

Looking Forward

Implementation of recommendations

Outline Terms of Reference

January 2020



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What is this document about?

The independent review of Touch in Scotland proposed a five stage plan:

- Stage 1: Approval by the STA board of the general direction and recommendations of the review - occurred September 2019
- Stage 2: Communications and engagement - is currently underway with regional workshops occurring across late 2019 and early 2020
- Stage 3: Workstream delivery – to be launched in early 2020 reporting to the STA Board in July 2020
- Stage 4: Check and challenge – an independent review of the workstream activity and recommendations
- Stage 5: Relaunch of the new approach to Touch in Scotland.

This document supports the set up and management of Stage 3 - workstream delivery and outlines:

- The nine workstreams to fulfil the eight themes of the review
- The structure and timeframes of the workstreams
- The draft Terms of Reference (TOR) for each workstream group which act as the draft 'scope' for each group.

The STA is issuing a request for Expressions of Interest (EOI) for members of the Touch community to volunteer to participate in one (or more) of the nine workstreams.

The objective of this document is to support this EOI process by providing the Touch community with an understanding of each workstream's expected function and activities.

It is expected that each workstream will refine these draft TORs and develop an action plan as part of their early workstream activities.

What are the areas of focus?

Seven workgroups will deliver their project between January and July 2020 to consider the key themes within the review. Progress has already been made across Performance and Kit and Merchandise so they don't form part of the request for volunteers.

1A

Participation – young people (U18)

1B

Participation – adults (18+)

2

Development – players, referees, coaches

3

Performance

4

Volunteers

5

Engagement and communications

6

Commercial and partnerships

7

Governance

8

Kit and merchandise

What is expected?

Each workgroup will be made up of 6 – 8 members with an appropriate spread of stakeholders. This would include, players, coaches, referees, volunteers and parents from across the regions.

As well as the core members, workgroups are encouraged to consult with others, potentially through focus groups and/or workshops to draw upon the insight and experience across Touch and potentially other sports.

Workgroup members participants would ideally:

- Be involved between January and July 2020
 - There is no expectation of time and effort beyond July 2020
 - It may be that some workgroups finish earlier and others will develop an interim report to be passed onto another
- Be involved in workgroups from the outset and continue to contribute until conclusion
- Be involved in one workstream
 - We are open to people participating in more than one workstream but want give everyone a chance to be involved and to ensure that individuals aren't overcommitting themselves
- Attend around 4 meetings (can be virtually) and participate in activities between meetings

The workgroups will be asked to nominate a Chair to lead the project and report back upon conclusion.

Throughout the projects, members of the STA Board will be available to provide context and insight to support your workgroup activities.

What are the timeframes?

The following table outlines the expected timeframes for the workstreams and their activity.

STA Workstreams	2020								
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
EOI for workstream membership issued									
EOI for workstream membership closes	25th								
Workstream membership announced	31st								
First meeting of each workstream									
TOR for each workstream finalised and sent to STA for approval			13th						
Workstream activity									
Progress updates by workstreams to STA					15th	19th			
Final reporting and recommendations by workstreams to STA							31st		
STA consideration of workstreams' recommendations									
Public comms about workstreams' activities and recommendations by STA									

What do you need to do?

If you want to be involved then please:

- Read through the draft Terms of Reference for each workgroup to understand the scope and role of each stream
- Identify which workgroups are of interest to you
- Complete the **attached** Expression of Interest (EOI) indicating your first, second and third preference for group membership
- If you would like to participate in more than one group then please indicate in the open text of the EOI form.

We envisage that individuals will get their first preference for group membership. If we are needing a particular skillset on another group we will approach you to discuss this before allocating you to a workstream that isn't your first preference.

Please note that EOIs close on 25th January 2020.

If you have views you want to share with us on any of the workstreams but you aren't able to participate on the workstreams then please note that we anticipate opportunities for consultation with the wider Touch community during the workstream delivery phase.

Draft Terms of Reference

1A Participation – young people

AIM: identify ways, and develop appropriate supporting resources, to increase participation of young people under 18 in Touch

TIMEFRAMES:

Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
	First meeting	TOR sent to STA		Update to STA	Update to STA	Reporting to STA		

OBJECTIVES:

- Develop a compelling offer for participation in Touch by those under 18 as players, referees and coaches
- Create accessible toolkits for schools and other groups to get started in Touch
- Engage with Active Schools teams and extend provision of in-service sessions for teachers
- Identify potential funding to provide payment and /or expenses to those facilitating sessions
- Identify and recommend ways to engage young people in Touch as players, referees and coaches.

DELIVERABLES:

- Proposed approach, highlighting timeline, resources required, opportunities, risks and dependencies
- Accessible toolkits for schools
- Developed opportunities with Active Schools and begin to establish training for teachers
- Recommendations around funding options
- Recommendations supported by an action plan for other ways to increase participation in Touch by young people.

INTERDEPENDENCIES WITH OTHER WORKSTREAMS:

- Coordination with '1B' around accessible toolkits
- Coordination with '6' around potential funding to provide payment and/or expenses to those facilitating sessions
- Coordination with '5' around communications planning

1B Participation – adults

AIM: identify ways, and develop appropriate supporting resources, to increase participation of adults over 18 in Touch

TIMEFRAMES:

Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
	First meeting	TOR sent to STA		Update to STA	Update to STA	Reporting to STA		

OBJECTIVES:

- Develop a compelling offer for participation in Touch by those over 18 as players, referees and coaches
- Develop a pathway for ‘game coach’ referees to support the social versions of the game.
- Create accessible toolkits for clubs and other groups to get started in Touch
- Identify potential funding to provide payment and /or expenses to those facilitating sessions
- Develop opportunities to engage university and college students through autumn and winter terms
- Identify and recommend ways to engage adults in Touch as players, referees and coaches

DELIVERABLES:

- Proposed approach, highlighting timeline, resources required, opportunities, risks and dependencies
- Accessible toolkits for clubs and other groups
- Recommendations around funding options
- Recommendations supported by a recommended action plan for other ways to increase participation in Touch by adults.

INTERDEPENDENCIES WITH OTHER WORKSTREAMS:

- Coordination with ‘1A’ around accessible toolkits
- Coordination with ‘6’ around potential funding to provide payment and/or expenses to those facilitating sessions
- Coordination with ‘5’ around communications planning

2 Development

AIM: identify ways, and develop appropriate supporting development programme, to support transition from participation to high performance for **players, referees and coaches**

TIMEFRAMES:

Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
	First meeting	TOR sent to STA		Update to STA	Update to STA	Reporting to STA		

OBJECTIVES:

- Undertake a skills audit across players, referees and coaches to define the priority areas for development ensuring a focus on both 'what' and 'how' to coach for coaches
- Make recommendations for how STA can take action on the priority areas for development for players, referees and coaches
- Create a technical blueprint with clear articulation of the skills, style of play and standards expected across the game for players
- Conduct an audit and stock take of development materials for players and coaches including collating all materials into a single location
- Develop recommendations for a shared and secure online environment for development materials to be stored and shared for players and coaches
- Identify opportunities and recommend actions for STA to encourage those with coaching and development experience from other sports to 'cross train' and support Touch

DELIVERABLES:

- Completed skills audit and accompanying recommendations for actions to address priority development areas
- Technical blueprint for skills, style and standards expected for players
- Compilation of development materials for players and coaches and recommendations for a shared and secure online environment
- Recommendations on encouraging 'cross training' from other sports

INTERDEPENDENCIES WITH OTHER WORKSTREAMS:

- Please note that referees are not included in some of the objectives above as the EFT Referee Commission already supports Scottish Referees with this.

4 Volunteers

AIM: identify ways, and develop appropriate supporting materials and programmes, to support the growth and development of volunteering in Touch to achieve the objectives set out in the other workstreams

TIMEFRAMES:

Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
	First meeting	TOR sent to STA		Update to STA	Update to STA	Reporting to STA		

OBJECTIVES:

- Undertake a stocktake of the existing volunteer numbers and roles within Touch
- Conduct a needs assessment to identify the volunteer roles, numbers, and skills needed to achieve the ambitions of the STA in relation to the other workstreams
- Conduct an analysis of the recruitment, training, development, funding and support needs for volunteers in Touch to fulfil the needs assessment
- Design a volunteer recognition programme
- Design a 'Giving Back' campaign to encourage those in Touch to bring their strengths and experience to sustain and grow the sport.
- Identify funding opportunities to support volunteers and their development needs

DELIVERABLES:

- Completed stocktake, needs assessment and analysis of the existing volunteers, needs for future volunteers and the support needs to bridge the gap
- Designed volunteer recognition programme
- Designed 'Giving Back' campaign
- Identified funding opportunities to support volunteers and their development needs

INTERDEPENDENCIES WITH OTHER WORKSTREAMS:

- Coordination with other workstreams to conduct the needs assessment
- Coordination with '5' around 'Giving Back' campaign
- Coordination with '6' around potential funding

5 Engagement and communication

AIM: develop an engagement and communications plan and materials, to create effective two-way communication within the sport while connecting with those who could be involved in Touch

TIMEFRAMES:

Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
	First meeting	TOR sent to STA		Update to STA	Update to STA	Reporting to STA		

OBJECTIVES:

- Review existing brand, brand elements, templates and brand guidelines
- Build a library of impactful video and photos – drawing on existing materials and developing new materials as desired
- Developing a range of personal stories ('Touch Tales') to share experiences and impact of Touch
- Develop an engagement and communication plan for STA to adopt long term – including core principles, priorities, actions, channels, and metrics/targets to track success as well as identifying roles and resources required to implement the plan

DELIVERABLES:

- Recommendations from review of brand
- Library of videos, photos and 'Touch Tales'
- Recommended engagement and communications plan

INTERDEPENDENCIES WITH OTHER WORKSTREAMS:

- Coordination with '4' around volunteers needed for engagement and communication and designing the volunteer 'Giving Back' campaign
- Coordination with 1A and 1B around the compelling offer and other engagement and communication proposals and activities
- Coordination with '6' around messaging to possible partners, sponsors and funders

6 Commercial and partnerships

AIM: identify opportunities, and develop an approach, for increasing funding and partnerships within Touch

TIMEFRAMES:

Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
	First meeting	TOR sent to STA		Update to STA	Update to STA	Reporting to STA		

OBJECTIVES:

- Identification of partnership, sponsorship and funding bodies relevant for Scottish Touch – including exploring becoming a federated sport
- Develop a commercial strategy to match the ambition of Touch in Scotland
- Develop a clear offer around the benefits of Touch and particular projects that could be attractive to sponsors and/or funding bodies
- Appraise different commercial approaches for membership of STA and Touch activities across Scotland
- Design an approval process for funding and sponsorship applications to avoid duplication

DELIVERABLES:

- Designed commercial strategy with analysis of relevant partnership, sponsorship and funding bodies
- Written, clear offer around the benefits of Touch and areas of interest to funders and sponsors
- Completed appraisal of commercial approaches
- Designed approval process for funding and sponsorship applications

INTERDEPENDENCIES WITH OTHER WORKSTREAMS:

- Coordination with '5' around messaging to possible partners, sponsors, and funders
- Coordination with other workstreams around funding requirements – particularly '1A', '1B' and '4'
- Coordination with '8' around a consistent offer for potential sponsors

7 Governance

AIM: reviewing, refining and clarifying the governance arrangements required for STA to enable it to fulfil its strategic vision and support the relationships between players, clubs, regions, other organisations and the STA

TIMEFRAMES:

Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
	First meeting	TOR sent to STA		Update to STA	Update to STA	Reporting to STA		

OBJECTIVES:

- Review existing governance arrangements including understanding the alignment with the 12 principles within the Scottish Governing Bodies Governance Framework and the relationships between the STA and governing bodies and partners
- Developing a performance framework for the Board
- Establishing clear, risk based minimum standards for activities and events including medical cover, qualifications, and child protection and developing appropriate policies and processes to support these standards

DELIVERABLES :

- Review of existing governance arrangements and supporting recommendations
- Developed performance framework for the STA Board
- Minimum standards and accompanying policies and processes for STA activities and events

INTERDEPENDENCIES WITH OTHER WORKSTREAMS:

- Coordination with '6' around any governance implications of partnerships, sponsorships and funding options being explored

Action plan template

Each workgroup is asked to complete an action plan template based on the table below. This should be submitted along with the finalised Terms of Reference to the STA by the 13th of March 2020.

Updates to the STA for May and June will include submitting this action plan with the progress update and RAG rating completed.

Objective	Activities	Deadline	Responsible owner	Progress update	RAG rating	Comments

Thank you

If you require any further information, please drop
an email to info@scottishtouch.org.uk