



Strategic Direction Plan Wales Touch Association

2009 to 2011

FOREWORD

Strategic planning is vital for effective administration of sport.

The Wales Touch Association 'Strategic Direction Plan' outlines our efforts, programmes and focus over the next two years from 2009 to 2011. 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 Touch in Wales.



The plan is the result of the recent change management process that the WTA have undertaken and the consultation and collaboration between the newly appointed Directors.

We have given our time, shared our thoughts and hopes for the future of the sport. We would also like to take this opportunity to acknowledge the contribution of the past members of the committee in helping shape the future direction of the game.

Hopefully, after absorbing the strategic plan for Touch in Wales you will understand the WTA's strategic priorities for the next period and know the initiatives that underpin the implementation of these important strategic priorities.

The WTA Executive Board

20th October 2009



EXECUTIVE SUMMARY

This Strategic Plan will outline the main activities and operation of the Wales Touch Association (WTA) over the next two years.

The WTA organisation has in recent times seen a great deal of change through governance & management reform. This process will be enhanced in the coming plan to ensure the success of the changes and to subsequently unify the approach to the delivery of our sport.

The Plan is based on the input received from the Directors, sport participants, previous committee members & other stakeholders.

The Plan outlines our responsibilities, values and vision for the WTA as well as defining our objectives until the World Cup in 2011. It also includes some challenging targets for our sport to reach in Wales over the next 2 years.

We aim to be a well-administered sport providing an enjoyable sporting platform and culture for all involved.

We have identified four Key Strategic Priority areas for immediate development, details of which are enclosed in the following Sections, and include:

Strategic Priority Area 1 - Governance

- Implementing the new management Model – WTA Ltd
- Governance structure / design – Key Result Areas (KRA's)
- Strategic planning – Objectives, goals and targets
- Communications
- Partnerships
- Customer service
- Risk management
- Event management / competitions
- Policy and Procedure / Legal Compliance

Strategic Priority Area 2 – Sport Development

- Growth – participation, leagues, volunteers
- Administration systems and procedures
- Human resource management
- Profile & awareness
- Information Technology
- Volunteer management



Strategic Priority Area 3 – Technical Development

- Referee Coaching Programme and Management
- Provide access to approved Touch training courses
- Establish a credible Coaching Development Plan
- Appointment of National Coaching Team
- Establishing Player Objectives
- Representation at Leagues and Tournaments
- Athlete development (junior / senior / elite)

Strategic Priority Area 4 – Finances

- Business performance (I.P. income, sponsors, government relationships, partnerships, diversification, etc)
- Financial management
- Marketing & Sponsorship

Change is invariably difficult and the WTA as an organization has been through various stages of development over the last 10 years. To ensure the relevance and achievability of the strategic and operational plans, the WTA will attempt to allocate the necessary human, physical and financial resources to each priority area however, it needs to be recognized that we rely heavily on our volunteer contributions.



OUR GOAL

“To develop the sport of Touch in Wales for the enjoyment of all”

A key to delivery of this goal is an understanding of the responsibilities we have as an organisation. These include:

- To provide access to quality, fun and well managed competition to support current and future members
- To provide quality, accessible coach, official, and other technical personnel as well as the necessary education and training opportunities at the required levels
- To give leadership and sustainability for the sport in Wales
- To provide effective communication with all stakeholders
- To improve Player development at all levels
- To raise the profile of the sport & maintain it for all stakeholders to enjoy
- To improve the financial viability of WTA
- To implement expansion of services to support the needs of current and future members

OUR CORE VALUES:

The WTA believe that we aspire to excellence in all that we do and we operate with integrity, equity, honesty and openness at all times.

We recognize that our affiliates and partners are essential to our success, and we strive for harmonious and productive working relationships with all interested parties.

We are aware that we have a great game to offer all participants at all skill levels and we will aim for the game to be enjoyed by all.



Our Commitments - FROM 2009 TO 2011

- i. We will grow our juniors, opens and seniors player base over the next three years;
- ii. We will increase our revenue from sponsorship and develop other income generating opportunities (eg. Tournaments, membership and affiliation fees);
- iii. We will increase the quantity and quality of technical services;
- iv. We will ensure that Touch is a progressive organisation where:
 - New Ideas and Innovation are welcome;
 - We are responsive, energetic and communicative;
 - We value our people; and
 - We retain and provide support to all volunteers
- v. We will transform our effectiveness as a limited company 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 members and stakeholders;
- vi. 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 / juniors;
- vii. We will have a diverse calendar that recognises the need for both elite & participation based events;
- viii. We will have strong, cohesive & cooperative relationships with our members. This will be built on a foundation of transparency & communication;



IMPLEMENTATION & TARGETS

Strategic Priority Area 1: Governance and Leadership

The WTA has implemented various changes to the management & governance structure of Wales Touch in the last few months.

The overall change to the structure is now finalised as announced at the Annual General Meeting (October 2008), with the appointment of four Directors. The management change will ensure strong leadership and management principles, business sustainability, streamlined business systems & overall provide an effective unified governance structure.

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, the objectives and the overall goals of the WTA.

Governance Objectives

1. Substantially raise the profile of the game
2. Provide best practice administration at all levels
3. Implementing the new management Model – WTA Ltd
4. Endorse Key Result Areas (KRA's)
5. Strategic planning – Objectives, goals and targets
6. Improve Communications and Partnerships
7. Incorporate Risk management
8. Develop Policies and procedures to enable effective operation
9. Improve Facilities (potential acquisition and management)



Key Result Areas: Governance & Compliance

1) Provide best practice administration at all levels

ACTIONS

- Establish membership of the Wales Council for Voluntary Action to act as WTA counter-signatory for CRB Checks for volunteers to work with children.
- Establish WTA Child protection policy and appropriate risk assessments.
- Provide the means for members to feedback suggestions for continuous improvement.
- To have member suggestions reviewed at the appropriate level within the WTA.
- Provide advice to Affiliates and sponsored bodies on financial, technical and organisational matters as required.

2) Implementing the new management Model – WTA Ltd

ACTIONS

- Develop management guidelines for Directors to ensure the management process is fair, ethical and in the best interest of the WTA and its members.
- Define job roles for each committee and appointed position.
- Define the remit of each sub-committee, including purpose, scope, membership and goal/aims.
- Develop a volunteering strategy, including support for volunteers by end 2009.
- Develop a revised constitution based on the revised set up of the WTA.
- Work with the English Touch Association, the Scottish Touch Association and Touch in Northern Ireland to achieve sports recognition for Touch in the UK.

3) Endorse Key Result Areas (KRA's)

ACTIONS

- Implement and Monitor a programme of achievable yet challenging key performance indicators for the sport of touch in Wales
- Advise the relevant leaders of the various target areas of their responsibilities and assess compliance

4) Strategic planning – Objectives, goals and targets

ACTIONS

- Implement the SDS, monitor progress towards the WTA Ltd goals and objectives and advise members on key milestones
- Advise of future strategic considerations for implementation in longer term plans and next version of SDS.



5) Improve Communications and Partnerships

ACTIONS

- Develop a closer relationship with WRU, Regions, Wales RL to introduce/include Touch into their activities programme.
- Develop a closer relationship with Universities in Wales to introduce/include Touch into their activities programme.
- Develop a closer relationship with schools and Local Authorities to introduce/include Touch into their activities programme.
- Upgrade the WTA website to become the central point for inward and outward communication including on-line forum.
- Identify other forms of communication available (eg Social Networking sites, Twitter etc)
- Develop Quarterly WTA Newsletter for distribution to members and non-members.
- Ensure all promotional material is bilingual (English and Welsh)
- Develop a closer relationship with the Sports Council for Wales and the Wales Sports Association.

6) Incorporate Risk management

ACTIONS

- Establish an insurance package to offer to module organisers to cover players, referees and spectators
- Develop appropriate WTA Policies and Procedures in line with NGB & FIT best practice.

7) Membership and Affiliation

ACTIONS

- Develop a membership package for individual members including access to special offer entitlement to vote at AGM and EGM's, entitlement to stand for office within the WTA and protection under the WTA Policies.
- Develop a membership package for affiliates including access to referee and coaching courses, promotion of the league via the WTA website and other media and access to an insurance package for players and referees.
- Review current membership fees against implications of providing desired level of support,

8) Develop Policies and procedures to enable effective operation

ACTIONS

- Establish an internal communications policy to ensure all parts of the company are working towards the Mission in a consistent and effective manner.
- Establish and implement a policy to promote strategic partnerships.
- Establish and implement an equal opportunities and diversity policy in line with The Equity Standard: A Framework for Sport.
- Establish and implement policies to promote the safety of children who play Touch.
- Establish and implement a Marketing Strategy for the WTA.
- Establish a Data Protection policy to ensure efficient data recording and storage are adopted by 2010.

9) Compliance

ACTIONS

- Establish an internal communications policy to ensure all parts of the company are working towards the Mission in a consistent and effective manner.
- Establish and implement a policy to promote strategic partnerships.
- Establish and implement an equal opportunities and diversity policy in line with The Equity Standard: A Framework for Sport.

Strategic Priority Area 2: Sport Development

As a sport we will have continued to grow in adult & junior areas. Our strategic programme will form the introductory stage of a complete junior pathway that encourages continued participation in our sport. We will develop links to assist our growth in emerging areas and markets. Importantly we will also focus on retention at all levels.

We will aim to improve our junior participation in our sport. We will have a strong domestic calendar that allows for the promotion & participation in our game.

The sport development objectives highlighted in this plan will encompass all levels of the sport from grass roots through to elite level, adopting the pathway and progression development of the 4 key areas as below:

- *Foundation:* among young people, the acquisition of basic movement and sport skills to provide a foundation for personal development and future participation.
- *Participation:* among all levels of the community, the opportunity to participate in a wide range of activities, whether for reasons of enjoyment, fitness, social contact or a simple desire to get involved in sport.
- *Performance:* among those already participating, where the desire to improve is a key factor for involvement, and the full realisation of improved performance is the attainment of personal excellence
- *Excellence:* among those with the interest and ability, the opportunity to achieve publicly recognised levels of excellence.

The sport development objectives are summarised as follows:

- Growth – leagues and tournaments
- Growth – participation
- Volunteer recruitment and management
- Youth & Junior Development
- Profile & awareness

Key Result Areas: Sport Development

1) Growth –Leagues & Tournaments

ACTION

- Establish a standing Domestic Operational Board to develop a senior league/tournament structure for Wales and share best practice across leagues.
- Support the establishment of local Touch Associations by providing advice, access to WTA officials, coaches and referees.
- Establish and set desirable and minimum criteria for competitions supported by the WTA.
- Establish procedures for non-compliance with set minimum criteria for competitions by 2010.
- Create a template for running competitions to assist competition organisers.
- Provide Technical support to assist tournament/league organisers in the delivery of competitions, as required to ensure sustainable success.
- Run the annual Welsh Touch Series for club sides open to all in Wales irrespective of playing standards.
- Provide an undertaking to affiliated events for the WTA to promote the module through its website and other appropriate media within Wales and abroad as appropriate.
- Establish new leagues in Neath/Swansea and North Wales by 2011
- Establish a regional tournament competition by 2011
- Co-ordinate a national, regional and international Calendar of Events

2) Growth - participation

ACTION

- Appoint Community Development Manager supported by members and volunteers to assist in establishing competitions/ participation where little or none exists.
- Establish a development operational board to co-ordinate increased participation among juniors and adults
- Promote alternative forms of Touch by producing standard rules and promoting events for Beach Touch, Junior Touch & Indoor Touch
- Develop a closer relationship with WRU, Regions, Wales RL to introduce/include Touch into their activities programme.
- Encourage the development of Touch sessions within existing clubs whose primary emphasis is to another sport or activity (e.g. netball).
- Develop a closer relationship with Universities in Wales to introduce/include Touch into their activities programme.

- Implement Touch as an Inter-Mural Games activity in at least one university by 2010.
- Develop an action plan for introducing Touch into the workplace and/or as part of a corporate events.
- Run coaching clinics/try-it sessions as necessary to introduce Touch to new players
- Run coaching clinics/development sessions for existing Touch teams to raise playing standards
- Establish a process to annual assess, review, report and where necessary adapt tournaments following receipt of feedback.
- Promote the involvement of non-WTA clubs and sides in events run by the WTA or its affiliates.

3) Volunteer recruitment & management

ACTION

- Establish a volunteering strategy, including support for volunteers.
- Establish membership of the Wales Council for Voluntary Action to act as WTA counter-signatory for CRB Checks for volunteers to work with children.
- Develop policy on recruitment of volunteers.
- Develop a policy on storage, handling, use, retention, and disposal of disclosures and disclosure information.
- Offer access for volunteers from throughout the country to Touch Europe-accredited basic coaching and refereeing courses.
- Establish a uniform and credible community coaching development framework based on UKCC standards and TFA Coaching model.
- Establish Annual Awards process for recognising and highlighting the contribution and achievement of members/officers & volunteers

4) Youth & Junior Development

ACTION

- Appoint Junior Development Manager with a specific mandate for development of Touch in schools and youth organisations.
- Establish WTA Child protection policy, appropriate risk assessments, and CRB policies.
- Develop an action plan to fully comply with the Framework for safeguarding and protecting children and young people involved in sport in Wales
- Develop a WTA programme and appropriate session plans for all age groups 8-16.
- Provide a Development pack for distribution to schools and Local Authorities



- Establish partnerships with individual primary and secondary schools where links currently exist
- Liaise with Local Authorities 5x60 co-ordinators to introduce 'Tryout' sessions
- Establish links with Teacher Training Colleges within Wales
- Establish partnership with the Urdd to deliver Touch as an activity within their sports programme.
- Liaise with all relevant authorities to establish a pathway for Junior development
- Liaise with WTA affiliates to provide an inclusive and friendly atmosphere towards families and juniors at Touch leagues and competitions.
- Encourage affiliates to run youth and league tournaments and leagues with appropriate assistance from the WTA.
- Re-activate inter-school tournaments between schools where Touch already forms part of the curriculum

5) Raise profile and awareness

ACTION

- To work with the English Touch Association, the Scottish Touch Association and Touch in Northern Ireland to increase membership and the profile of Touch to sufficient levels for the sport to gain official recognition as an activity in the United Kingdom.
- Work with Welsh Rugby Union and Welsh Women's Rugby Union to foster the game of Touch among their members through the adoption of a formal partnership agreement by 2010.
- Develop closer relationships with WSA, SCW and WAG to demonstrate how Touch complies with the requirements of 'Climbing Higher.'
- Deliver demonstration games and mini-tournaments whenever possible to showcase Touch
- Establish closer links with television, newspaper and radio editors and use all media formats to raise awareness of Touch whenever possible
- Establish links between WTA and partner websites, both Touch and non-Touch related.
- Formulate publicity materials to advertise WTA at events.
- Develop additional Lifestyle/feature stories to be placed with Local and National Press.



Strategic Priority Area 3: Technical Development

The WTA aim to provide a top quality services with regard to training and resources in coaching, refereeing and selection at all levels. We will also develop an environment of continuous improvement where elite players, coaches, selectors and referees can flourish.

Key Result Areas: Technical Development

1. Establish a Referee Coaching Programme

ACTION

- Develop a process for the monitoring of competition standards by WTA officials by 2011.
- Provide referee support through local referee co-ordinators and through the provision of Touch Europe training and coaching courses.
- Ensure Wales are represented at all major open international touch competitions.
- Appoint and manage a Referee Co-ordinator to oversee referee development.
- Provide access to approved Touch Europe training courses and ad-hoc ancillary training as required (e.g. First Aid).
- Establish a Referee Coaching Programme through the provision of Touch
- Ensure WTA work towards Europe approved referee coaching qualifications and resources.
- Maintain and improve access to expertise available worldwide.
- Establish and enforce a Disciplinary Procedure for Touch in Wales by 2010.
- Develop a local and national community of referees and contribute to the continuous development of the international refereeing community.

2. Provide access to approved Touch training courses

ACTION

- Make full use of Wales Sports Association membership to provide access to training courses & workshops eg. First Aid.
- Establish a programme of Community Coaching training Courses in Wales for WTA members and affiliates.
- Work with the ETA and touch Europe to host a Level 1 and Level 2 Coaching course in 2010

3. Establish a credible Coaching Development Plan - Domestic

ACTION

- Establish a uniform and credible coaching development framework based on the UKCC standard, incorporating Touch specific coaching based on the Touch Football Australia model.
- Appoint a coaching co-ordinator to oversee coaching development
- Develop a local and national community of coaches in Wales and contribute to the continuous development of the international coaching community.
- Establish a resource library and develop a WTA Basic Coaching Manual to be available by 2010
- Establish a pool of Wales-based accredited presenters of Community Coaching Courses (CCC)
- Establish a programme of Community Coaching training Courses in Wales for WTA members and affiliates.
- Increase year on year the number of accredited coaches in Wales.
- Work with other National Touch Associations to continue to develop coaching standards and experience in the UK.
- Incorporate youth coaching within the WTA coaching structure by 2011

4. Appointment of National Coaching Team

ACTION

- Appoint an Elite Performance Manager National Coaching and National Management team for the National team by 2009 season to oversee selection policy, training and selections to representative sides.
- Publish a selection policy that is fair, open and provides equal opportunities for both national playing squads and referees to national and international competitions.
- Provide resources, training and administrative support to facilitate regional and national selection processes.
- Ensure selection policy at all levels meets eligibility criteria laid down by FIT and monitor compliance.
- Ensure that all national squad coaches are qualified to TFA Level 2 standard by 2011.
- Develop a structured feedback process for all Wales National coaches as part of a continuous improvement process.

5. **Establishing Player Objectives**

ACTION

- Recruit experienced individuals to help develop the National Squad and their Coaches.
- Encourage elite players to obtain coaching and/or refereeing qualifications.
- Develop bespoke training programmes for key identified elite players.

6. **Representation at Leagues and Tournaments**

• ACTION

- Organise an annual Elite League featuring the best club sides in Wales
- Inform members of international competitions involving high quality touch teams.
- Compete to host tournaments aimed at involving elite teams.

7. **• Athlete development (junior / senior / elite)**

ACTION

- Establish a long-term training base for Representative Squads by 2010.
- Develop a regional network for talent identification at WTA and affiliated events
- Establish an academy programme for Youth players into high quality players capable of playing representative Touch.
- Appoint individuals from the existing Wales Teams to act as mentors to young and inexperienced players.
- Establish a programme for to develop non-youth players into high quality players capable of playing representative Touch.
- Develop a Player Improvement and Development process for Elite players through objective setting, quality coaching and targeted feedback.
- Develop a plan to maximise use of resources by exposure of players to specialist input both from within Touch and from other sports where appropriate.

Strategic Priority Area 4: Financial Development

To effectively manage the financial and administrative systems of the organisation

Key Result Areas: Financial Management

Develop and maintain an effective budgeting system

ACTIONS

- Establish sound financial controls to the level required to attract Wales Sport Funding and in accordance with the requirements of Companies House
- Utilise a recognised software package for financial record keeping.
- Engage with Auditors to provide assurance services.
- Produce quarterly Cash Flow Statements and ad hoc reports for review by the company.

Increase and maintain revenue

ACTIONS

- Provide financial advice and support to the Sponsorship and Marketing Strategy.
- Produce fair and consistent fee structures for the company and between the WTA and its affiliates and sponsors.
- Identify opportunities for growth by establishing strategic partnerships with related organisations from both the private and public sectors.
- Support WTA conducted events.
- Develop a programme of social events and activities to raise revenue for the WTA.

The WTA company finance management structure

ACTIONS

- Prepare regular communications to members to promote an environment of openness and participation.
- Ensure joint working between sub-committees where there is a shared interest.
- Conduct an Annual Review of the Strategic Plan by 31 December each year.



Marketing & Sponsorship

ACTIONS

- Develop a Marketing and Sponsorship strategy for the WTA by 2011 to include potential for investment from Grass roots through to National level.
- Appoint a Marketing and Communications Manger to raise the profile of Touch and the WTA
- Establish a range of high quality, standardised WTA sportswear and leisurewear
- Identify other merchandise to promote the WTA brand and identity.
- Promote and sell WTA merchandise via the WTA website shop, at Tournaments and other public events
- Develop a database of potential corporate sponsors by 2010 and begin the process of establishing relationships with them.
- Raise the profile of Touch in both Wales and the UK through coordination with the other Home Nations, therefore making Touch a more marketable product