



us on. We are the medals,
waiting to be won. We are
the talent of today. We
be scored. We are the
and women of all ages. We
are the talent of today. We
are the potential for
future. We are one team.
England Touch.

ENGLAND TOUCH ASSOCIATION

**Annual Report
2016**



ENGLAND TOUCH

OUR VISION

To lead the development of Touch to become England's leading recreational activity.

We look to expand and diversify our product range, and continually improve and add to our services to enhance our reach.

Have the ability to provide opportunities for everyone to participate in a way that suits them, on a regular basis in a high quality and friendly environment.

To facilitate and govern the expansion of Touch to every corner of the country, and become widely recognised as the sports governing body.

PLAY | DEVELOP | REPRESENT

We will provide opportunities for everyone to **play** Touch, in a fun and safe environment, developing competitive outlets via leagues and tournaments. **Develop** our athletes, volunteers and staff as well as supporting the game of Touch in England, facilitating education and training opportunities. We **represent** England, a country with a proud sporting history and experience the value of personal excellence through fair competition.

Our values define what is good about our sport and are central to what we do.

INCLUSIVE

Our **sport** is a sport for all

We will actively promote and make available opportunities for sustained participation in Touch to the greatest number and range of people

TRANSPARENT

Central to our fabric and underpins **our sport**

We will be open, ethical and set the highest standards in everything we do, generated on and off the field, through honesty, integrity and fair play

AMBITIOUS

A strong desire and determination to succeed in **our sport**

We will not limit our goals or imagination by circumstances in the present, we will envision ambitions beyond boundaries as we improve ourselves and the game of Touch

UNITED

Success in **our sport** is only achieved by working together

We will inspire unity and collaboration in all we do. We are one team, with common goals and shared values

RESPECT

Characterises the basis of **our sport**

We will promote respect for players, coaches, referees, volunteers and anyone involved in our game at any level. Everyone has something to contribute

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 [@EnglandTouch](https://twitter.com/EnglandTouch)



Another year has flown by and we have enjoyed some fantastic Touch, both domestically and internationally and it's my pleasure to present the annual report for England Touch for 2016.

In this year's Annual Report you can read about the fantastic progress made by the Association. Throughout the document are mentions of many accomplishments and successes that exemplify the great teamwork between our England Touch volunteers and the Touch community. I am very humbled and proud to have been elected as the CEO of England Touch at the last AGM and I look forward to continuing in this role, working with our valued members and progressing the sport of Touch to become England's leading recreational activity.

The board has worked diligently to provide strong leadership for the association. We held two board meetings and our annual ACE weekend in the past 12 months, during which, we assessed what we'd done, created plans for the future and will be executing them over the 2017 season and beyond.

As a board, we are becoming more holistic in how we set our priorities, how we recruit, appoint and allocate our resources, and how we communicate and work with our members. This in itself is an exciting challenge, as it proves we're evolving, maturing and most importantly,

listening to what you, our members want. Within this period there has been immeasurable hours put in by numerous volunteers on the committee and as we say thanks and farewell to a couple of our directors, we have vacancies to fill which I anticipate will be filled at the forthcoming AGM.

We have done an enormous amount of work on governance, ensuring that we are both compliant with best practice from Sport England along with updating and future proofing our constitution, moving to Articles of Association. A re-structure of the association has occurred internally and all directors have been added to companies house records, as we guarantee we are as transparent as possible.

We have made some strong appointments with our two Non-Executive Directors roles, to further assist our ambitious targets, both have a great deal of knowledge, influence and experience in the sporting landscape. Their roles will become more important as the movement towards paid part/full-time roles fast approaches to accommodate the vast growth we have seen, along with the professionalism that has become expected from us as a whole.

The future we seek to create is based on four pillars.
- To lead the development of Touch, to become England's leading recreational activity



ENGLAND TOUCH

CHIEF EXECUTIVE REPORT

- To expand and diversify our product range, and improve and add to our services to enhance our reach
- Have the ability to provide opportunities for everyone to participate in a way that suits them, on a regular basis in a high quality and friendly environment
- To facilitate and govern the expansion of Touch to every corner of the country, and become widely recognised as the sports governing body.

Our short, medium and long-term goals have been discussed and a larger piece of work regarding our strategic planning, whereby department heads are working with the board to ensure they all align in the crossover areas and we are united and collaborative in our approach. More requests for consultation will be available in the forthcoming months, as we respect all views. As part of this work, we have also been working through our Values, Vision and Mission statements; to safeguard the sport is all working together, with the same goals and objectives.

On the international front, we have had some great performances by all our teams at the 2016 European Championships, where we won six of the nine categories, taking second place in the other three. Our Junior Squads spread to four teams, each team coming away with a medal in their category. We had a staggering 72 support staff to ensure that the High Performance (HP) teams wear able to play at the best. The tournament saw England Touch stalwart, Kylie Hutchison create a new world record too, by gaining 100 international caps, all in

the opens grade, an outstanding achievement and testament to the HP programme.

We provided over 25% of the referee contingent for the Euros in Jersey, with 10 referee upgrades, six finals appointments, four mentors and one referee of the tournament. This is great testament for all the grass roots work being done, with over 250 participants going through courses over the past 12 months. We've seen a continued uptake in refereeing, the cornerstone of development, along with increase in female numbers which has seen a significant rise too, which is excellent to see. Further developments and increased personnel in this area is a key and one which has been addressed to further the progression and expansion our events.

To keep our competitive edge, our resident medical and Sport Scientists continue to work with us, collecting and analysing data and utility this to inform our strength and conditioning programme and medical management/protocols. It's hoped that some of this data will be published in the near future, in the meantime, this information has been disseminated to the national coaches and High Performance team to enable the development of our athletes.

England Touch recently produced and submitted a highly detailed bid to host the European Touch Championships in 2018. The European Federation of Touch announced in October that England had beaten off competition from the Germany and Portugal to secure hosting rights of the nine-division tournament, two years ahead of the tournament.





We have clear, definitive motives as to why we bid to host ETC2018. We also have numerous aims and objectives, to ensure that hosting the event will translate into a lasting sporting legacy, not just for England, but also for all the participating nations. We will strive to leave a positive legacy and an undeniable mark on Touch history by staging the most memorable European Championships, ever.

To say we are experts in Touch is true, but England Touch is not just about Touch. We believe in the whole experience and everything that makes that experience unique, from the moment you pack your boots, to when you're back home basking in the enjoyment. We're continually striving to improve the experience of participating and ensuring our customers enjoy the moment, their games and tell others about our great sport too.

The years between 2014 and 2016 have seen a significant jump in the national delivery requirements as we combined our top two tiers of competition into one, which saw a minimum of 28 teams participate in the 4/5 rounds and required a minimum of 25 referees and eight fields. The association facilitated and administered the running of a third tier competition and introduced a University series too, with plans to grow each of these in the next three years too.

The website has had a revamp this year, bringing it more up-to-date. This still has some further work to be done, but this has enabled an online shop, which we will be utilising much more in the coming season and beyond. The standardisation of our formats has been a big success and we hit one million impressions this year on Facebook. Driving our PR, marketing and social media channels is another focus area, and one we've recruited well for recently too, to broaden our brand awareness. More video and online resources are a work-in-progress which will assist a number of our programmes, specifically schools and those new and unaccustomed to the game and rules.

Our membership base has grown significantly over the last 12 months and we hit our first milestone of 1,000 individual members back in September and now also have over 65 registered clubs throughout the country. We've refreshed the system and in turn our insurance cover, to better serve our members needs. One platform is now used for all membership types, which is more robust, scalable and allow data-driven planning.

The newly soft-launched England Touch Leagues will be rolled out this summer, with a great initial sign up from a wide range of areas across the country. These leagues will see us continue to expand geographically and we are always looking for individuals in areas without existing leagues to partner with, to provide England Touch Leagues to ensure anyone wanting to play can do so in a safe, fun and enjoyable environment. Following a review



ENGLAND TOUCH

CHIEF EXECUTIVE REPORT



of similar sports and businesses, we've developed a model to suit both individual lifestyles and entrepreneurial ambitions. Little outlay and flexible operational hours are just two key advantages our new partners will see, whilst preserving and improving their work/life balance. With your help, we are aiming to rapidly bring the excitement of structured match play to many more players in underserved areas and so by creating a UK-wide network of England Touch Leagues, we can make the sport more accessible, more competitive and more sociable for all those who want to play.

We were delighted to welcome a range of new brands, along with re-signing existing ones to the England Touch partnership programme this year. We welcomed Ryvita as the principal headline sponsor of the Touch Nationals, a great fit for both parties, with similar ambitions and values. Our existing relationships with Official Partners go from strength-to-strength and continued our longstanding relationships with Belief, SPORTTAPE and Steeden, all of which have become synonymous with England Touch. These relationships give us a great opportunity to continue to enhance the support (from apparel to equipment) provided to the Touch community around the country. I would like to extend a huge thank you to all our partners for all their support in moving the sport forward.

As the sport grows and more people become involved in our volunteer network, we'd love to better know who's doing what and when, so we can further understand their motivations and also recognise their efforts. We are looking to revamp

our regional officers, with roles in development (player and referees), media and/or clubs and leagues. The introduction of a new system to capture this will be introduced to be used by all our registered clubs and allow tracking of all the great work being done out there.

This year will see the introduction of our inaugural awards night, to share the successes of 2017 and showcase our sport, further engage our audience of parents, supporters and partners, and to recognise achievements made by our teams and support staff, along with a social gathering with networking opportunities for all. We aim to have guest speakers, highlight reels, raffles, fundraising and interactive audience games, finishing with the all-important awards ceremony.

Finally, I want to offer my sincere thanks to our dedicated volunteers, coaches, officials, staff, players, sponsors and partners for their support and continued support over the past year. It is your combined energies and passion that has enabled us to get where we are, and I am confident we have generated the springboard for continuing the momentum but we can't be complacent and must continuously raise our standards and strive for excellence. Thank you all and well done.

Gregg Cropper
Chief Executive



ENGLAND TOUCH

NON-EXECUTIVE DIRECTORS

It is a pleasure to be asked to submit the first Non-Executive Directors' report to the England Touch Annual Report. We are still less than a year into our role but, already, we have been impressed with the passion and ambition of the people involved in Touch, and that only makes us more excited for the next 12 months. These statements offer the opportunity to reflect on the last 12 months and look forward to what the next 12 may offer so in keeping with tradition...

We have seen participation continue to increase right across the country at phenomenal rates. We continue to look at how we ensure people enjoy those things that make Touch such an enjoyable and accessible sport. 2016 saw the national level competitions undergo significant changes and the quality of play continued to improve. The high-performance team, including the medial team, continued their tireless work to improve training and prepare the national teams for this year's major events. A new website was launched and continues to be developed as a resource for everyone involved in Touch.

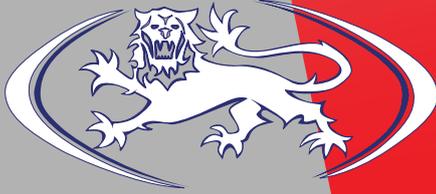
Looking to the future, we are excited to be hosting the European Touch Championships which will be a festival of Touch and will exhibit everything that makes England Touch great. We have been working hard on our governance, and although this type of work is often unseen by the membership, it is essential to the long-term resilience of the organisation. We have expanded our offer in universities, colleges and schools which are all continuing to grow as we invest in the future of our sport. 2017 is going to be packed full of great games, brilliant events, new partnerships and hopefully even more people enjoying the game.

All that is left is to thank all the wonderful volunteers who are crucial to the success of Touch. The last year has been successful only because of the parents, organisers, referees, coaches, kit washers and supporters who have dedicated their time and enthusiasm to Touch. Please keep up your wonderful work, keep telling people about this great sport and we look forward to speaking to more of you, to get your thoughts and ideas as to how we continue to grow this great game.

Chris Martin
Natalie Davis
Non-Executive Directors



BELIEF SPORTS
PARTNERSHIP WITH



ENGLAND TOUCH



FOUR WEEK TURN AROUND

NOW AVAILABLE ON PLAYING KIT*

-ASK US ABOUT OUR LEISURE KIT OPTIONS

***FROM DATE OF APPROVAL**



- INTERACTIVE KIT DESIGNER
CREATE YOUR OWN UNIQUE
KIT DESIGNS USING OUR
INTERACTIVE KIT DESIGNER,
UPLOAD YOUR OWN, OR
CHAT TO ONE OF OUR IN-HOUSE
DESIGNERS

TOUCH SPECIALISTS -
PROVIDING THE LATEST
TECHNICAL FABRICS TO
ENSURE MAXIMUM
COMFORT AND RESPONSE
SO YOU CAN PERFORM
AT YOUR BEST WHEN
IT MATTERS MOST

PLAYING



ENGLAND TOUCH



In 2016 we have built on our experiences in the 2015 Touch World Cup to entrench our place as the best country in Europe, winning overall gold in the European Touch Championships with all-bar-one of our teams finishing in the top two of their individual tournaments.

There were some significant firsts in 2016, including:

- the high performance director coming from outside the individual team coaches
- the introduction of Hudl as a performance analysis software and two additional performance analysts
- new teams in the Mixed 15s and Men's 45s divisions
- a review, plan and develop process for our national coaches put in place at the end of the season

In all nearly 300 senior players had experience of training at a national level, with 144 representing England. Meanwhile 88 junior players trained at a national level with 60 of them wearing the England shirt in competitions.

We have actively sought to develop our coaches, and 12 of the 13 coaches now have the FIT Advanced Coaching Course qualification. Furthermore, we have developed our other staff at leadership summits and other similar events.

We have also undertaken a series of studies that will help us improve our support of our players in the future, including injury incidences, GPS and tournament monitoring, nutrition and tournament load, and medical support.

Over the next 18 months we will be building towards the 2018 European Touch Championships, establishing a winning culture off the pitch as well as developing our playing style on it that will maintain our place at the summit of European Touch.



WINNERS
WIGAN TOUCH
WARRIORS



WINNERS
CUSTARD
JÄGERS



WINNERS
CHESTER
CHEETAHS



ENGLAND TOUCH

RYVVITA®



Twenty-seven teams from eight regions in six divisions battled it out across three days in our biggest Nationals on record.

Mixed 15s winners Northern Stars
Mixed 18s winners Northern Stars
Masters Winners Southern Samurais
Mixed Open Winners Southern Suns
Women's Open Winners Taipans
Men's Open Winners Sharks



Over the coming year we will be introducing new player registration software to help track talent development, and players coming through their clubs into regional and then national squads. ETA staff will be at all Series events, with minimum standards brought in for regional DTS tournaments.

A larger CTS will provide a more competitive division across the coming seasons, and we will also be looking for a broader geographical spread of tournaments, increasing game lengths and ensuring medical provision and consistent refereeing standards.

PLAYING



ENGLAND TOUCH



The 2016/17 University Touch Series is already underway, with Bath Hawks winning both the opening two rounds in Surrey and Exeter. In all there will be five regional competitions, with the University Championships taking place in London on April 15th.

The UTS has grown dramatically since 2015/16, with a 50 percent increase in the number of participating universities - from six to nine - who have provided 22 teams in all, up from 18 last season.

An active Touch competition at university level is important in growing the sport, and we will look to take a more active role in running the UTS in the 2017/18 season. We will look to increase the membership base, provide a pathway from the UTS into ETA-affiliated clubs and the DTS, CTS, NTS and Nationals tournaments, and develop referees.

We will also seek to be a full part of the British University and College Sport programme by 2020, tying into the ETA's development of junior and 18s players and maximising the growing awareness of Touch, which in itself exposes the sport to a larger group of potential players.



PLAYING



ENGLAND TOUCH



2016 saw a massive step forward in the growth of Touch in schools. For the first time we ran a schools competition and significantly increased junior activity to encourage younger players to take up the sport.

Resources were created, with Tom Humphreys taking up the position of schools liaison officer. These resources include a continuing professional development pack for teachers, along with lesson plans for beginners, intermediate and advanced players, and a programme to help with the development of clubs.

We held our first National Schools Touch tournament in October 2016. Over 180 juniors competed at the Langton Boys School in Canterbury with competitions at primary school, Boys 13s and Mixed 13s, Boys 15s and Mixed 15s, and Mixed 18s levels.

As well as the ETA's own programme, which we hope to secure funding for additional schools officers, we will seek to be included in the Sainsbury's School Games, the country's leading sports event for schools. This has four levels, firstly within schools, then between schools on a local, regional and national basis, progressing through a national governing body performance system.

Over the next two years we will seek to implement pilot programmes and introduce an additional Touch tournament specifically for schools.



The rapid growth of England Touch means there is more demand than ever for qualified referees. A recruitment campaign across the 2016 season had great success in bringing in new referees from all spheres, and we have developed our existing pool of referees and referee coaches.

In all we held courses for over 250 referees, with over 50 being upgraded or awarded their first badge. The number of referee coaches and presenters for Level 1 and 2 courses has gone up, and it has been particularly pleasing to see the number of juniors attending events, as well as a significant increase in the number of female referees both entering the field and holding senior badges.

On the international front, the ETA provided the largest contingent of referees ever (from any nation) to the 2016 European Touch Championships in Jersey, with an astounding

success rate; two team leaders, two team mentors, 10 upgrades, six appointed to finals and, in Shelley Grace, the referee of the tournament.

A newly-introduced panel of Referee Managers worked hard to create a supportive environment for England referees; this, along with the introduction of a new national uniform, has helped to build a strong team identity, and the high standard of our events is evident through our continued ability to attract leading referees and coaches from across Europe to share their skills.

This year the referee structure has been strengthened further, with the appointment of a new Referee Committee, whose focus for 2017 will be to continue to grow and





develop our existing referee pool as well as maintaining the highest possible quality and consistency of refereeing standards.

Over the past year we had an average of 21 full-time referees at each NTS/CTS tournament. However in order to properly referee a 28-team tournament we require 42 full-time referees, so that every game can be triple-refereed.

In order to alleviate this shortfall a number of initiatives will be implemented for the coming season, including:

- As part of the registration process for NTS and CTS events each team will nominate a full-time referee for that particular tournament. This will mean that the tournament will be dual refereed for all matches
- The nominated referees will have all completed the Level 1 course. It is planned to have Level 2 coaches at all events, so that upgrades to Level 1 and 2 are available, as well as coaching towards Level 3
- The remaining full-time referees required to ensure that all matches are triple refereed will come from the existing pool as well as

referees from other national associations

For MWTC, DTS and UTS events, the local organising committee will be responsible for recruiting referees from the local area. Referee managers and ETA Level 1 coaches will attend to assess and coach referees.

This approach will hopefully achieve the following outcomes:

- 1) The presence of enough suitable referees throughout all levels of Touch
- 2) The development of referees throughout all levels of competitive Touch
- 3) Improve standards throughout all levels of Touch
- 4) Provide a strategic structure on the developmental expectations of all referees
- 5) Create a larger pool of referees of higher badge levels eligible for selection to attend international events
- 6) Reduce the burden of player referees on participating teams

We will be looking to involve the teams in the recruitment of referees to achieve these six outcomes, and referee development will also be included in the package of modules presented to new league operators.

Our innovations and approach will be a springboard for further development of Touch refereeing in England as we look towards a home European Touch Championships in 2018. We are designing a selection policy all forthcoming major events which will strengthen our development pathway and provide our referees with the best possible opportunities.



Eighty-one percent of players surveyed rated medical provision and our overall standard as good or very good, but we are not resting on our laurels, and in 2017 will be actively recruiting to ensure medical coverage for all events run by the ETA.

As part of the ETA medical and sport science teams' commitment to ensuring excellent injury management during events, we continue to work towards reducing injuries in Touch and to better understand the demands of the sport in order to ensure our players are adequately prepared.

The ETA medical team continue to see a high incidence of injuries during tournaments. Needless to say we want to reduce injury occurrences in the future, both to ensure a duty of care to our players as well as increase availability of squads and achieve success within tournaments.

Twelve months ago there was no published data describing the type and incidence of injuries sustained in the sport among European Touch players. We are adding to the published literature with the results of an injury surveillance study which was conducted during the European Touch Championships in Jersey. This is part of a PhD study and will be submitted for publication in 2017.

Early figures show an injury incidence rate in Touch comparable to Rugby Sevens but higher than either Rugby Union or Rugby League, something we have attributed to the faster pace of Touch and increased demands in gross movement patterns.

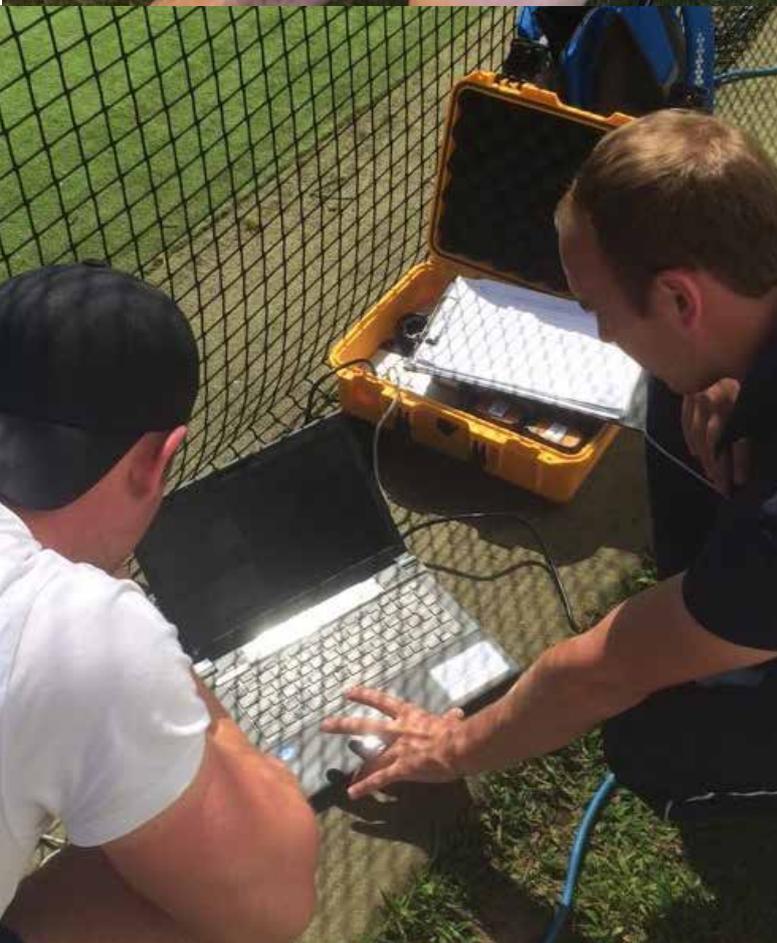




Similarly with other forms of rugby, the majority (69%) of injuries were in the lower limbs, with 90% of the injuries being either transient or minor. The majority of injuries occurred in the second half of matches, again consistent with other codes of rugby.

The medical team will be looking to work with national and regional coaches to reduce injury risk through appropriate training programmes designed to prepare players for tournament conditions, managing teams within tournaments with appropriate breaks and downtime and positional rotation, and providing the correct medical cover and rehabilitation advice for players.

Moving forwards into 2017 we will also be looking to expand our research into NTS and CTS events to compare them to international tournaments and build a more complete picture of injuries, design more specific prehabilitation and conditioning programmes for players, and share best practice among our member clubs.





COACHES

In 2016 the ETA ran an increased number of higher level coaching courses. All of our RFU requirements were covered and all participants passed. However we have identified that more presenters are needed and a new system and process required if we are to expand these courses in the future.

Having a consistent set of standards expected of our qualified coaches is essential if we are to develop players through the pathway from a casual Touch player up to a potential national representative.

The same applies to coaches, creating a bigger pool of people who can develop teams in UTS, DTS, CTS and NTS competitions and then potentially at the representative and national level, too.

Furthermore, having more qualified and experienced coaches will then increase the

number of people who can then present coaching courses and pass on their own knowledge, creating a virtuous development circle.

This strategic structure will be underpinned by a formalised progression plan that the ETA can work towards and that our affiliated clubs can refer to for their own development purposes, too.

To this end we have been recruiting a head of development pathways and coaching course and training managers, who will be overseen by a development director. We will also be constantly reviewing our pathway frameworks for coaching to dovetail into similar work on the playing and refereeing front.





PLAYERS

2016 was a relatively quiet year for player development, with our ability to deliver impacted by the development officers' training for the European Touch Championships. We did receive many enquiries from individuals about where they could play the sport, which has allowed those participants looking for opportunities to do so in a number of our affiliate clubs..

It is therefore essential that we have better communication links between our development officers and the clubs in their area, and recruit and reward our key volunteers.

We will particularly look to support the creation and development of junior teams, and are open to constructive comments and feedback from our affiliated clubs as to what will help them progress to the next level of both playing numbers and their standards on the field.

We will actively seek to keep better track of our volunteers, monitoring their work, upskilling them, providing them with the resources they need and then rewarding their efforts.

This will be based around an online platform that we will launch during the course of the year that will assist in the player development set-up. We will look to use trial groups based around specific events so that we can develop it to meet our members' needs. Furthermore we will soon be underdoing a review and revamp of our system of player development officers to make it more suitable and relevant to all our needs.

DEFY YOUR LIMITS



SPORTTAPE



ENGLAND TOUCH

Worn by many elite level players, SPORTTAPE's range of Traditional and Kinesiology tapes can be used to treat injuries, provide support and assist performance.

Why not try it for yourself? Get 20% OFF as a England Touch member with the code **ETA20** at www.sporttape.co.uk

England Touch Logoed Classic
Touch Balls – Now online

 **STEEDEN**



Bespoke club balls coming soon

ORGANISATION



ENGLAND TOUCH



The England Touch Association continues with its beliefs in strong and good governance as one of the bedrocks contributing to the future success of our organisational growth. We aim to treat all of our colleagues, members and stakeholders with dignity and respect and ensure they feel valued, empowered and supported.

There are strong links between good governance and organisational culture, driven by the leadership and embedded throughout the organisation. Good governance is important when working collaboratively because it ensures that our organisation is clear about our role in a partnership and that we are not taking any unnecessary risks.

Having strong governance in place will be crucial as we look to build for the future, with a coherent strategic plan in place, qualified people in management roles, having the appropriate mechanisms in place for participants to feed in their thoughts and have their concerns and questions answered, ensuring all processes and decisions are transparent, and setting challenging yet realistic goals that drive and support the vision, mission and purpose.

ORGANISATION



ENGLAND TOUCH

The number of affiliated clubs continues to increase, with 65-plus registered in the last period. We also have 25 affiliated league venues across the country, providing playing opportunities to the masses. We are a truly mixed sport, with a third of our 1,000 individual members being female, and a broad spread of age groups.



Going forward into 2017 we will want current and future members to receive maximal benefit from their relationship with the ETA. We will ensure that there is adequate and appropriate insurance cover in place for current members, and that there is reliable and complete member data to drive engagement and compliance.

Our members are our lifeblood, and it is essential that membership will be working with other departments to consolidate member data and that there is a full migration of all membership registrations, payments and administration into a new system.

An upgraded list of clubs, leagues and ETA regions is now in place on the ETA website.

We will also make it a priority to seek to engage with players coming from O2 Touch

centres and will provide guidance, templates and support to aid the growth of our ETA-affiliated clubs, setting baseline expectations and raising standards and consistency across the country.

A refreshed membership scheme will see discounted subs for students aged 23 and under, with a further discount for under-18s. A new affiliate individuals category will be introduced for all UTS and regional DTS participants, and the former tiered pricing structure for club affiliation has been removed, while a new School Clubs category has been introduced, with no entry fee.

We will continue to review and extend our membership packages going forward, maintaining scalable systems and standards based on robust and manageable data, and respond to the needs of ETA departments and our affiliated clubs.

ORGANISATION

OUR SPONSORS



ENGLAND RUGBY PARTNERSHIP

In 2016 the O2 Touch programme had over 17,500 registered players. England Touch is delighted to have played a major part in developing these centres through coaching and refereeing courses throughout the year.

We believe in a positive relationship with the RFU, working together to grow the sport of Touch in England, putting together strategies to ensure that gaps in geography and standards of play are addressed positively.

All O2 Touch Centres and players will have opportunities to participate in events throughout the year which will be invaluable in entrenching the relationship between the ETA and these new clubs and players.



ENGLAND TOUCH

SPONSORS AND PARTNERS



England Touch believes in the value of productive commercial partnerships and sponsorship in providing solid financial income to help grow the sport.

In 2016 Ryvita was secured as a new sponsor for the 2016 Touch Nationals tournament. Partnerships with Belief, Sporttape and Steeden have been renewed, and a new commercial partnerships and sponsorship manager appointed, Luke Roberts.

Luke's remit is to work closely with Gregg Cropper in reviewing England Touch's partnerships and sponsorship programme, developing a strategy to grow the partnerships income substantially, deliver sponsorships for all England Touch tournament series, and put together a group of partners and sponsors ahead of the 2018 European Touch Championships.

By developing and presenting a compelling sponsorship proposition to prospective sponsors, we are sure that a mutually beneficial partnership can be delivered achieving return on investment for the company concerned and a positive outcome for England Touch.

England Touch will also canvass its members as to the type of partnerships that they will find useful, and will seek to commercialise the association's website and identify other opportunities.

ORGANISATION



ENGLAND TOUCH



Over the past 12 months a considerable amount of work has been put in to ensure that England Touch has a consistent voice when it comes to marketing and PR, with a series of campaigns, consolidation of collateral, a revamp of the ETA website and more focus put on using social media as a means to get messages out and interact with our members and clubs.

We have seen impressions and interactions grow accordingly, and will build on this solid base going forward into 2017.

To this end a new structure is being put in place to enable the ETA to both increase its own profile as well as support the great work that is being done in the regions.

Marketing officers will work with the organisers of regional competitions and England Touch Leagues operators to provide them with expertise and support.

Regional press officers will work with regional leads and clubs in their area to generate news stories, both for the ETA and local and regional media, increasing the sport's profile.

There will also be a dedicated website, social media and multi-media team to disseminate the stories across as broad a range of media as possible.

ORGANISATION

ENGLAND TOUCH LEAGUES



A partner
A business
An investment
An Opportunity

GETTING STARTED

is much simpler
than you think

MAKE IT HAPPEN

RUN YOUR OWN LEAGUE





England Touch Leagues are a crucial part of fulfilling England Touch's remit of expanding and promoting the sport. They are a partnership between the ETA and individual operators to make the sport more accessible, more competitive and more sociable for all those who want to play.

England Touch Leagues will empower grassroots players to grow the game, and potentially provide them or their club with a consistent income stream throughout the year. As such formal branding, financials, prospectus and legal agreements are available so that both the operator and the ETA can maximise this opportunity.

Running an England Touch League is about encouraging participation in the sport and providing a quality experience for all involved. It's also about creating and maintaining the social buzz around it too.

2017 will see a number of pilot programmes around the country, which will form the basis for growth over the years to come.



The England Touch Association is a not for profit association, a limited by guarantee company, which exists as an association in financial terms, for the benefit of its affiliated members.

2016 saw the implementation of a change of term for our financial year, now running October to September to better align reporting with the Touch season and to enable High Performance campaigns to be captured in one reporting period. To this end, the figures report here are for the nine-month period ending 30 September 2016.

Going forward, results will be prepared for the 12 month period to September each year.

Financial results

Player contributions and kit sales funded travel, accommodation and kit costs, with the majority of these incomes and expenditures relating to the 2016 European Touch Championships. It is the ETA's policy to recharge high performance campaign costs back to participating players without generating any surplus or deficit.

Revenue from membership and affiliation continues to increase in line with the growth in the membership base. Income generated from domestic events and tournaments also increased in 2016 following the growth of ETA operated events.

High performance and events

Encompassed within High Performance events are the annual Touch Nationals



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competition and all international tournaments, including the 2016 European Touch Championships held in Jersey and Junior Touch Championships in Holland. The financial approach towards High Performance is to provide the best value for money for the elite player base, whilst ensuring tournament logistics enable the Elite teams to achieve the best possible performance. The approach taken to High Performance events is for the costs of events to be funded by its participants.

The National Touch Series, the Challenge Touch Series as well as the first Men's and Women's Touch Competitions were operated by the ETA events team in 2016.

These focused on consistency and quality of delivery. We will also add the Development Touch Series and University Touch series to our portfolio in 2017, creating a further sustainable income source for the association.

Membership and affiliation

In 2015 the structure of ETA Membership was revised to provide clear and appropriate benefits, underpinned by a membership payment scheme that was fair for all members. The ETA continues to evolve away from dependency on discretionary partner income to ensure a robust financial operating model with incomes generated from a diverse base, including membership

	High Performance	Events	Executive	Total
Income:				
Player payments	169,590	0	0	169,590
Kit sales	9,567	0	0	9,567
Sponsorships	0	0	0	0
Membership	0	0	8,431	8,431
Team entry fees	0	33,600	0	33,600
Courses	0	0	3,509	3,509
Other income	0	0	2,733	2,733
	<u>179,157</u>	<u>33,600</u>	<u>14,673</u>	<u>227,430</u>
Expenditure:				
Kit	(31,594)	0	0	(31,594)
Staff costs	(8,792)	(7,008)	(1,000)	(16,800)
Referees	0	(3,803)	0	(3,803)
Courses	0	0	(2,397)	(2,397)
Medical	(3,232)	(885)	0	(4,117)
Travel	(308)	0	0	(308)
Accommodation	(58,971)	0	0	(58,971)
Venue hire	0	(28,005)	0	(28,005)
Equipment	0	0	0	0
Affiliation and event fees	(29,197)	0	(1,293)	(30,491)
Insurance	0	0	0	0
Website and IT	0	0	(65)	(65)
Legal, professional and accounting	0	0	(51)	(51)
Bank and other fees	(4,178)	0	(54)	(4,232)
Sundry	(4,286)	(250)	(10,279)	(14,815)
Taxation	0	0	(200)	(200)
	<u>(140,559)</u>	<u>(39,952)</u>	<u>(15,339)</u>	<u>(195,850)</u>
	<u>38,597</u>	<u>(6,352)</u>	<u>(665)</u>	<u>31,580</u>

ORGANISATION

and events. Although membership and affiliation is increasing, it is not meaningful for compare the 2016 results to 2015 due to the change in accounting period.

Sponsorship

The ETA continues to develop a sustainable and meaningful Sponsorship income stream, to support the association's activities and reduce the costs borne by players. We engaged with new partners this year, who took headline sponsorship of major events. Going forward, we are building a strong strategy to work towards the ETC18 working with numerous partners.

Financial position and liquidity

As the ETA concentrates on continuing to grow, it is critical that any calculated investment is supported by a robust underlying financial model. Central to this is the ability of the ETA to generate sufficient funds to cover its outgoings, and that the source of these funds is sufficiently certain

to ensure the future sustainability of the ETA's activities.

In addition, the ETA must maintain appropriate financial liquidity to provide security into the future, as well as covering the working capital cycles associated with the activities of the ETA.

Budget consolidation has begun, reducing down to just three categories, High Performance, Events and Executive. This is to further ensure easier reconciliation along with tighter reporting and a charter of accounts, using standardised descriptions on all requisitions.

This also means:

- All costs must be pre-agreed with a specific budget holder
- New payment and expenses process clarifying which budget is used
- Clear reporting vs budget from finance system



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Payment policies for the systems used are being developed, so clear rules are set and abided by throughout the association.

The ETA's total cash position has increased from £78,689 at the end of 2015 to £110,549 as at 30 September 2016.

Our liquidity strategy is to preserve a strong cash position that will cover short term financial commitments over a period of 12 months. This allows us to invest in growth with the confidence of a stable cash base, rather than relying on uncertain and variable short term income streams.

Financial risk management

As we expand our activities, the range and magnitude of risk exposure continues to increase. To address this, the ETA is in the process of developing a risk management framework to identify key risks and implement suitable controls and insurances to reduce the likelihood and potential impact of the risks identified. These financial

controls include:

- Stronger transactional control processes;
- Improved budgeting, forecasting and financial reporting;
- Identification of key non-financial risks such as player welfare

Outlook for 2016/17

The overall financial objective for 2016/17 is to continue to grow revenue streams and to re-invest in growth of membership and participation. In addition, the ETA will look to develop sustainable revenue streams, including sponsorship, which can reduce the financial burden currently shouldered by the Elite Player base and other membership groups.

The ETA is in a stronger financial position than it has been historically, and will continue to invest in the growth of Touch in England following a well-controlled and sustainable approach to its finances.



Manchester MovementUnit

“We only use treatments proven to get you better quicker.”

Dr. Chris McCarthy,
Clinical Lead

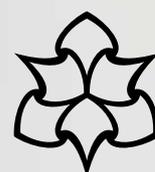
Manchester Movement Staff

Dr Chris McCarthy – Clinical Lead
Cari Thorpe – Physiotherapist/Senior Lecturer
Dr Ian Davidson – Physiotherapist/Senior Lecturer
Smarak Mishra – Physiotherapist/Senior Lecturer
Ioannis Paneris – Physiotherapist/Associate Lecturer
Carl Nancini – Physiotherapist
John Gradwell – Acupuncturist
Neale Browne – Podiatrist
Dr Tom Butler – Dietician
Jess Hobson-Taylor – Sports Massage Therapist
Paul Roberts – Sports Massage Therapist

www.mmu.ac.uk/movement

movement@mmu.ac.uk

0161 247 6837



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us on. We are the medals,
waiting to be won. We are
the touchdowns, waiting to
be scored. We are the men
and women of all ages. We
are the talent of today. We
are the potential for the
future. We are one team.
We are England Touch.

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