




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



Contents

	FOREWORD
1	EXECUTIVE SUMMARY
2	OUR MISSION
2	OUR VALUES
3	OUR VISION – TOUCH FOOTBALL IN 2015
4	OUR CURRENT POSITION
6	SUBSTANTIALLY INCREASE PARTICIPATION - TARGET 500,000 VERIFIABLE AND CONTACTABLE MEMBERS
7	PARTICIPATION PRIORITY 1 – MEMBERSHIP CENSUS AND DATA MANAGEMENT
8	PARTICIPATION PRIORITY 2 – TARGETED GROWTH PROGRAM
9	PARTICIPATION PRIORITY 3 – MEMBERSHIP SUSTAINABILITY PROGRAM
10	RESOURCING
11	OPERATIONAL PLANNING AND FINANCIAL MANAGEMENT
12	MONITORING AND EVALUATION
13	REFERENCING AND ACRONYMS



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.

The advent of a participation plan will clearly link with the outcomes determined by the sport for our new strategic cycle.

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 Strategic Plan has been widely distributed and acceptance of a 'One Plan' vision has the sport at the forefront with respect to achieving the lofty targets mentioned above. As a sport that has always been aware of its link to participation, the same process will no doubt exist through our participation priorities.

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. This plan clearly outlines the core strategies that will guide our vision for the Touch Football participation experience in 2015.

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



Michael Rush
Chairman
Touch Football Australia Board of Management
January 2011

Executive Summary

The 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 strong pathways 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

Our Purpose

Our Mission

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

The Participation Plan will focus on both the service and product mission.

Given the nature of the sport the flow and/or result will also achieve our economic mission.

Service Mission

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

Product Mission

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

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

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
Improvement
Best practice

TFA encourages participation in our sport, in any capacity, by all members of the community – without reference to age, ability, income, education, sexual preference, race or religion.

Not only does inclusion cover the more obvious physical barriers to participation encountered by people with disabilities, it also extends to the less obvious barriers which are sometimes encountered by people due to the above mentioned factors, which are of equal, if not greater, significance.

Inclusion will only work if all stakeholders under the TFA umbrella embrace the idea of including people of **all ages and abilities** and move forward with the understanding that all members of the community have a role to play in the success of the organisation and the sport itself.

Inclusion involves the integration of people with varying abilities into mainstream activities within TFA. Any organisation is only as good as the people who make it up and it is the responsibility of all members to recognise the value of participants of varying abilities.

Inclusion is about recognising the role that every

person plays to make an organisation a success, and success should not only be measured by the results on the board, but the feel and atmosphere around the organisation.

In line with the values associated with inclusion, TFA will make a commitment to the following principles:

- TFA will familiarise members and volunteers with our services and volunteers and do whatever possible to help them feel like they belong.
- When considering people's input into the association or our activities, we will focus on their abilities and not on their limitations. We will acknowledge people's skills and attributes in all areas of our operations such as playing, administering, coaching, general assistance, organising, fundraising and supporting.
- We will acknowledge that while some people have specific needs and may require assistance in some areas of participation (i.e. people with disabilities), their involvement in other areas of competence, will not be met with unusual or extraordinary treatment. TFA will regard every person as an active and contributing participant.

Our Vision - Touch Football in 2015

Touch Football

Given the importance of sport and recreation to the larger community, we agree that it is of utmost importance to TFA that all members of the community, regardless of age, sex, race, socioeconomic status, ability and geographical location have access to the range of opportunities that we provide.

All members are encouraged to read the information available on the Play by the Rules website

www.playbytherules.net.au

All critical volunteers including affiliate's committee members, Board of Management members, TFA appointed officials and various state based sub-committee members will also be strongly encouraged to participate in and complete the online training available on that website to further assist in ensuring these values are upheld.



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 grassroots 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 leader 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.

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

Our Current Position

2010	2010 Measurement
Substantially Increase Participation	<ul style="list-style-type: none"> 157,207 senior and 68,524 junior members through a formula of 11.25 for 20,065 teams across 311 locations or affiliates 267,000 participants listed in the national database Exercise Recreation and Sport Survey (ERASS) listed as 302,200 with Touch Football listed the 10th largest organised sport Australian Bureau of Statistics data listed as 169,500 males, 99,700 females with a combined total of 269 200 over the age of 15 45,000 of the members in the database contactable via email 18,000 Referees and 15,000 coaches are accredited
Thrive at the elite level	<ul style="list-style-type: none"> 2007 FIT World Champions 2009 Youth Trans Tasman Champions 2009 and 2010 Open Trans Tasman Champions in all divisions
Provide quality experiences for everyone in Touch Football	<ul style="list-style-type: none"> No tangible measurements or knowledge of what is a quality Touch Football experience
Grow the resources available to invest in the sport	<ul style="list-style-type: none"> Equity in the organisation to the value of \$2.9 million
Substantially raise the profile of the game	<ul style="list-style-type: none"> Approximately 340 different entities promoting themselves with no knowledge or measurement of the current profile of the game
Provide best practice administration at all levels	<ul style="list-style-type: none"> Limited consistency in the delivery of sport education, affiliate servicing, use of SportingPulse products to support administration of the sport at any level

Provided opposite are graphs to indicate participation based on team numbers across Australia for the last three years of the strategic planning cycle (2007 to 2010 financial years).

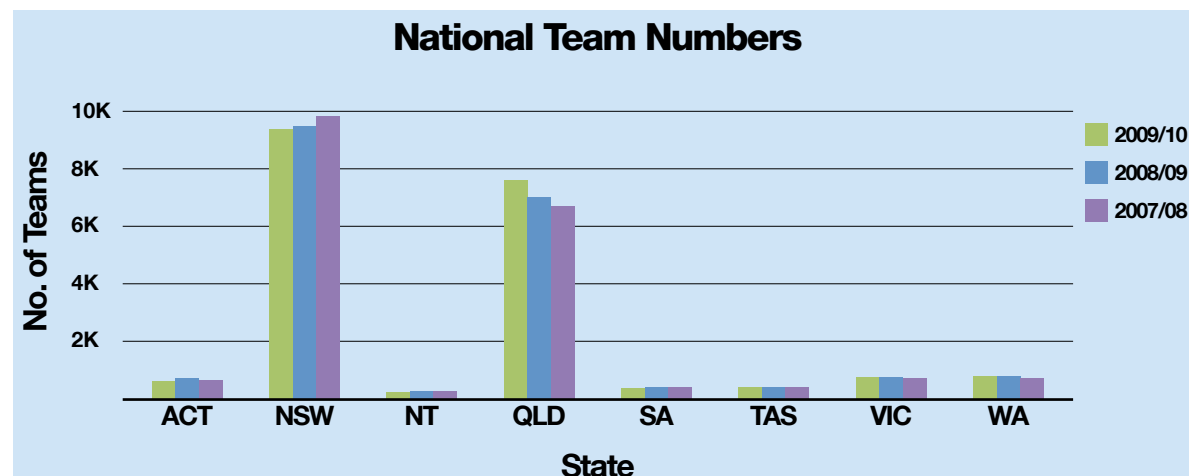
From the membership information available compared to the support for the sport, there are inconsistencies and obvious opportunities to explore. Understanding the fundamental aspects of knowing members, counting accurately linkages to the sport and knowing how to capitalise on information about participation is a requirement to expand participation then capitalise commercially.

Below the graph is a breakdown of state senior and junior team numbers for the 09-10 period along with comparison figures from the 08-09 period.

Provided is a state breakdown of these figures, showing the largest state as New South Wales Touch Association (NSWTA), followed by the Queensland Touch Association (QTA) and then the TFA managed states. A further breakdown of statistics for each state is also provided in the graphs on the page 6.

Across the affiliated structure, the largest affiliates for senior participation are Brisbane Metropolitan Touch Association - QLD, Touch Football Australian Capital Territory - ACT, Wallsend Touch Association - NSW, Eastern Suburbs Touch Association - NSW and Redlands Touch Association - QLD.

For junior participation, the largest affiliates are Eastern Suburbs Touch Association - NSW, Brisbane Metro Touch Association - QLD, Townsville Castle Hill Touch Association - QLD, Wagga Wagga Touch Association - NSW and Redlands Touch Association - QLD.



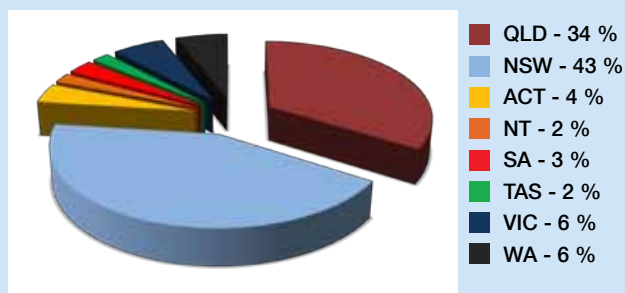
Senior Comparisons 08-09/09-10				
	Total 08-09	Total 09-10	Variance	% Variance
QLD	4,717	4,802	85	1.8 %
NSW	6,021	5,990	-31	- 0.5 %
WA	832	819	-13	1.6 %
NT	314	287	-27	- 8.6 %
VIC	757	771	14	1.8 %
ACT	637	550	-87	1.8 %
TAS	330	338	8	1.8 %
SA	442	417	-25	1.8 %
Total	14,050	13,974	-76	-0.5 %

Junior Comparisons 08-09/09-10				
	Total 08-09	Total 09-10	Variance	% Variance
QLD	2,263	2,424	161	7.1 %
NSW	3,398	3,318	- 80	- 2.4 %
WA	24	35	11	45.8 %
NT	20	16	- 4	-20.0 %
VIC	38	33	- 5	-13.2 %
ACT	128	103	- 25	-19.5 %
TAS	128	142	14	10.9 %
SA	15	20	5	33.3 %
Total	14,050	6,091	77	1.3 %

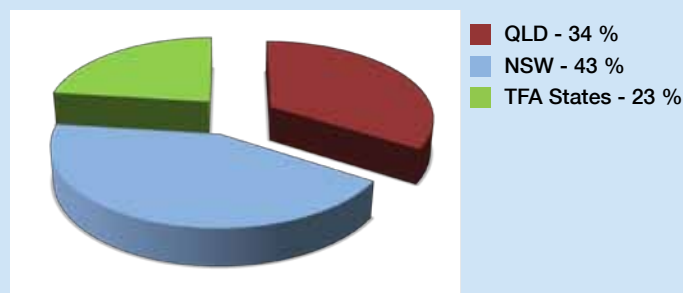


Provided below are graphs using Australia wide, state by state for the 2009/10 reporting period with senior and junior team figures.

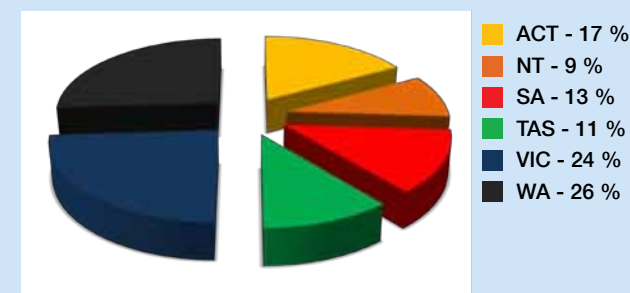
**Comparison Senior Teams
2009/10**



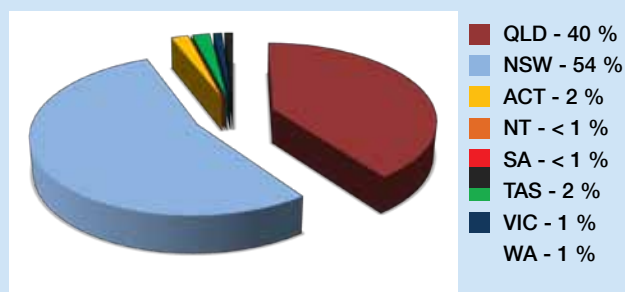
**Senior Team Totals
2009/10**



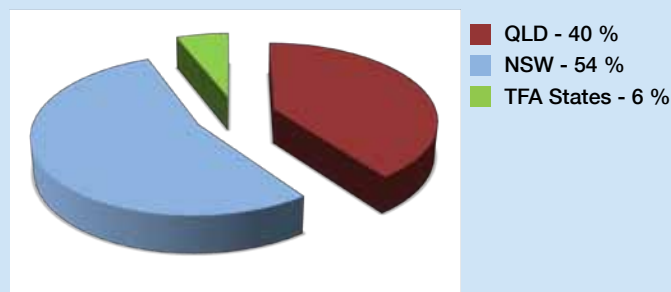
**TFA Managed States
Senior Teams 2009/10**



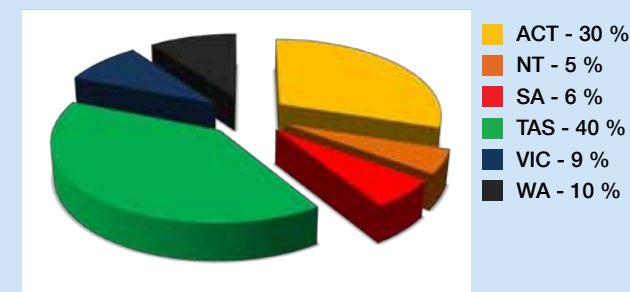
**Comparison Junior Teams
2009/10**



**Junior Team Totals
2009/10**



**TFA Managed States
Junior Teams 2009/10**



Initial Census

Preliminary information provides the projected growth requirement for approximate participation in order to reach the required target of 500,000 members.

As a result of a census conducted in the 2011/12 period, (shown in red below) the indicative 2010/11 figures for actual participation are provided.

Current growth targets take all of the below into account however; a detailed assessment will establish which figures TFA will contribute to the 500,000 target and which are purely exposures.

The estimated current position is based upon an 11.25 average players per team, as referenced in Our Position table on page 6.

Therefore verification and standardisation is required to provide accurate information by 2015.

The benchmarking process took into account Australian Sport Commission parameters as well as data provided by relevant State Bodies on various programs in line with these parameters.

It is estimated we require an annual growth target of 14,704 participants of Touch Football from each years for the next five annual financial reporting years to adequately achieve this target.

Touch Football Participation Totals	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Adult Affiliated Members	158,151	135,234	Substantially Increase Participation				
Junior Affiliated Members	68,523	70,217					
Program Participants	12,622	14,813					
Event Participants	4,987	22,936					
School Delivered Programs	N/A	54,021					
School Managed Programs	N/A	129,260					
Volunteer Participants	N/A	33,000					
Total	244,283	459,481	474,185	488,889	503,593	518,297	533,000



Substantially Increase Participation

Target 500,000 Verifiable and Contactable Members

Touch Football Australia's commitment to substantially increasing participation and developing the affiliated network of Touch Football is central to the strategic cycle 2011 – 2015.

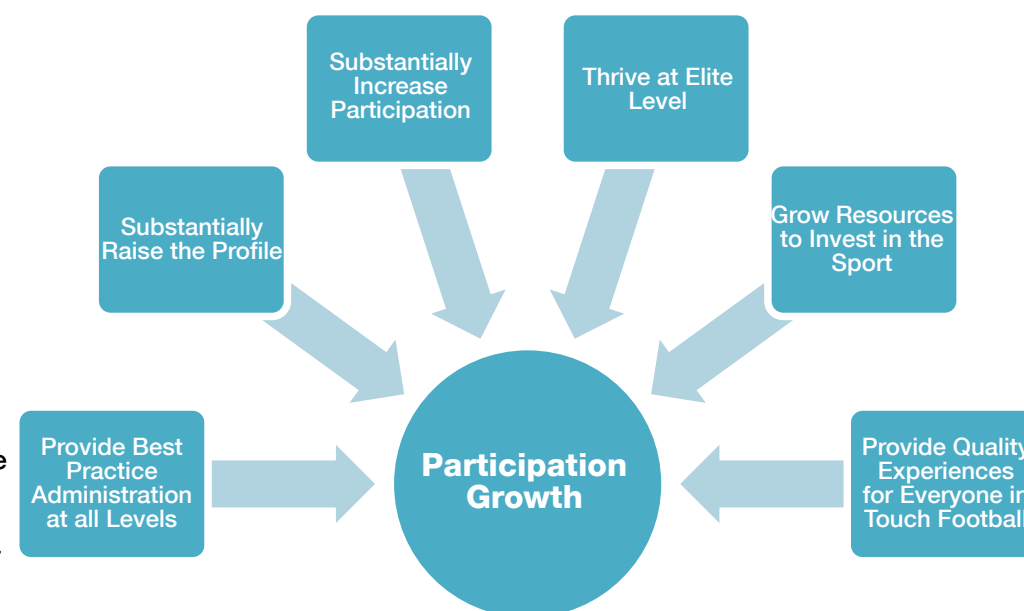
Implementation of this objective is a simple formula of retaining existing participation rates and recruiting new participants.

The formula 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, in order to invest and focus on substantially increasing participation is not going to be easily achieved by the current construct of the organisation.

Essentially we are asking the existing network to work smarter, find innovation to overcome local challenges and appeal to and embrace each member to contribute to remaining as a participant and ask a friend or family member to become involved in not

only Touch Football but affiliated participation.

TFA provides this plan to lead and manage the requirements to achieve this simple, yet complicated objective. As a participation sport, we are already a strong contributor to the Australian community health, well being and social fabric. To improve our participation outcomes will provide an opportunity to further develop the sport, grow the profile and progress the sport along the same pathway experienced by sports within the industry.



We invite our affiliated members on this journey as this plan will provide the platform for priority participation strategies, project design, research requirements, developing and supporting training, facilitating partnerships, communication processes and the resource requirements.

Touch Football Australia has determined concise focus on the three participation priority areas that interact in order to substantially increase participation.

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 implemented 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.

Substantially Increase Participation

Participation Priority 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 Indicators

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.

Measurement will be by:

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.
2. Annually Touch Football Australia will conduct a census to develop a membership profile.
3. A Touch Football Australia integrated communication and marketing plan is developed and becomes operational from 2013.

Fundamental Strategies

Fundamental Strategies will focus on three core areas of: Membership Being 100 percent Verifiable, Improved Database Management and then Relationship Management. These strategies will form the basis of the action required throughout the strategic cycle.



Membership 100 Percent Verifiable	Improved Database Management	Relationship Management
Updated membership definitions and assessment and updated reporting processes	Re-commit to a strong relationship with SportingPulse, with improved communication, interaction and reporting requirements.	Throughout TFA based competitions, develop a surveying and benchmarking process around membership, and their experiences.
Define the national data management plan with collection requirements	Focus on transitioning affiliated competitions to online registrations system, rather than paper based.	Commence the process of communication using Electronic Distribution Marketing techniques.
Commence annual benchmarks for membership	Begin to implement new communication and training opportunities, commencing with competition and event based staff, expanded to volunteers.	Create an Integrated Communication and Marketing Plan.
Identify a communication platform to individuals and members.		Develop the value proposition for individual engagement.

Outcomes

- Membership definitions will reflect full active membership, program participants, event participants, school delivered programs and school managed competitions capturing the full scope of participation in Touch Football.
- Touch Football Australia has the ability to verify an individual member and can contact them if required.
- Touch Football Australia maintains a strong and engaged relationship with SportingPulse which benefits affiliated members with information technology that supports professional delivery of Touch Football related competitions and events.
- Regular feedback is sought from individual members that provides insight into their experiences of Touch Football participation through a system of membership census.
- Communication and marketing strategies are employed to retain individual members, while encouraging those same members to introduce the sport to friends and family.
- Opportunities to provide commercial returns to the sport of Touch Football can be explored with accurate information that demonstrates a value to governments and potential sponsors.
- The value proposition is enhanced through other linked database initiatives such as benefit systems.
- Touch Football Australia can explore alternative means of fee collection from a team based environment towards an individual system.

Implementation Requirements

Action for implementation of the fundamental strategies of: Membership 100 percent Verifiable, Improved Database Management and Relationship Management is broken into research, development and implementation then linked to evaluation over the five year strategic cycle.

Research Phase 2010-12

Strategies are to focus on the update of the membership definitions to demonstrate the full scope of participation and commencing the processes to improve database management.

Surveys will begin to be introduced that will test and gather participation-based information from TFA managed competitions. The means to contact and communicate with the existing members that are verifiable through email will begin to be introduced.

Membership 100 Percent Verifiable	Improved Database Management	Relationship Management
Establish a new definition of membership with a better collection of information on participation within the sport.	Re-commit to a strong relationship with SportingPulse, with improved communication, interaction and reporting requirements.	Assessing the relationship with SportingPulse, address concerns of affiliates as well as build on the benefits and opportunities of the suite of products.
Define the national data management plan with collection requirements.	Encourage the opportunity to transition the way affiliated competitions are collecting registrations within the sport to be based on online registrations system, rather than paper based.	Throughout TFA based competitions develop a surveying and benchmarking process around membership and their experiences.
Commence annual benchmarks.	Begin to implement new communication and training opportunities, commencing with competition and event based staff.	Commence the process of communication using Electronic Distribution Marketing techniques to better understand what interests members.
Identify possible external providers of Touch Football, with a view to find ways to access their data.	Promote webinar opportunities to affiliated members.	

Development Phase 2012/13

With a renewed commitment to SportingPulse, the new data management and collection processes are implemented and reporting requirements are established.

There is a requirement to invest in training and communication to assist using the full suite of

SportingPulse products, with focus remaining on online registration and database management. Communication and marketing strategies are employed to retain individual members, while encouraging those same members to introduce the sport to friends and family.

Membership 100 Percent Verifiable	Improved Database Management	Relationship Management
Review validity of the historical 11.25 members per team.	Begin the transition to Sportware Online (SWOL) as an integrated database and online competition management system.	Expand competition surveying and benchmarking process to include TFA affiliates with the data being compiled to provide information to affiliates and then a national census.
Develop formal agreements with external providers of Touch Football, with the key objective to having access to their participant data.	Continue to focus on the opportunity to transition the way affiliated competitions are using online registrations system, rather than paper based.	Conduct regionally based workshops to develop relationships and expand training opportunities.
Commence processes to communicate and interact understanding the markets external providers are accessing.	Conduct an operational staff workshops to update all staff on the suite of SportingPulse products and expand the training opportunities for the introduction of SWOL.	Develop a recognition system that rewards interaction and use of SportingPulse.
Develop a process to 'count' school based exposure more accurately.	Communicate the change in 2015 for mandatory use of the database and interaction with insurance requirements.	Develop a Communication and Marketing plan that expands the accessibility and commercial opportunities created through the use of Electronic Distribution Marketing.
Establish a reporting framework to track the usage of the database.		Explore the opportunities for an individual card system.

Implementation Phase 2013/14

The introduction of Sportware Online (SWOL) provides an opportunity to interact and engages the community on the new platform that collects and manages information with competition requirements.

It will see the introduction of new systems to recognise the use of SportingPulse and place value on affiliates whom embrace the standards and requirements of the national organisation.

While during the development phase, there is a focus on communication and training within the implementation phase, there is an introduction towards mandatory aspects of data collection.

Membership 100 Percent Verifiable
Linked to the established reporting frameworks, the use of the database to expand to a broader requirement for state operations to move towards 100 percent of data being collected and verifiable.
Introduced from Season 1, 2015 mandatory use of the database and interaction with insurance requirements.

Improved Database Management

Introduce a recognition and/or accreditation system to categorise users of SportingPulse and their level of competence, linked with use of SWOL.

75 percent of all affiliate's competitions using the database is a requirement from all state locations.

Identify any issues or challenges that will prevent 100 percent compliance and address the concerns and overcome the issues.

Improved Database Management

Through annual survey results of affiliates and competitions, develop a 'leader board' concept to recognise successful affiliates in a category system. Introduce a 'seal of approval' that expands on just being a member of affiliated services.

Include key performance indicators in the area of Electronic Distribution Marketing linked to sales through the online shop.

Provide an implementation plan aimed at individual membership cards.

Evaluation Phase 2014/15

With vision and diligence, the final year of the strategic cycle we hope will land us in the vicinity of 500,000 contactable members.

It should also provide us with an ability to assess our commercial opportunities, with an increased

presence and community influence.

Finally, it will provide an opportunity to review how membership is offered at a national level with an ultimate move towards individual membership to be assessed.

Membership 100 Percent Verifiable	Improved Database Management	Relationship Management
Annual data benchmarks are reported at the Annual General Meeting.	Annual communication and training process are well established for use of SWOL.	Competition benchmarking across the sport is widely used as a means of membership census with recognition of performance.
Reporting processes are well established, identifying focus areas and maintaining standards by state locations.	An accreditation system for SportingPulse compliance exists.	The real value of creating and interacting with the broader Touch Football community exists.
Membership is categorised and data available is provided in the ideal format with consistent information being achieved.	100 percent or as close as possible of competitions are using SWOL and the database is usable within national perimeters.	Commercially increasing the frequency of the sales of goods or services the sport has to offer.



Substantially Increase Participation

Participation Priority 2 – Targeted Growth Program

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

Success Indicators

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

Measurement will be by:

1. 500,000 participants of Touch Football by 2015.
2. Evidence of growth of Touch Football participation captured through the independent ERASS related information by 20 percent in 2015.
3. Increase the number of separate locations or affiliates from 300 to 360 in 2015.
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.
5. Provide examples of inclusive based participation opportunities in all states in Australia.

Fundamental Strategies

Fundamental Strategies will focus on three core areas of: Known Markets and Inclusive Opportunities, Emerging Markets and Commercial Markets through Competition Management.

These strategies will form the basis of the action required throughout the strategic cycle.

Known Markets and Inclusive Opportunities	Emerging Markets	Commercial Markets through Competition Management
Engagement of existing affiliated network to explore growth opportunities within their local areas.	Engagement of juniors in a total pathway plan with formal partnerships being established within the schools system.	Explore remote management support for outlying affiliates who are unable to be supported through volunteer committees.
Develop formal growth strategies for use at state and affiliate levels.	Develop a program that focuses on expanding Touch Football's reach to service schools and expand exposure to the sport.	Focus on expanding the number of locations within critical areas to become TFA managed competitions.
Provide resources that support local promotion and advertising for affiliates within the network to maximise recruitment locally.	Establish programs for starting up affiliates or alternative model delivery options for existing affiliates.	Investigate commercial partnerships, franchising and arrangements with commercial providers for the delivery of the sport.
Refine focus on offering female, disability, indigenous and multicultural projects. To be targeted and sustainable models that supports expansion of these specific population groups.	Target new opportunities to transition unstructured participation or unaffiliated competitions towards the affiliated system.	Develop a plan to expand facilities through diligent facility planning that target population growth.
		Diversification of the existing product to ensure retention of membership and or alternative seasons/formats to maintain engagement.

Outcomes

- Measure growth in all areas of membership that builds towards the target participation of 500 000 participants for Touch Football.
- TFA maintains a strong and engaged relationship with affiliated members with improved advice, services and resources to support local recruitment of members.
- Focus provided to understand female participation with Touch Football, while exploring programs that can be introduced to expand participation.
- Identification of engaging hearing impaired opportunities to develop structure, relationships and introduction programs.
- Tailored focus on retention of indigenous participation, while expanding outcomes and new community engagements through events, training, education and promotion.
- Explore international and domestic multicultural engagement of Touch Football to support new growth markets and international development.
- Enhanced links through school system interaction in the provision of services, resources and participation to aid transition into community involvement.
- Opportunities to diversify delivery and management of the sport at the local level to cope proactively with volunteer decline through exploring competition management systems.

Implementation Requirements

Action for implementation of the fundamental strategies outlined are broken into implementation, development and operational development. During the final year of the five year strategic cycle the strategies will be evaluated for development into a new strategic planning cycle.

Research Phase 2010-12

Throughout the research phase, focus is centred on engaging the existing affiliated network and establishing tangible information that can form the basis of understanding what factors are required to establish a 'growth formula'.

This is to begin to understand how people become

involved, retention rates and establishing possible barriers to participation.

In addition, the inclusive opportunities are researched and some tested to provide evidence of potential growth in the areas of female, disability, indigenous and multicultural.

Known Markets and Inclusive Opportunities	Emerging Markets	Commercial Markets through Competition Management
Introduction of a Targeted Growth Program with funding assistance is formulated with release of a pilot program that focused on engaging affiliates that want to grow existing membership or explore inclusive opportunities.	Establish a formal agreement with School Sport Australia.	Conduct a pilot of remote management support for outlying affiliates who are unable to be supported through volunteer committees.
Develop case studies on affiliates that experience growth.	Explore concepts and new programs for new affiliates.	Focus on expanding the number of locations of TFA managed competitions.
Begin research on growth to develop strategies.		Begin the process to formalise aspects of competition management so a TFA standard can begin to be established.
Research opportunities into indigenous programs and alternate funding streams to conduct a program in a state. This would be a pilot of a new program.		

Development Phase 2012/13

Initial research and programs, such as the Targeted Growth Program and new indigenous projects has occurred by this stage.

Therefore the information gathered through this process with the addition of the commencement of the Membership Census (PP1) combines to begin to formalise how we can gain growth in certain circumstances.

This information will provide tangible resources and support mechanisms for staff and volunteers. Progression towards expanding inclusive projects will begin to grow, with new partnerships being facilitated.

A new Field Officer program which also links with Membership Sustainability (PP3) commences operation.

Competition management models are the proactive strategy employed to address growth corridors, new venues and to cater for a lack of volunteer affiliates becoming engaged.



Known Markets and Inclusive Opportunities	Emerging Markets	Commercial Markets through Competition Management
Review the Targeted Growth Program with a view to introducing recommendations from the pilot of the program in 2011.	Review formal partnerships between state offices and state school sport units to gain some consistency in interaction.	Further expand remote management support for outlying affiliates who are unable to be supported through volunteer committees.
Formalise growth strategies for use at state and affiliate levels.	Explore a process for gaining some consistency in the delivery of school services and focus on increasing the exposure of juniors through school networks.	Expanding the number of locations within critical areas to become TFA managed competitions, while focusing on growth of those competitions by 10 percent. This includes the expansion of junior managed competitions.
Develop a scope to produce resources that support local promotion and advertising for affiliates to maximise recruitment. Provide some testing on the resources identified.	Develop a national database of school contacts that can be provided Touch Football specific information and resources.	
Formalise marketing strategies for implementation by local affiliates.	Build a concept focusing on a new Field Officer program that bridges the needs for school services and the overburdened full-time development staff to create new avenues for part-time or casual officers.	Adjust affiliate compliance requirements to incorporate commercial providers, linked to initial research into franchising models or relationships.
Expand indigenous projects into at least one new state, while maintaining the piloted project.		Develop a formal plan to expand facilities or venues for either affiliates or TFA managed competitions.
Gain a greater understanding of female participation.	Establish programs for starting up affiliates or alternative model delivery options for existing affiliates.	Pilot at least five options to diversify the existing product to ensure retention of membership and/or alternative seasons/formats to maintain engagement.
Develop a formal strategy to embrace disability and multicultural opportunities, with a possible pilot for each area.	Research new opportunities to transition unstructured participation or unaffiliated competitions towards the affiliated system. Provide a report with strategy options.	

Implementation Phase 2013/14

The research and development phases provide an opportunity to test and grow new programs, resources and information.

The year is focused on implementation of findings and learnings gathered through the experiences.

Pilots and programs should now be established and monitoring the implementation and maintenance becomes important, while steadily increasing opportunities for growth in the three areas.

The year is aimed at expanding a Field Officer program and substantially providing an increase in junior exposure of the sport.



Known Markets and Inclusive Opportunities	Emerging Markets	Commercial Markets through Competition Management
Maintain the Targeted Growth Program.	Introduce a new Field Officer program that bridges the needs for school services and the overburdened full-time development staff.	Continued focus on expanding the number of locations within critical areas to become TFA managed competitions, while focus on growth of those competitions by 10 percent.
Publish and further enhance growth strategies and implementation plans.	Review the programs for new affiliates or alternative model delivery options for existing affiliates. To understand impact and viability for continued support.	Provide formal reports and recommendations to incorporate commercial providers, linked to initial research into franchising models or relationships.
Using the improved database, begin to conduct annual marketing focused at past and present individuals to be involved in the current season.	Begin to implement strategy options for new opportunities to transition unstructured participation or unaffiliated competitions towards the affiliated system. Business cases are established with clear transition plans for the top 10 identified competitions.	Following on from a formal plan to expand facilities or venues for either affiliates or TFA managed competitions.
Expand indigenous projects into at least one new state, while maintaining piloted projects in two other states.		TFA managed competitions explore expanding into junior competition management.
Release a formal disability strategy with supporting resources or information to enhance inclusive participation.		Implement a national Council Liaison position to focus on expansion, while ensuring the Top 30 affiliates within the existing network have secure and long term tenancy.
Trial a multicultural related opportunity into at least one new state.		
Provide female based resources for affiliate use.		

Evaluation Phase 2014/15

The evaluation phase is characterised by understanding the processes that have been successful and knowing how to avoid the challenges and issues that prevent participation growth.

This will then inform the next strategic cycle and will provide a useful framework for the programs that should continue to be supported, while the others that have been unsuccessful are cut from existence.

Known Markets and Inclusive Opportunities	Emerging Markets	Commercial Markets through Competition Management
Detailed review of the Targeted Growth Program.	Provide a preliminary report on the introduction of the Field Officer program. Recommendations for improvement are explored.	Continue to expand on the number of locations within critical areas to become TFA managed competitions, while focusing on growth of those competitions by 10 percent.
Review the impact of marketing within the existing network of affiliates.	Focus on transition of the top 10 unaffiliated or unstructured participation opportunities.	Implement recommendations from the formal reports, incorporate commercial providers, linked to initial research into franchising models or relationships.
Consult and review inclusive projects of female, multicultural and disability.		Review investment in a council liaison position to determine impact and viability.
Continue to expand indigenous projects into at least one new state, while maintaining piloted projects in three other states.		



Participation Priority 3

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 Indicators

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.

Measurement will be by:

1. A national Customer Relationship Management system used to link affiliate requirements with state (or regional) operational staff that results in national rewards and recognition of achievement by 2015.
2. State based performance monitoring that demonstrates progression towards participation priority areas to meet required targets by 2015.
3. Formal agreements in place with at least 30 external organisations that jointly support Touch Football participation 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.
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.

Substantially Increase Participation

Member Sustainability Program

Fundamental Strategies

Fundamental Strategies will focus on three core areas of: Relationship Management, Workforce Planning, Resource Development. These strategies will form the basis of the action required throughout the strategic cycle.



Outcomes

- Formal structure of Customer Relationships Management that exists nationally and is used by all states and territories.
- Touch Football Australia has an annual process to provide recognition for excellence of affiliated members.
- Touch Football entities maximise effort and effectiveness through alignment of focus and strategies to sustain members, while recruiting new members in a unification of strategic direction.
- Touch Football entities can clearly demonstrate focus on participation priorities and the ability to meet the overall targets of 500 000 verifiable and contactable members.

- Sport education courses focused on community or entry level coaches and officials, which suit the needs of participants offered through flexible delivery options.
- Provision of school services is grown to engage volunteers who want to be paid to expose school children to Touch Football in their local areas.
- Support resources focused on participation are identified and provided in a professional manner to attract new membership.

Relationship Management	Workforce Planning	Resource Development
Redevelop the ASET program to be a Customer Relationship Management system, introduce annual benchmarks for rewards and recognition.	Follow changes in volunteer management and education dictated by the Australian Sports Commission strategies.	Identify resource requirements to support marketing, education and technical development to continue to enhance the experience of members.
Establish formal agreements with NSWTA and QTA (and subsequent QTA regions) with aligned participation priorities.	Overhaul the sport education systems and courses used with Touch Football.	Investigate, develop and pilot the possible implementation of a national membership card.
Identify groups whom are delivering Touch Football related competitions and events to establish formal partnership agreements.	Develop, pilot and implement a national project involving the introduction of Field Officers to expand services offered to schools.	

Implementation Requirements

Action for implementation of the fundamental strategies of Relationship Management, Workforce Planning and Resource Development is broken into research, development, implementation then linked to evaluation over the five year strategic cycle.

Research and Preparation Phase 2011/12

Research and Preparation Phase is predominately focused on initial identification of establishing collaborative agreements and seeking alignment of resources and strategies.

In addition, initial resources and ongoing workforce planning changes are ongoing from the last strategic cycle.

Relationship Management	Workforce Planning	Resource Development
Commence negotiations and formal agreements with NSWTA and QTA (and subsequent QTA regions) with aligned participation priorities.	Follow changes in volunteer management and education dictated by the Australian Sports Commission strategies.	Develop a process for informing and providing information for affiliate use.
Develop state based (and subsequent QTA regions) performance indicators to measure progression towards strategic targets.	Provide a detailed plan of action to overhaul the sport education systems and courses used within Touch Football.	Provide a completed Junior Framework.
Identify groups who are delivering Touch Football related competitions and events to begin to establish formal partnership agreements.	Conduct an operational staff workshops to update all staff on the suite of SportingPulse products and expand the training opportunities for the introduction of SWOL.	Develop basic 'how to play', common facts and team contact based information and templates.
	Develop initial job descriptions, process for training and recruitment processes by researching the AASC program to support the move towards a Field Officers program.	Investigate suppliers of membership cards. Identify possible targets for pilots.

Development Phase 2012/13

With new agreements in place with the major states for Touch Football, we will move towards gaining formal agreements with external organisations whom are involved in holding events that are not directly linked to Touch Football Australia.

This will formalise relationships and provide an avenue for influence and data collection.

The systems used to monitor affiliates and understand service requirements are examined at all levels.

Workforce planning is focused on revamping the entry level courses for coaching and refereeing.

Relationship Management
Conduct research in the ASET program and systems used in NSWTA and QTA to form the basis of a new process to manage information on affiliate servicing.
Implement state based performance indicators to measure progression towards Participation Priorities.
Establish formal partnership agreements with at least 10 external organisations involved in delivering Touch Football events.

Workforce Planning

Release Sport Education Guidelines.

Conduct six monthly quality assurance processes from courses conducted in Sport Education.

Overhaul the Level 1 courses for refereeing and coaching.

Develop concepts and conduct a pilot of a national project involving the introduction of Field Officers to expand services offered to schools.

Resource Development

Focus on resource development in marketing and promotion of the sport locally.

Focus on school or junior based resource development.

Pilot use of a membership card.

Implementation Phase 2013/14

With a review of servicing requirements and methods, look to implement recommendations from the research conducted to involve a Customer Relationship Management system.

Continued updating and refreshing of the sport education courses remains consistent with an expansion of the pilot of a membership card system.

Relationship Management

Implement a Customer Relationship Management system that provides a fundamental framework for servicing affiliate needs.

Conduct a formal resource of the pilot process of the membership card system and provide formal recommendations.

Workforce Planning

Provide feedback to state locations on the findings of the surveying processes from the Sport Education courses.

Initiate presenter recognition and rewards from positive results of surveying Sport Education courses.

Continued overhaul of sport education courses.

Provide a report with recommendations on the expansion of the of the Field Officers program.

Resource Development

Focus on resource development related to feedback from the Customer Relationship Management system.



Evaluation Phase 2014-15

The evaluation phase provides the opportunity to review the formal agreements with the major states against performance indicators to assess the basis of new collaborative agreements.

The new systems of Customer Relationship Management, a Field Officer program along with current Sport Education Courses need to be operational.

With a view to reviewing the methods of membership levels a consideration, with the possible introduction of a nationwide membership card system.

Relationship Management	Workforce Planning	Resource Development
Assess collaborative agreements and agreements with external organisations.	Assess the sport education area for further gap analysis.	Assess future resource requirements that are identified throughout this process.
Review Customer Relationship Management with introduction of a process to recognise and educate affiliates and their volunteers.	Continued overhaul of sport education courses.	
Provide a plan of implementation for a nationwide membership card.	Provide a plan for implementation of the Field Officers program.	

In order to achieve the necessary implementation of the Participation Plan it is critical to understand the resources that exist within the network of Touch Football Australia.

The table provided to the right (based on 2010/11 projections) will give some context to the overall human resource structure of the national body as well as the funding sources available to deliver and support the sport.

In the case of the New South Wales Touch Association (NSWTA) and Queensland Touch Association (QTA), the overall turnover includes collection of the NSO fee where in the unified states this is not duplicated. Government funding is often tailored at state level and varies in terms of purpose.

The human resource investment by the sport provides the fundamental foundation for management leadership and implementation of the participation priorities across the sport. There needs to be total alignment of all operational structures across the sport with the ability to have local variance. Structural changes for TFA have occurred to allow for the transition into the new participation priorities.

The Sport Development staff allocated to national operations will play a key role in the following areas and therefore have been streamed accordingly from 2011:

- Junior Programs
- Affiliation Services
- Projects and Initiatives
- International Liaison

State staffing takes into account the focus of TFA being more delivery-enabled at grassroots level.

Positions such as Development Coordinators, Program Coordinators and Competition and Events Coordinators are all included as development in those localities. This is being reviewed to boost what will be termed 'Participation Services'.

This process will result in the Regional Operations Manager establishing a team of staff with higher expectations with respect to performance and the critical oversight of the locality.

An operational framework will be completed in 2012 to give a greater understanding and insight into the expectations and obligations in a broader organisational sense. This will also provide a more direct link of national and state operational staff through a system of integrated work teams.

Importantly the integrated teams will share knowledge, skills and confidence in working together to achieve goals and outcomes. Like any team it is imperative that together the group works to ensure all parties are successful.

We expect that the integrated network can build a stronger and more successful TFA team, but it can also improve leadership and communication skills, often bringing a new perspective and further enhance ways of thinking or delivering products at grass roots level.

The integrated teams should offer a variety of benefits, including:

- Sounding board for problems
- A source of motivation or new ideas
- Development within each individual subsequently expanding strengths of the greater overall work group
- Share skills and knowledge

Entity	Turnover	Govt. Funding	Affiliation	Total Staff	Dev. Staff
NSO	\$ 3,434,742	\$ 320,000	\$ 1,155,778	17	7
Unified States	\$ 3,340,172	\$ 351,542	\$ 611, 261	19	15
NSWTA	\$ 2,637,000	\$ 60,000	\$ 1,580,000	13	7
QTA	\$ 1,616,567	\$ 279,727	\$ 630,413	9 (+ 6 Regional)	5
Total	\$ 11,028,481	\$ 1,011,269	\$ 3,977,452	64	34

- Encourages progression within the structure and develop leadership capabilities
- Develops a group dynamic with common understanding and is a support to all individuals
- Opportunity to share experiences and grow the group's ability to cope with negative circumstances
- Promotes lifelong learning through enhancing relationships and team approaches
- Opportunities for constructive feedback
- Helps all individuals to think differently and focus on areas for improvement
- Promotes self-awareness and self-reflection within individuals

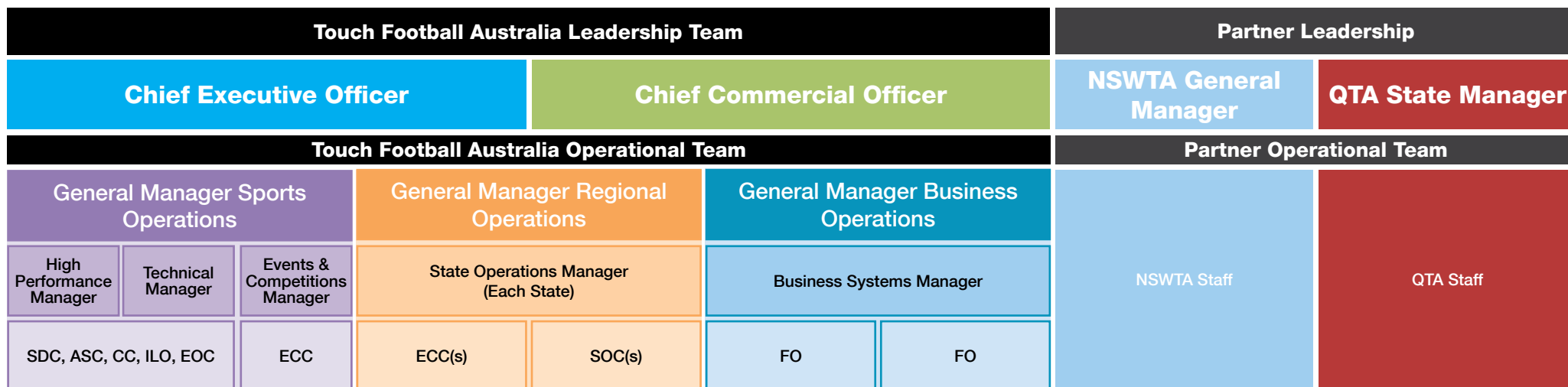
Each locality will also be earmarked and trained by the NSO for participation within the integrated work teams and other critical aspects of the business.

This will provide work teams in specific areas such as High Performance, Technical, Participation, Events and Competitions as well as other specific opportunities on an annual basis. This process will provide increased responsibility as well as the ability for the Regional Manager to rely on specialists working across various boundaries.

This will result in a client and product focused workforce below the Operations Manager.

It will also increase the capacity for the NSO through this structure to service the sport nationally.

National level allocation across the regions.	General Manager Regional Operations					
Operational Managers in each state locality.	ACT Operations Manager	Victoria Operations Manager	South Australia Operations Manager	Western Australia Operations Manager	Tasmania Operations Manager	Northern Territory Operations Manager



The General Manager – Regional Operations will work closely with the General Manager - Sport Operations to ensure national systems are implemented subsequently improving our influence at grassroots.

While the construct of each locality may vary based on the specific requirement of the state, the roles must be in line with strategic requirements such as competitions, participation services and sport delivery.

A state office would have varying allocations of the below:



For example, a locality with high dependence on the performance of the competition and/or competitions may have either a more senior allocation in a Competition Manager plus ground controllers or multiple full-time allocations toward competition coordination where we have several localities. It is imperative that in our resourcing needs we are actively working to assess the direct requirements of the locality.

Conversely, in other states with a large dependence on what is a historical model may have more allocations to service delivery in sport-specific requirements.

In particular, the Sport Operations positions will be specialised once appointed to deliver programs in clear strategic areas such as growth, diversity, junior development or affiliate servicing.

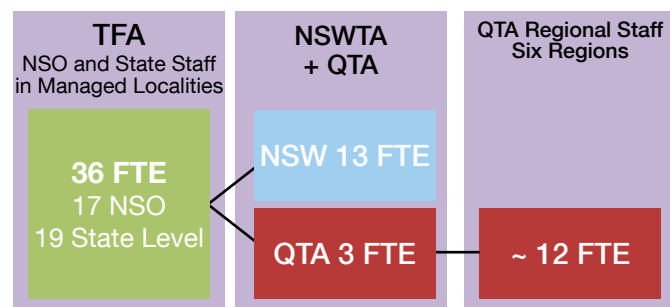
They will also have sub set roles around other key priorities such as elite or technical aspects of the game or referee requirements.

The key performance indicators for each staff member will be clearly outlined in the Operational Plan and performance management system to ensure participation outcomes are achieved.



The overall resourcing will also take into account the states external to the direct model (NSWTA and QTA).

Overall this would result in the following:



TFA has also conducted a strategic assessment of various current resources which will result in new roles to support the requirements for the organisation into the future as well as support the service requirements of the various states and partners.

It will be imperative that as a sport we continue to work with these key partners to bring further alignment to our resource support as well as support the direct needs of our membership.

During the current strategic plan and throughout our assessment of current issues with the delivery of the sport it is evident that our commercial models of competition delivery may be the future. It is imperative that we move to ensure the delivery of the product is such that it ensures a strong value proposition at the point of sale. This must be achieved without compromising overall development or growth objectives therefore strategic assessment of opportunities must occur.

Further to this, the NSWTA are looking at like positions and this also adds support to such a strategy. TFA will work with both the NSWTA and QTA to develop partnership agreements whereby assessment of overall resourcing can occur based

on specific priorities. The NSO can then work in a collaborative structure investing in core outcomes for mutual benefit.

Volunteer resourcing is undertaken through the TFA Sport Development Framework.

Touch Football has implemented a strong support system to engage specialist consultants in key volunteer roles for the organisation to specifically guide sport specific outcomes.

These vital volunteers and their associated panels are integral in community engagement.

Implementation Considerations to 2015

While there has been an assessment and changes to the structures of Touch Football Australia, there will be future considerations in the resources in order to deliver the necessary actions and requirements of the Participation Plan.

At this point the following preliminary considerations are outlined to provide a foundation for further change as we move towards 2015. These are outlined in summary points as below:

- Human resources further dedicated to expanding support required by membership census and data management to cater for increasing SportingPulse support and communication requirements.
- Allocation of additional training and education costs for expansion of SportingPulse.
- Associated costs in implementing communication methods with improved plans and frameworks.
- Targeted Growth Program funding assistance along with the expansion of resource development to cater for the expected requirements to support the program.

- Inclusive funding provided or gained to support projects in all state locations.
- Designer and printing costs for resource production.
- Funding of start-up and targeted unaffiliated/unstructured participation.
- Implementation of a Field Officer program.
- Human Resources to secure facilities and venues for existing and potential expansion of locations or affiliates.
- Complete Sport Education overhaul with expenses related to out-of-date materials, authoring, printing and possible expansion to online systems of delivery.
- Costs to introduce membership card system.
- Professional marketing advice and support.
- A new online Customer Relationship Management system that will have software, training and implementation costs in addition providing volunteer education and rewards systems.
- Internal training and workshop costs in all associated areas for communication and consultation.
- TFA to expand the human resources requirements to cater for the need for competition management with resources at both state and national levels.



Operational Planning and Financial Management

The current overall budget (expenditure 2010/11) for sport development outcomes and related participation management requirements at national level is approximately \$545,000. This includes the High Performance Program (\$120,000 base line program management) however; does not involve development activity undertaken at national events such as the National Touch League.

With the investment of the Australian Sports Commission in 2010 the overall allocation will rise by \$250,000 initially.

Therefore the overall annual investment will be in the vicinity of \$750,000 at national level. This figure equates to the national breakdown by demonstrated as:

Therefore of the funds directly attributed to service provision or participation outcomes the organisation must develop income areas to support the outcome requirements based on the \$224,222 shortfall.

Investment therefore will need to be channelled from core delivery areas into new participation priorities. This will require changes at all levels and the strong assessment of current funding allocations at both national and state operational levels.

The commercialisation of the sport in numerous areas will support the further investment above the funding line and ensure the sport increases in membership.

As stated previously, TFA has developed a sound operational planning process which will track

organisational performance against the initiatives developed. This process links the budget, operational plan and ultimately the Strategic Plan of the organisation to ensure outcomes are easily identified.

This is at all levels within the unified structure with dovetailed plans resulting in a more aligned system. The ability to assess overall key targets or priorities on a state by state basis is also imperative.

While there are guiding plans and financial guidelines the core investment by locality must match the needs of the members within it.

Entity	Turnover	Govt. Funding Participation	Affiliation	HR Allocation	Sport Development
NSO	\$ 3,634,742	\$ 570,000	\$ 1,155,778	~ \$1,200,000	\$ 750,000

Monitoring and Evaluation

TFA will be improving and developing new methods to monitor and evaluate participation.

Currently TFA has the following systems to monitor the organisation as a whole. Through the Constitution of Touch Football Australia, the business of the Association, is to be managed by or under the direction of the Board.

The Board considers it necessary and expedient for the proper management and control of the organisation that the Chief Executive Officer (CEO) be able to exercise or perform certain of the Board's powers, duties and functions. By this instrument,

and pursuant to clause 62(b) of the constitution, the Board delegates to the CEO those powers, duties and functions through the Board of Management Handbook. Subsequently, flow on delegations exists within the staffing structure of the broader organisation.

Within the TFA managed states a more formal system of operation will be implemented through a State Operations Framework. These will include specific areas of monitoring and evaluation of staff, organisational objectives and achievement against the Participation Priorities.

Key Accountability Areas will be introduced from 2012 for operational staff. Key Accountability Areas involve three aspect areas for compliance including existing, implement and developing. Delegations, Financial Management and the Touch Football Australia Constitution and Policies all exist to employees through a Certified Agreement.

To be implemented are more formal structures including areas of Communication, Reporting, Quarter Reporting and Project Reporting. Finally to the areas of review, update and development is required for the Strategic Plan, Operational Plan, Annual Plan and Human Resource Management.

References and Acronyms

From 2012 there will be a focus to improving procedures and systems to align operations across some specific focus areas. These will be on integrated teams, integrated team Key Result Areas, Project Management and finally Operational Procedures. This continues the implementation of the Unified Management Model.

With the implementation of the Key Accountability Areas and focus of Improving Procedures and Systems, there is a requirement to also develop Assessment and Performance Management to a higher and more formal level to cater for adherence to the direction outlined within this plan. Suitable consideration and consultation will be undertaken to ensure these meet the requirements of the Australian Sports Commission.

TFA will provide leadership and direction to the states of New South Wales and Queensland through formal collaboration agreements.

Australian Bureau of Statistics, 2010-11. *Participation in Sport and Physical Recreation*. Commonwealth of Australia 4177.
 Australian Governments. 2010, *Participation in Exercise, Recreation and Sport*. Commonwealth of Australia.
 Australian Governments. 2011, *National Sport and Active Recreation Policy Framework*, Commonwealth of Australia.
 Touch Football Australia. 2010, *Annual Report 2009-10*.
 Touch Football Australia. 2011, *Annual Report 2010-11*.
 Touch Football Australia. 2010, *Strategic Plan 2011 -2015*.
 McPhee, I. 2010-11, *Development and Implementation of Key Performance Indicators to Support the Outcomes and Programs Framework*, The Auditor General, 5.

AASC	Active After-School Community	PP3	Participation Priority 3
ACT	Australian Capital Territory	QLD	Queensland
ASET	Affiliate Self Evaluation Tool	QTA	Queensland Touch Association
CCO	Chief Commercial Officer	SA	South Australia
CEO	Chief Executive Officer	SWOL	Sportzware Online
NSW	New South Wales	TAS	Tasmania
NSWTA	New South Wales Touch Association	TGP	Targeted Growth Program
NT	Northern Territory	TFA	Touch Football Australia
PP1	Participation Priority 1	VIC	Victoria
PP2	Participation Priority 2	WA	Western Australia

Terminology derived from Touch Football Australia Constitution available from www.austouch.com.au





**THE THRILL
OF A LIFETIME**

Touch Football Australia

Suite 1/18 Napier Close
Deakin ACT 2600

ABN: 55 090 088 207

© Copyright 2012 Touch Football Australia

www.austouch.com.au