

ENHANCE THE EXPERIENCE AND GROW OUR GAME!

TOUCH FOOTBALL 2024

Strategic Plan for the
New South Wales Touch
Association



TOUCH FOOTBALL 2024

Enhance the experience

– Grow our game!

TOUCH FOOTBALL 2024 provides the blueprint for how NSWTA will collaborate with purpose with our key partners to drive the increased capability, relevance and sustainability of the organisation, as we drive towards 2024 – and beyond.

Our purpose

To lead, unite and empower the Touch Football community to enhance the experience and grow our game!

Our CARE values

Our values define our character and guide how we behave when it matters most, as we collectively enhance the experience and grow our game.

Care - We care about our sport and the people within our Touch Football community.

Accountability - We do what we say we will do, when we say we will do it.

Respect - We welcome everyone to our sport and value what they bring.

Excellence - We embrace change, have a growth mindset and strive to be better tomorrow than we are today.

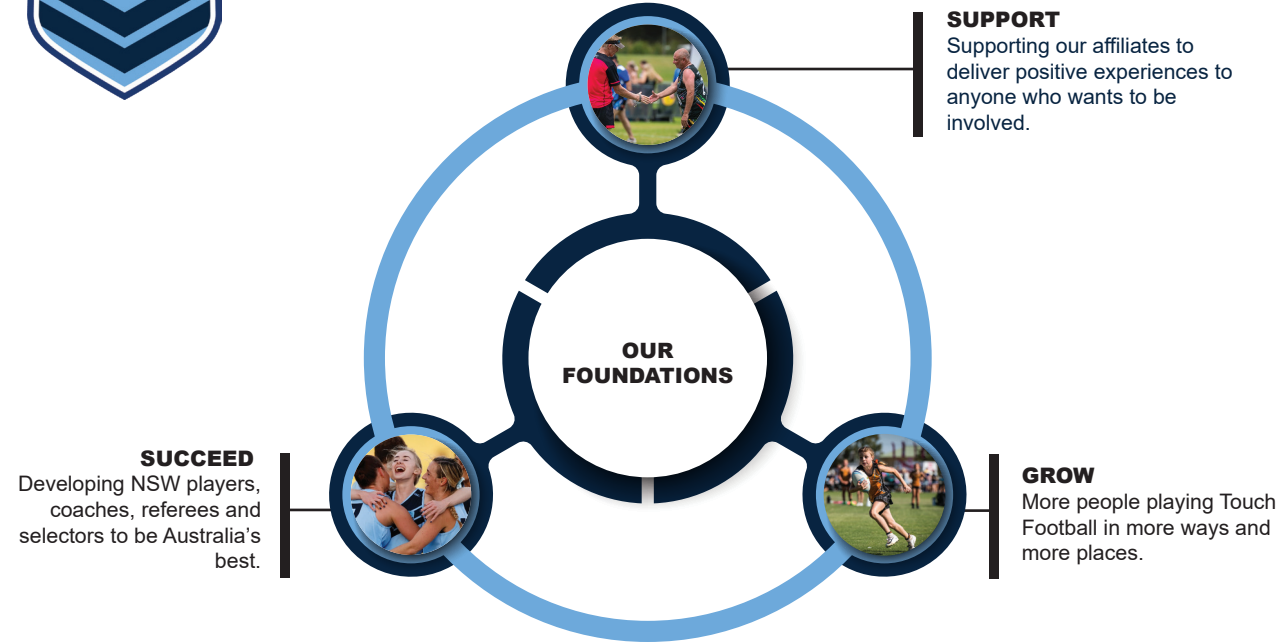
What's most important?

Our drive to deliver on our TOUCH 2024 Strategic Plan and achieve our purpose will be focused on 3 Strategic Priority Areas and Our Foundations.



OUR PLAN ON A PAGE

Our strategic priorities



OUR FOUNDATIONS

COMMUNICATION

We openly and honestly communicate with all elements of the Touch Football community - often!

FUTURE PROOF

Our governance, operating and financial frameworks are best practice and perfectly placed to support our organisation and the sport's delivery system into the future.

PEOPLE AND CULTURE

We attract, support and retain the best people to fill the right roles, at the right times, in order to continually improve our culture and effectively deliver our Strategic Plan.

INSIGHTS

We proactively capture, share and leverage knowledge to allow us to make high quality, evidence-based decisions.

INNOVATION

We are open to new ideas and different ways of thinking to achieve a competitive advantage.

DIVERSITY

Touch Football can show how diverse and inclusive our communities can be. We want to see our sport reflecting our communities. Inclusive sport = inclusive communities.

PARTNERSHIPS

We positively partner with all elements of the Touch Football community for the benefit of the sport.



*Enhance the experience
and grow our game!*

WHAT IS TOUCH FOOTBALL 2024?

NSWTA's purpose is to **lead, unite and empower the Touch Football community** to *“enhance the experience and grow our game!”*

TOUCH FOOTBALL 2024 provides the blueprint for how NSWTA will collaborate with purpose with our key partners to drive the increased capability, relevance and sustainability of the organisation, as we drive towards 2024 – and beyond.

TOUCH FOOTBALL 2024 HAS BEEN DEVELOPED TO:

- » Provide **clarity of purpose** to the NSWTA Board, staff and stakeholders;
- » Ensure NSWTA is **focussing on what is most important** to our current and future sustainability and success;
- » Support the future **growth and capability** of the NSW Touch Football community;
- » Encourage **purposeful collaboration** amongst all elements of the Touch Football community for the benefit of the sport; and
- » Maximise the **relevance, visibility, and impact of Touch Football** within the sporting sector and the broader community.

OUR 1-TEAM FOCUS

TOUCH FOOTBALL 2024 will help the Touch Football community to **work together as 1-team**, in new and exciting ways, to ensure we are all working as efficiently as possible in what are rapidly changing times.

We are committed to empowering our clubs, affiliates and regions to offer an inclusive environment to significantly grow the number and diversity of people enjoying Touch Football, either as players, coaches, referees, administrators, or as part of the broader Touch Football community.



RISING TO THE CHALLENGE

Prior to the COVID-19 pandemic, the changing and dynamic nature of the Australian and NSW sporting landscape meant the sustained success of affiliated Touch Football, along with its governing bodies and delivery system, was never assured. The COVID-19 pandemic has and continues to present new challenges to the future of our sport.

Touch Football is very well placed to capitalise on the impacts of COVID-19 and the changing sport and active recreation landscape ... and this is what we will do! Despite the challenges we face, we are taking an **“opportunity focused approach”** to how we plan for the future of NSWTA and the future of our sport in NSW.

ALIGNED PLANNING FRAMEWORK

In 2021, Touch Football Australia (TFA) released its 2021-2024 Strategic Plan. NSWTA supports the direction TFA is taking to **“enhance the experience and grow the sport”**. NSWTA’s TOUCH FOOTBALL 2024 Strategic Plan aligns with the TFA Plan in areas of mutual priority, whilst also ensuring our local needs and those of our member affiliates and clubs are front and centre.

We are committed to fulfilling our roles and responsibilities within both the NSW and broader Australian Touch Football community to the very best of our ability – always!

NSWTA believes in our purpose and values, together with the strategic priorities and projects identified in this Plan. Now it’s time to deliver – It’s time to **“enhance the experience and grow our game”**.





TOUCH FOOTBALL – OUR WAY!

OUR PURPOSE

To lead, unite and empower the Touch Football community to *enhance the experience and grow our game!*

OUR BEHAVIOURAL FRAMEWORK

Our behavioural framework shapes the culture of NSWTA and influences the Touch Football community and how we work together.

The importance of our culture cannot be underestimated and we see it as the key enabler of our strategic plan, if the two are aligned.

We are fully committed to living our values and key behaviours and to working with the Touch Football community to achieving our purpose.

| CARE | ACCOUNTABILITY | RESPECT | EXCELLENCE |
|---|---|--|---|
| <p>We will ...</p> <ul style="list-style-type: none"> » Keep the participant at the core of everything we do. » Have safety, integrity and inclusion at the centre of our programs, activities, behaviours and interactions. » Be fair, ethical and transparent in all that we do. » Show appreciation and thank people for their efforts and contributions. » Take pride in every aspect of our work, the organisation, our Touch Football community, and the sport itself. | <p>We will ...</p> <ul style="list-style-type: none"> » Lead by example and strive to be the best we can be every day. » Take ownership of our behaviours and our work. » Be open and honest in our interactions and our feedback, for the benefit of the sport, even if it's uncomfortable. » Call out inappropriate behaviours and do what is right for sport and the people in it. » Uphold our standards - always! | <p>We will ...</p> <ul style="list-style-type: none"> » Welcome and embrace all people, from all communities into our sport. » Value and listen to the opinions of others and remain open to different ideas. » Understand and value each other's roles and responsibilities within the sport, as we work together for the collective benefit of Touch Football » Build constructive relationships with anyone involved in Touch Football, or anyone who wants to be involved. | <p>We will ...</p> <ul style="list-style-type: none"> » Challenge and be challenged. » Have an opportunity mindset and a continual improvement focus – we will not be afraid to challenge the status quo. » Be resilient. » Do what is best for Touch Football - always! » Provide opportunities to support everyone involved in the game to maximise their potential. |



WHAT'S MOST IMPORTANT TO US OUR PRIORITIES AND PROOF POINTS

SUPPORT

Supporting our affiliates to deliver positive experiences to anyone who wants to be involved.

SUCCESS INDICATORS

- » Resources and training opportunities are in place and are being widely accessed, which make it easier for affiliates to enhance the experience and grow our game!
- » Improved affiliate and participant satisfaction data.
- » NSWTA has an increased presence in affiliates.
- » Contemporary digital / technology systems are in place to support all levels of Touch Football in NSW.
- » High quality digital content is widely accessible.
- » The financial sustainability of regions is enhanced.
- » Real time participation and membership data is easily available to all elements of the NSWTA delivery system.





GROW

More people playing Touch Football in more ways and more places.

SUCCESS INDICATORS

- » Player retention: More people continuing to play Touch Football in NSW.
- » Player recruitment: More first time players engaging in Touch Football in NSW year on year.
- » Increased affiliate venue availability and usage.
- » Coach, referee and selector retention: More continuing coaches, referees and selectors in NSW.
- » Coach, referee and selector recruitment: More first time coaches, referees and selectors joining the NSW Touch Football community.
- » More school-based Touch Football and improved conversion of school-based participants to affiliate membership.
- » Greater levels of diversity within all elements of the NSW Touch community, with a specific focus on underrepresented groups.
- » More trained and supported coaches, officials, administrators and volunteers operating in clubs and affiliates in every region.
- » Enhanced relationships are in place with TFA, New South Wales Rugby League (NSWRL) and other partners to connect Touch Football to a wider audience.
- » Increased delivery of alternate game formats to meet consumer preferences.
- » Increased participation in NSWTA managed pathway events.



SUCCEED

Developing NSW players, coaches, referees and selectors to be Australia's best.

SUCCESS INDICATORS

- » More players, coaches, referees and selectors entering and progressing through a clearly articulated NSWTA talent pathway, into NSWTA and TFA high performance programs.
- » We achieve overall State of Origin success – always, including winning under 20s and open divisions.





OUR FOUNDATIONS

COMMUNICATION - We openly and honestly communicate with all elements of the Touch Football community – often!

FUTURE PROOF - Our governance, operating and financial frameworks are best practice and perfectly placed to support our organisation and the sport's delivery system into the future.

PEOPLE AND CULTURE - We attract, support and retain the best people to fill the right roles at the right times, in order to continually improve our culture and effectively deliver our Strategic Plan.

INSIGHTS - We proactively capture, share and leverage knowledge to allow us to make high quality, evidence-based decisions.

INNOVATION - We are open to new ideas and different ways of thinking to achieve a competitive advantage.

DIVERSITY - Touch Football can show how diverse and inclusive our communities can be. We want to see our sport reflecting our communities. Inclusive sport = inclusive communities.

PARTNERSHIPS - We positively partner with all internal elements of the Touch Football community and our external partners for the benefit of the sport.



WHAT WE WILL DO - Our Strategic Projects

To bring the TOUCH FOOTBALL 2024 strategic plan to life, a lot of work will need to be done, in addition to our “business as usual” activities. Critically, each project outlined below aligns with a specific strategic priority area and will be designed to bring about the achievement of our Success Indicators. In doing so, the successful delivery of these projects will help us achieve our purpose – to lead, unite and empower the Touch Football community to enhance the experience and grow our game.

Importantly, we will engage with TFA and Queensland Touch Football (QTF) in relation to national projects which align with; and/or could positively contribute to the successful implementation of the following Strategic Projects.



SUPPORT PROJECTS

Supporting our affiliates to deliver positive experiences to anyone who wants to be involved.

- » **Digital Strategy** – Continue to improve digital platforms, systems and tools to help NSWTA and affiliates to more effectively and efficiently connect and manage their operations.
- » **Affiliate and Region Accelerator Program** – Undertake an affiliate and region audit, to identify the governance and operational capacity and capability of affiliates and regions; and how NSWTA can best support their organisational performance.
- » **Coach, Referee and Selector Development Framework Review** – Review all NSWTA coach, referee and selector development programs and resources; and implement endorsed recommendations.

GROW PROJECTS

More people playing Touch Football in more ways and more places.

- » **Participation and Membership Insights** – Engage with a sport data company to collect insights into the current and potential Touch Football participation and membership cohort across NSW and identify “hot spot” locations to guide NSWTA investment.
- » **Participation Growth Strategy** – Develop a targeted plan to increase the number of people participating in our sport, in multiple ways, in targeted locations and population groups across NSW. *Note: Including unaffiliated Touch Football and School to Affiliated Touch Football recruitment plans.*
- » **Statewide Facilities Strategy** – To enhance statewide affiliated Touch Football venue availability.

SUCCEED PROJECTS

Developing NSW players, coaches, referees and selectors to be Australia’s best.

- » **Performance Pathway Review** – Review all NSWTA player, coach, referee and selector pathways, and the NSWTA competition framework; and implement endorsed recommendations.
- » **Performance Strategy** – Following the outcomes of the Performance Pathway Review, develop a plan to enable NSWTA to effectively identify, train, support and retain talented players, coaches, referees and selectors; and to achieve sustainable State of Origin success across all divisions.

FOUNDATIONS PROJECTS

NSWTA Board and Staff Performance Evaluation and Development Program – To support the continual professional development of all NSWTA directors and staff.

Human Resource Plan – To ensure NSWTA's governance and staffing models are 'fit for future purpose' to drive the successful delivery of our TOUCH FOOTBALL 2024 strategic plan.

NSWTA Commercial Strategy (inclusive of branding, sponsorship and government relations) – Designed to leverage the TFA/NRL partnership, form new partnerships, maximise NSWTA brand recognition, achieve greater commercial outcomes and increase government funding support.

National Safe Sport and Integrity Framework – Implement TFA's National Safe Sport and Integrity Framework in NSW.



OUR COMMITMENT to TOUCH FOOTBALL 2024

TOUCH FOOTBALL 2024 will be delivered by living our values and working together as one Touch Football community.

NSWTA's operations between 2022 and 2024 will be guided by this document – used by staff, monitored by the Board and formally reviewed annually. Importantly, NSWTA will develop annual operational plans, which incorporate financial allocations for each strategic project being implemented during the relevant 12-month period. We will successfully complete our projects in a timely manner, to the highest possible standard, and ensure the financial management of NSWTA remains sound at all times.

Between 2022 and 2024 we will use a range of internal and external measurements to monitor our progress against the success indicators within this Plan. In particular, we will monitor the number, and diversity of people engaging in all forms of affiliated Touch Football, focusing on how, when, where, how often and why they participate.

We will also measure satisfaction levels across a range of areas, including NSWTA events; coach, referee, selector, administrator and volunteer development programs and resources; staff and director satisfaction; as well as commercial, broadcast and government partners' satisfaction, to ensure we do what we say we will do **and that we're doing it well.**

We will concentrate on our commercial success, ensuring the ongoing financial sustainability of NSWTA, which will allow us to put more back into the sport.

Sustained State of Origin success, increased membership, new and innovative participation products and events and greater connection with our affiliates, regions and the broader Touch Football community, will all help us achieve our strategic objectives; and in doing so, to achieve our purpose -

“to lead, unite and empower the Touch Football community to enhance the experience and grow our game”.



