



DRIVING OUR SPORT FORWARD

THE TOUCH FOOTBALL AUSTRALIA STRATEGIC PLAN **2011 TO 2015**

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Touch Football Australia is committed to the ongoing development of a strong and unified sport for all participants. Touch Football is a sport that provides an unobstructed continuous pathway for all while demonstrating the capacity to thrive at the elite level and develop opportunities for the base. We believe in the product we offer the Australian sporting community.

Foreword

Strategic planning is pivotal for effective administration of sport.

This plan outlines, for Touch Football, the foundation for our efforts, programs and focus over the next five years. The plan will provide a clear direction for the sport, provide an outline of the activities we will undertake and set some ambitious targets for the sport to obtain. As has been the case over the last three years, the sport will continue to set itself to achieve the highest of standards with the sole endeavour of providing a better sport for the next generation our focus.

The plan is the result of extensive consultation and collaboration between stakeholders at all levels in the game. The structure of the organisation and relationships developed over the recent past ensure we step forward unified in purpose.

The TFA Board acknowledges the contribution of these people and that they in no small way now have ownership of the strategic plan for the sport.

After reading the strategic plan for Touch Football Australia you will understand our strategic priorities for the next period

and know the initiatives that underpin the implementation of these strategic priorities.

We now look forward to “driving our sport” toward such outcomes.

Michael Rush
Michael Rush
Chairman
Touch Football Australia Board of Management
October 2010

Executive Summary

This Strategic Plan is the cornerstone of the cohesive and outward-looking Touch Football Australia (TFA).

The organisation has enhanced its structure through governance and management reform over the last five years. This process has now positioned the sport well within the current sporting landscape.

With a ‘unified’ structure and innovative approach TFA is ready to capitalise on this position.

The Strategic Plan is based on the input received from Board Members, State Council Representatives, participants, senior staff and other consultants/stakeholders.

The Strategic Plan begins with the mission, our purpose, responsibilities, values and ultimately the vision for TFA.

Our five-year targets are outlined, and it includes some challenging targets for our sport to reach by 2015.

We continue to aim to be amongst the best administered sports in Australia while providing the strong pathway for our participants. Our membership has high expectations for Touch Football and it must be stated that as an organisation we share this expectation of success.

Current and future members will readily identify with a sport that is thrilling, dynamic, focused on its participation roots and set on being one that is the first choice of the Australian community.

It will be imperative that throughout the 2011 to 2015 cycle Touch Football positions itself as a sport within the mainstream of Australia.

We have identified four strategic priority areas which encompass the previous six identified objectives of TFA:

Strategic Priorities

Corporate Leadership

Sport Management

Sport Development

Operational Services

Organisational Objectives

Substantially Increase participation
Provide Quality experiences

Provide best practice administration at all levels

Thrive at the Elite Level
Substantially raise the profile of the game

Grow Resources for Investment

The development of specific priorities within the identified areas will continue to cover the following:

Strategic Priority Area 1 (SPA 1) – Corporate Leadership

Strategic Priority Area 2 (SPA 2) – Sport Management

Strategic Priority Area 3 (SPA 3) – Sport Development

Strategic Priority Area 4 (SPA 4) – Operational Services

Our Purpose

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; service 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 Purpose

A key to delivering our purpose is understanding the responsibilities we have as an organisation outlined specifically below as our commitment to the participant base of Australia:

- To provide access to high quality, well managed venues to support current and future members;
- To provide high quality, accessible, coach, official, and other technical personnel education and training opportunities at all levels;
- To be the advocate for membership through affiliation to the national body and provide access to affiliate/club development resources and training opportunities;
- To provide leadership and sustainability for the sport in Australia, and internationally;
- To provide professional major event management and high level competition management assistance;
- To provide effective communication with all stakeholders;
- To provide player development at all levels;
- To raise the profile of the sport and maintain it for all stakeholders to enjoy;
- To provide competition opportunities for players, coaches, referees, selectors and managers at all levels (sporting pathway);
- To work with all affiliates at a professional level;
- To improve and secure the financial viability of TFA;
- To implement the expansion of services to support the needs of current and future members while working in a collaborative and strategic environment;
- To assist affiliates and other key stakeholders in all areas of dispute resolution; and
- To work with all government bodies to ensure local and regional demographical issues are considered in all planning and program delivery.

Our Beliefs

At Touch Football Australia we believe that:

- We have professional people working in all facets of the sport (e.g. administration, volunteers, technical staff etc);
- We aspire to achieve excellence in all that we do;
- We operate with integrity, equity, honesty and transparency;
- Our affiliates and partners are essential to our success;
- We have a great sport to offer all participants at all skill levels;
- We strive for a collaborative and productive working relationship with all interested parties;
- We operate in a consultative and transparent manner and will be accountable for our outcomes;
- We deliver our administrative services and sport operation functions within the context of best practice and tie all our activities directly to our mission;
- We value people and ensure all equal rights and abilities are respected; and
- We, as a sports administration organisation, can make a positive difference to people’s lives.

Our Values

Our organisation is founded on core values that include:

- Leadership
- Integrity
- Professionalism
- Diversity
- Excellence

Leadership
Fearless
Innovative
Progressive
Transparent
Accountable
Effective

Integrity
Fair
Ethical
Open
Clear
Honest

Professionalism
Responsive
Efficient
Customer focus
Engaged
Respectful

Diversity
Flexibility
Equality
Inclusive
Impartial
Objective

Excellence
To promote the achievement of excellence at all times

Our Vision – Touch Football In 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 and staff 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. Our position as a strong community brand and an exciting elite product will have attracted major sponsors to underwrite and support various programs across Australia. These partners will recognise the benefit of being linked to Touch Football.

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.

Our Five -Year Targets

2010	2015 Measurement
Substantially increase participation	500,000 registered and contactable members
Thrive at the elite level	The number one nation at all contested levels
Provide quality experiences for everyone in Touch Football	Established a value proposition and satisfaction level that results in all participants indicating they will continue to participate annually
Grow the resources available to invest in the sport	Equity in the organisation to the value of \$4 million
Substantially raise the profile of the game	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	Industry recognised systems and fully utilised processes by the entire membership

Introduction To Strategic Priorities

Touch Football Australia has determined a concise focus on the following priorities:

Strategic Priority Areas

Strategic Priority Area 1 (SPA 1) – Corporate Leadership

Strategic Priority Area 2 (SPA 2) – Sport Management

Strategic Priority Area 3 (SPA 3) – Sport Development

Strategic Priority Area 4 (SPA 4) – Operational Services

The overall objectives of the organisation are consistent to those developed over the last five years:

Primary Objectives of Touch Football Australia



Platform Comparison

In assessing the Strategic Plan it is worthwhile reflecting on the organisational environment.

In 2007 and in 2010, as moving forward for the next three years, TFA is explicitly operating within a number a varied environments as to what existed during the consultation process in March 2007.

As an organisation there have been significant changes which must be noted as we assess the strategies to take us toward 2015 and beyond:

Staff profile 2007	Staff profile 2010 and forward
Job security vulnerable	Sound career aspects reflecting organisational confidences
Staff (existing then) transitioned to national structure - fragmented	Six of existing staff of 32 were employed at the formation of the 2007 plan
Little “strategic IQ” at operational level. Strategic IQ at Board level politically influenced. Executive focussed on change management mandate	Improved ‘strategic IQ’ at operational level; vastly regarded ‘high strategic IQ’ at all levels.
Strong state “association” ties and experience; many staff involved in the sport at participation or elite level	National model – one employment base; many staff involved in the sport at participation or elite level
Staff generally regarded as operational	Professional base – tertiary qualifications highly represented. Performance management mandatory

Resources (physical and financial)

Staff profile 2007	Staff profile 2010 and forward
Resources very much state based and focussed	Regional structure in place; Human Resource cohesion
Budget and operations scope limited	Integrated budgeting and program delivery
Financial accountabilities under scrutiny	Sound systems of control, stewardship and reporting in place and continuing to improve
Regulatory compliances in arrears. Governance processes stretched.	Governance and transparency sound
Taxation payment liabilities in arrears	All matters up to date and under systems process control

The organisational context

Organisational tension; financial imperatives	Financially sound organisation; confident resource ability
Unitary model challenged	Unified Management Model in place
Structural inefficiencies	Sound structure in place; Sport Development Unit and Business Operations Unit as well as entire organisational review
Change management focus	Operationally focussed
Political apprehensions on national model	ASC positive recognition; QTA issues addressed and relationships improved with all partners including consolidation of a strong relationship with NSWTA
QTA strains	QTA operating as partners with progression in mind

Implementation and Targets

Strategic Priority Area 1: Corporate Leadership

Preamble

TFA has implemented various changes to the management and governance structure of the sport since 2005. In order to capitalise on the changes made it is imperative that the association reflects on the shift and further assesses the position established within the wider community.

The change process has resulted in strong management principles, commercial ideology, pathways for staff, streamlined business systems and overall an effective unified governance process which benefits the entire sport.

In all organisations it is imperative that key relationships are valued. TFA is committed to ensuring all partners and/or members are positioned at the forefront of the strategies developed and engaged in the goals established for the sport.

As an organisation we have embraced an open and transparent communication style which ensures all parties involved are aware of our expectations, goals and ultimately our achievements.

Linked Objectives



Key Result Areas

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

Strategic Enabler

- Assessment of the long term goal of the unified management model and document outcomes achieved over the implementation phase
- Review program developed for structure and governance model
- In sourcing options investigated and implemented to capitalise on knowledge development

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

Strategic Enabler

- Governance assessment of current construct with recommendation to be implemented
- Overall comparison to recommendations from the Australian Government ‘Crawford Review’
- State based structures within the management model to be assessed, formalised and implemented to ensure consistent practice across the model

- Compliance focus to ensure all sub structures of the Board are operating under TFA principles and delegations

Target 1c: Implementation of one unified strategic planning process across all States (including NSW and QLD) to ensure sport requirements are achieved

Strategic Enabler

- Consistent strategic plans at all levels allowing for local variance at operational plan level
- Alignment of all plans with partners and international bodies to ensure consistency

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

Strategic Enabler

- Communication Plan to improve overall information flow between all members and TFA
- Public Relations Plan to ensure ongoing promotion of the sport at all levels and ensure a strong relationship

Strategic Priority Area 2: Sport Management

- Stakeholder engagement at Board and Executive level to ensure consistent transfer of information and understanding of priorities

- Marketing Plan and brand awareness for the sport

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

Strategic Enabler

- Consistent policies adopted nationally to ensure adequate assessment of current risks to the sport and its participants
- Implementation of all systems to all levels – unified delivery
- Total assessment of Intellectual property and program to protect relevant trademarks enhanced

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

Strategic Enabler

- Develop strategic partnerships with organisations to assist in the overall delivery of sport or sport products
- Implement partnership benchmarks in order to assess the relationship link to strategic outcomes and recognise the key role partners play in our success

Target 1g: Leadership in the development of international relationships

Strategic Enabler

- Partnership through service level agreement enhanced with the Federation of International Touch to assist international development
- Collaborative and commercial partnership with Touch New Zealand to streamline the delivery of the sport

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

Strategic Enabler

- Identified partners formalised to assist the sport work in a truly collaborative way to increase participation, improve exposure and enhance opportunities.
- Key partner assessment undertaken to highlight like minded entities
- Maintain strong sponsorship partners for the sport

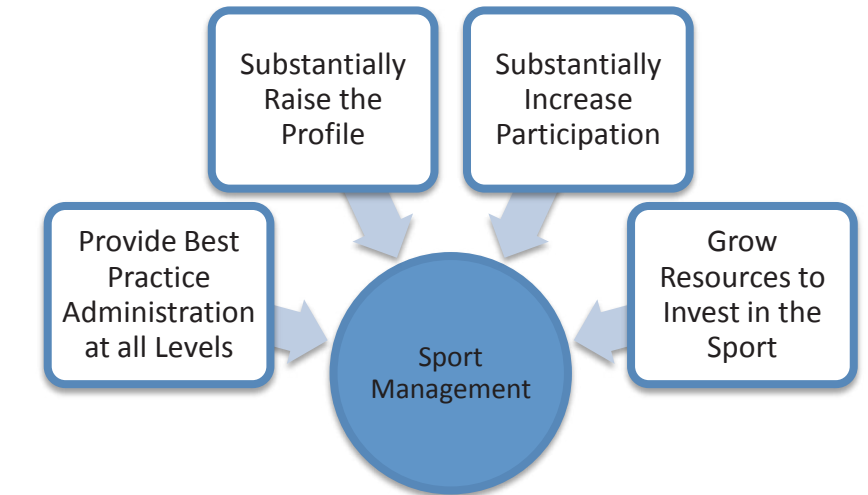
Preamble

TFA recognises that as a sport we are positioned to focus on the requirement for further growth.

While the past has focussed on consolidation we must now capitalise on the opportunities we have before us. The strategies and systems that support the delivery of the sport need to be 'best practice'. It is also noted that systems need to be assessed in order to ensure they suit an ever changing market and ensure that the sport recognises its own 'value proposition'.

The ongoing development and assessment of these systems will result in evaluation, implementation and review to ensure that as a sport the management processes in place can support the outcomes we aim for.

Linked Objectives



Key Result Areas

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

Strategic Enabler

- Development of a tailored Participation Plan to achieve growth in overall members of 25%
- Growth in junior participation through targeted measures to achieve the above – School links and junior incentives
- Growth in key volunteer areas such as coaching and officiating of 10,000
- Retention strategies to ensure ongoing participation of current members

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

Strategic Enabler

- Best practice administration systems established across the TFA network utilising innovative processes
- Quality assurance programs and processes being utilised consistently across the membership
- Regular interaction with the community to ensure a grounded organisation is achieved

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

Strategic Enabler

- Increased customer base via alternate delivery systems and commercial models
- Increase in the value and frequency of transactions with TFA through various targeted measures and partners
- Improved relationships with stakeholders or potential investors through the establishment of key data relating to products, exposure or opportunities
- Commercialisation and Investment Plan developed to assist understanding of the core outcomes to achieve improved equity in the organisation
- Merchandise Plan adopted and products promoted

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

Strategic Enabler

- Increased Asset base both at a fixed and liquid level to ensure the ability to reinvest in the sport
- Improved position of Balance Sheet through targeted strategies to achieve \$4 million equity
- Fully integrated financial system throughout all managed entities
- Best practice reporting and financial literacy amongst the professional base and key volunteers

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

Strategic Enabler

- Recruitment and retention strategies for staff adopted and formalised
- Enhanced workplace agreement for staff which outlines key benefits to being employed by TFA
- Volunteer processes and Handbooks utilised at all levels to ensure core requirements are met
- Internal development process for staff and volunteers adopted to retain key personnel
- Ongoing best practice in performance assessment and staff management
- Overall succession plan and workplace modelling to ensure staff are managed effectively and volunteers progress to levels of expectation

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

Strategic Enabler

- Increased profile through targeted processes in all localities
- Overall Marketing and Public Relations Plan created to ensure one message across the sport
- Creation and promotion of the 'Touch Football' brand
- Touch Football to focus on lobbying key areas to ensure all outcomes are achieved

Strategic Priority Area 3: Sport Development

Preamble

The primary purpose of TFA is to deliver the best possible product to our members in the key areas to which they participate.

The ability to accurately assess the requirements of our Coaches, Players, Referees, Administrators and Volunteers is paramount.

In the current environment TFA needs to ensure that we adequately recruit and reward the members of our community while also concentrating on retention. Overall focus in this strategy area has always been subject to capacity, however; the organisation and sport must now ensure the resources match the need if the sport is to achieve the goals set for the future.

TFA has developed strong systems and will continue to provide innovative solutions to strengthen the pathway chosen by all participants.

Linked Objectives



Key Result Areas

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

Strategic Enabler

- Overall Affiliate Services Program (ASET Program) delivered to ensure ongoing assessment and supply of Affiliate requirements
- Review and enhancement of the program ensuring key benefits or incentives are implemented to support the benchmarked affiliates
- Model assessments for the delivery of the sport
- Targeted initiative to the key growth markets in our partner areas of NSW and QLD
- Establish Affiliate mentoring resources , education and orientation practices for volunteers
- Affiliate Mentoring and Development Program adopted to support growth

Target 3b: Innovative processes geared at athlete development (junior / senior / elite / female / indigenous)

Strategic Enabler

- Strong and diverse pathway for all participants supported with resources, events and products
- Development of new delivery models to enhance opportunities for participation including collaborative work with other sports

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

Strategic Enabler

- Retention of World Champion and Trans Tasman Champion status at all levels
- Establish World Champion status and/or maintain dominance over New Zealand at Youth Level
- Overall improved Elite performance at all participant levels (Coach, Player, Selector, Referee)

- Unified and consistent domestic/international calendar including the Elite 8, State of Origin and National Touch League
- ‘Hard Wired’ systems that link the High Performance Program directly to the grass roots participant
- Development of a High Performance Plan which will guide athletes toward a professional system
- Collaborative partnerships with the Australian Rugby Union to compliment the pathway and develop sevens athletes for Australia

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

Strategic Enabler

- Recruitment and retention strategy developed and plan initiated for overall Referee Program
- Recognition programs for Referees
- Quality product development for Referee resources with a focus on all levels from community to elite
- Dedicated strategies to increase profile of Refereeing and encouragement to continue in the pathway

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

Strategic Enabler

- Recruitment and retention strategy developed and plan initiated for overall Coach Program
- Recognition programs for Coaches
- Quality product development for Coaching resources

with a focus on all levels from community to elite

- Dedicated strategies to increase profile of Coaching and encouragement to continue in the pathway

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

Strategic Enabler

- Recruitment and retention strategy developed and plan initiated for overall Selector Program
- Recognition programs for Selectors
- Quality product development for Selector resources linked directly to talent identification and athlete management
- Dedicated strategies to increase profile of Selecting and encouragement to continue in the pathway

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

Strategic Enabler

- Recruitment and retention strategy developed and plan initiated for volunteers
- Education and recognition programs for volunteers
- Quality product development for volunteer resources with a focus on all levels from community to elite
- Dedicated strategies to provide support mechanisms and programs for volunteers
- Development of a strong mentoring network for volunteers, officials and participants at all levels

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

Strategic Enabler

- Recognised partnerships with school organisations to link into TFA pathway
- Growth in Affiliate/School competitions at junior level through links to Junior Framework
- Events initiated to increase opportunities for participation at junior level nationally
- Continued enhancement of the AusTouch Program as the introduction model for Touch Football
- Implementation of AusSquads (Junior TID and Development Program)
- Measurement, mapping and targeted process for commencement of the AusTouch Model
- Tailored programs to support junior growth in partner states through assessment and consultation to suit market requirements

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

Strategic Enabler

- Increase overall participation in the sport of Touch Football through the provision of diverse annual events
- Development of a unified and approved calendar at all levels of the sport to achieve athlete management and profile
- National delivery systems enhanced to ensure consistent delivery of major events to a TFA standard

Strategic Priority Area 3: Operational Services

Preamble

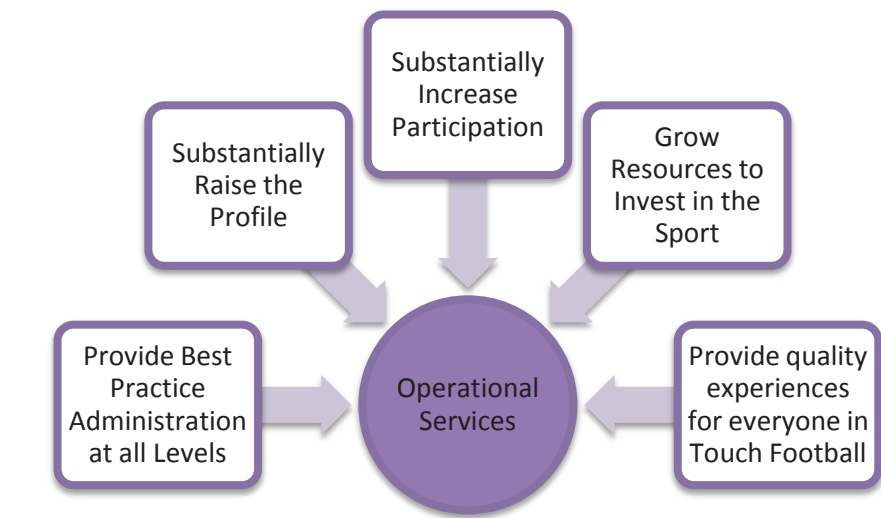
A continued emphasis on the overall operational or commercial services provided to support all infrastructure is required.

TFA needs to have a proactive role in ensuring that our sport is provided with adequate resources at all levels. It is imperative that Touch Football positions itself strongly within the sporting framework. In the current market; sport and participation will become more competitive.

By ensuring the services we offer compliment current trends while also recognising the value proposition we offer, we can ensure Touch Football maintains its share of the customer base.

We will do this in conjunction with establishing strong partnerships and policies at leadership level.

Linked Objectives



Key Result Areas

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

Strategic Enabler

- Benchmarking and mapping of all current facilities
- Secure high quality facilities for the administration and conduct of Touch Football
- Feasibility study and project plan to develop a centre for Touch Football and locality assessments
- Touch Football footprint plan developed to spread the geographic delivery of the sport to all major centres in Australia

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

Strategic Enabler

- Consistent provision of competitions and events through national standards being developed (includes branding etc)
- Benchmarking of current competitions through ASET Program to establish best practice models
- Competition Delivery systems enhanced to include commercialisation opportunities, education and training packages to ensure systemised delivery
- Transition Plan developed for identified areas
- Targeted Development Plan to implement competitions in known areas where the sport is not linked to the national body
- Develop a National Touch Festival that is hosted in several different locations simultaneously in Australia.
- Diverse events to engage new markets

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

Strategic Enabler

- Consistent and accurate database of information at all levels – Members, Affiliates and other required data (Technical, Elite etc)
- National IT Systems that enable communication and information transfer effectively
- Enhanced web system for members
- Implementation of compulsory on-line systems to improve commercial outcomes, data capture and communication opportunities
- Development of next technology e-commerce system for the whole sport in Australia
- Exploit new avenues for commercial development through new IT applications
- Diverse and regular communication strategies to communicate with the membership

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

Strategic Enabler

- Development of key guidelines to support the ‘value proposition’ that is our business
- Assessment of the affiliation model to indicate the investment opportunity in the sport
- Quality assurance and assessment process to ensure compliance with customer service principles
- A charter for interaction at all levels with the consumer



Summary Table

Strategic Priority Area	Outcomes	Key Result Areas	Touch Football 2015
Corporate Leadership	<ul style="list-style-type: none">• Provide quality experiences for everyone involved in Touch• Substantially raise the profile of the game• Provide best practice administration at all levels	<ul style="list-style-type: none">• A unified management and governance structure which is an example for other sports• Assessment of the current governance structure and design to ensure continual improvement is achieved• Implementation of one unified strategic planning process across all States (including NSW and QLD) to ensure sport requirements are achieved• Regular communication processes and public relations to ensure transparent operation is achieved• Best practice systems and risk management to ensure overall governance compliance• Strong and formalised relationships with key stakeholders to a position of partnership• Leadership in the development of international relationships• Inter entity relationships enhanced in order to position the sport strongly through collaborative partnerships	<p>500,000 registered and contactable members</p> <p>The number one nation at all contested levels</p> <p>Established a value proposition and satisfaction level that results in all participants indicating they will continue to participate annually</p> <p>Equity in the organisation to the value of \$4 million</p>
Sport Management	<ul style="list-style-type: none">• Substantially increase participation• Grow the resources available to invest in the sport• Substantially raise the profile of the game <p>Provide best practice administration at all levels</p>	<ul style="list-style-type: none">• The sport of Touch Football will achieve strong growth at all levels• Continued improvement of administration systems and procedures to support best practice sport delivery• Development of strong commercial processes to ensure the long term security of the sport and the organisation• Continued development of best practice financial management systems• Organisational value placed on key human resources at both professional and volunteer level• Development of a strong profile within the Australian sporting system and improved community awareness	<p>Create the Brand of Touch Football that is easily identifiable to a point where every Australian knows someone that plays Touch Football</p> <p>Industry recognised systems and fully utilised processes by the entire membership</p>

Strategic Priority Area	Outcomes	Key Result Areas	Touch Football 2015
Sport Development	<ul style="list-style-type: none">• Substantially increase participation• Thrive at the elite level• Provide quality experiences for everyone involved in Touch• Grow the resources available to invest in the sport• Substantially raise the profile of the game• Provide best practice administration at all levels	<ul style="list-style-type: none">• Focus on affiliate and club development/management to ensure a sustainable participation model• Innovative processes geared at athlete development (junior / senior / elite / female / indigenous)• A highly valued elite product which is positioned at the pinnacle of our pathway• A strong and supportive refereeing structure to support participant needs• A strong and supportive coaching structure to support participant needs• Re establishment of the selector discipline at all levels• Identification and implementation of volunteer management through the Sport Development Framework• A comprehensive junior framework which ensures the successful integration of all participants• A comprehensive and unified calendar to support the entire participant base	<p>500,000 registered and contactable members</p> <p>The number one nation at all contested levels</p> <p>Established a value proposition and satisfaction level that results in all participants indicating they will continue to participate annually</p> <p>Equity in the organisation to the value of \$4 million</p>
Operational Services	<ul style="list-style-type: none">• Substantially increase participation• Provide quality experiences for everyone involved in Touch• Grow the resources available to invest in the sport• Substantially raise the profile of the game• Provide best practice administration at all levels	<ul style="list-style-type: none">• A facility plan which includes the feasibility and acquisition of a 'home for the sport' in various localities• Core strategies developed to professionalise the delivery of events/ competitions for participants• Development of supportive and innovative information technology systems to support the sport at all levels• Recognition in all that we do that the consumer is central to the success of the business	<p>Create the Brand of Touch Football that is easily identifiable to a point where every Australian knows someone that plays Touch Football</p> <p>Industry recognised systems and fully utilised processes by the entire membership</p>



Touch Football Australia
Suite 1/18 Napier Close, Deakin ACT 2600
www.austouch.com.au