



Touch Football Australia

Strategic Plan

2008 – 2010



Australian Government
Australian Sports Commission

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Appendix 1 DETAILED OPERATIONAL PLAN TO BE IMPLEMENTED

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 few years. The plan will provide a clear direction for the sport, provide an outline of the activities we will undertake and set some ambitious but achievable targets for the sport to obtain.

The plan is the result of extensive consultation and collaboration between stakeholders at all levels in the game. These people gave of their time, shared their thoughts and hopes for the future of the sport.

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 TFA's strategic priorities for the next period and know the initiatives that underpin the implementation of these strategic priorities.

Michael Sparks
Chairman

Touch Football Australia Board of Management

March 2007

1. EXECUTIVE SUMMARY

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

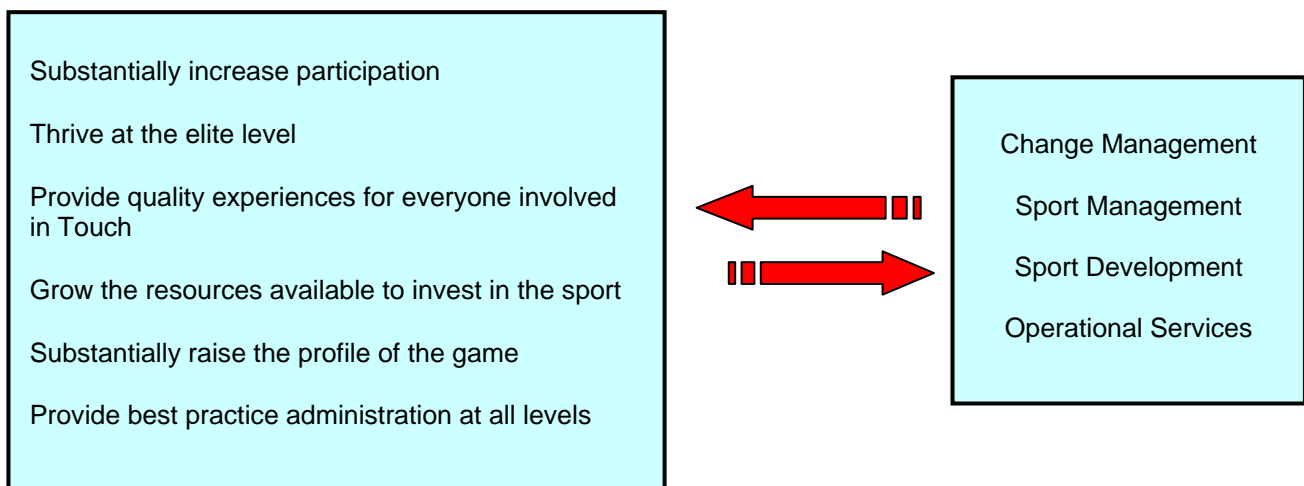
The organisation has in recent times looked to enhance its structure through governance & management reform. This process will be enhanced in the coming plan to ensure the success of this process & the subsequent unified approach to the delivery of our sport.

The Plan is based on the input received from Board members, State Council representatives, sport participants, staff & other consultants/stakeholders.

The Plan begins with the statement of our purpose, responsibilities, ideals, values and vision for TFA.

Our 3-year mission is defined, & it includes some challenging targets for our sport to reach by 2011. We aim to be amongst the best administered sports in Australia while also providing the strong pathway our participants are accustomed to. Of particular note is the recognition of the importance in handling change management throughout the coming period.

We have identified 4 strategic priorities which encompass the previous 6 identified objectives of TFA:



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

Strategic Priority Area 1 - Change Management

- Implementing a Unitary Model
- Governance structure / design
- Strategic planning
- Communications / public relations

Strategic Priority Area 2 – Sport Management

- Growth (e.g. increased access to unaffiliated competitions and venues, HR growth, market share growth, etc)
- Administration systems and procedures
- Business performance (I.P. income, sponsors, government relationships, partnerships, diversification, etc)
- Financial management
- Human resource management
- Profile & awareness

Strategic Priority Area 3 - Sport Development

- Affiliate / club development
- Athlete development (junior / senior / elite / female / indigenous)
- Coach development
- Referee development
- Selector development
- Mentor development
- School programs and competitions
- AusTouch

Strategic Priority Area 4 - Operational Services

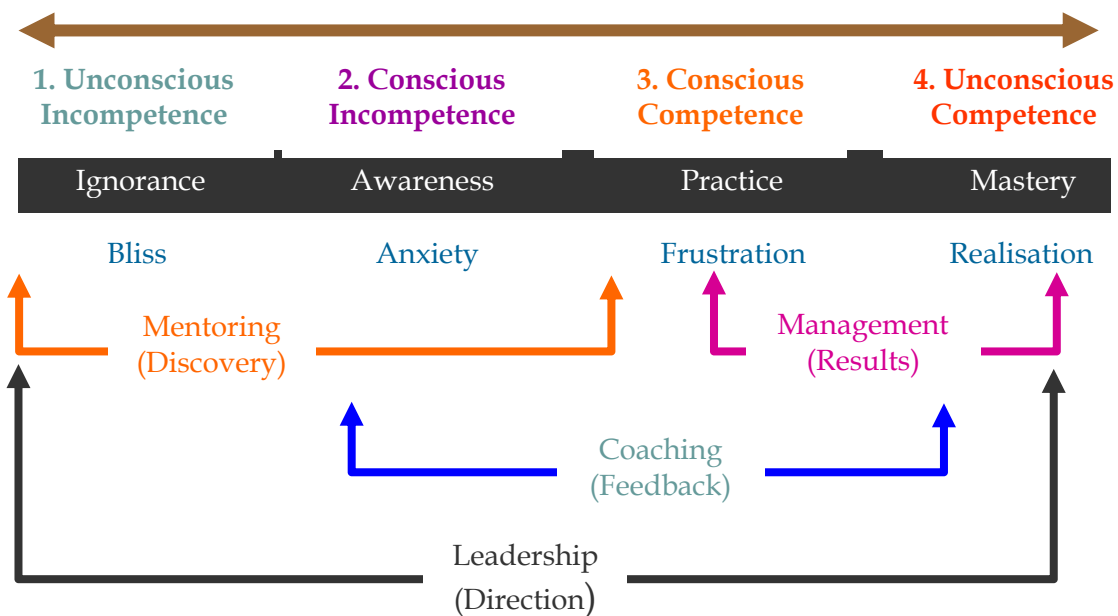
- Facilities (acquisition and management)
- Event management / competitions
- Information technology
- Risk management
- Volunteer management
- Customer service
- Partnerships

All change is difficult & as an organisation we acknowledge that there have been various stages we have been through over the last 2 years. To ensure the relevance and achievability of the strategic and operational plans, TFA will attempt to allocate the necessary human, physical and financial resources to each priority area.

Although a number of important strategic priorities were discussed in the formation of this plan, it is clear from the responses received, that the “Change Management” priority area is of the utmost importance to the organisation at this point in time. As this is the case, TFA has developed specific KRA’s and associated strategies, resource allocations, & recognition of current position within this plan.

TFA is mindful that it will need to be aware of the progress through the change management model outlined in Figure 1, below:

Figure 1 - The Change Management Process



2. OUR PURPOSE: 'Why do we exist?'

Mission: "To develop and service the sport of Touch for the enjoyment of all"

A key to delivery of this purpose is an understanding the responsibilities we have as an organisation:

- 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 provide access to affiliate / club development resources and training opportunities
- To provide leadership and sustainability for the sport in Australia, and internationally
- Major event management
- Competition management assistance
- To provide effective communication with all stakeholders
- Player development at all levels
- To raise the profile of the sport & 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 the financial viability of TFA
- To implement expansion of services to support the needs of current and future members
- To assist affiliates and other key stakeholders in all areas of dispute resolution

3. OUR BELIEFS: 'What do we stand for?'

At Touch Football Australia we believe that:

- We have professional people working in all facets of the game (e.g, administration, volunteers, technical staff, etc)
- We aspire to excellence in all that we do
- We operate with integrity, equity, honesty and openness
- Our affiliates and partners are essential to our success
- We have a great game to offer all participants at all skill levels
- We strive for harmonious and productive working relationships with all interested parties

We acknowledge that in the past we were often:

- Unable to provide timely assistance to all customers
- Focused on elite level development
- Unable to communicate effectively with all customers

TFA is committed to moving forward to ensure the leadership that is expected of us is provided.

4. VALUES & CULTURE

“Our Values”

Our organisation is founded on core values that include:

- Diversity (Sport for All)
- Flexibility
- Equality
- Inclusiveness & protective of our members
- Leadership
- Innovation
- To be progressive
- To have transparency
- To have fair and ethical business practices
- To have a customer service focus at all levels
- To provide value for money
- To be efficient and professional in all operational and strategic areas of administration, events and game development
- To create an inclusive, impartial and objective environment in which all stakeholders will operate
- To promote the achievement of excellence at all times
- To demonstrate financial integrity at all times
- To encourage drug free and safe participation in Touch Football
- To have open, clear and effective communication with all stakeholders at all times

TFA has established a culture statement & the associated traits expected of all members:

Our Culture statement is - “A performance culture based on a strong team”

- Customer focus
- Open & honest
- Optimistic
- Professionalism
- Evolving
- Results orientated
- Accountability
- Teamwork
- Efficiency

5. OUR VISION - TOUCH 2011

In 2011 TFA will be an organisation that is strong & unified.

TFA will continue to provide an innovative approach to all forms of its business to ensure it has a consolidated position in Australian mainstream sport. TFA will have developed a proactive, communicative & accountable relationship with its stakeholders by providing a high quality service. We will have forged strong commercial & associated partnerships that result in mutual outcomes for all involved.

Through continued development we will have focussed on the needs of our Affiliates & be the most connected sport in Australia to our grass roots members. The ASET program & associated outcomes will ensure that we are recognised by all members of the sports community. We will have revitalised our Technical disciplines & provided best practice support to all arms to ensure we retain critical volunteers while also rewarding the input of our Referee's, Coaches, Administrators & Selectors.

We will have developed a strong focus on our data & intellectual property to ensure we are more aware of the opportunities in front of us & best placed to take advantage of the changes that face society. We will continue to forge partnerships & diversify our product to offer participation to all members of the community. We will have an enhanced Marketing plan that ensures the sport is easily identified.

We will be financially secure & producing revenue streams that ensure the ongoing viability of our sport. These streams will be diverse & will allow for ongoing investment.

As a sport we will have continued to grow in adult & junior areas. Our AusTouch Program will form the introductory stage of a complete junior pathway that encourages continued participation in our sport. We will have developed links to first class facilities & identified strategies that assist our growth in emerging markets. Importantly we will have focussed on retention at all levels.

We will have regained the position as the number 1 junior nation in our sport. We will continue to set the standard internationally by remaining world champions & have a strong domestic calendar that allows for the promotion & participation in our game.

6. OUR THREE-YEAR MISSION: 'Where are we going, and what do we want to achieve?'

- i. We will grow our juniors, opens and seniors player base over the next three years;
- ii. We will concentrate on sustaining the current participation levels through a focus on the customers needs at all levels;
- iii. We will increase our revenue from sponsorship and develop other income generating opportunities (eg. Tournaments, membership and affiliation fees);
- iv. We will increase the quantity and quality of technical services;
- v. We will ensure that Touch Football Australia is a progressive organisation where:
 - Great people choose to work;
 - We are responsive, energetic and communicative; and
 - We value our people, empower them and reward their excellence.
 - We retain, reward & provide support to all employees & volunteers
 - We provide individual development opportunities & career pathways to all
- vi. We will implement strong strategies to successfully manage the change process we have embarked upon at all required levels;
- vii. We will transform our effectiveness as an organisation through the creative use of information and communication technologies to enable us to do business in new and different ways; significantly increase the efficiency of all our business processes; and facilitate the unhindered sharing of knowledge across affiliates;
- viii. We will, in partnership with others, continue to strive to raise awareness of the excitement and representative opportunities of Touch as a sport, especially amongst our youth;
- ix. We will have a diverse calendar that recognises the need for both elite & participation based events;
- x. We will have strong, cohesive & cooperative relationships with our members. This will be built on a foundation of transparency & communication;
- xi. We will have an enhanced profile in Australian Sport; and
- xii. We will be the number 1 nation at all levels of Touch Football.

6. INTRODUCTION TO STRATEGIC PRIORITIES

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

Strategic Priority areas

1. Change Management
2. Sport Management
3. Sport Development
4. Operational Services

The overall objectives of the organisation are consistent to those developed over the last 2 years:

Primary Objectives of Touch Football Australia

- I. Substantially increase participation
- II. Thrive at the elite level
- III. Provide quality experiences for everyone involved in Touch
- IV. Grow the resources available to invest in the sport
- V. Substantially raise the profile of the game
- VI. Provide best practice administration at all levels

The Document

The overall plan will break each section above into the following:

- Strategic Priority Area (SPA)
- Linked Objective (linked to TFA Objectives within the identified priority)
- Key Result Area (KRA)
- Outcomes

7. S.C.O.R.E ANALYSIS

TFA SCORE Analysis

Strengths

- “World Number 1” status (elite programs and performance)
- Staff (knowledge and passion)
- Quality major event management
- Committed volunteers
- The sport itself
- Current membership numbers and broad demographic
- Strategic planning focus
- Support of the school system
- Technical qualifications / structure (NCAS / NOAS)
- Low cost for most participants
- Accessibility for participation
- AusTouch program

Constraints

- Resistance to change, political differences between stakeholder groups (i.e. lack of unity)
- Unaffiliated competitions
- Non Olympic / Commonwealth Games sport
- Decreasing Australian Sports Commission funding
- Lack of external / corporate income (sponsors, etc)
- Lack of quality venues
- Lack of officials, coaches, selectors (overload)
- Lack of trained volunteers
- Lack of access to Technical education and training / development
- Relatively low junior playing numbers
- Relationship with some affiliates
- Lack of affiliate / club development, and therefore a definitive, efficient and re-producible affiliate / club administrative structure
- Need to professionalise all administrative processes and systems in-line with the new Unitary governance model
- Lack of profile in a busy market place
- Ineffective national tournament calendar

Opportunities

- To build a unified sporting structure and internal culture
- Continued progression of the Unitary structure to bring about increased efficiencies and effectiveness
- To become market leaders in unified sport management and delivery in Australia (and the world)
- To gain access to new and additional playing facilities / venues
- To grow profitable special events
- To undertake market research activities
- To communicate the clear delineation of roles between TFA and affiliates
- To increase the perceived value of membership (improved / additional member services)
- To gain access to increased government funds (Australian Sports Commission, State Government Departments and local government bodies)
- To gain access to increased income via external / corporate activities
- To develop and access an holistically designed national data base (improved data access and management)
- To facilitate increased resource sharing between affiliates
- To have an increased marketing focus (media, sponsorship, community partnerships, etc)
- To develop, promote and deliver an increased diversity of activities
- To sell TFA intellectual property (e.g. to other National Sporting Organisations)
- To gain increased access to unaffiliated venues / competitions
- To greatly increase the number of junior participants
- To increase the effective use of technology throughout the sport's operations
- To improve national event programming
- To facilitate greater development of the sport in regional / smaller affiliate areas
- To facilitate the number of suitably skilled females involved in the volunteer management of the sport
- An effective and ongoing staff development program
- To provide quality training and development resources to all affiliates

Risks

- Inaction
- Disunity
- Lack of staff development and retention
- Insufficient, unsuitable staff
- An increase in unaffiliated competitions
- Not listening to the customer
- Changing demographics
- Ineffective data collection and processing
- Volunteer and player burnout
- Risk management / insurance

Risks cont...

- Lose current playing and training venues
- Expanding without sufficient venue, administrative, technical, financial and volunteer infrastructure
- Competitors improving their product
- Not owning venues
- Not meeting customer / member expectations
- Lack of Australian Sports Commission, state and local government support
- Overpricing the product
- Other sports increased popularity (e.g. soccer)
- Too heavily focusing on elite programs
- Drought
- Decreased income and increased expenditure
- Volunteer attrition

Expectations (next 3 years)

- Unification of all states
- Successful implementation of the 2008 – 2011 strategic plan
- Strong leadership
- Financial strength and sustainability
- Growth in participants at all levels
- Increased stakeholder satisfaction
- Stronger relationships with both government and non-government sectors
- Centralised administration / sport development systems and processes
- Gain additional quality facilities to expand
- Increase number of competitions
- To have all affiliates financially and operationally viable
- To be recognised in the community and have a high profile
- To host more major events
- Have a well developed coach / official education and affiliate / club development training system and resources in operation
- Increased rate of participant flow through the player pathway
- To access an efficient, centralised database

8. IMPLEMENTATION & TARGETS

Strategic Priority Area 1: Change Management

Preamble

TFA has implemented various changes to the management & governance structure of the sport in recent times. The overall position of this transition will require further action to ensure that adequate steps are taken for a successful process. The overall change will ensure strong management principles, pathways for staff, streamlined business systems & overall an effective unified governance process.

Critical to this success is the way in which we move through an implementation strategy at operational & strategic level. As an organisation the process will be communicated in an open & transparent way to ensure all parties involved are aware of our transition.

Linked Objectives

- Provide quality experiences for everyone involved in Touch
- Substantially raise the profile of the game
- Provide best practice administration at all levels

Key Result Areas

Target 1.a: Implementation of the unitary structure to the determined stage required

Outcomes

- i) Unitary implementation plan resulting in determined outcome for management of TFA

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Implementation plan developed to cover shortfall areas			Change Management
Staged approach & testing of systems as developed			Change Management
Overall report & strategy for progression			Change Management
Internal evaluation process annually			Change Management
Staffing to support changed structure			Change Management
Independent assessment & evaluation yearly			Change Management
Program for overall completion developed – What is end goal?			Change Management

Target 1.b: Implementation of governance structure & design**Outcomes**

- i) Professionally governed sport at all levels reflective of the current status of the organisation

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
BOM codes of conduct, operating principals & terms of reference			Change Management
BOM recruitment & identification processes			Change Management
Communication program & meeting program to promote national approach			Change Management
Constitutional assessment & compliance at all levels to reflect organisation			Change Management
Professional development program for Board & Council members			Change Management
Composition assessments of governance to reflect needs			Change Management
State Council replication of requirements above			Change Management
BOM assessment & evaluation processes			Change Management

Target 1.c: Implementation of strategic planning process across all States that are consistent**Outcomes**

- i) Consistent strategic plans at all levels allowing for local variance

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
National Plan adopted with States			Change Management
State plans dovetail to National plan			Change Management
Consistent reporting mechanisms & processes			Change Management
Annual evaluation at all levels			Change Management
Quarterly staff assessment & operational plan reporting			Change Management
Outcomes assessment & pre planning process 2010			Change Management

Target 1.d: Improved communication & public relations**Outcomes**

- i) Communication Plan to improve overall information flow between all members & TFA
- ii) Public relations Plan to ensure ongoing promotion of the sport at all levels & ensure a strong relationship

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Communication & branding plans			Change Management
Customer communication & assessment program			Change Management
Education/Awareness program on public relations			Change Management
Critical program initiative – recruitment & staff assistance			Change Management
Links to organisations to assist promotion & public perception			Change Management
Promotion of strategic outcomes through PR material			Change Management
Promotion & recognition of history through events/awards			Change Management
Host internal & external networking functions			Change Management
Regular face to face schedule for key figures			Change Management

Strategic Priority Area 2: Sport Management

Preamble

TFA recognises that as a sport we are on the verge of further growth. In order to capitalise on the opportunities we have before us the strategies & systems that support the delivery of the sport need to be “best practice”. The ongoing assessment of these systems will result in evaluation, implementation & review to ensure that as a sport the management processes in place can support the outcomes we aim for.

Linked Objectives

- Substantially increase participation
- Provide quality experiences for everyone involved in Touch
- Grow the resources available to invest in the sport
- Provide best practice administration at all levels

Key Result Areas

Target 2.a: Growth (e.g. increased access to unaffiliated competitions and venues, HR growth, market share growth, etc)

Outcomes

- i) Growth in overall participation of 15%
- ii) Retention strategies to ensure ongoing participation of current members

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Diversified product to capture markets – rules/venues/links to sports			Sport Management
Incentive program for growth			Sport Management
Targeted growth initiatives through mapping			Sport Management
Affiliate programs/education for retention assessment/strategies			Sport Management
Team contact reward program, “My team” to website link & database			Sport Management
Assessment & survey process for customers to ensure satisfaction			Sport Management
Unaffiliated – targeted participation program (reduce)			Sport Management
Awareness program for affiliated sport – links to Council/Government			Sport Management

Target 2.b: Administration systems and procedures**Outcomes**

- i) Best practice administration systems established across the TFA network utilising innovative processes
- ii) Quality assurance programs & processes being utilised consistently

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Induction manuals & processes for consistent sport delivery			Sport Management
ASET Audit system utilised to assess performance in administration			Sport Management
Mentor program with identified sports that are best practice (SPA & KRA)			Sport Management
Record & knowledge management system (historical information & memorabilia)			Sport Management
Council relationship – possible link with a Council for pilots/programs			Sport Management
Integrated systems to assist management/communication			Sport Management
National Audit system			Sport Management
Duplication assessment & removal – plan & action			Sport Management
Quality assurance through annual & ongoing assessment			Sport Management
Online & accessible products for administration			Sport Management
External assessment of sporting environment annually			Sport Management

Target 2.c: Business performance (I.P. income, sponsors, government relationships, partnerships, diversification, etc)**Outcomes**

- i) Increased customer base
- ii) Increase in the value & frequency of transactions with TFA
- iii) Improved relationships with stakeholders or potential investors
- iv) Merchandise plan adopted & products promoted
- v) Strong sponsorship partners for the sport
- vi) Marketing plan & brand awareness for the sport

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Partnerships or relationships with potential customers prioritised			Sport Management
IP value & potential revenue from expertise			Sport Management
Customer feedback & survey process			Sport Management
Member database for direct sales & communication			Sport Management
Sponsorship kits – all levels			Sport Management
Key market assessment & identification process			Sport Management
Key sponsorship in identified areas for sport (target figure)			Sport Management
Marketing Plan 2007-2010			Sport Management
Merchandise partnerships & branded products available			Sport Management
Merchandise plan & promotion strategy including launches			Sport Management
Evaluation to ensure development of required products			Sport Management
Branding assessment & implementation of recommendations			Sport Management

Target 2.d: Financial management**Outcomes**

- i) Increased Asset base
- ii) Improved position of Balance Sheet through targeted strategies
- iii) Fully integrated financial system throughout all managed entities

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Review of fees & continual assessment to cover requirements			Sport Management
Investment Plan (consolidated process for maximum result)			Sport Management
Plan for purchase of appreciating assets			Sport Management
Potential acquisition or partnerships			Sport Management
Business development plan			Sport Management
Finance system adopted nationally			Sport Management
Finance policies (cash flow/margins/debtors/fee/costs)			Sport Management
Accurate assessment of margins (varied cost to customers)			Sport Management

Target 2.e: Human resource management**Outcomes**

- i) Recruitment & retention strategies for Staff adopted
- ii) Internal development process for Staff adopted
- iii) Ongoing best practice in performance assessment & staff management

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Recruitment/Retention/Progression plan for all staffing			Sport Management
Staff model analysed to support structure – change adopted			Sport Management
Succession planning & knowledge retention			Sport Management
Specific initiatives for identified groups in employment (female/Indigenous)			Sport Management
Performance assessment consistency (new 18 month agreements)			Sport Management
Certified agreement reviewed & implement new document			Sport Management
Staff culture, relationships, processes & requirements evaluated annually			Sport Management
Staff & Office locality assessment at all levels			
Professional development processes internal & external			Sport Management

Target 2.f: Profile & awareness**Outcomes**

- i) Increased profile through targeted processes

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Media Plan (incorporates various initiatives to increase profile)			Sport Management
Magazine development – linked with event programs			Sport Management
Visual media products (podcasts/TV)			Sport Management
Advertising plan & actions			Sport Management
Assessment of events to maximise exposure			Sport Management
Assess results of implemented strategies – internally & externally			Sport Management

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, Referee's, Administrators & Volunteers is key. In the current environment TFA needs to ensure that we adequately recruit & reward the members of our community while also concentrating on retention. TFA has developed strong systems however; we will continue to provide innovative solutions to strengthen the pathway chosen by all participants.

Linked Objectives

- 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

Key Result Areas

Target 3.a: Affiliate / Club Development

Outcomes

- i) Overall ASET Program delivered to ensure ongoing assessment & supply of Affiliate requirements
- ii) Affiliate Mentoring & Development Program adopted to support growth

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Ongoing implementation of ASET Program –review/update			Sport Development
Affiliate sustainability projects to ensure Affiliates are retained			Sport Development
Affiliate Mentor Forums to facilitate best practice examples			Sport Development
Reward Program enhanced			Sport Development

Target 3.b: Athlete Development (junior / senior / elite / female / indigenous)**Outcomes**

- i) Strong & diverse pathway for all participants supported with resources, events & products

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Beginner Programs for Adults			Sport Development
AuSquad program			Sport Development
New Events developed to provide access to all in pathway			Sport Development
Indigenous program – committee & representation			Sport Development
Athlete management system – “Touch Base”			Sport Development
Resource development to promote pathway requirements			Sport Development
Identification of Referee’s as key athletes in programs			Sport Development

Target 3.c: Elite Development**Outcomes**

- i) Retention of World Champion status at all levels
 ii) Establish World Champion status at Youth Level
 iii) Overall improved Elite performance at all participant levels (Coach, Player, Selector, Referee)
 iv) Unified & consistent domestic/international calendar

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
High Performance Plan & linked initiatives			Sport Development
Sport technology plan to assist program initiatives (innovation)			Sport Development
Sport science & medical program adopted			Sport Development
Implementation of Youth Program			Sport Development
Fundraising & financial sustainability initiatives			Sport Development
Facility secured for National Camps			Sport Development
Data management principles including quality assurance			Sport Development
Marketing & promotion plan for High Performance			Sport Development
HP Program Volunteers or Staff – PD initiatives			Sport Development
Calendar review & implementation (under events)			Sport Development

Target 3.d: Referee Development**Outcomes**

- i) Recruitment & retention strategy developed & plan initiated for overall Referee Program
- ii) Recognition programs for Referees
- iii) Quality product development for Referee resources
- iv) Dedicated strategies to increase profile of Refereeing & encouragement to continue in pathway

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Referee Recruitment & Retention Plan – linked initiatives			Sport Development
Rewards Program for Referees			Sport Development
High Performance Referee Program			Sport Development
Staffing allocation assessed to ensure it reflects priority area			Sport Development
Community Referee Programs – introduction & assistance			Sport Development
Professional Development for Panel			Sport Development
Specific Marketing/Sponsorship Plan for Referee Arm			Sport Development
Affiliate initiative to educate on benefits of Referee assistance			Sport Development
Identified funding for Referee participation – Elite level			Sport Development
Referee advisory groups & associated communication plans			Sport Development

Enhanced support resources for referee's			Sport Development
Cost assessment of resources/merchandise to reflect priority			Sport Development
Referee Coaching Program formalised with ASC			Sport Development
Reduced costs for National attendance			Sport Development
National Jets Program			Sport Development
Referee Development & Business Plans			Sport Development

Target 3.e: Coach Development

Outcomes

- i) Recruitment & retention strategy developed & plan initiated for overall Coach Program
- ii) Recognition programs for Coaches
- iii) Quality product development for Coaching resources
- iv) Dedicated strategies to increase profile of Coaching & encouragement to continue in pathway

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Recruitment & retention plan – linked initiatives			Sport Development
Coach development & communication Plan			Sport Development
NCRG initiated & operating			Sport Development
Review of Policy to reflect current requirements			Sport Development
Review & update of courses			Sport Development
Community Coaching Course			Sport Development
Assessment, Feedback & Review Panel for National Events			Sport Development
Coaching Resources developed to reflect game			Sport Development
TID Program to identify Coaches			Sport Development
Junior Coach Mentor Program			Sport Development
Cost assessment of resources/merchandise to reflect priority			Sport Development
Ongoing professional development opportunities			Sport Development
Pathway promotion			Sport Development
Trends of the game resource annually			Sport Development
Junior coach & mentor program			Sport Development
Reward program for Coaches			Sport Development
Succession planning models for Coaches			Sport Development

Target 3.f: Selector Development**Outcomes**

- i) Recruitment & retention strategy developed & plan initiated for overall Selector Program
- ii) Recognition programs for Selectors
- iii) Quality product development for Selector resources
- iv) Dedicated strategies to increase profile of Selecting & encouragement to continue in pathway

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Recruitment & Retention Plan – linked initiatives			Sport Development
Review material for selecting to reflect current practices			Sport Development
Consistent measures adopted through facilitation			Sport Development
True national TID model developed & linked to AMS			Sport Development
On line AMS Database			Sport Development
Recognition & Reward program for Selectors			Sport Development

Target 3.g: Mentor Development**Outcomes**

- i) Development of a strong mentoring network for volunteers, officials & participants at all levels

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Overall Technical Panel			Sport Development
Player, Coach & Referee reference groups			Sport Development
Elite Program Mentor System			Sport Development
Links with government & other sports to provide PD at all levels			Sport Development
IT support to assist process			Sport Development
Relevant workshops & forums			Sport Development

Target 3.h: School Programs & Junior competitions**Outcomes**

- i) Recognised partnerships with school organisations to link into TFA pathway
- ii) Growth in Affiliate/School competitions at junior level through links to Junior Framework
- iii) Events initiated to increase opportunities for participation at junior level nationally

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Recognised & utilised junior framework			Sport Development
Junior framework resource development			Sport Development
Targeted process for junior competition implementation			Sport Development
PE Modules & resources for Schools – In service/PD/Courses			Sport Development
School network & relationship enhanced through resource support			Sport Development
In School lunch time competition module			Sport Development
Child education program on Member Protection – aimed at Children			Sport Development
Parent resources & benefits material			Sport Development
Commercial/staffing approach to clinic provision for schools			Sport Development
Ongoing communication & evaluation of school programs			Sport Development

Target 3.i: AusTouch**Outcomes**

- i) Continued enhancement of the AusTouch Program as the introduction model for Touch Football
- ii) Implementation of AuSquads (Junior TID & Development Program)
- iii) Measurement, mapping & targeted process for commencement of the AusTouch Model

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Targeted delivery program			Sport Development
Implementation of tiered delivery & associated resources			Sport Development
Program renewal & enhancement through resource review			Sport Development
Mapping project for junior implementation process			Sport Development
AuSquads			Sport Development
Under 8 recognition as introductory step for all competitions			Sport Development
Marketing & promotion plan			Sport Development
Enhanced community links through schools & like organisations			Sport Development
Further development & promotion of models			Sport Development

Target 3.j: Conduct of diverse events**Outcomes**

- i) Increase overall participation in the sport of Touch Football through the provision of diverse annual events

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
NTL Reviewed & changes implemented			Sport Development
Beach Touch			Sport Development
National Club Championships			Sport Development
Corporate Competition & Community initiatives			Sport Development
Like sports trials – tag, frisbee, American flag, hybrid rugby			Sport Development
International review & opportunities – Comm Games progression			Sport Development
Trans Tasman Club Champs & Trans Tasman Series			Sport Development
Internal Masters/Youth/School - National Events			Sport Development

Strategic Priority Area 4: Operational Services

Preamble

An increased emphasis on the overall operational 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. In the current market; sport & participation will become more competitive. By ensuring the services we offer compliment current trends we can ensure Touch Football maintains its share of the participation base while also establishing strong partnerships & policies.

Linked Objectives

- Substantially increase participation
- Provide quality experiences for everyone involved in Touch
- Substantially raise the profile of the game
- Grow the resources available to invest in the sport
- Provide best practice administration at all levels

Key Result Areas

Target 4.a: Facilities (acquisition and management)

Outcomes

- i) Benchmarking & mapping of all current facilities
- ii) Secure high quality facilities for the administration & conduct of Touch Football

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Mapping of growth areas & potential facilities for Touch			Operational Services
Facility maintenance & management policies adopted/promoted			Operational Services
Facilities operated by partners (Regions/States or TFA)			Operational Services
Touch specific venue – Home for National Body & Events			Operational Services
Facility assessment policy			Operational Services
Primary lease holder initiatives & investigation of current issues			Operational Services

Target 4.b: Event management / competitions**Outcomes**

- i) Consistent provision of competitions & events through national standards being developed (includes branding etc)
- ii) Benchmarking of current competitions through ASET Program to establish best practice models

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Event management guide			Operational Services
Consistent branding & conduct of events			Operational Services
Competition “How to” manual?” & examples promulgated			Operational Services
Start up processes for Affiliates & guides for conduct			Operational Services
Benchmarking & mapping (create mentors) through ASET			Operational Services
Annual Forum			Operational Services

Target 4.c: Information technology**Outcomes**

- i) Consistent & accurate database of information at all levels – Members, Affiliates & other required data (Technical, Elite etc)
- ii) National IT Systems that enable communication & information transfer effectively
- iii) Innovative systems for data management developed & implemented

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
National IT Plan			Operational Services
Volunteer database & server for policies/communication			Operational Services
Sporting Pulse & Sportzware evaluation & implementation			Operational Services
Comprehensive database			Operational Services
Affiliate database			Operational Services
Identification of servicing/staffing requirement			Operational Services
Review & implementation of IT strategies/opportunities			Operational Services

Target 4.d: Risk management**Outcomes**

- i) Consistent policies adopted nationally to ensure adequate assessment of current risks to the sport & its participants

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Review of Risk Management Plans to ensure currency			Operational Services
Assess Affiliates for use of supplied TFA Risk Management Plan			Operational Services
Education & professional development process			Operational Services
Assessment of insurance requirements			Operational Services

Target 4.e: Volunteer management**Outcomes**

- i) Recruitment & retention strategy developed & plan initiated for volunteers
 ii) Recognition programs for volunteers
 iii) Quality product development for volunteer resources
 iv) Dedicated strategies to provide support mechanisms & programs for volunteers

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Government relationships & sport partnerships			Operational Services
Volunteer retention plan			Operational Services
Volunteer recruitment plan			Operational Services
Internal education courses in administration within sport			Operational Services
Online product or website programs to support admin requirements			Operational Services
National Reward Program for Volunteers - ASET			Operational Services
Volunteer feedback program to identify areas of concern			Operational Services

Target 4.f: Customer service**Outcomes**

- i) Quality assurance & assessment process to ensure compliance with customer service principles

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Develop customer service charter			Operational Services
Educate identified providers on customer service charter			Operational Services
Evaluate customer service internally & externally			Operational Services
Feedback mechanism & survey strategies			Operational Services
Audit process for systems adopted			Operational Services
Customer identification process			Operational Services
Demographic & statistic research			Operational Services
Focus groups for key requirements			Operational Services

Target 4.g: Partnerships**Outcomes**

- i) Develop strategic partnerships with organisations to assist in the overall delivery of sport or sport products

Projects & Initiatives

Project	Target year	Responsibility	Key Result Area (KRA)
Develop principle partner guidelines			Operational Services
Mentor system with sports for identified KRA's			Operational Services
Sport relationships with rectangle field sports			Operational Services
Partner reciprocal communication processes			Operational Services
Strong relationship with identified council – testing/pilots			Operational Services
Identification of key partners & focus on outcomes			Operational Services
Business partnerships & sponsorship servicing			Operational Services