ONE VOICE. ONE TEAM. ONE SPORT.

THE TOUCH FOOTBALL AUSTRALIA STRATEGIC PLAN
2016-2020
Strategic Objective

1. Substantially increase participation.
2. Thrive at the elite level.
3. Provide quality experiences.
4. Stewardship while increasing investment for organisational growth.
5. Substantially raise the profile.
6. Unity through best practice administration.

One Vision – One Voice. One Team. One Sport.

Our journey to 2020 will consolidate Touch Football’s position as one of Australia’s leading community sports. Our collective approach to the growth and improvement of the product that our participants enjoy will see the sport touch the lives of more than 1 000 000 Australians annually.

This approach also see Touch Football evolve, not only through the ways we deliver the game itself, but in the manner in which we embrace these changes and engage with the current and future membership.

Our value proposition must be strong and able to be clearly articulated in order to grow in the current market.

A strong emphasis on our consumers, members, participants, staff and volunteers will see the enhancement of our most valued resource – human capital. An engaged and connected Touch Football community is central to our success.

The foundation of the 2011-2015 strategic cycle means the sport now has the stability and capacity to advance our goals with vigour, determination and commitment.

Our leadership will be epitomised and demonstrated by our core values: Professionalism, Integrity, Excellence and Diversity. As a leader in the Australian sports community we understand we must have strong behavioural standards and organisational culture. This will lead to a truly unified sporting community which will develop over the years ahead and embrace the opportunities in front of us.

We continue to develop world class systems, while striving to innovate and ensure we operate in an ever improving environment of best practice. Our stakeholders and partners will be vitally important to us as we strive for excellence both on and off the field.

We embrace the challenges ahead and believe we will ensure there is ‘a place on the field for everyone’.

This is an incredibly exciting time for Touch Football in Australia.

Yours faithfully,

Anita Hagarty
Chair, Touch Football Australia
Board of Management

Colm Maguire
CEO, Touch Football Australia
“The secret to change is to focus all your energy, not on fighting the old, but on building the new.”

Socrates
ONE VOICE. ONE TEAM. ONE SPORT.

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.

Our mission is to lead Touch Football and develop our dynamic sport to the position of Australia’s leading community sport.
Our Behavioural Framework will drive all that we do. We will reflect a positive, collaborative and respectful approach to working effectively and transparently with all stakeholders. We will live a ‘what’s possible’ mindset underpinned by every member ‘owning and playing’ the role they have within the organisation. Through everyone in the sport being the benchmark of professionalism the outcomes are limitless. We will be unified by our goals and objectives for Touch Football.
2015- OUR FOUNDATION

672,818 Participants Australia wide

Touch World Cup winners open and senior divisions

NRL TF logo
One brand/One sport

160K - The number of contactable email addresses in database

Best practice through Significant review and update of organisational resources and policies

32,834 People use our social media platforms

Major Sponsor Harvey Norman

Biggest World Cup ever in regards to number of teams participating

Equity at $4 million, $9 million turnover and cash in excess of $3 million

Free to Air coverage of TWC matches on Channel 9
Our Key Initiatives

- **One Voice. One Team. One Sport.** trademark linking across the organisation and sport-wide.
- Drive positive culture and behaviour standards across the sport and drive accountability towards common strategic objectives.
- Maintain ‘best practice’ unified governance for the betterment of Touch Football through compliance and regular assessment.
- Unified strategic framework and operational commonality with accountability requirements across all levels of the sport.
- Actively manage risk and ensure compliance to protect the brand and sport.
- Broadening our relationships and key collaborative partnerships with Government and the NRL to ensure alignment, advocacy and organisational development.
- Continued evolution of policy framework to ensure overall leadership through administrative systems.

Operational Outcomes and Metrics

1. Leading by example as a National Organisation.
2. Collaboration Agreement compliance from NSW and QLD.
3. Positive performance of TFA Managed locations through scorecard reporting and improved engagement through sub level governance structures.
4. Compliance to government reporting and reaching top tier funding in all locations.
5. High level compliance to governance assessment completed by the ASC.
6. Best practice governance inclusive of all compliance requirements and reporting elements.
7. TFA to become a Company Limited by Guarantee.
8. Active management of National Insurance Scheme to ensure industry currency is maintained.
9. Broadening our relationships for increased organisational development opportunities.

Contributing towards Strategic Objective

- Unified through best practice administration – standardised, consistency and unified policy guidelines.
Our Key Initiatives

• Leveraging our community of human capital - both professional and volunteer structures working collaboratively to achieve strategic objectives.
• Enabling workforce expansion with common approach, systems, strategies and information.
• Expanded volunteer development, education and training provided.
• Reward and recognise our people.
• National administration policy, procedures and systems that are effective. Delivered in smaller more accessible methods to inform members efficiently.
• Core values are demonstrated with inclusiveness and diversity by embracing community engagement and our collective voice for social impact and Community Partnerships.
• Sport Education systems and development opportunities to improve the quality of and increase accredited referees and coaches to provide quality services.

Operational Outcomes and Metrics

1. Compliance to HR systems and Performance Management requirements as an ‘employer of choice’ through staff retention rates of above 70%.
2. Volunteer structure providing positive results within a recognition framework.
3. Increased accredited volunteers through Refereeing and Coaching courses reaching 14,000 by 2020.
4. Best Practice sport specific education in line with industry standards to ensure the highest quality experience for participants.
5. Course satisfaction level 75% or above.
6. Formal Affiliate education, training and recognition systems.
7. Increased investment in community engagement outcomes and initiatives.

Contributing towards Strategic Objective

• Unified through best practice administration – 14,000 accredited volunteers in a unified workforce.
Our Key Initiatives

- Understanding and leveraging the value proposition of Touch Football, targeted growth strategies to broaden product offerings to match differing segments of the market – ‘a place on the field for everyone’.
- Broaden inclusive participation to ensure sustainability of existing participation and ensure data is collected and leveraged.
- Increased locations and new markets, while adapting and assessing our membership cost model.
- Diversify participation opportunities and product offerings providing numerous options and formats.
- School and Junior Strategy – more schools, greater workforce and improved resources matching curriculum requirements.
- Unaffiliated Strategy implemented – it’s our game!
- Commercial competition growth through acquisition, partnerships and licencing/franchising.
- Enhanced seasonal recruitment between Rugby League and Touch Football to provide 12 month of the year NRL products to engage and entertain.
- Sustainable servicing systems providing a return on investment and active facility management.
- Data management, research, benchmarking and competitor analysis to ensure an evidence-based approach to strategy decisions.

Operational Outcomes and Metrics

1. One million participants.
2. 15 percent penetration in schools market.
3. Increased locations reaching 400 offering competitions or events.
4. Licencing model developed and implemented, particularly for new products or offerings.
5. Evidence of servicing systems widely supported and implemented.
6. ITC platform utilised by affiliated members providing a quality data management system that can be leveraged for research and customer insights.
7. Targeted programs to align all versions of the game and unaffiliated programs into the Touch Football Family.
8. Establish benchmarking systems to improve satisfaction levels with a ‘common experience’.
9. Evidence of product diversification to capture forms of our game played throughout the sports history.

Contributing towards Strategic Objective

- Participation – One million participants.
- Quality Experiences – 400 locations and high satisfaction levels with a focus of one common experience.
Our Key Initiatives

- Authentic relationships and management of Key Commercial Relationships – Sponsors, Major Partners and Major Suppliers.
- Marketing and positioning of NRL Touch Football Brand throughout the broader community, by leveraging market segmentation through various distribution channels and mediums.
- Commercialisation of Brand and Membership opportunities for a ‘selling mindset’.
- Brand attributes of NRL Touch Football are promoted and evident within the community.
- Continued financial stewardship and diversification of revenue sources.
- Financial Investment in growth, innovation and business development.
- Attracting and entertaining unique content and special stories and connection to the sport and the individuals.
- Regular communication and internal engagement of the individual membership of Touch Football.
- Increased profile and community awareness of NRL Touch Football.
- Active asset management and facility management to maintain, secure and improve standards.

Operational Outcomes and Metrics

1. Investment in growth, innovation and development while managing the financial aspects of the business through stewardship and diversification of revenue.
2. Implemented content management plan, providing regular information and special offers to members.
3. Increased awareness and metrics related to mainstream media, social media to have an audience of one million and newsletter EDM’s reach 300,000 individuals.
4. Seasonal campaigns used throughout the sport that have measurable metrics.
5. Ensure investment in assets are actively considered and facilities are maintained.
6. Improved methods for assessment of investment with stakeholders to enhance financial management and ensure evidence based investments over the cycle.

Contributing towards Strategic Objective

- Stewardship while increasing investment for organisational growth - $1 million invested.
- Substantially raise the profile – enhanced opportunities and mainstream media while speaking to an audience of one million across all mediums.
Our Key Initiatives

- On-field success through the High Performance priority areas of sustainable athlete development, innovation in coach development and leverage competitive advantage.
- Increased professional development and performance accountabilities related to key management and coaching personnel.
- Promote and expand the profile of success of our athletes.
- Expand opportunities for athletes of the representative pathway at local, regional, state and national levels.
- Maintain diversity in participation within the pathway while providing accessibility and financial support.
- Responsibility to support and provide international development opportunities.
- Athlete education and active management of integrity within the system.
- Formalised Representative Programs within the TFA Managed State to support improved collective performance of The Alliance.

Operational Outcomes and Metrics

1. National Training Squads operational for Youth, Masters and Open categories for players and referees.
2. Ensure each state is operating with a Representative Program plan, providing athlete and coach development to improve on-field results.
3. Ensure diverse participation through removing barriers associated with geographic spread of athlete talent selected into National Squads and in Australian representation.
4. Ensure diversity and inclusive opportunities exist in the elite pathway for players, coaches and referees.
5. Embrace formal development and assessment opportunities for international players, coaches and referees.

Contributing towards Strategic Objective

- Thrive at the Elite Level – Number one at all levels and a Professional Athlete Experience.
Our Key Initiatives

• Customer Service, Value Proposition and Quality Assurance to ensure we leverage our use of ‘word of mouth’ advantage through great service and engagement of participants promoting NRL Touch Football.
• Grow representative International, Major National and Major State Events creating increased commercial partnerships and investment.
• Develop increased social event structures to provide opportunities for differing markets.
• TFA Managed competitions are delivered to the highest possible standards through competition benchmarking, enhanced customer service and improved standards.
• Recognise the true value of TFA Managed Competitions.
• Leverage integrated communication and technology systems to manage data and knowledge as part of broader digital and social revolution and changing consumerism.
• Historical information is respected and managed.

Operational Outcomes and Metrics

1. State and National operational staff meet organisational servicing standards.
2. Delivery of events achieve a 7.5/10 or above standard.
3. TFA Managed competitions achieve a 7.5/10 or above standard.
4. Major events meet performance standards in the areas of increased participation, economic impact and commercial returns.
5. Historical information and statistics are actively managed at international, national and state levels.
6. Implementation and functionality of integrated communication systems.
7. Invest in improved systems and leverage technology to provide effective and efficient administration.

Contributing towards Strategic Objective

• Provide Quality Experiences - high satisfaction levels with a focus of one common experience.
TOUCH FOOTBALL IN 2020

One million Participants
Australia wide

Unified workforce

Number one at all levels
and a professional
athlete experience

400 Locations
Australia wide

Delivering the sport to
a high satisfaction level
of 75%

Strong brand proposition

One million exposures
annually

One product
One experience
One sport

Best practice, through
significant review and
update of organisational
resources and policies

$1 million investment
during the project

A strong value proposition
and commercial approach

ONE VOICE. ONE TEAM. ONE SPORT.
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