the sport at all levels

- TFA in conjunction with SportingPulse provides and supports the development of information technology systems for the broader Touch Football community. Throughout 2011-12 significant emphasis and focus has been accomplished.
- Online Registration remains the focal point of the strategy to improve the Touch Football database. Throughout Season 2, 2011 a series of webinars were promoted to members to better understand and use the system, while a hard copy manual was also developed and released.

2011-12 Achievements and Highlights

- In alignment with online registration, the option to also collect online payments has also been promoted with 15 affiliates trialling the system. During Season 2, 2011 15 affiliates recorded 4781 transactions with \$528,509 of funds were collected. Wagga Wagga remain the most significant user with 1820 transactions and \$157,000 being collected.
- In addition, the first TFA managed competition also trialled the platform, collecting \$124,000. Referee registrations with payments for NTL were attained. Through this usage SportingPulse improved the ability for all affiliates to run multiple projects and collect fees with enhanced reporting provisions.
- Issues associated with PayPal as the Online Payments merchant were addressed by SportingPulse, with transition to the National Australia Bank (NAB), which commenced from January 2012.
- Using the technology system the focus has been to around data management. Preliminary research undertaken in October 2011 with a preliminary assessment of the number of affiliates providing information to populate the database. In addition, an external company completed a review of the existing database providing that 49 percent of physical addresses and 81 percent of email addresses were valid.
- Preliminary information suggested around 23 percent of affiliates across the network were using the database, although the information at this stage is not sufficient to provide enough tangible and accurate information. Ranking included for states: South Australia (58 percent), Tasmania (50 percent), Victoria (28 percent), Queensland (26 percent), Northern Territory and the Australian Capital Territory (21 percent), New South Wales (13 percent) and Western Australia (eight percent).
- SportingPulse agreed to improve their reporting to TFA on a seasonal basis, being Season 1 (July) and Season 2 (January). The reporting provided, will give more accurate information related to benchmarking TFA's progress against of Key Performance Indicators in the critical areas highlighted in the Participation Plan. The first comprehensive reporting commenced, reflecting on Season 1, 2012.
- SportingPulse benchmarks at the end of 2011-12 included:
 - NSWTA have 42 percent of affiliates using SportingPulse, 17 percent performing membership syncs, five percent using online payments and 28 percent with completed Contacts and Locator information.
 - QTA have 45 percent of affiliates using SportingPulse, 29 percent performing membership syncs, one affiliate using online payment and eight percent with completed Contacts and Locator information.
 - TFA Managed States have 47 percent of affiliate using SportingPulse, 26 percent performing membership syncs, there is at least one affiliate per state using online payments, 28 percent with completed Contacts and Locator information.
- As a specific highlight, Gove has a 10 team competition and is a remote affiliate in the Northern Territory. They are using online registration and payments with great success dispelling the myth that remote and small affiliates are not interested in the provision of SportingPulse products, in particular registration and payments.

Sport Development Key Result Areas

2011-12 Achievements and Highlights

- Important to the use of the innovative information technology system of SportingPulse is education, training and communication in particular with development staff and affiliate volunteers. TFA have continued to reiterate this to SportingPulse. Interestingly, in early 2012 SportingPulse undertook a webinar blitz in training opportunities for all sports under their network. SportingPulse facilitated training to NSWTA, QTA and TFA managed state employees.
- To facilitate affiliates transitioning to online registration by Season 1, 2015 an affiliate reward scheme has been established and supported by SportingPulse. It links directly to the use of online payments as the main product, which if combined with the use of the national data fields and Membership and Participant Declaration will become eligible for rewards.
- The rewards begin with a \$200 Rebel Sport voucher and go up to an elite website worth \$10,000. In July, the program will launch following the release of the Registration release, with a complete promotional program running throughout the entire SportingPulse network. Included in the release of the campaign, case studies will be released monthly, with Wagga and Bundaberg the first to be provided.
- Working with SportingPulse, the ongoing development of Sportzware Online, which is the transition to a full online platform for the sport. A live trial of the product for Trans Tasman uncovered some fundamental issues, while the building of reports suited for national standards is an ongoing process. Importantly, all paid staff within the TFA network, NSWTA and QTA have all been exposed to the product.
- Identified with SportingPulse, the entire Touch Football database is currently not configured in the appropriate method to provide TFA with suitable data. It is however capable of capturing the vast array of information required of a National Sporting Organisation. Initial work to examine the needs of the framework has been explored, with SportingPulse committed to making the changes to the structure to suit the sports needs.
- SportingPulse have continued to value add to their product with promotions such as deals for Sustagen, tickets to AAMI Classic, enhancing their Red Rooster junior MVP awards, and the Rebel Sport Season Pass was also made available. The Football Federation Australia have launched a main website for all their registrations, this capability will be also provided to TFA once we have made significant in-roads into engaging affiliates to transition to online registration, with Sportzware Online.
- TFA has invested in the implementation of an integrated information technology system to link communication and interaction across the TFA Managed locations. IT system review has occurred to identify upgrades required throughout the network.
- TFA have draw attention to the consumer of Touch Football, particularly through the strategies within the Participation Priority 1 – Membership Census and Data Management.
- The work undertaken provides preliminary information in understanding the individual value proposition that Touch Football Australia and indeed individual affiliates offer to individuals whom participate, as indicated in some of the outlined specific target areas.
- Quality assurance and assessment processes have been maintained within events and tour services, while are expanding into competitions and sport education.

Target 4c: Development of supportive and innovative information technology systems to support the sport at all levels

The Unified Management Model Strategic Implementation and Progress

The 2011/12 financial year marked the first full financial year under a revised regional management structure.

The year was one in which the confidence levels of key external stakeholders and Government Departments in TFA managed states reached new heights under the Unified Management Model, further strengthening a solid base from which our localities will be able to launch into the current strategic cycle.

Most states have now completed the prioritisation of the TFA Strategic Plan within their operational structure by defining the priority areas for their locality, and with focus on establishing a valuable contribution towards the strategic direction of the sport. Supporting the new Strategic Plan is the TFA Participation Plan which was presented to Government agencies around Australia early 2012. It was well received as a demonstration of a sport and organisation that is unified and has a clear direction for future development and growth.

Interaction between State Councils and state based TFA staff has been frequent and positive. All State Council members around Australia and other key volunteers are acknowledged for the valuable insight provided by them into the strategic achievement of TFA as a whole. It is important to recognise the outstanding efforts of volunteers throughout the sport as the key to making Touch Football what is and what it will be in the future.

It has been a thrill to see state based and national office TFA staff working to deliver quality experiences to participants at various levels – from national tournaments, to state based events and camps – the collaborative effort of one TFA team has been a genuine positive of the past 12 months.

The 'one team' approach has been further enhanced by the introduction of Integrated Work Teams (IWT) across the network in 2012. The IWT network taps into the skills of the TFA workforce across Australia. The positive contribution of staff to this environment is noted and appreciated.

On behalf of staff based in all regional localities, thanks to our national office colleagues who provide support for a range of initiatives that are driven out of the state offices. To those charged with managing state locations around Australia, my thanks for your efforts in working to meet the needs of our members, and to all staff who continue to make energetic contributions to our future direction.

Provided is a summary of the key highlights from across the network as well as a state by state Report.

Matt Bamford

General Manager of Regional Operations

Strategic Priority Area 1: Corporate Leadership

Corporate Leadership Key Result Areas

2011-12 Achievements and Highlights

Target 1a: A unified management and governance structure which is an example for other sports

- Continued assessment of Unified Management Model undertaken can be reflected through human resource and structural changes throughout 2011-12.
- The release of the State Operations Framework focus on alignment between state and national operations within the unified management and governance model.
- In maintaining the unified structure of the sport, TFA Executive and General Managers presented and interacted with all TFA Managed State Councils, and key Government stakeholders in the release of the TFA Participation Plan.

Target 1b: Assessment of the current governance structure and design to ensure continual improvement is achieved

- Annual Meetings were held in localities around Australia, where the status of localities along with achievements and challenges were highlighted.
- Presentation of the TFA Participation Plan to a number of personnel in Government Departments was well received, and defined the direction of TFA and a clear drive to enhance participation opportunities.

Target 1c: Implementation of one unified strategic planning process across all states to ensure sport requirements are achieved

- Engagement of an external consultant to facilitate the first phase of strategic prioritisation of the TFA Strategic Plan took place in November 2011. Templates utilised by the consultant have been further rolled out for internal strategic prioritisation sessions around Australia. The contribution of State Councils and other key volunteers was highlighted as integral to overall strategic achievement. Importantly, the strategic prioritisation process recognises there is a single Strategic Plan for the sport in Australia, and the prioritisation process clearly identifies the contribution to be made in each TFA locality.
- The TFA Participation Plan (referenced above) has inextricable links to the Strategic Plan, and has received a positive response from external stakeholders.

Corporate Leadership Key Result Areas

2011-12 Achievements and Highlights

Target 1d: Regular communication processes and public relations to ensure transparent operation is achieved

- TFA localities continue to develop and distribute state based e-newsletters via email and online.
- The majority of localities are making frequent use of social media as an alternate means of reaching membership in their state.
- Internal staff interaction and knowledge sharing has been positively enhanced with the introduction of the Integrated Work Teams – linking the skills of the TFA staff network around Australia to enhance operations.
- State Councils are generally meeting on a bi-monthly basis.

Target 1e: Best practice systems and risk management to ensure overall governance compliance

- Operational Plans and Annual Plans are widely in place throughout TFA localities – ‘living’ documents that are subject to regular review.
- All TFA State Operations Managers provide quarterly reports in a consistent format and against the Strategic objectives of the sport. These reports also reflect on the State Operations Frameworks and Integrated Work Team environments involving staff at all levels from State localities.

Target 1f: Strong and formalised relationships with key stakeholders to a position of partnership

- State Governments have expressed a growing willingness to make investment in TFA State Operations in a number of localities around Australia.
- TFA Executive and Senior Management maintain active engagement of Government Department officials on the strategic progress of the sport as it relates to State operations.
- The ACT office staff have developed a strong partnership with the Boomanulla Oval Indigenous Community, with a view to establishing a family based competition.

Target 1h: Inter entity relationships enhanced in order to position the sport strongly through collaborative partnerships

- TFA Senior Management and Victorian staff continue to develop a relationship between Touch Football and the Melbourne Storm. At a Storm versus Broncos trial in Hobart in February, the Women’s Open teams of Victoria and Tasmania played an exhibition match in front of 10,000 people at North Hobart Oval. The Storm have expressed a willingness to work on future cross-promotional opportunities.
- Other football codes have maintained an interest in working with TFA localities. The Western Force maintains an interest in cross-promotions in Western Australia, while both the SA Rugby Union and Rugby League have an interest in resource sharing opportunities with TFSA.
- The ACT office has established a partnership with the University of Canberra, supporting the areas of coach and official development.

Strategic Priority Area 2: Sport Management

Sport Management Key Result Areas

Target 2a: The sport of Touch Football will achieve strong growth at all levels

Target 2b: Continued improvement of administrative systems and procedures to support best practice sport delivery

Target 2c: Development of strong commercial processes to ensure the long term security of the sport and organisation

2011-12 Achievements and Highlights

- The focus towards growth have been formalised in the TFA Participation Plan 2011-2015.
- The Targeted Growth Program aimed at providing funding assistance to support affiliate volunteers in the area of growing participation was developed and released in September 2011. Rosalie Touch in Western Australia was among the top five affiliates in Australia to receive Targeted Growth Program funding.
- The number of affiliated junior teams throughout TFA localities has experienced a 13 percent growth in participation in 2011/12 compared to the previous financial year.
- TFA managed competitions continue to regularly seek product feedback through online survey tools to evaluate various aspects of competition delivery. There are standard areas of evaluation, with both some local variance and common trends evident in results from around the country.
- Online registrations are now widely utilised in TFA managed competitions and events and enable direct member communication. However there are aspects of the online payment system that are evolving through work with SportingPulse to improve online payments procedures for several TFA managed competitions.
- TFA competition venues are able to provide a point of sale and marketing for TFA sponsored products such as BodyScience, Steeden, KooGa and X-Blades. A number of sales are directed through the TFA online shop.

Corporate Leadership Key Result Areas

2011-12 Achievements and Highlights

Target 2d: Continued development of best practice financial management systems

- The 2012/13 budget was developed in line with strategic areas and went through a number of draft stages. All localities have adhered to consistent budget principles, with budgets presented within the same template.
- Direct Debit payment plans have been successful in managing customer payments, in particular for representative players travelling to national tournaments.

Target 2e: Organisational value placed on key human resources both professional and volunteer level

- TFA employees were actively involved in the passing of a Certified Agreement, which is registered with Fair Work Australia. The agreement is effected from September 2011 to September 2015.
- In addition for professional human resources, Staff Handbooks and associated forms were updated to reflect changes to the Certified Agreement and improved business and operational practices.
- In providing broad support to the Unified Management Model, TFA conducted recruitment processes for TFA offices in the Australian Capital Territory, South Australia, Western Australia, Northern Territory and Victorian operations. Recruitment of positions identifies current skill requirements, with the potential for career progression. The response from the open employment market to advertising of employment opportunities has been extremely positive
- Reflecting the positive organisational value given to staff within all aspects of TFA, the employee retention rate at the end of June 2012 was 81 percent.
- Collaboration and networking opportunities are supported with staff interaction facilitated through national event attendance.
- Maintaining a commitment to volunteer interaction, the continued use of the Volunteer Handbook and procedures remains in use and have been emphasised throughout all state offices. Initial research to volunteer Occupational Health and Safety laws will mean that a review and update is expected in 2012-13.

Target 2f: Development of a strong profile within the Australian sporting system and improved community awareness

- The ACT Boomanulla Oval Indigenous Community event in March 2012 supported an increased awareness of ACT participation opportunities within the Indigenous community. Support was received from NITV – Barefoot Footy Show promoting the event and a four page review of the event in the National Indigenous Times newspaper.
- The annual TouchWine event in Adelaide attracted significant media exposure. The Adelaide Advertiser printed a ¾ page article for the event, featuring two Adelaide Thunderbirds netballers who participated in the celebrity match. Commentary for the match was by Bruce McAvaney.
- SA also enjoyed some unexpected media coverage when high profile swimmers led by Stephanie Rice took part in an informal Touch Football match after the Olympic trials in Adelaide. This attracted national media attention and featured on the front page of the Adelaide Advertiser.
- All localities have now fully transitioned to branding aligned to the generic TFA brand.

Strategic Priority Area 3: Sport Development

Sport Development Key Result Areas

Target 3a: Focus on affiliate and club development/management to ensure a sustainable participation model

Target 3b: Innovative processes geared at athlete development

Target 3c: A highly valued elite product which is positioned at the pinnacle of our pathway

2011-12 Achievements and Highlights

- The Affiliate Self Evaluation Tool (ASET) has continued to be a valuable tool for staff around TFA localities, highlighting areas of support requirements in the affiliate network. The ASET has not only provided a direction for support to affiliates, but the provision of regular updating has supported communication on progress between staff and affiliated entities.
- Through a collaborative relationship with the Northern Territory Government and the Sports Demonstration Project, the inaugural Arnhem Land Touch Football Festival event was successfully conducted, staging Men's and Mixed divisions.
- Since the project commenced, all government bodies have embraced the concept with recognition coming from the Department of the Prime Minister and Cabinet, Northern Territory Government and the ASC.
- TFA provided all associated reporting, compliance and communication with key partners for the 2011-12 project.
- AusSquads programs have become active in a number of TFA localities during 2011/12, including in Victoria and Western Australia.
- The Northern Territory held their annual elite development camp in June 2012, with Kerry Norman and Patrick Grehan making contributions as coaches, while Australian representative and Alliance Men's captain, Stuart Brierty also contributed to the development of the players.
- The ACT was strongly represented at the 2012 National Touch League. Nine ACT teams made the trip to Port Macquarie for the tournament.
- Victoria had a successful NTL tour, winning the Senior Mixed division at the tournament, while their Women's Open team progressed to the semi final stage of the event.
- Tasmania also enjoyed some success at the tournament, with their Senior Mixed making it through to the semi final stage, before going down to eventual division champions Victoria.
- National tournaments in 2011/12 provided opportunities to promote Alliance entry into the second Elite 8 series to be conducted in March 2013.

Corporate Leadership Key Result Areas

2011-12 Achievements and Highlights

Target 3d: A strong and supportive refereeing structure to support participant needs

- The ACT office has accredited a number of individuals at the University of Canberra as part of the Sports Science Applied Science degree. These students have officiated at domestic competitions in the ACT and school gala days.
- Tim Pearson from Alice Springs was awarded the Official of the Year at the 2011 NT Sports Awards. Tim also received his Level 6 Badge at the 2012 NTL.
- A number of referees from TFA localities took the opportunity to attend the Elite Referees Workshop immediately prior to the 2012 NTL in Port Macquarie.
- South Australia has been successful in receiving a grant over two years to support referee development throughout South Australia.
- The presence of Greg West and Ken Hillman at the NT Titles in May 2012 was widely noted and appreciated by other referees and the broader Touch Football community of the Northern Territory. Support provided included direct feedback to developing referees and to further assist the development of NT Referee Tim Pearson. Equally, the presence and involvement of four interstate referees – Sam Hacon, Alex Wong, Cliff Winnett and Richard McIlroy was also noted and appreciated.
- The presence of National Referee Panel members at other events, including the Tasmanian Club Championships/Junior State Cup and the WA State Championships was also met with appreciation.

Target 3e: A strong and supportive coaching structure to support participant needs

- Western Australia has reformed a coaching panel within the state, following on from a forum in February which highlighted a need to focus greater attention on developing this technical area.
- The ACT conducted a coaching course at Narrabundah College for 26 students. The new coaches are involved in coaching primary school teams at ACT community days.

Target 3h: A comprehensive junior framework which ensures the successful intergration of all participants

- School based competitions continue to grow and develop in TFA managed localities. These have continued to grow in Launceston, Melbourne and Adelaide. The ACT also had its largest junior competition in a number of years during Season 2, 2011.

Target 3i: A comprehensive and unified calendar to support the entire participant base

- State based calendars in TFA localities are continually evolving and are made available online to the membership.

Strategic Priority Area 4: Operational Services

Operational Services Key Result Areas

Target 4a: A facility plan which includes the feasibility and acquisition of a 'home for the sport' in various localities

Target 4b: Core strategies developed to professionalise the delivery of events/competitions for participants

2011-12 Achievements and Highlights

- The ACT office secured funding to acquire several shipping containers for the storage of game equipment at playing venues. One of these will be utilised by national operations.
- The ACT has also lodged a complete facilities plan to the ACT Sport and Recreation for approval, with the plan aligned to the ACT Government 'Active 2020' initiative.
- Delivery of events and competitions has been measured and provides insight into the core strategies to consistently deliver professional events or competitions to participants.
- TFA has emphasised this through the introduction of Competition Benchmarking processes.
- Season 1, 2011 included the benchmarking process of eight TFA run competitions Deakin, Dickson (ACT), Darwin (NT), Albert Park, Elwood Park, Kensington (VIC), City Touch and Flinders (SA) . Surveying was used with consistent benchmark questions, including localised state questions. Through Online Membership almost 5,000 members were emailed to get feedback, with over 800 responding and completing the surveys.
 - 89 percent of respondents would participate again and 91 percent would recommend the competition.
 - 27 percent of respondents were participating for the first time.
 - Teams are predominately made up of friends with 53 percent and 35 percent a combination of friends and work mates.
 - Teams participate mainly for social reasons 77 percent and 70 percent for exercise.
 - The average number of teams, respondents participate in was 1.4.
 - 69 percent of respondents were happy to pay the current cost to participate.
 - 82 percent of respondents wanting to register teams and individuals online, with around 50 percent wanting to pay online through PayPal.
 - Broadly the various aspects of the competitions were rated as good were lighting, Competition Staff, Parking and websites.

- All other areas including Referees, Playing Surface, Toilets, Rubbish Bins, Canteen, Medical Assistance and Spectator Areas were rated as average.
- Competitions have overall been ranked based on participant rating of their experience. first – City Touch (SA), second - Kensington (VIC), third - Albert Park (VIC), with seventh being Darwin and Elwood eighth.
- Based on rankings of competitions by location, first was South Australia, second was Victoria, third was ACT and fourth was the Northern Territory.
- Season 2, 2011 included the benchmarking of the 16 TFA run competitions Amaroo, Deakin, Dickson, Kippax, Wanniasa (ACT), Darwin (NT), Albert Park, Elwood Park, Fawkner Park (VIC), City Touch, Northern City and Flinders (SA) were all surveyed using consistent benchmarking questions with also the opportunity for states to ask localised questions. Through Online Membership 7292 members were emailed to get feedback, with 809 responding and completing the surveys. Survey results were pleasing with areas for improvement being highlighted:
 - 88 percent of respondents would participate again and 77 percent would recommend the competition.
 - 31 percent of respondents where participating for the first time.
 - Teams are predominately made up of friends with 51 percent and 31 percent a combination of friends and work mates.
 - Teams participate mainly for social reasons 76 percent and 69 percent for exercise.
 - The average number of teams, respondents participate in was 1.4.
 - 95 percent of respondents wanting to register teams and individuals online, with around 55 percent wanting to pay online.
 - Competitions were rated as good were Competition Staff.
 - All other areas including Referees, Playing Surface, Toilets, Rubbish Bins, Canteen, Medical Assistance and Spectator Areas were rated as average.
 - 60 percent would purchase uniforms online.
 - Overall rating of competitions was 6.8 out of 10.
 - Competitions have overall been ranked based on participant rating of their experience:
 - First – Flinders (SA), second - City Touch (SA) third - Wanniasa Juniors (ACT), fourth - Albert Park (VIC) and Deakin (ACT), with Deakin Juniors and Dickson Juniors (ACT) rated the worst.
 - Based on rankings of competitions by location, first was South Australia, second was Victoria, third was the ACT and fourth was Northern Territory.
 - Both national office and state based TFA staff have continued in the collaborative delivery of various state and national events around Australia, including the National Youth Championships, National Touch League, NT Titles and WA State Championships.

Corporate Leadership Key Result Areas

Target 4c: Development of supportive and innovative information technology systems to support the sport at all levels

Target 4d: Recognition in all that we do that the consumer is central to the success of the business

2011-12 Achievements and Highlights

- TFA has invested in the implementation of an integrated information technology system to link communication and interaction across the TFA managed locations. The system is now enabling widespread direct customer/participant engagement.
- TFA localities are increasingly using social media (Facebook and Twitter) to reach their membership base.
- A number of TFA localities are openly communicating with the membership, with information from staff meetings and other interactions freely available.



The 2011/12 reporting period has been a year in which we have built on our relationships with the key stakeholders in the Australian Capital Territory (ACT) and increased the involvement of participants in the sport of Touch Football in the ACT.

We thank the volunteers for their efforts and the participants for their continued support of our competitions.

Corporate Development

Touch Football ACT (TFACT) extends its thanks to Brian Keech (Chair/President), Kath Finn (Vice-President), Erin Taylor, Dean Taylor and Tony Ryan, the TFACT Council members, for their continued support and commitment.

The staff at TFACT, Ben Kirk (Competitions and Events Coordinator), Rob Palmer (Sports Operations Coordinator), Greg Richards-Riches and Ricky Hetherington (Junior Development Coordinators), have all worked tirelessly to grow and direct the sport in the ACT through the reporting period.

I would also like to acknowledge the direction and support of all national staff over the reporting period.

Sport Management

The number of teams in the 2011 junior competitions has grown by five percent with 125 teams participating at Amaroo, Deakin, Dickson, Kippax and Wanniasa.

A total of 156 teams participated in the 2011 Winter competitions at Deakin and Dickson. 267 teams participated in the 2011/12 Summer competitions with a competition being conducted at Wanniasa for the first time, which is a continuation of a strategic decision to deliver Touch Football at senior and junior level in other ACT regions.

Sport Development

Referees are an important part of the infrastructure at TFACT, as is the case in all grassroots sports. In addition to being paid employees of TFACT, many devote their time to other pursuits within our sport. TFACT would like to acknowledge the work that our referee and dedicated band of refereeing volunteers do for us during each competition.

TFACT has been working closely with the ACT Referees Association introducing a Referees Advisory Panel to assist with domestic and elite issues.

Referee courses conducted during the 2011/2012 period qualified 224 Level 1 referees, seven Level 2 referees and 13 Level 3 referees.

Mike Kenderes, Eddie Jones, Cameron Stanley, Sean Cross and Emmanuel Conde were upgraded to a Level 3 badge while Dean Taylor, Otto Karki, Ricky Hetherington, John Samin and Mitchell Samin were upgraded to a Level 2 badge.

44 referees officiated in the 2011 junior competitions, 113 referees officiated in the 2011 Winter competitions and 143 referees officiated in the 2011/12 Summer competitions. 11 referees officiated at the 2012 National Touch League (NTL) at Port Macquarie which shows the support of the referees for TFACT and is tremendous for their development.

Coaching and referee courses have been included as a module in the Sports Coaching degree at the University of Canberra and have qualified 220 coaches and 220 referees, with retention for TFACT domestic and school competitions.

The ACT 18's Girls and Boys teams flew the flag for us at 2011 National Youth Championships (NYC). The Girls finished 12th overall while the Boys improved on their 2010 effort finishing 15th overall.

TFACT was represented at the 2012 National Touch League (NTL) by a record nine teams which shows that players, coaches and managers want to become more involved in the sport at the next level.

The Men's 30's and Men's 50's teams were our best performing teams finishing third overall after being beaten in the semi finals.

The Mixed Open team finished sixth, Women's 20's finished eighth, Men's 20's finished ninth, Women's 27's and Women's 40's finished fifth in their respective divisions, while the Men's 40's and Men's 45's both finished eighth in their respective divisions.

Thanks to the players, coaches and managers for their effort and commitment in the lead up to and throughout these events.



Operational Services

The TFACT Premier League and Super League competitions continued to provide a high level competition and the rivalry amongst the clubs is good for the future of the sport in the ACT.

An Under 16's Mixed competition was introduced into the Super League competition which is another pathway for our promising juniors to develop their skills for higher representative honours.

The Super League Finals were conducted at the West Belconnen Leagues Club Oval and were held in conjunction with a Presentation Dinner.

The Riteway Northern Phoenix defeated the Woden Eagles 7-6 in the Men's final with the Phoenix's Ben Hughes being named the series Best and Influential Player.

The Canberra City Bears won the Women's final, defeating the Tuggeranong Vikings 6-5 in a drop-off with Vikings Rebecca Beath winning the Best and Influential Award.

The Bears defeated the Phoenix in the 16's Mixed final 9-8 with the Bears' Jay Bensley taking out the Best and Influential Award.

Canberra City was named the Touch Football ACT Club Champions for 2011, while Clint Jory was named the Super League Referee of the Season.

At the Presentation Dinner, five of TFACT's hardest working volunteers were recognised for their contribution to the sport in a volunteer capacity, receiving the 2011 Trevor Richards Awards.

Coaches Danny Goodwin, Cody Giumelli, Chris Tarlinton and Sandra Hughes and referee Les Croft were all recognised for the effort they go to and the time they invest into Touch Football in their respective fields.

Trevor Richards is the only TFACT Life Member and was a President of the then ACT Touch Association as well as being a long standing player and referee.

The results of the Super League competition were broadcasted on WIN Television each Friday following Thursday night's games.

The 2011/12 period has seen a bigger presence in schools which has resulted in an increase in the number of teams participating in our gala days and trialling for selection in our ACT School Sport and NYC teams.

TFACT hosted the annual NAIDOC Day tournament during NAIDOC week, which was a great success.

A Mixed Touch Knockout competition was conducted at Boomanulla Oval involving 15 teams during March which will be the catalyst to establishing a Summer family-based competition with the Boomanulla Oval Indigenous community in 2012/13.

TFACT would not be able to operate without the support of its valued partners. Thank you to the ACT Government through ACT Health and ACT Sports and Recreation Services for their continued support with grants and administration assistance. Our relationship with both departments has significantly improved over the past 12 months with an increased level of communication and understanding.

During 2011/12 we continued developing the technical arms, build the participation numbers and have a bigger presence in the schools and TFACT looks forward to continuing doing this in the 2012/13 period and into the future.

Rod Wise

State Operations Manager

Touch Football Australian Capital Territory Participation 2011-12

Participation Category	Retro-spective 2010-11	2011-12 Target	Retro-spective 2011-12	2012-13 Target
1. Full Active Membership – Adult	5850	6143	5805	6096
2. Full Active Membership – Junior	1316	1382	1395	1465
3. Program Participants	0	0	355	373
4. Event Participants	686	720	450	473
5. School Delivered Programs	480	528	6219	6530
6. School Managed Competitions	3880	4074	1496	1571
7. Accredited Volunteer Participants	92	101	474	498
Total Participation	12304	12948	16194	17004



As I look back on the 2011/12 reporting period, I am pleased with the result for Touch Football Northern Territory (TFNT). We have experienced many challenges and highlights, which are a credit to our local and national staff, but most importantly our volunteers and participants who have directed and assisted the sport in a challenging environment.

Corporate Development

I would like to thank the State Executive Council for their support and guidance over the past 12 months. In December the TFNT Annual Meeting was held and all current Executive members were re-elected for a further 12 months. In May we held the general half-yearly meeting of the State Council Executive along with affiliate representatives. At this meeting Matt Bamford and Garry Foran presented the members with the Participation Plan presentation.

I would also like to thank the Darwin Touch Advisory Committee (Charlene Scott, Tamara Duggan, Mark Tibbits, Steve Bow, Danny Dong and Melinda Turner) for their direction and support over the past 12 months. In January we formed a Palmerston and Rural Competition Advisory Committee (Michael Fleming, Charlene Scott and Jackie Fredericks), to commence the new competition in Palmerston. This committee has been very active and has supported the office staff in the establishment of the new competition and we are very grateful to them for their support and guidance. I would also like to thank Tim Pearson as the NT Directors of Referees for all his work over the past 12 months.

Last but not least I would like to thank all the representative officials and the affiliate committees and volunteers for their time and hard work at keeping their affiliates operating successfully. The TFNT staff all worked tirelessly throughout the year and all are to be commended for their success in continuing to grow and direct the sport in the Northern Territory. We are a small team but very dedicated.

I would like to take this opportunity to acknowledge the direction and support of all national and interstate Touch Football Australia (TFA) staff over the reporting period.

Sport Management

2011/12 has had a seen no movement in overall team numbers for the Adult competitions but a slight decrease in junior team numbers. The introduction of the new competition in Palmerston, which commenced with 20 teams but has dropped back to 16 teams with four team withdrawals. Team numbers in the Darwin competition have decreased in Season 2 2011 in comparison to Season 2 2010 which in that season we had a growth spurt, Season 1 2012 were the same team numbers as the previous year. The regional areas have had small movement in 2011 Season 2 a slight decrease then in 2012 Season 1 numbers have increased by 10 teams with the inclusion of the Palmerston competition.

Touch Football in the NT has continued to have good media coverage from the local media.

In March 2012 at the Department of Sport and Recreation Northern Territory Sports Awards, Touch Football was well represented with Tim Pearson being awarded the NT Official of the Year. Mark Tibbits also was a finalist in the Masters Sportsperson of the Year and Caitlyn Costello was nominated for Junior Sportsperson of the Year. The Northern Territory Under 12's team was also nominated as Team of the Year.

Winning the NT Official of the Year was a huge achievement for Tim and Alice Springs and we'd like to congratulate Tim on this accolade.

Sport Development

Through communication and consultation with our affiliate members it was identified the main areas of development required during 2011/12 were;

1. Referee Programs
2. Junior Development
3. Administrative Assistance
4. Player Pathways

We have held a number of Level 1 Referee courses over the period with most in

the Arnhem Land region. We conducted Level 1 Referee courses in Nhulunbuy, Gapuwiyak, Yirrkala, Galiwinku, Ramingining, Millingimbi, Jabiru, Tiwi Islands and Darwin. 80 people participated altogether in Level 1 Referee courses over the period. I need to mention the wonderful job Stanford Forbes has done in the East Arnhem region in delivering these courses. I would also thank all the Darwin based referee coaches in the courses and coaching of referees over the past 12 months.

TFNT sent four referees to the National Touch League (NTL) in March 2012, those being - Tim Pearson, Jenny Roe, Stanford Forbes and Danny Dong. Jenny Roe was awarded her Senior Level 5 badge and Tim Pearson was awarded his Open Level 6 badge, a great achievement by both Tim and Jenny, congratulations to them both.

Tim Pearson and Stanford Forbes both attended the emerging referees seminar before the tournament which they both found very beneficial. In September 2011, Tim Pearson and Danny Dong both attended the National Youth Championships (NYC) as referees.

We were fortunate to have Greg West (National Director of Referees) and Ken Hillman attend the annual Northern Territory Titles to provide coaching and feedback to our local referees. Greg and Ken conducted a workshop for all attending referees, with 20 people attending and from the feedback they found the workshop very beneficial to their development as referees.

We were very fortunate to have Sam Hacon (Level 6), Alex Wong (Level 5) from Queensland, Richard McIlroy (Level 6) from Western Australia and Cliff Winnett (Senior Level 5) from Victoria, attend and referee at the NT Titles. The players and referees both benefited from having high quality referees participating and we are very grateful for their assistance.

In February we were fortunate to have Sue Salter travel to Darwin to conduct a Level 2 coaching course for four participants.

The highlight of the year on the field for TFNT was the results of our Junior teams at the national tournaments. Both Northern Territory teams played off in the Developing State finals at the 2011 National Youth Championships, with the 18's

Girls winning the title and the Northern Territory winning the overall Developing State award at the event.

We are also very proud to see the results of the Northern Territory Under 12's Boys at the School Sports national tournament, defeating New South Wales in the round games and being equal second at the tournament - a huge result. The Under 12's Girls also did extremely well being placed third. Another highlight was having Caitlyn Costello selected in the Australian 18's Girls squad.

The NT was represented in the Men's Open division at the 2012 National Touch League in March with improved results and we also had six players combine with Western Australia players to compete as the Alliance in the Women's Open division. The girls made the quarter finals which was a pleasing result. From this tournament, Justin Costello was selected in the Australian 20's Boys squad.

We continued this year with our annual Elite Development camp weekend. This year we combined the camp with the School Sport Under 15 development camp which proved to be beneficial to both groups and capitalised on the expertise of the visiting coaches, former Australian Women's Open coach, Kerry Norman, Queensland Men's Open coach, Patrick Grehan and Australian Men's Open player, Stuart Brierty.

The camp is for both players and coaches to update their skills and knowledge over the three days. We believe the camp was once again a huge success. We would like to thank Kerry, Patrick and Stuart for giving up their valuable time in assisting our players and coaches in their development.

In the past 12 months we have introduced two new tournaments, the first of these being the Arnhem Land Touch Football Multicultural Festival in Jabiru in October. The event was a success even though we only had three communities compete, it is a starting point. We had teams from Jabiru, Ramingining and Yirrkala in both the Men's and Women's divisions. Challenges in the communities attending were road closures due to ceremony and travel costs. We hope to build on this tournament in the next 12 months. Touch Football Australia Participation Manager, Adam Raptis has been instrumental in this program and also sourcing the funding to help deliver the development program in the Arnhem Region. The second new tournament was the Sports and Multicultural Festival in Darwin



in late November. We had eight teams compete in this event in a Mixed format. Teams represented their nation of origin. We had representation from Fiji, Papua New Guinea, Asia, Australia and Indigenous Australia. The event was enjoyed by all participants and we are hoping to build this into a bigger and better tournament next year.

TFNT Sport Development Coordinator, Tianna Baird, along with a few of our youth AusTouch leaders have successfully delivered several Active After-School Clinics over the past 12 months. Along with this, Tianna has delivered school clinics across the Northern Territory in the past 12 months.

The Northern Territory office continues to assist School Sport Northern Territory in their cluster gala days and selection tournaments.

As mentioned earlier, we have established the Palmerston Touch Competition in the past six months. This competition has attracted good numbers for the first season and should be the biggest growth area for the sport in the Northern Territory over the next few years.

Operational Services

TFNT's largest competition, Darwin Touch, has decreased in the last 12 months by a few teams which reflects the transient nature of our population and also the challenges of providing resources to run the competition. The office is also now administering the Palmerston competition.

The TFNT headquarters facility has required some significant repairs over the past 12 months to the lighting and irrigation system which is due to the age of the equipment.

The Northern Territory Titles continues to be the main event on the calendar for TFNT. Four divisions were offered in 2012 – Men's, Women's, Mixed Seniors and Under 18's Mixed. It was great to see a Women's team from Ramingining attend for the first time and Gove back again in the Women's division. A highlight of the tournament was having Alice Springs play in the Grand Final in the Women's division, and winning the 18's Mixed division - a great effort for the development of Alice Springs.

We were very fortunate to have Adam Raptis (TFA) and Tim Wyld (Touch Football South Australia) attend our Titles this year. They both worked tirelessly over the weekend to ensure the tournament ran smoothly. We really appreciate the support of both Adam and Tim to the event.

Finally I would like to acknowledge and thank the Northern Territory Government for their continued generous support with funding to assist with operational and development programs throughout the Northern Territory. We are very grateful for this wonderful support. TFNT is also very appreciative of the Australian Sports Commission for the Future Sporting Champions Grants and Elite Indigenous Travel and Accommodation Assistance Program (EITAAP) funding which has been a great support for some of our athletes and officials to attend events.

Overall 2011/12 has been an exciting, busy and challenging time for Touch Football in the Northern Territory. I look forward to building on from this year and achieving growth, further development and consolidation for the years ahead for the improvement of the sport for all.

Isobel Appo
State Operations Manager

Touch Football Northern Territory Participation 2011-12

Participation Category	Retro-spective 2010-11	2011-12 Target	Retro-spective 2011-12	2012-13 Target
1. Full Active Membership – Adult	3263	3426	3263	3426
2. Full Active Membership – Junior	113	118	158	165
3. Program Participants	137	151	403	423
4. Event Participants	0	0	439	461
5. School Delivered Programs	980	1078	1161	1219
6. School Managed Competitions	394	414	79	83
7. Accredited Volunteer Participants	32	35	93	98
Total Participation	4918	5221	5595	5874



The 2011/12 reporting period has at times been challenging however has produced another consolidated result for Touch Football South Australia (TFSA) operations, with many highlights coming to mind.

These highlights are a credit to staff based in South Australia and nationally but also our wonderful volunteers and participants who continue to dedicate so much to our sport each year.

Corporate Development

I would like to begin by offering my sincere gratitude to our State Operations Advisory Panel (SOAP) members (Bruce Ainslie, Amanda Sheeky, Mick Gray, Damien Carlson and Jane Russo) who have all worked tirelessly and provided sound advice to staff in this location over the past 12 months. The format of the SOAP consisting of both elected members and our technical directors has ensured all decisions are made with a whole of sport focus which continues to benefit all members.

On behalf of all SOAP members and staff I would like to thank Jane Russo who resigned from the SOAP at the start of 2012 to focus on her national Board position. Jane is a stalwart of Touch Football in South Australia and we wish her all the best.

It was a turbulent year in terms of staff in the TFSA office with both our Sport Operations Manager and Sport Development Officer resigning in August 2011. Whilst this caused some minor short term disruptions it enabled us to complete a review of our staffing structure and we were able to identify numerous ways to become more efficient and subsequently reduced the number of full-time employees in South Australia to three (from four).

James Avermarg has joined us in the role of Sports Operations Coordinator in early 2012 and has been a fantastic addition to our team. Renee Bryant continues to perform outstandingly in her position as Competitions and Events Coordinator and after the re-structure has some welcome relief with Tess Leahy joining our team as a casual employee working competition nights at City Touch which enables Renee to primarily work office hours.

Despite this staff movement our team has still managed to achieve the vast majority (87 percent) of our operational objectives for the period on time with little tangible disruptions to members and stakeholders which is a credit to all staff.

I would also like to thank all of our colleagues in other locations within the Touch Football Australia (TFA) network. Your direction and support is appreciated.

Sport Management

2011/12 was a year of marginal growth for TFSA. Our total statewide participation increased slightly to 13768 participants compared with 12885 (+883 participants) in 2010/11 which was largely attributed to an increase in associated members. It is important to note that 2011/12 was the first time that 'associate members' have been included in official numbers.

There were four less affiliate teams in SA (460) in 2011 than 2010 however most pleasingly affiliate junior team numbers increased by 29 percent in 2011/12. This junior growth was also reflected in local school competitions with a 27 percent increase reported for our SA Primary School Championships and a 16 percent increase in teams entering our All Schools Mixed Championships.

Statewide Season 1 2012 figures indicated a similar rate of decline with two affiliates choosing not to run a Winter competition in 2012.

Despite this minor decline several affiliates continue to operate at capacity including Mount Gambier, Adelaide University and Hope Valley demonstrating the mix of results in South Australia.

Despite the consolidated result (slight decline) it must also be noted that had two of our affiliates operated in 2011/12 the result would have been quite different, with a moderate growth reported thus participation remains strong in existing competitions in South Australia, a position that will hopefully be bolstered with the establishment of new competitions in 2012/13.

We once again had the opportunity to recognise our members via our annual awards in November and I offer my congratulations on the following affiliates and individuals;

Volunteer of the Year – Mark Jones

Affiliate of the Year – Mount Gambier Touch Association

Administrator of the Year – Belinda Gibson (Adelaide University Touch Club)

Referee of the Year – Damien Carlson

Coach of the Year – Mick Gray

Kildare Reick Elite Scholarship – Kelly Rowe/Ciaran Buckley

Sport Development

The continued application throughout 2011/12 of the Affiliate Self Evaluation Tool (ASET) program has enabled us to work with our affiliates to identify their needs and engaging them in planning and implementation of solutions. In 2011/12 the top four needs across our state were;

- Referee Programs
- Player Pathways/High Performance
- Advertising and Promotion
- Administration Assistance

There were a total of 27 tasks/items from all affiliates ASA documents which TFSA entered into an agreement to provide in 2011/12. This is a total of 24 fewer tasks than 2010/11. Of these 27 items:

- 24 (88 percent) of tasks were successfully completed as requested;
- Two (eight percent) of tasks were deemed N/A (The affiliate did not request assistance or the program was abandoned);
- One (eight percent) of tasks were not completed.

With an 88 percent completion rate the program again has been successful, but it has been easier to achieve due to the reduced number of tasks requested.

In June 2012, we were fortunate enough to secure \$12,000 from the Office for Recreation and Sport to apply to referee development which was a direct result of feedback provided from the ASET program with the application submitted to address the need. This funding will be applied in the 2012/12 Financial Year.

Our SA Heat program continues to improve with two sides competing at the 2011 National Youth Championships (NYC) for the first time in four years. It was extremely positive to send an 18's Boys team away to this event and it has certainly rekindled interest in the Boy's program. Our 18's Girls continued to perform solidly at nationals with a core group progressing through our pathway annually.

The interest and ability to send two sides to the NYC had a flow on affect to the National Touch League in March where the SA Heat was represented by Mixed and Women's Open teams. Our women had one of their most successful tournaments narrowly missing out on a finals berth, a great achievement considering the vast majority are eligible for the 20's division at the 2013 National Touch League.

The future for the SA Heat program looks bright with our state 15's Girls team claiming a bronze medal at the School Sport Australia national tournament for the second consecutive year. This was coupled with over 100 athletes trialing for four teams in mid-2012 for this year's event.

Our technical development continues to produce necessary outcomes under the direction of Mick Gray (Coaching Director) and Damien Carlson (Referee Director) and their respective panels. In 2011/12 TFSA successfully delivered the following technical outcomes;

- 40 participants Level 1 Referee accredited
- 16 participants Level 2 Referee accredited
- Three Level 3 Referee upgrades
- One Level 6 Referee upgrade
- Nine participants Level 1 Coach accredited



Much of the technical focus for 2011/12 has been centered on providing affiliates with the ability to become more self-sufficient regarding technical outcomes including providing presenter and referee coach accreditation to key volunteers to enable coaching and assessing to occur in an ongoing manner at competitions.

Our Sport Development staff successfully delivered several clinics and programs across the state throughout the reporting period including regional development clinics supporting the Eyre Peninsula Schools Championships in Port Lincoln and schools across the Yorke Peninsula. Local affiliates were also supported via numerous coaching sessions at 'come and try' days and junior competitions.

Numbers of clinics are consolidated with 2011/12 however we have seen an increase in schools booking Touch Football as part of the South Australian Certificate of Education curriculum which is having positive flow on affects at several affiliated competitions.

Integration of school participants into affiliated competitions is a major focus of staff for 2012 and beyond and both James Avemarg and TFA Participation Manager, Adam Raptis are working on strategies to achieve this.

Operational Services

The state's largest competition City Touch reported a one percent growth for the Summer 2011/12 season however remains consolidated following a one percent decline in the 2012 Winter season. With over 200 teams annually and 13 fields available the facility remains critical to the success of local operations. The facility will be bolstered with an upgrade to clubrooms and change rooms earmarked for late 2012.

Our major events experienced successful patronage in 2011/12 with perennial favourite, Colley Reserve Five-a-Side Championships experiencing resurgence.

Our State League has been rebranded 'TFSA League' and was delivered successfully throughout 2011/12. One of the most pleasing aspects was the amount of youth participating in the series thanks to a rule change enforcing teams to pick at least five under 18 players. This has revitalised the concept and bolstered our participation pathway dramatically.

Our annual charity partnership event, Touch Wine continues to be a resounding success

with over 3,000 people attending the event in November which raises funds for Adelaide's homeless and provides invaluable exposure to our sport locally.

Further publicity can be measured in terms of website hits with the TFSA webpage having 124,200 hits in 2011/12 and combined with our City Touch website (212,297), over 330,000 hits not including affiliate websites, indicating a strong online presence.

Further complementing this online presence are our social media platforms (Facebook and Twitter) which have a combined reach of 563 individuals that receive instant news and information.

I would like to conclude by thanking our government and corporate partners. We continue to be extremely fortunate to have such wonderful reliable support from our corporate and government partners in South Australia and it is greatly appreciated.

The State Government of South Australia via the Office for Recreation and Sport continues to provide vital support to Touch Football and have increased their support in 2012 for which we are extremely grateful.

I would like to welcome and thank Coca Cola Amatil who joined us in 2011 as a premier partner; we look forward to building our relationship with them. Thank you must also go to our long term partners who continue to stand side by side with us; Coopers Brewery, VOK Beverages, Wakefield Sports Clinic, The Saracens, KooGa, XBlades and SA Rugby Union.

Overall 2011/12 presented challenges but I am proud with the manner our staff, volunteers and participants have been able to overcome them and achieve a stable overall result with numerous individual highlights along the way. I look forward to building on the solid foundation laid this year and enhancing our sport for all stakeholders in 2012/13 and beyond.

Tim Wyld

State Operations Manager

Touch Football South Australia Participation 2011-12

Participation Category	Retro-spective 2010-11	2011-12 Target	Retro-spective 2011-12	2012-13 Target
1. Full Active Membership – Adult	4973	5221	4410	4631
2. Full Active Membership – Junior	191	201	360	378
3. Program Participants	135	149	103	108
4. Event Participants	1215	1276	1406	1477
5. School Delivered Programs	4602	5062	3799	3989
6. School Managed Competitions	1720	1806	3668	3851
7. Accredited Volunteer Participants	49	54	66	69
Total Participation	12885	13768	13812	14502



Corporate Development

2011/12 saw Touch Football Tasmania (TFT) operate once again with a full State Executive Council (SEC) with our members holding portfolios in their areas of interest.

The members of our advisory council were spread across all regions of the state and brought a great knowledge from the various regions, which differ greatly across our state.

These members continue on from their positions last year:

Jodie Stokes (Chair), Allan McKinlay (Participation), Matthew Bowles (Coaching), Jo Mason (Referees), James Edmunds (Juniors), Scott Schnitzerling (Competitions and Events), Roger Toombs (Marketing).

A short time ago Roger Toombs resigned his position on the council and is moving away, but we thank Roger sincerely for his time with our group.

Our organisation, and in particular our staff, enjoy immense support and guidance from our SEC Chair Jodie Stokes, and her position within this group is invaluable.

There have also been particular projects initiated and conducted over the past year that have required support and advice over and above the general run of the SEC. I must also make mention of the efforts of Jo Mason and James Edmunds in their roles on the Council, as their input has assisted TFT to implement some processes and activities that will see us continue to enjoy growth and development in the areas of referees and junior participation.

We have continued with our Operations Manager in the north and Sport Development Coordinator in the south, with that Coordinator operating in a hybrid position in partnership with Southern Touch.

We have been well supported by Matt Bamford, our Regional Manager and as always, Touch Football Australia (TFA) staff from the national office and other state staff.

We have also seen great benefits from the introduction of the Integrated Work Teams, whereby we have had the opportunity to share ideas and opportunities with staff in their relevant areas of knowledge and expertise.

Sport and Recreation Tasmania have continued their great support of TFT, both financially and with the provision of resources, training and professional development opportunities. We enjoy an extremely supportive relationship with our consultant Leigh Oswin, whose advice and assistance over the past year has once again been invaluable.

Sport Management

Participation numbers across our state remain relatively stable, with our senior teams remaining about the same, and an increase in our junior participation.

It has been pleasing to see an increase in the Mixed divisions, in all areas of the state, as this form of the game seems to be becoming a popular choice.

As all of our competitions have moved to online registration, we are now able to get a better idea of our participation numbers and the demographic of our affiliates.

Our member numbers now exceed 5000, with over 2000 of those 18 years or under.

We continue to struggle to introduce new competitions, in particular during Winter, due to a lack of venue availability, and some of our competitions have now reached capacity or are very close to it.

The TFT Launceston competition doubled in size from last season, and we have seen great success with the transition of that competition to the Launceston Touch Association (LTA) competition.

This competition is well supported by the LTA and is a great 'taster' for the sport in this area. There is a great focus on participation as well as a fantastic breeding ground for referees.

Sport Development

After a huge amount of referee courses conducted during our previous reporting period, we had expected that our course numbers would be down over the past year.

We have moved our focus a little more to the development of referees and providing additional coaching and assessment opportunities.

This was evident in particular with the attendance once again from National Referees Panel member, Ian Matthew at our State Tournament weekend, who continues to take an interest in the long-term development of referees across our state.

Ian not only attends our tournaments each year, but has also made himself readily available to our referee coaches and referees and provides around the clock support of them in their roles.

He has also taken a great interest in some of our more junior referees and assisted to provide further opportunities and guidance to those referees.

Referee David Baggio also attended our State Tournament weekend and it was a huge thrill for our referees to once again get the opportunity to officiate on games with David and receive valuable coaching and advice from such an experienced referee.

The development opportunities provided to our referees at these events are attracting great referee numbers to our tournaments and encouraging a growing amount of non-playing referees. We are also seeing the interest grow for our junior referees to aspire to this area of the sport, at a higher level.

Without doubt, a lot of credit for the development of this area of the sport in Tasmania must go to our incredibly dedicated SEC referee portfolio holder, Jo Mason.

Jo has taken the experience and knowledge gained from her involvement at national events and has made huge inroads into developing a nurturing and professional environment within Tasmania's referee ranks, which will see this arm of the sport flourish in years to come.

It was a great thrill for us to see Jo's hard work rewarded with a Level 5 badge upgrade at the National Touch League (NTL) earlier in the year.

We continue to build solid relationships within the school sector, with the most notable being that of the Southern Primary Schools Sports Association and the Northern Independent Schools.

We are currently working with both of these organisations to provide school competitions and gala days, with a view to transitioning participants into their affiliate competitions and/or programs.

Amongst various school clinics and activities, below are some of the activities that TFT have allocated human resources and assistance to over the past 12 months:

- Primary Exchange Gala Day – Exeter/Beaconsfield;
- Riverside Primary School – PD and clinics;
- Northern Primary School exchange – Including Grade Five and Six students from four cluster Primary Schools;
- Riverside High School – Optional Touch Football elective classes included in curriculum;
- Howrah Primary School – Active After School Communities;
- North West Primary Gala Day – Including Grade Three and Four students from in excess of eight area Primary Schools;
- St Leonard's Primary School – Six week Grade Six Touch Football program (lead into Queechy High recruitment);
- SPSSA Winter Sports Gala Day – Including eight Grade Five and Six teams from six Primary Schools;
- Prospect High Youth Week Gala Day – Grade Nine and 10
- ACHPER Professional Development sessions – Hobart and Devonport
- Indigenous AusTouch program – Launceston, Devonport and Hobart
- 'Try a Trade' Day - Hobart
- AusTouch centres – Launceston
- Junior Development Program – 13 and Under statewide (lead into Youth Representative Selections);
- High School Competition – Launceston (includes clinics provided to participating schools).

We have continued our involvement with the Active After School Communities program which now sees us conducting a Touch Football specific program in



Howrah, with 'taster' sessions being planned for in excess of eight different Primary Schools in Launceston and Hobart.

Once again we were represented by teams in all junior divisions at national tournaments, attending the 2011 National Youth Championships in September and the 2011 School Sport Australia National Championships in October.

Most of our results were as expected, however our 12's Boys team equalled their best ever performance and our 12's Girls team posted their first ever win at a national event.

Our camps continue to be a part of our junior training program, however with the World Cup event being held in Scotland not long before our camps, we found it very difficult to secure suitable presenters.

We separated our age divisions this year with our 18's teams working together on one weekend with 2011 World Cup Australian Mixed Open player and assistant coach, Ben Robinson and Tony Eltakchi respectively, with our 12's and 15's on a separate occasion with Alliance representatives Elies El Chaar and Leah Percy, along with our own Emma Haines.

The separation of the groups proved to be successful, as was the opportunity to

promote the Alliance program and its members to our more junior divisions.

It was extremely disappointing that we were not represented at the 2012 National Touch League (NTL) with Open's teams this year, however the success of our Senior Mixed team, making semi finals, was a huge thrill. Not only did that team perform exceptionally well at the tournament, but they were also an amazing group of people who provide a lot of ongoing assistance to TFT, their affiliates and their clubs. It was well deserved success for a very dedicated group of people.

Although not participating at the NTL, our Women's Open team was selected and participated in an extremely successful promotional weekend, capped off by playing the curtain raiser game to the NRL trial match between the Melbourne Storm and Brisbane Broncos in front of almost 10,000 spectators at North Hobart Oval in February. The Women's team played against the Victorian Open girls in a game at Wentworth Park on the morning of the NRL game, whilst our Senior Mixed team also played the Victorian girls on the Sunday.

Operational Services

Our State Tournament weekend took on a slightly different look with the implementation of a Club Championship.

For a first time event, it was well attended, and we are looking to continue to develop this competition and make it more accessible as a participation event.

The Junior State Cup once again showcased the fact that we have some fantastic young talent running around our fields and was contested by 17 teams.

Development squads were put together at the conclusion of this event and proved to be a successful tool in the promotion of our junior representative program.

Our merchandise range continues to grow, and is now becoming a good additional stream of revenue for our organisation.

This is also allowing us a greater opportunity to get our brand out into the community and assisting to support our national sponsors, with a great emphasis on the sale of X-Blades and BodyScience merchandise.

As mentioned, all TFT affiliates are utilising online registration, which is also contributing to an increase in the use of affiliate and TFT websites.

We are also taking advantage of this fact by communicating regularly with members through the distribution of a monthly newsletter to all members included in the database.

Conclusion

Whilst we continue to battle the more traditional sports, lack of venues, and a changing economic environment, we also enjoy an increase in the profile of our sport, and a growing interest within our school communities.

There is also a growing expectation in regards to the delivery and professionalism of the sport, and this is an area in which we look forward to producing great outcomes in the future.

We are fortunate to have a great support system, sound business management and administration systems and processes to follow, and an extremely capable and dedicated state and national staff to assist us to continue to grow and improve.

Maree Tomlin

State Operations Manager

Touch Football Tasmania Participation 2011-12

Participation Category	Retro-spective 2010-11	2011-12 Target	Retro-spective 2011-12	2012-13 Target
1. Full Active Membership – Adult	3623	3804	3420	3591
2. Full Active Membership – Junior	1879	1973	1958	2055
3. Program Participants	20	22	48	50
4. Event Participants	0	0	383	402
5. School Delivered Programs	1534	1687	1335	1402
6. School Managed Competitions	1700	1785	79	83
7. Accredited Volunteer Participants	40	44	36	38
Total Participation	8796	9315	7258	7258



Upon reflection of the 2011/12 reporting period, we are reminded of the significant amount of changes that have occurred within the business in Victoria. Touch Football Victoria (TFV) saw the departure of State Operations Manager, Micheal Lovett, from the organisation during the reporting period. TFV and Touch Football Australia (TFA) would like to thank Micheal for his contribution and dedicated support of TFV Operations made over his years of employment.

With change comes opportunity and throughout the second half of the financial year, TFV and TFA worked together to reshape the Victorian business with the promotion of two staff and appointment of two new staff. These promotions saw me being the successful candidate for the State Operations Manager role and Caitlin Pole promoted to Events and Competitions Manager. The appointment of Kate Alexander to Events and Competitions Coordinator and Sports Operations Coordinator, Greg Kennedy allow TFV to change and reshape the business into the future. Our TFV staff all worked tirelessly throughout the year to improve communications and service to our members. They are all to be commended for their success in continuing to grow the sport in Victoria – a new team that strives for excellence.

Corporate Development

TFV would like to recognise and acknowledge the strong support provided by the Victorian State Executive Council (SEC) members. The Annual Meeting was conducted in May with long standing SEC member, Paul Ridder electing not to nominate for the next calendar year. Paul brought a strong commitment in developing junior programs and focus on participation growth. Anne Bright also decided not to nominate and TFV would like to thank Paul and Anne for their dedicated support and direction throughout their time on the SEC.

James Bible was elected to the role of State Council Chairperson in May. James has continued to receive support from members Craig Coleman, Jamie Tang, Johnny Moore and Hamish McLean. The SEC has seen the inclusion of Sally Melzer from the Director of Referees role and she brings a wealth of referee experience to the Council. Cliff Winnett was endorsed by the SEC into the role of Director of Referees and he has been invited to attend SEC meetings this year to provide advice on one of the sport's key development areas.

For the 2011/12 reporting period, the SEC helped transition new staff and provided valuable advice and guidance through a fluctuating period. They have helped the sport maintain focus on the deliverables in the TFV Strategic and Operational Plans. TFV would like to thank all SEC members for their dedicated services and devotion to the task of growing and supporting our sport.

Resources from TFV have been utilised at a number of TFA events over the past 12 months. David Diack attended the 2011 National Youth Championships and School Sports Australia National Championships. Caitlin Pole, David Watts, Kate Alexander and David Diack attended the 2012 National Touch League (NTL), while David Diack also travelled to Western Australia (WA) to assist with in the Touch Football Western Australia state event. All TFV staff expanded their knowledge around event management and Sportware, both of which will improve the support provided to local affiliates and competitions. The national events allow TFV staff to advance their skill sets and build key relationships with staff from the national and other state offices.

I would like to take this opportunity to thank all of the TFV affiliate committees and their key volunteers for all of their hard work in achieving success within the sport. Lastly thank you to all representative coaches, assistant coaches and managers who put in long hours into our elite pathways in achieving successful programs.

Sport Management

2011/12 was a year of growth for TFV. Our total state-wide affiliated participation increased by nine percent to approximately 8,000 participants which is a fantastic result on the back of two years of decline. These figures can be contributed to team increase of 13 percent at TFV regional affiliates with 376 teams and 46 percent at metropolitan affiliates with 395 teams that include teams at our TFV centralised competitions. It highlights the great work that our affiliates offer at a grassroots level.

Through this reporting period, TFV lost one regional affiliate however established two TFV conducted competitions in the regional areas of Leongatha and Lilydale and established an amalgamation of two affiliates, Royal Park and Parkville Touch Association, to form Northern Touch Association to conduct a winter competition. Northern Touch Association has engaged 17 teams to compete in their inaugural

2012 Winter Touch season. The amalgamation of these two powerhouse competitions was instigated through discussions with City of Melbourne Council and the TFV office to deal with one user group that shares the same facility. This is a pilot program that will be assessed at seasons end to capture the benefits and challenges of the new venture for the winter season only.

We continue to update and refresh the webpage and have included the TFV website link on our affiliate's webpages. The implementation of our newsletter, South of the Border, driven by Caitlin Pole, which is issued every two months, has ensured Touch in Victoria is fresh in people's minds. Kate Alexander is at the forefront on the use of media tools, including Facebook and Twitter, which has seen an increase in the number of hits. These promotional and advertising techniques have ensured that our sponsors are well promoted and during this reporting period we have been able to retain all TFV sponsors.

We also continue to benefit from the financial support of Victorian government agencies, VicHealth and Sports and Recreation Victoria, as well as the resources and development opportunities provided by these organisations.

The Sport and Recreation Victoria Grant provided a 12.4 percent increase in funding for the 2011/12 reporting period. The grant funding was used to support sport development in the following areas;

- Implementation and management of the ASET program;
- Indigenous development activities in Robinvale with establishing junior competition;
- Conducting 'Come and Try' days at Ballarat, Parkville and Endeavour Hills affiliates;
- Conducted a Primary School Touch Football event that captured 500 participants involved in school clinics and culminated into a 13 team competition held in Westside Touch Association grounds.

VicHealth Grant provided a 16.5 percentage increase in funding for the 2011/12

reporting period. TFV has currently completed its first year of VicHealth funding and achieved the following results:

- Extensive marketing research conducted by Influence of Spheres that identified areas that TFV need to address which was implemented into work plans;
- Liaise with VicSports in monthly meetings to highlight areas of deficiency of our work plan;
- Forming Women in Sport forum as an enabler to identify actions required to achieve work plan strategies;
- Purchase of TFV/TFA/VicHealth tear drop displays that will assist with the promotion of Touch in Victoria.

Sport Development

Improved delivery of the Affiliate Self Evaluation Tool (ASET) program this year enabled us to further develop relationships with our affiliates by identifying their needs and engaging them in planning. In 2011/12, the top four needs across our state were identified as:

- Referee Programs
- Technical Assistance
- Administration
- Junior Development

There were a total of 104 tasks acknowledged from all TFV affiliates ASET programs. TFV entered into a service agreement with affiliates to complete these tasks in 2011/12. Of these 104 tasks:

- 69 percent (72) of tasks were successfully completed as requested;
- 31 percent (32) of tasks were not completed.

The 2011/12 ASET process overall has been a major success for TFV and



affiliates and this can be contributed to the restructure of the office and inclusion of David Diack to the development team in delivering the program.

Our Technical areas continue to be developed under the guidance from our key volunteer Directors and their relevant panels. TFCV would like to thank Sally Melzer and Cliff Winnett (referees) and James Bible (selecting) for all their dedication and time committed to develop the sport.

The TFCV referee course coordinator, Cliff Winnett, has continued to build a strong relationship with the grassroots Touch Football community through constant referee courses and greater volunteer engagement as well as overseeing referee coordinators at each of TFCV's centralised competition addresses, referee mentoring/upgrading and the development of the referee support program. TFCV conducted the following courses:

- Ten Level 1 referee courses involving 82 participants
- Two Level 2 referee courses involving 15 participants
- One Level 3 referee course involving 3 participants

A great deal of effort has been put into expanding our school programs over the last 12 months with the major areas to be highlighted over this reporting period including;

- Six percent increase in teams competing in 2012 Victorian State Secondary Schools Touch Tournament with 82 teams competing. The pleasing factor of this tournament was the high volume of referees that officiated during the tournament. With nine fields each day engaged in games there were buddies on each field and allowed coaching and mentoring, with six Level 1 referees assessed and granted competency.
- 32 percent increase in teams competing in the 2012 Victorian Schools Touch Football League (VSTFL), with 62 teams competing. The infrastructure of this competition with the allocation of games to schools that can host has created ownership of competition with the increase team nominations.

- 24 percent increase in student participation in AusTouch Leaders Program with 407 participants engaged in the program. The increase can be attributed to the inclusion of new school, Kambrya College.
- The Girls Academy was rebranded to AusSquads Academy that embraced the high number of junior girls participation at our programs mentioned above. With 31 girls involved in the program it has strengthened the number of juniors trialing for our representative programs. Exciting times lay ahead as we prepare for the inclusion of the boys.

The Victorian 2012 National Touch League (NTL) campaign was extremely successful. The Women's Open team played a phenomenal tournament, getting into the semi finals for the first time ever. The Senior Mixed team were always tipped to do well with several players being NTL veterans and only lost one game during the tournament to the team that they played, and defeated, in the grand final.

Our referees had a successful NTL campaign with Sally Melzer, Leigh Bryant, Anne Beetham, Aaron Mackenzie, Giancarlo Leung and Cliff Winnett (Defence) attending from Victoria.

With Victoria's success opportunities arose with representation at the 2012 Trans Tasman Series in Mudgee in April by not one, but two of our Victorians. Leah Percy played in the Australian Women's Open team, a first for Victoria, while Micheal Lovett coached the Australian Mixed Open team, a dream that became a reality for both Leah and Micheal.

Operational Services

The Victorian Touch League (VT League) focus in 2011/12 was establishing a Mixed division that saw four of the six franchises embracing the concept by entering a team. The major benefits of teams that competed in this division was the development of junior players between the ages of 15 and 20 and the pathways afforded to enable the more experienced players within the team to guide and nurture the junior players. The success of this venture was evident when these young players returned to their schools with their improved skills, which has seen a vast improvement in the school competition at which they compete.

The Men's division continues to grow in strength with the standout team being the Vipers, achieving a remarkable season result with 17 games played and 17 wins including the grand final. The Women's division saw the Melbourne Lions crowned victors for the 2011/12 season and the Vipers Mixed team were awarded the inaugural championship trophy after a stellar season. With these results, Vipers were named the Champion Club for the 2011/12 VT League season.

TFV has identified many highlights in the 2011/12 reporting period which includes awards and partnerships formed to deliver one off events and are captured as:

- Victorian Touch Football representative, Georgia Holden, was recognised for her rapid rise through the ranks in Victoria, being named the Young Sports person of the Year at the Victorian Government's 2011 Community Sport and Recreation Awards.

- TFV in conjunction with St Mary's House of Welcome (SMHOW) were proud to announce that the 2011 Wine Rules event was a fantastic success. Despite only being in its second year, Wine Rules has rapidly become an established event with over 2000 people in attendance and 26 teams competing this year an increase of six teams.
- Deaf Sports Australia (DSA) undertook an extensive host city selection for the 2012 Deaf Games over a 12 month period, which featured establishing an independent selection panel (with a representative from Sport and Recreation Victoria) and inviting all local councils in Victoria to submit bids for the event. Following the process outlined above, the City of Geelong was selected as the host city for the 2012 Australian Deaf Games, that was held in January 2012. TFV was represented by David Watts as the coordinator for the Touch Football event and he was assisted by Cliff Winnett, Melissa Ashmore, Toby Fraser, James Shrimpton and Dwain Lindsay as the referees. The team worked really well together in a situation that is difficult for referees who have never refereed deaf players before. TFV would like to thank Geelong Touch Association for allowing the Australian Deaf Games to have access to their fields for the event. The games were a huge success for Touch Football, being the first time we have been involved in the event.
- The Corporate Games was a great event with 61 teams participating. With TFV staff member David Watts acting as a facilitator for the event he engaged key volunteers in developing tournament administration skills with referee allocations and game times to ensure the success of the event.
- In partnership with Melbourne Storm Rugby League, TFV and Touch Football Tasmania Women Open players played a pre-match game in Hobart. The game was played in front of over 10,000 people as the curtain raiser to the Melbourne Storm versus Brisbane Broncos trial. This was a successful venture with Storm targeting juniors at local Touch Football competitions in return for the Women's Open teams to play curtain raiser game.
- The 13th annual Sale Knockout was held in March 2012, with a record 48 teams participating from all over the state in Men's, Women's and Mixed

divisions. The 48 teams included players from affiliates including Albert Park, Fawkner Park, Westside, Melton, Ballarat and Parkville as well as the local affiliates Traralgon, Bairnsdale and of course, Sale. The event was again well supported by the University Touch clubs with Melbourne University, Monash, La Trobe and Deakin all attending.

Overall the 2011/12 reporting period was full of changes with a number of new and exciting programs being launched. TFV looks forward to providing increased levels of communication and support to our members with our new team. Staff will continue to grow which will place the sport in a better position to service the needs of our customers and build strong relationships with key partners. TFV would also like to thank the hard work and effort by the office staff, volunteers and participants. Without this support, the life blood of the sport would not function. The ongoing support from the other TFA member states in the Unified Model continues to aid in the development of grants and programs. This coupled with national team led by Colm Maguire, Garry Foran, Matt Bamford, David Brady and Marianne Maguire will develop a strong sport into the future.

Ali Tuai
State Operations Manager

Touch Football Victoria Participation 2011-12

Participation Category	Retro-spective 2010-11	2011-12 Target	Retro-spective 2011-12	2012-13 Target
1. Full Active Membership – Adult	7898	8292	8674	9107
2. Full Active Membership – Junior	214	224	270	284
3. Program Participants	436	480	1491	1566
4. Event Participants	1820	1911	2250	2363
5. School Delivered Programs	3500	3850	3766	3955
6. School Managed Competitions	700	735	1463	1536
7. Accredited Volunteer Participants	171	188	97	102
Total Participation	14738	15681	18011	18911



It gives me great pleasure to reflect on the 2011/12 reporting period as Touch Football Western Australia (TFWA) emerges in a stronger and healthier position than we have seen for some time. With numerous highlights throughout the period, I need to acknowledge the hard work and dedication of our state and national staff as well as our members and key volunteers who make it all possible. The 2011/12 period has seen significant strategic changes take hold throughout the state with some truly remarkable results.

Corporate Development

In 2012, we officially launched our rebranded state name from 'TouchWest' to Touch Football Western Australia. The new name and logo have been warmly embraced by the Touch Football community in Western Australia.

At the 2012 TFWA Annual Meeting two long standing members of the State Executive Council announced that they would not be seeking re-election. I would like to pass on my sincerest thanks to Ron Connolly and Jeremy Sorensen for the time and energy that they have dedicated to the sport during their time on the State Council. Given the vacancies that became available on the panel, it was with great pleasure that we welcomed Richard McIlroy, Andrew Birch and Sam Rigg to the TFWA State Executive Council.

Nominations for the State Referee Panel were called for in February 2012. All existing members re-applied for their current positions and were successfully reinstated in those positions. Thanks must go to the following State Referee Panel members for their hard work and commitment throughout the period - Freda Black, Pat Elshaw, Kate Steinitz, Chris Murray, Ben Grainger, Jon 'Speedy' Harvey and Henry Dos Santos (National Panel Advisor). I am also pleased to report that 2012 has seen the launch of a State Coaching Panel in Western Australia with Michael Baldwin and Kit Frazer making some great headway in the development of our coaching discipline.

We have a small staff team here in Western Australia. With three full-time staff and one part-time staff member, the team has worked tirelessly throughout the year to deliver services and events to our 25 affiliates. I would personally like to thank my team (Karon Boston, Tim Heathcote and Julian Middlemiss) for their relentless energy and consistent enthusiasm in what can sometimes be a very challenging

work environment. As always, the support and direction from our national and interstate counterparts has been outstanding. The introduction of the Integrated Work Teams has allowed for further sharing of information and improved communications between state and national offices around the country.

Sport Management

The 2011/12 period, in line with the Strategic Plan, has seen an increased emphasis on data collection and the ways by which we manage that data. During the 2011/12 period participation numbers in Western Australia remained relatively stable with over 15,000 participants recorded. This is a slight increase on previous year's figures.

During this period, TFWA put a great deal of time and energy into developing our localised strategic objectives. These objectives were derived from the national Strategic Plan and allowed us to create a WA specific Annual Plan to assist in ensuring that all key objectives were being delivered and outcomes achieved. The introduction of the online comprehensive calendar has also assisted in this function, with affiliates and members able to see what's on at any time.

We have been fortunate to see the creation of a new regional affiliate during the period. The Kununurra Touch Association began operations late in 2011 and is already experiencing very healthy growth in the area. TFWA reflected the national trend throughout the period of increasing regional participation and decreasing metropolitan participation. Statewide participation numbers were still higher than the previous year, which is very pleasing to see.

A significant amount of time and energy has gone into rebuilding and maintaining strategic relationships with our major partners. Faith in the organisation has effectively been restored and it is hoped that the benefits of this improved relationship will become apparent in the coming financial cycle.

The current period has also seen a shift in how we manage risk throughout the organisation. In conjunction with Touch Football Australia (TFA), we are pleased to report that all policies relating to Member Protection, Working with Children, Codes of Conduct and Risk Assessment have been implemented in Western Australia and communicated to our members. We have also become much



more active in our use of Social Media avenues such as Facebook and Twitter. These changes appear to have been accepted favourably by the majority of our members.

Sport Development

2011/12 saw the re-launch of the Affiliate Self Evaluation Tool (ASET) in Western Australia. The ASET is an essential program that is used to assist affiliates to improve their services and management techniques internally. It also provides an effective way for us to engage with the affiliates and determine their needs and develop ways that we can support and assist them in reaching their desired outcomes. The uptake of the program has been increasingly positive, although there are still a number of affiliates yet to complete the program. In 2011/12, the top five identified needs across the state were;

1. Technical Assistance
2. Administration Assistance
3. Junior Development

4. Player Pathways and High Performance

5. Referee Programs

Individual Affiliate Service agreements have been sent out to all those that have completed the Affiliate Needs Analysis document.

There have been several new development initiatives that have come to life during the 2011/12 period. The first of these is the Western Tigers AusSquad Academy. The Academy was officially launched in May 2012 and is already proving to be highly effective in providing an elite player pathway for our junior athletes in Western Australia. The Academy caters for the Under 12, Under 15 and Under 18 age groups and sees an average of 35-40 participants attending the sessions each month.

An immediate benefit that we are witnessing from the program is the increased interest in both the elite coaching and playing disciplines.

An increased presence in schools, as well as the establishment of several junior Touch Football competitions within the affiliates, has seen the continued increase of our junior participation base. This is an area that was identified as one that required more attention, and the results are extremely rewarding for all involved. The 2012 Junior State Championships event was the first time that junior team numbers have ever surpassed the senior event.

It was fantastic to see our two Senior Men's sides competing at the National Touch League (NTL) in March, as well as several key Western Australian players being selected to represent in the Alliance teams. While it was disappointing that we could not send an 18's Girls side away to the National Youth Championships in September 2011, our 18's Boys continue to strive for new heights, finishing third in their pool and a very respectable ninth overall. Special mention needs to go to Matt Leddy who was awarded the Most Valuable Player. Western Australia

also took home the award for Developing State champions in the 18's Boys division, which is something we are incredibly proud of.

In 2011/12 TFWA achieved the following technical outcomes;

- Level 1 Referees: 225
- Level 2 Referees: 23
- Level 3 Referees: 9
- Level 1 Coaches: 66

Craig Wilson	Upgrade to Level 3 at the 2011 State Championships
Andrew Thomas	Upgrade to Level 3 at the 2011 State Championships
David Tunchon	Upgrade to Level 3 at the 2011 State Championships
Daniel Carnachan	Upgrade to Level 3 at the 2011 State Championships
Gustav De Wet	Upgrade to Level 3 at the 2011 Super League
Philip Knight	Upgrade to Level 3 at the 2012 North West Championships
Mike Tolmie	Upgrade to Level 3 (Senior) at 2011 State Championships
Patrick Moase	Upgrade to Level 4 at the 2011 State Championships
Lee Broadbridge	Upgrade to Level 5 at the 2011 National Touch League
Stuart Evans	Upgrade to Level 5 (Senior) at the 2011 National Touch League
Ben Morton	Upgrade to Level 6 at the 2012 National Touch League
Richard McIlroy	Upgrade to Level 6 at the 2011 National Touch League

I am pleased to report that even though we did not have a Development Coordinator for half of the year, we have still been able to achieve our targeted number of school clinics throughout Western Australia. Credit for this outstanding achievement must go directly to Julian Middlemiss who took on the Sport Development Coordinator role in early October 2011 and has actively delivered on target results.

Another outstanding achievement in the Sport Development area is the

implantation of the Affiliate Development Conferences throughout the state. During this period we have delivered two conferences in both the North West and Lower South West regions of Western Australia. As with any new initiative, we have experienced some minor teething issues, but it anticipated that these will be worked out effectively in this infancy stage of implementation.

Delivering key services to all of our affiliates is a massive task and I commend our development staff for the work they have put in throughout the year in servicing both our metropolitan, regional and remote Touch Football communities.

Keep an eye out in 2013 for the launch of the 'Super School Series' and the continuation of the Western Tigers AusSquad Academy.

Operational Services

Our major state events continue to grow and prosper. The 2012 'Be Active' Junior State Championships saw a record number of teams participating in the Junior competition, surpassing the Open event for the first time ever. Participation numbers for the 2011 'Be Active' State Championships remained in a consolidated position. A large factor for the lack of growth in TFWA's hallmark event was determined to be due to several main issues – one of which was timing. As result, a vote was taken throughout the state and the timing of the event was changed to mid-February. It is hoped that this change will allow the tournament to grow.

The Super League Series ran well in 2011, but has also undergone some significant changes to the format for the tournament. The 2012 event will see eight weeks of competition rather than three and a brand new venue. A thorough review took place after the 2012 'Be Active' North West Championships event as team numbers have been steadily declining over the past few years. A new event format will be proposed for the future of the event in 2013 and beyond.

The 2011/12 period saw the introduction of a Corporate Touch competition in Western Australia. The event ran extremely well and has created further interest from other corporate bodies throughout the state. Annual events have been

confirmed for Corporate Touch in Western Australia, which is a very positive step forward in this new market.

Finally, I would like to pay special thanks to the continued support of our corporate and government sponsors. The Department of Sport and Recreation in Western Australia along with Healthway continue to provide stable support to the sport of Touch Football in Western Australia. We would also like to thank Yes Loans for their sponsorship over the period and Total Nissan who provide us with a great deal on our loan vehicle.

Overall, the 2011/12 period was a time of many changes and significant steps forward. We faced numerous challenges along the way, but I am confident that our direction is sound and I look forward to building on our successes in the coming year.

Sophie Maguire
State Operations Manager

Touch Football Western Australia Participation 2011-12

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1. Full Active Membership – Adult	7898	8292	8674	9107
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