



STA NATIONAL  
DEVELOPMENT PLAN

2010 – 2012

## CONTENTS

1. ACKNOWLEDGEMENTS.....	4
2. INTRODUCTION .....	5
3. GLOSSARY OF TERMS.....	6
4. VISION.....	8
5. PURPOSE & KEY OBJECTIVES .....	9
6. MANAGEMENT & ADMINISTRATION.....	10
a. Governance and Affiliation.....	10
b. Membership .....	13
c. Regional Associations .....	16
d. Clubs .....	18
e. STA Officers and Volunteers.....	20
7. FACILITIES .....	21
a. Local and Regional.....	21
b. National Facilities .....	22
8. COMPETITIVE STRUCTURES.....	23
a. Local Events .....	23
b. National Events.....	25
c. International Competition and High Performance .....	27
9. DEVELOPING COACHING AND COACH EDUCATION .....	29
10. REFEREE DEVELOPMENT .....	32
11. YOUTH DEVELOPMENT.....	34
12. INFORMATION, PUBLICITY AND PROMOTION.....	36
a. Information for participants .....	36
b. Wider Publicity and Promotion .....	37
c. Official Recognition.....	38
d. External Partners, sponsors and marketing .....	39
13. FINANCIAL SYSTEMS.....	41
ANNEX A- TIMELINES.....	43
1. National Development Plan – Publication Timeline.....	43
2. National Development Plan - Implementation Timeline.....	44
ANNEX B- SAMPLE DRAFT ARTICLES OF ASSOCIATION FOR THE STA.....	47
Interpretation .....	47
General Structure .....	49
Membership .....	49

General Meetings .....	52
Notice of General Meetings .....	52
Special Resolutions and Ordinary Resolutions .....	53
Nominations for Election to the Board .....	53
Proceedings at General Meetings .....	53
Voting at General Meetings .....	55
ANNEX C- PROPOSED AFFILIATION FEE STRUCTURE .....	57
ANNEX D- BENEFITS OF AFFILIATION.....	58

# 1. ACKNOWLEDGEMENTS

The STA would like to thank the following for their part in putting this plan together:

- Kent Sports Development Unit for their guidance - *A Development Plan Guide For Governing Bodies of Sport and other Sports Organisations*
- Allan Lilly
- North-East of Scotland Touch Association (NESTA)
- Edinburgh Touch
- Glasgow Touch Association
- Stirling Touch

## **2. INTRODUCTION**

Touch in Scotland has consistently developed from an informal park sport in the 1990's through the formation of the Scottish Touch Association (STA) in 2006 to provide opportunities for those who want to play the sport at a more elite level.

The infrastructure that supports the sport has struggled to keep pace with the demands placed upon it. Development in the game: for players, officials, coaches and administrators need to be looked at on a strategic level so that we can invest the limited resources at our disposal as efficiently as possible.

This plan provides a blueprint for changing the STA from a membership-based organisation to one where the Regional Associations (RAs) hold most of the power and responsibility to co-ordinate development, leaving the STA as the national governing body to oversee the national squad, national strategy and policy matters, supporting the RAs where required.

This plan also proposes two fundamental changes in our governance: the first is a shift to a Public Limited by Guarantee Company with Charitable Status in order to reduce the financial liability of its executive and to make it easier to raise funds.

The second is an affiliation structure which will set out for the first time the formal relationship between players, tournament/ league organisers, RAs and the national STA. This fundamental change is required to build a sustainable future for Touch in Scotland and so that we might achieve formal recognition of the sport.

The National Development Plan builds on the aim, vision and values articulated in our Strategic Plan, stating where we are now, where we would like to be and what we need to do to get us there.

We need all parties to take ownership of the plan – everyone has a part to play for us to be successful.

Peter Faassen de Heer

STA President

7 June 2010

### 3. GLOSSARY OF TERMS

**Affiliated Touch Competition Organiser (ATCO)** – An individual or group working within the private, public or third sector who runs a Touch tournament or league. An ATCO typically affiliates through the relevant RA. Exceptions exist – see AETCO).

**Affiliation-Exempted Touch Competition Organiser (AETCO)** – An individual or group working within the private, public or third sector who run a Touch tournament or league for a specific corporate group(s). AETCOs are granted permission and (if agreed) assistance in return for a fee to the STA but are not formally affiliated. They receive no rights, powers or privileges in the STA.

AETCOs also include organisers for whom their affiliation application is pending.

**Central Registered Body in Scotland (CRBS)** - a service which has been operated by Volunteer Development Scotland since 2002. CRBS provides free disclosure checks, guidance, advice and support to voluntary sector organisations and manages the essential service of providing disclosure certificates to voluntary sector organisations working with children, young people and adults at risk.

**Grade 1 Touch Competition** means a Touch competition conducted within Scotland meeting minimum criteria determined by the STA.

**Grade 2 Touch Competition** means a Touch competition conducted within Scotland not meeting Grade 1 Touch Competition criteria

**Junior Players** – Players aged under 18.

**Regional Association (RA)** – A constituted body set up to foster the development of Touch in a specific region within Scotland. An RA that is affiliated to the STA has a vote at the Annual General Meeting of the STA. The AGM appoints the STA's Secretary, Treasurer and Directors.

**Scottish Council for Voluntary Organisations (SCVO)** - The national body representing the voluntary sector in Scotland.

**Senior Players** – Players aged 30 or over.

**STA Board** – Under the proposed Ltd by Guarantee Company structure, this consists of the President, Secretary, Treasurer and Directors for the 5 sub-committees that report to the board. All are appointed by RA representatives at an Annual General Meeting, except the President who is elected by member vote.

**Unaffiliated Touch Competition Organiser (UTC0)** – An individual or group working within the private, public or third sector who run a Touch tournament or league but has not submitted an affiliation application to the STA, accepted or pending. An UTC0 does not receive STA support and those participating may be barred from any STA and FIT events for a period of 1 year from the date of participation.

## 4. VISION

The National Development Plan (NDP) builds on the STA's Strategic Plan – ***Building a Game for All***. As such, the STA's core mission statement, its vision and values drive the NDP and all the actions contained within it.

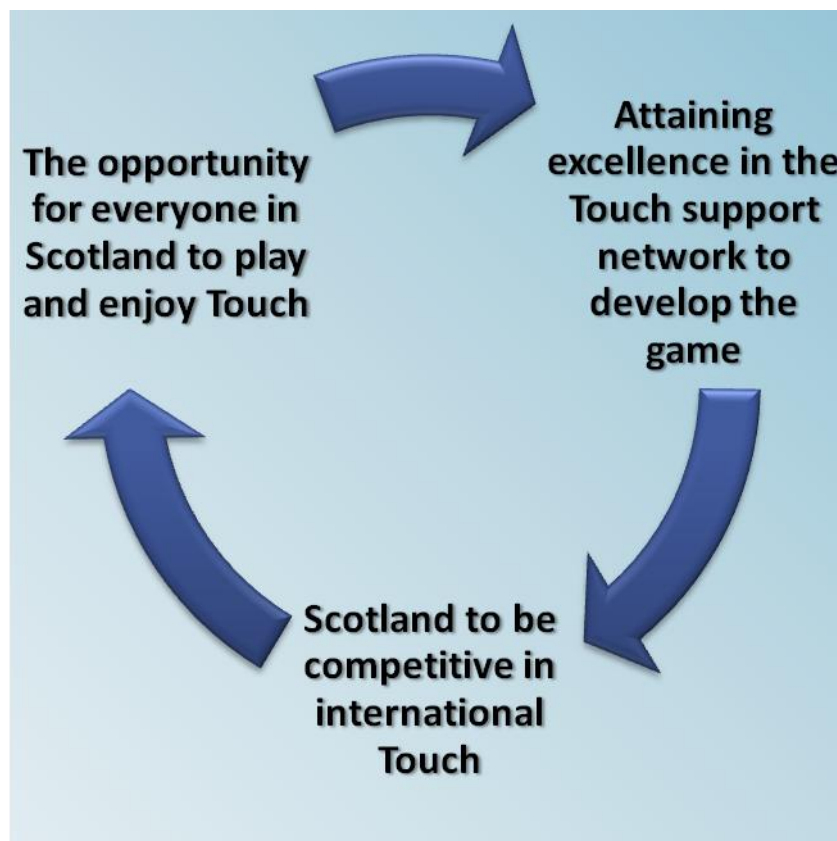
Our **Mission Statement** is:



Unlike some sports, Touch is a game enjoyed by young and old, girls and boys, men and women, top athletes and those looking for a fun way to get fit and healthy, often elite and novices can be on the pitch at the same time. Unusually, both men and women compete on equal terms.

The STA must support and develop all levels of the game in Scotland and play a full role internationally.

Our **Vision** is:





Our **Values** are:

- Enjoyment
- Health
- Achievement
- Accessibility
- Involvement
- Fair Play

The values outlined in the Strategic Plan remind us why people get involved in Touch so the NDP puts in place structures to facilitate and emphasise those aspects of the game.

## **5. PURPOSE & KEY OBJECTIVES**

The National Development Plan is a working document for the Scottish Touch Association which will lead to a more co-ordinated approach to the development of the sport and a more effective deployment of resources.

Key objectives for the plan are to create a structure which:

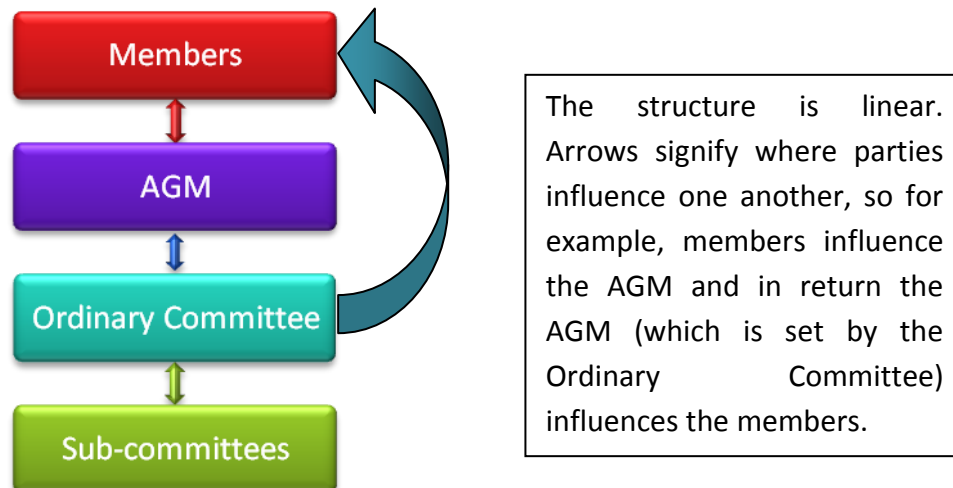
- is simple to manage
- encourages participation in decision-making
- provides a sustained and sufficient income stream for tournaments, regional associations and the STA itself
- develops coaches, players, referees and administrators
- allows teams and clubs to develop and flourish

## 6. MANAGEMENT & ADMINISTRATION

### A. GOVERNANCE AND AFFILIATION

#### Where we are now

The current STA structure is as follows:



The STA:

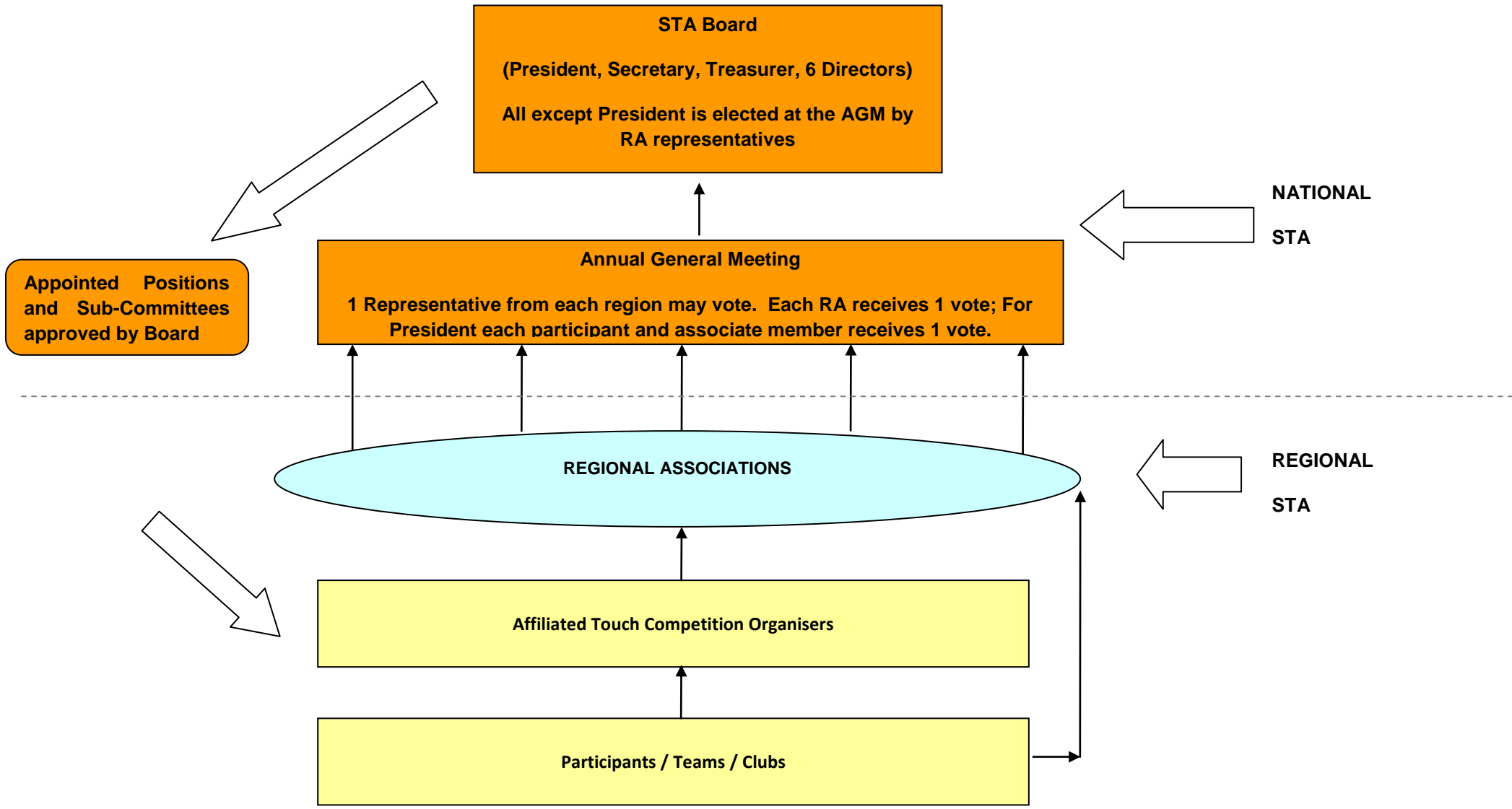
- Is an unincorporated constituted body
- Has an Ordinary Committee (OC) whose membership is elected by members through an AGM. Members are additionally co-opted onto the OC by the OC.
- Has 6 sub-committees each headed by a Director appointed by the OC. Directors have discretion to recruit to their sub-committees. Current sub-committees are:
  - National Squad Management;
  - Coaching;
  - Development;
  - PR and Marketing
  - Referees; and
  - World Cup 2011
- Has no formal affiliation structure or formal recognition of regional associations.

## Where we would like to be

The STA should become an incorporated limited by Guarantee Company. Its Memorandum of Understanding will:

- Have a governance structure set out in the diagram on page 11.
- Set out the roles and responsibilities of the STA Board. The Board will consist of:
  - President
  - Secretary
  - Treasurer
  - 6 Directors (Coaching, National Squad, Referees, Development, PR & Marketing and Volunteer Management).
- Formalise powers to Regional Associations (RAs). These will include the provision of a chosen representative to the STA's Annual General Meeting. The RAs appoint the Secretary, Treasurer and 6 sub-committee Directors to the Board; the President is selected by associate and participant members at the AGM.
- Have a formal affiliation structure. RAs will affiliate to the national STA by paying a fee. In turn, the RA will have Touch Competition Organisers affiliate to them through the payment of a fee. Annex C discusses how the fee structure might work.
- Require the STA to provide a package of benefits to RAs in return for the affiliation fee.
- Set out responsibilities for RAs for the development of Touch locally.
- Provide constituted Touch clubs with additional rights and powers within the new structure. Constituted clubs affiliate to an RA.
- Provide ATCOs with additional rights and privileges. Touch Competition Organisers affiliate to an RA.

The STA should become a recognised charity. The principal benefits of charitable status are tax-related. Special advantageous relief and schemes concerning Income Tax, Corporation Tax, Council Tax/Rates and others are available to recognised charities. In addition, charitable status is beneficial to fundraising. Many grant-giving trusts and foundations can only give funding to recognised charities.



## How do we get there?

There are several issues that need to be agreed on:

- Articles of Association need to be drafted, agreed on and passed at an AGM. A draft document can be found at Annex B.
- Affiliation benefits and fees for RAs – these need to be agreed between the RAs and the STA. The list of benefits needs to be bespoke for adult players, junior players, referees and ATCOs. A suggested list is at Annex D.
- The STA must make an application for charitable status to the Office of the Scottish Charity Regulator.
- Formal Affiliation documentation – this needs to be drafted, agreed to and signed by the RAs and the STA.

## B. MEMBERSHIP

### Where we are now

The STA has free membership. Members join on an individual basis. The bulk of the STA's members are initial joiners, referees (who join at a level 1 course) or national squad players.

Databases for members are held by the STA Secretary, National Director for Referees and National Squad Management Committee. Work is currently underway to amalgamate these databases to make them more useable by the STA. This work links into a review of the STA website. The plan is to create additional functionality to allow members to update their member details.

Current databases fall out of date very quickly and their administration is prohibitively time-consuming.

It is not currently possible to use these databases in targeted communication messages. STA membership cannot be used as a gauge of playing numbers in Scotland. These are estimated by canvassing league organisers for player numbers.

Members are able to influence the decision-making process at an AGM or SGM.

## Where we would like to be

The STA membership system needs to:

- Cater for the different member types that might exist and their respective needs and interests;
- Demonstrate how members can influence the governance of the STA;
- Be useable and accessible by RAs and the national STA;
- Meet Data Protection legislation;
- Meet current STA policy on data management (a requirement for CRBS registration);
- Allow for measurement of player numbers in Scotland. This is a FIT requirement and would help measure the growth of the sport.

## How do we get there?

The new Articles of Association needs to define member types and their role in the STA. Annex B contains a draft – articles 4 to 20 pertain to membership.

The types of members cited are:

- (a) **Affiliated Touch Competition Organisers;** properly constituted organisations including local Touch associations, other not-for-profit organisations and commercial operators, whose primary object shall be to promote participation in Touch by conducting Grade 1 Touch Competitions.
- (b) **Associate Members:** properly constituted organisations whose primary object is other than described in article 6(a) but which subscribe to the objectives of the Company, wish to support it and conduct Grade 1 Touch Competitions.
- (c) **Restricted Members:** such members shall be either:
  - (i) Properly constituted organisations falling within the definition of article 6(a) or (b), which conduct Grade 2 Touch Competitions; or
  - (ii) Individuals or groups without a proper constitution who conduct Grade 1 Touch Competitions or Grade 2 Touch Competitions.

- (d) **Participant Members:** participants who are registered with Affiliated Touch Competition Organisers, Associate Members or Restricted Members and who are eighteen years of age or over at the beginning of the Company's financial year. Participant Members may register with more than one Touch Competition Organiser, Associate Member or Restricted Member.
- (e) **Junior Members:** participants who are registered with Affiliated Touch Competition Organisers, Associate Members or Restricted Members and who are under eighteen years of age at the beginning of the Company's financial year. Junior members may register with more than one Touch Competition Organiser, Associate Member or Restricted Member.
- (f) **Individual Members;** such members shall be either:
- (i) Individuals who are not resident in Scotland but are registered participants of European Touch Competitions and have been selected as members of the National Squad or represent the STA as referees in FIT affiliated events; or
- (ii) Coaches, Managers or any other appointed personnel associated with the National Squad who are not Participant Members.
- (g) **Honorary Life Members:** Individuals who have Honorary Life Membership conferred on them by a General Meeting of the Company on the recommendation of the Board.

ATCOs will need to provide the relevant RA with direct or indirect access to the members so it is vital that clear lines of communication are agreed.

It is important to communicate to participants of any ATCO competition that they are eligible to receive member benefits through the RA and STA. They are also expected to conduct themselves in accordance with the rules of the RA and STA.

A Benefits Package needs to be made available for each of the following groups:

- Adult Touch players
- Junior Touch players
- Referees
- ATCOs
- Affiliation-Exempt Touch Competition Organisers
- Clubs
- National Squad players, coaches and officials

## C. REGIONAL ASSOCIATIONS

### Where we are now

Regional Associations (RA) exist in North-East Scotland (NESTA), Edinburgh, Stirling, Glasgow and Dundee. Only three (NESTA, Glasgow and Stirling) are formally constituted bodies. Edinburgh is working towards getting constituted this summer. The status of Dundee is not known.

There is no formal relationship between the STA and any RA.

RAs have local coaching and refereeing co-ordinators, however, their competence to conduct courses is patchy. National assistance is frequently required, especially at higher levels.

RAs have selection policies to pick representative sides for the National Championships. There is little known consistency in selection policy.

All RAs except NESTA and Dundee have their own website which they use to inform participants about upcoming events in their area.

Member involvement with their RA appears to be minimal even though they may be heavily involved in Touch. RAs that are not constituted provide no formal accountability to their membership.

RAs primary income streams vary, as follows:

<i>Region</i>	<i>Income Streams</i>		
<b>NESTA</b>	Fundraising	Referee Courses	Donation (ATR)
<b>Dundee</b>	Running Events		
<b>Glasgow</b>	Running Events		
<b>Edinburgh</b>	Affiliation Fees	Referee Courses	
<b>Stirling</b>	Running Events	Membership	

RA financial statuses are unknown.

There are many areas where Touch is played without any RA.



## **Where we would like to be**

RAs should be constituted and affiliated to the STA. Affiliation provides benefits and influence for the RAs.

RAs must be accountable to their membership and affiliates.

Existing RAs except Dundee should be self-sufficient by end 2012 with regard to running Referee coaching courses at level 1 and 2; Referee Presenter Course at level 1; and Player Coaching Courses at Community level. Dundee should follow as soon as possible after 2012.

New RAs should be encouraged and created in areas where Touch is played. Perth should form an RA and discussions with a view to forming an RA in the Borders and Highland, need to be underway by end 2012. STA Guide to RAs should inform new RA structure.

All RAs should send a minimum of one team to the National Championships by 2011 and two teams by 2012.

RA income streams should diversify to include affiliation, sponsorship, event fees, fundraising and merchandising.

RAs must make their financial status known to their members and the STA Board on request.

RAs should facilitate Child Protection in sport to affiliated club and individual members.

**RAs should develop all aspects of the sport in their areas.**

## **How do we get there?**

RAs must become constituted as soon as possible to ensure member rights within their organisation.

RAs should accept affiliation to the STA for mutual benefit. This will require discussion and negotiation for existing RAs with the STA. They must be consulted in the development of any affiliation package and their members agree to it. New RAs will need to abide by the existing affiliation package unless altered with the consent of all existing RAs.

RA affiliation rights should be protected by the STA Articles of Association.

RA coaching and referee directors should conduct an analysis as to where additional capacity to deliver coaching and referee courses is required. STA national directors need to address these gaps through Presenter course sessions.

Perth, Dundee and Inverness must be encouraged to send competitive sides to the National Championships. A combination of RA affiliation, STA Coaching, Referee Coaching, local STS events and facilitating attendance by Perth and Dundee teams outwith their locality will encourage participation. Any national squad players from Perth and Dundee should act as role-models.

STA RA Guidance must be completed as a priority.

The STA should develop an Annual Audit for RAs, requesting standard information on financial status, participation, development programmes and so on.

With guidance from the STA National Youth Development Officer, RAs should develop links to the UKCC coaching courses and qualifications marketed through their local authority.

## **D. CLUBS**

### **Where we are now**

There are 8 constituted Touch Clubs in Scotland. These are Aberdeenshire Leopards, Guerrillas, Stirling, Bareback Riders, Six-Pack, Glasgow Lions, Ellon Hoodlums and Superhands.

There is no formal link between any club and RAs or STA although good informal links are held.

Alongside the RAs, Touch Clubs have played a significant role in attracting and retaining new players and teaching them the basics of the sport.

## **Where we would like to be**

Touch Clubs must have a formal role within the national structure.

Touch Clubs must be able to wield a certain level of influence within their own RA and through that with the national STA. Clubs would not initially be members of the STA, but their players, officials and coaches will be through their affiliation to the RA. This situation may change as the number of clubs grow and will be reviewed in future plans.

The number of Touch Clubs must increase significantly.

All Touch Clubs in Scotland have qualified coaches and should therefore be used to help develop junior players.

## **How do we get there?**

Clubs should be encouraged to form and constitute themselves. The STA should support this process by:

- Publishing Club Formation guidance;
- Providing a special benefits package to clubs who affiliate to RAs. These may include special rates on insurance, grants for kit and facility hire;
- Providing certain rights to clubs. Clubs must have voting rights within their respective RA.
- Allowing only clubs to take part in a prestigious National Club Championship with the winning team eligible to take part in the ensuing FIT European Club Championship as Scotland's representative.

## **E. STA OFFICERS AND VOLUNTEERS**

### **Where we are now**

STA Ordinary Committee members and office bearers are elected by the AGM or co-opted by the OC. Sub-committees are responsible for their own recruitment.

All OC positions and some sub-committee positions have formal job descriptions.

Responsibility for the recruitment of volunteers to these posts is decided on an ad hoc basis and therefore lacks consistency in method.

Opportunities to develop and train volunteers are not being identified

Recruitment of people to posts is difficult and time-consuming. There is insufficient knowledge and interest in becoming a volunteer within the STA.

### **Where we would like to be**

The STA needs a formal recruitment process.

STA officers and volunteers should be enabled to develop their skills and feel valued within the organisation.

STA needs a mechanism that makes it easier to make people with the right skills aware of vacancies.

### **How do we get there?**

The STA needs one person at Director level – a Director of Volunteer Management, responsible for the recruitment, management and development of volunteers.

The STA needs to develop a volunteering strategy which should:

- include core principles for the development of volunteers based on SCVO best practice guidance; and
- establish a set method for recruitment.

The Director of Volunteer Management should identify opportunities (Touch and non-Touch) for volunteer development, SCVO courses.

The STA should have a more extensive member database that includes member skills and interests. Furthermore, the Director needs to identify external routes for recruitment (e.g. sportscotland). This will allow better targeted communication of vacancy notices.

## **7. FACILITIES**

### **A. LOCAL AND REGIONAL**

#### **Where we are now**

There are limited facilities available to Touch teams or clubs at the local level. Where Touch clubs are associated with rugby clubs, for example, in Aberdeen, then they have access to playing fields, club house and floodlighting for winter training. However, this situation is rare and Touch is largely played on open spaces and municipal parks with limited facilities available. Often touch is played on half a Rugby pitch which does not conform to FIT standardised dimensions.

Currently few teams and clubs have access to such facilities.

Regional Squad training for National Championships is even less secure and has less access to dedicated facilities.

#### **Where we would like to be**

We would like to see dedicated Touch pitches of the correct dimensions and markings becoming available either within existing rugby clubs or in municipal parks. We realise that this is likely to be a long term goal and that there is increasing pressure on the existing playing fields in Scotland.

#### **How do we get there?**

There are a few opportunities for full sized, dedicated pitches to be made available within existing rugby or sports clubs but until the sport is recognised by SportScotland it is unlikely that dedicated pitches will become available in public parks and sports grounds. Developing closer links with existing Rugby clubs, University Sports organisations may be the best option in the medium term

The STA and RA's have a role in helping ground staff ensure that facilities meet the needs of participants. Resources such as the 'Guide to Running Touch Tournaments' should be used to help educate facility managers and ground staff about our needs.

## **B. NATIONAL FACILITIES**

### **Where we are now**

From 2009 and leading up to the Touch World Cup in 2011, the National Squad has secured access to two first class facilities: the University of Edinburgh' Peffermill playing fields (which will also be host to the 2011 World Cup) and the Aberdeen Sports village (joint Aberdeen City Council, Sport Scotland and University of Aberdeen)

Facilities at Peffermill include:

- Floodlit artificial pitches that can be used during poor weather.
- Grass pitches.
- Synthetic training track.
- Changing facilities.
- Clubhouse providing meeting and catering facilities.
- On-site parking for 160 cars and six coaches.

Edinburgh University also have experience of providing the support for Elite players as they are the current home of the National Hockey Academy.

The Aberdeen Sports Village (ASV) provides a second National Centre with suitable indoor facilities for testing player development under controlled conditions, has a 3rd-generation, FIFA-approved, full-sized indoor football pitch which is suitable for general training. Close by are King's Pavillion playing field suitable for outdoor training although an inability to train on lined pitches has hampered development.

Access to the ASV has at times proved difficult.

### **Where we would like to get to**

Centres need to be spread throughout the main player bases – Aberdeen, Edinburgh and Glasgow so that the burden of travel is shared.

Centres must be fully aware of and be able to cater to national squad requirements, especially in terms of properly marked Touch pitches.

### **How do we get there?**

Formal agreements with several centres need to be established. This will ensure that facility staff are better equipped to handle the requirements of the national squad.

Agreements may be brokered through RA's or existing partners (e.g. Edinburgh City Council) to add value.

## 8. COMPETITIVE STRUCTURES

### A. LOCAL EVENTS

#### Where we are now

Local competitions are restricted to leagues. Many of the operators also run one day events but these are open to participants from other regions and visiting sides from abroad. Open events are covered below (in national events).

Formal leagues are run in 5 cities in Scotland:

- In Aberdeen, a summer, spring and winter league is run by Aberdeen Touch Rugby (ATR). ATR is part of Aberdeenshire RFC. Around 500 players take part in these leagues.
- In Dundee, a summer league is run by Dundee Touch, which is closely linked to Dundee RFC. Around 150 players take part.
- Edinburgh has a large summer league run by Big Blue (Touch Scotland Ltd), a private sector company. Around 1,300 take part. In addition, the Edinburgh Touch Superleague (ETS) runs two leagues for more experienced players – 150 players participate. An Autumn League is run annually for mixed sides which involve 250 players. Both ETS and the Autumn League are run by volunteers.
- Glasgow has one summer league involving 24 teams, around 250 players. This is administered directly by the Regional Association.
- Perth has a small summer league run by the local rugby club. About 100 players take part. The league does not use FIT rules and players do not interact with others out with Perth.

While Stirling has an active Regional Association, it does not currently run any league. Stirling players travel to participate in leagues in Edinburgh and Glasgow.

Leagues that have not received any STA support are being run in Inverness and the Borders. It is not known how successful these are.

There is a massive difference in playing and officiating standard between certain leagues. There is evidence that this is linked to STA support, especially in relation to refereeing.

## Where we would like to be

Leagues need to:

- Provide players with a choice of playing experience from fun and beginner games to competitive match play for more serious players. Players and officials should be given the opportunity to move from one to the other.
- Ensure that play follows the official FIT rules for Touch and is conducted in a safe, fun environment.
- Be encouraged to affiliate to the STA for mutual benefit.
- Increase in popularity. Awareness of the sport must improve amongst the general population and RAs need to assist ATCOs to help market leagues.
- Attract more junior and senior players, especially women. This should be agreed and linked into a local strategy with existing partners.
- Draw on best practice and ideas from each other.
- Allow RA representatives to scout for talent.

## How do we get there?

- Regional Associations (RAs) need to look at where gaps in current provision exist and either work with existing operators to address these gaps or set up additional separate leagues and events. Examples include the Edinburgh Touch Superleague and the Glasgow Beginners Touch Tournament.
- ATCOs and RAs need to work together to ensure that referees are properly trained and players are provided with coaching opportunities.
- The STA Referee and Coaching Directors need to respond to demands from the RAs for referee and player coaching if insufficient capacity exists to deliver that.
- The STAs marketing of the sport must facilitate participation at local leagues.
- The STA should set up a forum where ATCOs can share ideas.
- RAs need to ensure there is opportunity for junior players to play in leagues.
- RAs need to appoint a Talent ID officer to scope out players with potential.



## **B. NATIONAL EVENTS**

### **Where we are now**

A wide range of open tournaments held in Scotland are supported by the STA directly or through the appropriate RA. Except for those in Edinburgh or those run directly by the RA itself, none are currently affiliated.

Events are almost exclusively for mixed teams and attended by local sides, teams from other parts of Scotland and abroad.

Events are typically managed by individual volunteers, RAs or (people working for) Rugby Clubs.

Four events are chosen to form part of the Scottish Touch Series (STS). Its purpose is to encourage teams to travel outwith their locality to take part in events around the country, thereby also increasing participation and interest in the sport.

The STS typically attracts the highest level of touch in Scotland, bolstered by interest from good foreign sides.

Events exist where the STA has not been involved but it is known that these often do not follow FIT rules.

The STA runs an annual National Touch Championships for regional representative sides. Current participation is limited to Aberdeen, Stirling, Glasgow and Edinburgh.

The STA currently supports the Scottish Colleges Sport Development Officer to run two regional one day events and a Finals Day for further and higher education student sides – a total of 10 teams.

There are currently no national competitions for junior players.

### **Where we would like to get to**

- Tournaments should be affiliated through their RA to the STA for mutual benefit.
- RAs should encourage the creation of single sex and junior one day tournaments in their area. These could form part of a greater event or stand alone. This should be agreed and linked into a local strategy with existing partners.

- The STS should include one-day events from Dundee and Perth. Other venues should be considered as new RAs affiliate to the STA.
- The National Touch Championships need to include teams from Dundee and Perth. This might be in the format of a joint side initially.
- The STA should grow the game in further and higher education establishments, encouraging students to join local leagues.

### How do we get there?

- STA should produce a list of affiliate benefits for ATCOs for one-day events.
- Regional Associations (RAs) should embark on a programme to ensure all tournaments in their region affiliate to them.
- RAs need to look at where gaps in current provision exist and either work with existing operators to address these gaps or set up additional separate leagues and events. Examples include the Edinburgh Touch Superleague and the Glasgow Beginners Touch Tournament.
- STA needs to engage with Perth, Dundee and Inverness and offer to assist local organisers to run open national events. These events should form part of the STS at the earliest opportunity.
- The National Touch Championships need to take place in Perth and/or Dundee by end 2012. This event would be facilitated by local organisers with as much or as little input from the STA as is required.
- STA should set up a one-day national event for students in further/higher education to gauge interest in the sport. The event should be co-ordinated with support from the Association of Scottish Colleges in Sport and the SRU.
- STA should work with RAs to provide students at higher and further education establishments with a pathway to joining local leagues and competitions.

## **C. INTERNATIONAL COMPETITION AND HIGH PERFORMANCE**

### **Where we are now**

The STA runs a national squad containing several open-age and restricted-age (30s and 35s) teams, which at various international tournaments. These include the World Cup (every four years, the next is Edinburgh 2011), the European Championships (biennial, in even-numbered years), and the Home Nations (biennial, in odd numbered years).

Scotland is one of the leading European nations. We are currently ranked third in Europe and Scottish teams have won Euros, Home Nations and mainland Europe titles in recent years. Globally, we are in the Tier Two nations, alongside England, Wales, South Africa and Japan.

Almost all squad coaches have Level 1 or Level 2 coaching accreditations, largely paid for by themselves (though some clubs also cover costs). All carry these roles out voluntarily and many are also players and/or fulfil other STA posts.

Physiotherapy support is provided by SPACE clinics through a 'payment in kind' partnership arrangement. Sports psychology, strength & conditioning, and analysis support are provided voluntarily by qualified practitioners.

Selection to the national training squad stems from talent-spotting at the domestic leagues, the STS and other tournaments, and the Scottish National Touch Championships. As a result, all players in the national squad come from or play in Aberdeen, Glasgow, Edinburgh or Stirling, and there are currently no pathways to the national squad for players outside of those four centres.

The national training squad is selected a long time before the summer's major tournament, sometimes as much as 10 months beforehand. This is due to the need to bring many players up to standard with techniques and basic tactical play. This makes it difficult to select newly identified players during the domestic season.

Players, coaches and support staff are self-funding except for physio support. This can get very expensive, particularly in a World Cup or Euros year. Players do not get access to council-run gyms or Scottish Institute of Sport facilities through council or SIS/Sportscotland high performance access schemes. The squad hires facilities for national training sessions with no support or performance development discounts

The skill levels and athleticism of national players varies markedly. The majority sit in the 'amateur' athlete bracket. Some high level athletes have been put off by the lack of recognition for touch and costs incurred.

The international season is very short, sometimes with only one day of Home Nations competition in a summer.

## **Where do we want to be?**

The pre-eminent touch nation in Europe and in the global top four.

Access to a pool of talent from across Scotland with a higher standard of skills and athleticism.

Selection to be closer to tournaments, to allow newly identified players who are of the appropriate standard to enter the squad, and in-season form to be a selection factor.

Players should come into the squad with a pre-existing high level of skill, technical ability and tactical knowledge. Scotland squad training to focus less on teaching basic work and to focus more on executing game plans, learning and implementing sophisticated/high level tactics and techniques, and fine-tuning.

Sponsorship and funding support (Sportscotland, Lottery Funding etc) to cover training, kit, travel and accommodation costs. National squad players to have free or discounted access to gyms and high performance facilities via council and sportscotland institute of sport (SIS) high performance access schemes. The national squad to either have support for facility hire costs or a national training base (possibly through partnership with a school or council)

A longer international season

## **How do we get there?**

Further development in the regions such as the Borders, Dundee, Perth, Highlands and their participation in the STS and National Touch Championships.

Ensuring coaching at the grassroots and domestic level is of an acceptable standard and is teaching the correct techniques and tactics, with a subsequent improvement in standards of domestic leagues and regional coaching.

Improved selection and talent identification processes.

Recognition as a sport by UK Sport, sportscotland, SIS, with subsequent funding support and access to high performance schemes.

Attract significant sponsorship support.

Develop more unilateral and other international competitions for the calendar in addition to the big tournaments (World Cup, Euros etc).

Support for coaches to do Level 3 qualifications and for touch qualifications to fit into the UKCC structure.

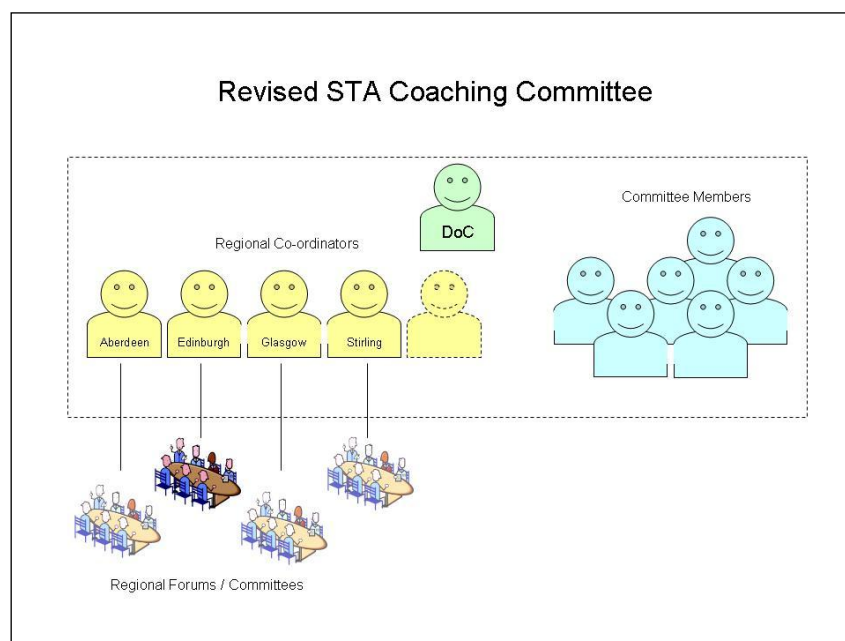
## 9. DEVELOPING COACHING AND COACH EDUCATION

### Where we are now

Touch coaching development in Scotland is organised through the STA Coaching Committee (STACC). This consists of between 6 and 12 members as shown in Figure 1. The STACC is lead by the Director of Coaching (DoC) and consists of:

- The Director of Coaching
- Up to 5 Regional Coaching Coordinators (RCCs)
- Up to 6 other Committee Members (CMs)

Figure 1 - Current STA Coaching Committee Organisation and Regional Links



At present there are 4 RCCs in place and 2 other CMs. There is an RCC in place for each of the main areas in Scotland where touch is played. The RCCs are the key link between the STACC and the coaches and players in Scotland's touch regions.

The RCCs lead a local Regional Coaching Forum (RCF) which deals with coaching needs in that area, whilst still maintaining a communication link with the STACC. At present only Edinburgh has an RCF up and running, with discussion ongoing for the setup of an Aberdeen forum. In other regions coaching coordination is currently done on a less formal basis.

The areas of work that the STACC is currently involved in are summarised in Figure 2. At present most of the committee's effort has gone into **Coach Education** as this has been seen as the best way to leverage the limited resources available and to build a good foundation for future technical development. Level 1 and Level 2 coaching qualifications are only available through visiting tutors from Australia. The lower level Community Coaching Course can be run by the STA CC, using trained courses presenters.

FIGURE 2 - CURRENT STA COACHING COMMITTEE



## Where we would like to be

The aims for development of the STACC between 2010 and 2012 are as listed in Table 1:

**Table 1 - Development Aims for STACC**

<b>Aim</b>	<b>Success Criteria (through end of 2012)</b>
Increase and maintain numbers on STACC	<b>Average of 8 committee members over period.</b>
Establish and support a RCF in each of Scotland main touch regions	<b>RCF established in all regions where there are STA affiliated touch leagues</b>
Increase qualified coach numbers	<b>L1 coaches: 70</b> <b>L2 coaches: 8</b>
Provide coaching education as required	<b>Average at least 3 CCC courses delivered per year</b>
Issue regular communications to all touch coaches	<b>Average at least three STACC newsletters issued per year</b>
Work with other European nations and FIT/TFA in order to remove the reliance on external tutors for the provision of Level 1 courses	<b>Agree with FIT/TFA the criteria required to be met for a European nation to be able to deliver and award Level 1 coaching qualifications</b>
Agree with other UK nations a plan for a unified approach to having touch coaching qualifications UKCC certified <sup>[1]</sup>	<b>Written plan in place and agreed with England, Wales and NI (if applicable)</b>

[1] This aim is contingent on touch being accepted as a recognised sport by UKSport / sportscotland.

## How do we get there?

- Increase numbers on the STACC;
- Encourage the establishment of regional forums;
- Continue organising and promoting Level 1 and Level 2 coaching courses;
- Increase the number of CCCs provided by the STACC.

## **10. REFEREE DEVELOPMENT**

One of the most important aspects of national sport development lies within the skills and knowledge of the referees. In respect of this, referees can play no small part in the game and a greater emphasis must be placed on developing and improving the quality of refereeing as a whole. The sport will only improve as the refereeing capabilities improve. That being said our focus on developing referees must take centre stage.

### **Where we are now**

Presently, the sport of Touch is still relevantly in its infancy but has grown exponentially over the last few years. There are 2 major centres for Touch, Edinburgh & Aberdeen, with several more closely following behind. We are currently experiencing our highest level of growth thus far. This being said there is no current structure for referee training, coaching or development.

In Scotland we have a very large number of level 1 referees due to, in no small part, the structure of the local tournament organisers. Most of the force behind getting people interested in refereeing has been at a local level. Level 2 and above has had a steady incline, but still requires more focus and an increased awareness of why higher level refereeing is important for growth. Elite level refereeing has also seen an increase but requires more focus if we are to bring the quality of Scottish Touch closer to that of our Australasian counterparts.

Current level of qualification:

Level 1: 193

Level 2: 35

Level 3: 10

Level 4: 6

Level 5: 1

### **Where we want to be**

Planning ahead to 2012 we aim to have:

- An increase in referees at all levels by at least 40%.
- A standardised coaching/training program with regular reviews.
- Clear, concise communication between referee community leading to knowledge sharing, increased awareness and greater skill sets.



- Dedicated referee coach at all tournaments.
- Recognised & dedicated Elite level referee program.
- Encourage referees to officiate junior touch events.
- Referee discussion panel.
- Dedicated referee sponsor.
- Raised awareness of the impact higher level refereeing has on the game.

### **How we plan to get there**

To achieve our goals we plan to introduce the following measures:

- Information focal point in the form of a dedicated web page for referees.
- Increase in referee courses nationwide.
- Sponsorship to improve kit, training, coaching and travelling capabilities.
- Specific structure for referee progression through qualification levels.
- Improved tracking of referee career progress and contact details.
- Assistance with referee expenses, especially travel.
- National Annual awards for Referee of the year, Most improved male/female referees etc.
- Dedicated storage for electronic media. i.e. FIT rules, conditioning guidelines etc.
- National referee panel with regular meetings.
- Implement internationally recognised standards for coaching/training criteria for all levels of refereeing.

## 11. YOUTH DEVELOPMENT

### Where are we now?

Following informal sessions in 2008, the STA embarked on its first Youth Development Project in 2009. The project was conceived in partnership with Scottish Rugby, using established groups in the Lothian area with the assistance of local Rugby Development Officers. The project now teaches Touch to 30-40 young people on a regular basis.

The purpose of the above project was for the STA to learn about best practice. Valuable lessons on recruitment of players, coach participation and liaison with Scottish Rugby, parents and teachers have been learned.

The STA is registered with the Central Registration Body for Scotland to facilitate child disclosure for its referees and coaches.

The STA has a Youth Development and a Child Protection Officer, both appointed in 2009.

The STA has a child protection policy and policy on the recruitment of ex-offenders.

The STA supports a locally run youth Touch programme in Kinross. The absence of a local RA there has, however, limited opportunities to develop this further.

As part of the 2011 Touch World Cup, the STA has created the *Adopt a Nation Programme* in partnership with City of Edinburgh Council for local schools to receive coaching from participating nations. The World Cup will also feature a youth tournament.

### Where do we want to be?

Each RA should have its own youth development programme, based on a National Youth Development Strategy. It is likely that there will be a considerable flexibility and choice of models to suit local needs although some aspects will be mandatory, for example, child protection processes.

The main models for youth development will be by working with:

- Scottish Rugby Development Officers;
- Active Schools Co-ordinators/ Local Authorities; or
- A hybrid version of the above.

Although each RA will be responsible for its own youth development programme, the STA will assist where called upon to ensure that standards are maintained.

Using the interest generated by the World Cup, each RA will be expected to run its own youth event thereafter in order to ensure that young people are given an immediate opportunity to play.

Long term, RAs should establish clear pathways to allow juniors to enter into adult competition.

### **How do we get there?**

The STA needs to create a Youth Development Strategy. This should clearly set out the STA's and RAs' roles and responsibilities for any programmes and competitions that they run. It should also re-emphasise the STA's policy on child protection and how touch clubs might be involved in nurturing talented junior players.

The Youth Development Strategy should provide best practice examples from Edinburgh and provide models that RAs can use in their engagement with Scottish Rugby and local authority partners to obtain:

- funding;
- access to facilities;
- access to referees; and
- access to players.

RAs must appoint a Youth Development Officer for their area. This person must establish activity in their area, ideally soon after the World Cup, if not before.

As part of the legacy development from the World Cup, there will be a paid Touch Development Officer within the SRU/STA partnership who will lead on strategy across the RA area and work alongside any identified youth development RA staff.

## **12. INFORMATION, PUBLICITY AND PROMOTION**

### **A. INFORMATION FOR PARTICIPANTS**

#### **Where we are now**

Provision of information about where you can play is patchy and limited to adults in the main RA areas.

The STA provides through its website:

- rules to players and officials in 3 versions – Quick, Standard and Expanded (including interpretations)
- Disciplinary Guidance
- Guidance on how to run Touch tournaments
- Policies on selection

Guidance on club and RA formation is expected imminently.

The STA provides Player and Referee Coaching materials alongside its delivery of courses.

There is only a small amount of audio-visual material available.

#### **Where we would like to get to?**

The STA must signpost opportunities for all participants, including juniors and seniors to play and/or officiate in Touch.

The STA should add:

- Referee Signals
- Coaching tips – incl. fitness and basic technique
- Links to Touch Football Australia and NZ Touch websites to their National Youth Championships and footage of youth touch.

The STA needs to use more audio-visual media to help participants.

### **How do we get there?**

The STA should develop an Annual Audit for RAs (see RAs above). The audit should include details on local development programmes for getting people involved in the sport.

Through Scottish Rugby, the STA needs to establish where informal Touch tournaments are being held, encourage affiliation and publicise or have the RA publicise those events that do affiliate.

A referee signals and coaching package should be secured from FIT and supplemented as required by STA generated material.

## **B. WIDER PUBLICITY AND PROMOTION**

### **Where we are now**

Perceived awareness about Touch is generally limited to those playing the game and their friends and relatives. Rugby players have a variable understanding of the sport but Touch is often misunderstood as an inferior or junior version of rugby rather than a sport in its own right.

The STA has a core brief about the game of Touch for use in press lines.

### **Where we would like to get to?**

There should be an improved understanding and awareness of the sport of Touch among those most likely to become prospective players and officials. This should be measurable.

### **How do we get there?**

The STA must develop a communications strategy. This should tie in with the 2011 World Cup to maximise impact.

The STA must work with external stakeholders, such as local authorities and Scottish Rugby, using them as a vehicle to increase awareness of Touch.

The STA website should have a Youth Touch section for schools and youth development officers.

## **C. OFFICIAL RECOGNITION**

### **Where we are now**

Touch is not an officially recognised sport in Scotland or the rest of the UK. A unilateral approach by Wales Touch Association to have the sport recognised in the UK was made in 2004 but failed.

The STA is not officially recognised by Sportscotland as the national governing body for Touch in Scotland.

The STA is officially recognised by FIT as the national governing body for Touch in Scotland.

Touch has been formally recognised by the relevant sports authorities in many other countries.

### **Where we would like to get to?**

Touch should be recognised by UK Sport and the four home country sporting associations as a formal sporting activity.

The STA should be officially recognised by Sportscotland as the national governing body for Touch in Scotland.

Official recognition will make it easier for the STA to get funding and other support to further Touch in Scotland.

### **How do we get there?**

Engage with the English Touch Association, Wales Touch Association and Touch Ireland to submit a joint bid to UK Sport for formal recognition of the sport of Touch for the 2012 round of applications. This will give the new STA structure the opportunity to bed down and will be following by a successful staging of the World Cup in Scotland.

The STA should make an application to Sportscotland for recognition as the national governing body for Touch in Scotland.

Both applications should be supported by FIT, evidence from other countries, evidence of uniqueness of the sport (backed by SRU support and other similar successful sports), player data and political support.

#### **D. EXTERNAL PARTNERS, SPONSORS AND MARKETING**

##### **Where we are now**

The STA has established strong relationships with a small number of companies. These companies provide sponsorship and in-kind support.

The STA has a formal relationship with only two external stakeholders – Scottish Rugby and the FIT.

There are currently gaps services that external partners could assist with, for example, travel, kit and so on. There are others where further sponsorship opportunities may exist, for example through a provider of whistles.

The STA does not sell any merchandise.

##### **Where we would like to get to?**

The STA must have a consistent approach to sponsorship and marketing across the organisation.

The STA needs to ensure that partnerships are developed for maximum mutual benefit.

The STA needs to extend the benefit of having national partners through RAs to its members. For instance, a national deal to buy balls could lead to cheaper balls being offered to clubs, ATCOs and individuals.

The STA should sell merchandise via its website.

All partnerships must be formalised.

## How do we get there?

Develop a Sponsorship and Marketing Strategy for the STA. The strategy should set out

- its purpose;
- the range of benefits that the STA can provide to any potential sponsor/partner;
- aims and values for any sponsorship deal/ partnership and identify the types of partner organisation that the STA should avoid;
- current gaps in service provision that could be delivered by external partners at no or reduced cost; and
- how the STA might enhance and maintain existing sponsorship deals/partnerships.

The STA website needs to be developed to handle payments and an officer recruited to manage stock and sales of any merchandise.

Develop a template for the formalisation of sponsorship deals/ partnerships to protect the interests, integrity and resources of the STA.



## 13. FINANCIAL SYSTEMS

### Where we are now

The STA has a central account for general administrative purposes and separate accounts for Referees, Coaching and the National Squad. These accounts are respectively managed by the STA Treasurer, National Director of Referees, National Director of Coaching and National Squad Management Committee Chairperson.

The majority of STA income is from participants through events pertaining to that group, for instance referees are charged a small fee for attending referee courses.

The STA does not derive any income from RAs.

The STA does not derive any income from central government although local authorities have supported bespoke projects (e.g. Youth Development in Edinburgh).

The STA derives significant income from private sector partners in return for supporting tournaments (e.g. Activitymix).

STA turnover is on average around £10,000 per annum for a non-Euros/World Cup year. This increases to around £85,000 for a Euros/World Cup year. A small reserve (around £1,000 to £2,000) is usually retained in case of need.

World Cup funding is handled separately by the local organising committee and is being underwritten by the City of Edinburgh Council.

The STA is an unincorporated constituted body and as such, its Ordinary Committee assumes liability for any incurred financial debt.

Most funding received by the STA is on a year to year basis making any long-term financial planning difficult.

### **Where we would like to be**

The STA needs a sustained income stream from RAs but any events for which the RA does the work should result in that RA (not the STA) getting any income.

The STA needs to enter into formal longer lasting partnerships with private sector organisations. All such agreements should be in the form of written contracts.

The liability for any financial debt should be shared out amongst the STA membership.

The STA's financial systems should allow for the hiring of paid employees.

The STA should ensure that it manages its tax obligations as effectively as possible.

### **How do we get there?**

The STA must establish a formal affiliation structure for RAs. This includes the establishment of an agreed affiliation fee rate.

The STA must create a Sponsorship and Marketing Strategy. This should establish a framework for longer-term contracts with partners.

The STA should become a Limited by Guarantee Company with Charitable Status. This will mean that the STA accounts will require independent auditing.

# ANNEX A- TIMELINES

## 1. NATIONAL DEVELOPMENT PLAN – PUBLICATION TIMELINE

Item	January					February				March				April				May					June				
	3	10	17	24	31	7	14	21	28	7	14	21	28	4	11	18	25	2	9	16	23	30	5	12	19	26	
1 <sup>st</sup> Draft	█	█	█	█																							
OC Approval					█	█	█	█																			
2 <sup>nd</sup> Draft								█	█	█	█	█	█														
RA feedback														█	█	█	█	█	█								
3 <sup>rd</sup> Draft																		█	█								
Stakeholder and Member consultation																					█	█	█				
Final Draft																							█				
Final OC Approval																							█				
Publication on STA Website																							█				
Dissemination to RAs, external stakeholders																							█				
Approval at AGM (with any amendments)																											█







# ANNEX B- SAMPLE DRAFT ARTICLES OF ASSOCIATION FOR THE STA

THE COMPANIES ACT 1985

COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL

ARTICLES OF ASSOCIATION

OF

SCOTTISH TOUCH ASSOCIATION LIMITED

## INTERPRETATION

1. In these articles:

**the Act** means the Companies Act 1985 including any statutory modifications or re-enactments thereof for the time being in force;

**the articles** thereof; means these articles of association or any article thereof;

**the Board** means the board of directors and the President of the Company;

**the Company** means Scottish Touch Association Limited;

<b>the Directors</b>	means the directors of the Company;
<b>clear days</b>	in relation to a period of notice means a period excluding: <ul style="list-style-type: none"> <li>•the day when the Notice is given or deemed to be given; and</li> <li>•the day for which it is given or on which it is to take effect;</li> </ul>
<b>European Touch Competition</b>	means a Touch competition conducted out with Scotland but within Europe and which is affiliated directly or indirectly to a national governing body that is a member of the Federation of International Touch;
<b>Grade 1 Touch Competition</b>	means a Touch competition conducted within Scotland meeting minimum criteria determined by the Board;
<b>Grade 2 Touch Competition</b>	means a Touch competition conducted within Scotland not meeting Grade 1 Touch Competition criteria;
<b>the memorandum</b>	means the memorandum of association of the Company;
<b>a member</b>	means a member of the Company;
<b>participant</b>	means a person, including officials, players, referees, coaches and managers, who participates in a Grade 1 Touch Competition, Grade 2 Touch Competition or a European Touch Competition and is registered with the competition organiser;
<b>Regional Associations</b>	constituted organisations who are affiliated to the Company and whose members receive membership of the Company under article 7b.
<b>the Secretary</b>	means the secretary of the Company or any other person appointed to perform the duties of the secretary



of the Company, including a joint, assistant or deputy secretary;

**staff** means the employees of the Company (whether full-time or part-time), and contractors and consultants whilst working for and volunteers specifically retained to assist with the work of the Company;

**Standing Orders** Rules and regulations

**Touch** means the game, also sometimes referred to as Touch Rugby or Touch Football, played under the rules of the Federation of International Touch.

2. Unless the context otherwise requires, the singular shall include the plural and vice versa, the masculine shall include the feminine and bodies corporate and unincorporated. Subject as aforesaid, any words or expressions defined in the Act shall, if not inconsistent with the subject or context, bear the same meaning in these articles.

## **GENERAL STRUCTURE**

3. The structure of the Company shall consist of:
  - (a) The members, who have the right to attend general meetings and have important powers under the articles and the Act; in particular, the members shall take decisions in relation to changes to the articles and elect people to serve as directors, subject to article [ ].
  - (b) The Directors, who are responsible for the governance of the Company; in particular the Directors shall hold regular meetings during the period between annual general meetings and generally control and supervise the activities of the company.

## **MEMBERSHIP**

4. The Company is established for the purposes expressed in the memorandum.
5. The subscribers to the memorandum and such bodies and individuals as are admitted to membership in accordance with the articles shall be members of the Company.

6. There shall be the following categories of Membership:
- (a) Touch Competition Organisers; properly constituted organisations including local Touch associations, other not-for-profit organisations and commercial operators, whose primary object shall be to promote participation in Touch by conducting Grade 1 Touch Competitions.
  - (b) Associate Members: properly constituted organisations including Regional Associations whose primary object is other than described in article 6(a) but which subscribe to the objectives of the Company, wish to support it and conduct Grade 1 Touch Competitions.
  - (c) Restricted Members: such members shall be either:
    - (i) Properly constituted organisations falling within the definition of article 6(a) or (b), which conduct Grade 2 Touch Competitions; or
    - (ii) Individuals or groups without a proper constitution who conduct Grade 1 Touch Competitions or Grade 2 Touch Competitions.
  - (d) Participant Members: participants who are registered with Affiliated Touch Competition Organisers, Associate Members or Restricted Members and who are eighteen years of age or over at the beginning of the Company's financial year. Participant Members may register with more than one Touch Competition Organiser, Associate Member or Restricted Member.
  - (e) Junior Members: participants who are registered with Touch Competition Organisers, Associate Members or Restricted Members and who are under eighteen years of age at the beginning of the Company's financial year. Junior members may register with more than one Touch Competition Organiser, Associate Member or Restricted Member.
  - (f) Individual Members; such members shall be either:
    - (i) Individuals who are not resident in Scotland but are registered participants of European Touch Competitions and have been selected as members of the National Squad or represent the STA as referees in FIT affiliated events; or
    - (ii) Coaches, Managers or any other appointed personnel associated with the National Squad who are not Participant Members.
  - (g) Honorary Life Members: Individuals who have Honorary Life Membership conferred on them by a General Meeting of the Company on the recommendation of the Board.
7. The Board has the power to create new categories of membership so long as the effect of this is not to alter the rights, privileges or obligations of an existing category of members.
8. Members shall be bound by and shall abide by the articles, and any other rules or regulations made by the Board under the powers conferred by the articles and the memorandum, as well as by any codes of conduct, disciplinary procedures and anti-doping programmes which may be adopted from time to time by the Board. Any failure by any such member so to act will render such person or organisation with which he is

registered liable to be treated as having been guilty of misconduct in terms of article [ ] and they may therefore be subject to discipline in terms of article [ ].

9. Unless with the prior written approval of the Board, it shall be a precondition of membership that each organisation and individual conducting Touch competitions shall subscribe to the Company's child protection policies and procedures.
10. Any organisation or person conducting Touch competitions desirous of joining the Company shall submit a membership application form, which may be obtained from the Secretary. The applicant shall provide such information and supporting documentation as may from time to time be required by the Board together with the appropriate annual subscription.
11. The Board may, at their discretion, refuse to admit any organisation or person to membership. Membership is open to all and no applications will be refused on other than reasonable grounds. There will be no discrimination on grounds of race, occupation, sex, sexual orientation or religious, political or other opinion.
12. The Board shall consider each application for membership at the first Board meeting held after receipt of the application and may at their discretion hear verbal submissions from the applicant. For the avoidance of doubt, admission or affiliation will not be granted until the Company has received the appropriate annual subscription. The Board shall, within a reasonable time after the meeting, notify the applicant of their decision on the application.
13. Registration as a participant with an Affiliated Touch Competition Organiser, Associate Member or Restricted Member shall be treated as an application for membership with the Company.
14. An application for selection or appointment to any position with the National Squad will be treated as an application for membership of the Company.
15. The annual subscription (if any) and fees payable by members to the Company shall be determined by the Board and may vary from time to time. The Board shall also determine the timing and manner of payment.
16. Members whose subscriptions and/or fees have not been paid and received by the date set by the Board shall not be entitled to receive any of the benefits, advantages, privileges and services of membership unless otherwise approved in writing by the Board.
17. Any Affiliated Touch Competition Organiser, Associate Member or Restricted Member shall cease to be a member of the Company if:
  - (a) A resolution to wind up the organisation is passed; or
  - (b) the organisation or person notifies that company in writing of their resignation as a member; or
  - (c) The organisation or person fails to meet financial or other obligations to the Company by a date notified in writing by the Board to the member. Such notification shall include a clear statement from the Board for the reason the notification is being sent.

18. Any Participant Member shall cease to be a member of the Company within 13 full calendar months of the date of their last registration with a Touch Competition Organiser, Associate Member or Restricted Member.
19. Any Individual Member shall cease to be a member of the Company if they cease to be a player, coach, manager or other appointed personnel associated with the National Squad.
20. The rights and privileges of membership are not transferable and shall be withdrawn when a member ceases to be a member for whatever reason.

## **GENERAL MEETINGS**

21. The Board shall convene an annual general meeting in each calendar year (but excluding the year in which the company is formed); the first annual general meeting shall be held not later than 18 months after the date of incorporation of the company.
23. Not more than 15 months shall elapse between one annual general meeting and the next and each annual general meeting shall be held within 5 calendar months of the end of the Company's financial year.
24. The Board may convene a special general meeting at any time.
25. The Board must convene a special general meeting if there is a valid requisition by members (under section 368 of the Act) or a requisition by a resigning auditor (under section 392A of the Act). A valid requisition by members shall require signatures of not less than thirty Regional Associations, Associate Members, Participant Members or combination thereof.

## **NOTICE OF GENERAL MEETINGS**

26. Affiliated Touch Competition Organisers, Associate Members and Participant Members shall be entitled to receive notice of all general meetings.
27. The Secretary shall inform all members who are entitled to receive notice of the intended date of every Annual General Meeting in writing not less than six weeks before that date. Notices of motions or resolutions to be brought before the Annual General Meeting shall be sent in writing to the Secretary not less than four weeks before the intended date. Thereafter at least 21 clear day's notice must be given of the annual general meeting.
28. At least 21 clear days' notice must be given of any special general meeting at which a special resolution or a resolution requiring special notice under the Act is to be proposed; all other special general meetings shall be called by at least 14 clear day's notice.
29. A notice calling a meeting shall specify the time and place of the meeting; it shall indicate the general nature of the business to be dealt with at the meeting and if a special resolution or a resolution requiring special notice is to be proposed, the notice shall also state that fact, giving the exact terms of the resolution.

30. A notice convening an annual general meeting shall specify that the meeting is to be an annual general meeting; any other general meeting shall be called a special general meeting.
31. Notice of every general meeting shall be given in writing to all members entitled to receive notice, the Board and the auditor. A notice served by post shall be deemed to have been served on the day following that on which it was put into the post.
32. The accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any person entitled to receive notice shall not invalidate the proceedings of the meeting.

### **SPECIAL RESOLUTIONS AND ORDINARY RESOLUTIONS**

33. For the purposes of these articles, a special resolution means a resolution requiring 75% or more of the votes cast on the resolution at a general meeting for it to be passed, providing proper notice of the meeting and of the intention to propose the resolution has been given in accordance with articles 26 to 30; for the avoidance of doubt, the reference to a 75% majority relates only to the number of votes cast at the meeting and no account shall be taken of abstentions or members absent from the meeting.
34. For the purposes of the articles, an ordinary resolution means a resolution passed by majority vote at a general meeting and no account shall be taken of abstentions or members absent from the meeting, providing proper notice of the meeting has been given in accordance with articles 26 to 30.

### **NOMINATIONS FOR ELECTION TO THE BOARD**

35. Nominations for election to the Board shall be lodged with the Company Secretary at least four weeks before the date of the Annual General Meeting on a form provided for that purpose. The Company Secretary must advise Regional Associations of the closed list of nominations at least three weeks before the date of the Annual General.

### **PROCEEDINGS AT GENERAL MEETINGS**

36. No business shall be transacted at any general meeting unless a quorum of members is present; the quorum for a general meeting shall be 30 Participant Members or authorised representatives of Affiliated Touch Competition Organisers or Associate Members. The quorum must include designated representatives from at least 3 Regional Associations.

37. If a quorum is not present within half an hour from the time appointed for the meeting, or if during a meeting a quorum ceases to be present, the meeting shall stand adjourned to such time and place as may be fixed by the chairperson of the meeting.
38. At all general meetings, the President shall preside as chairperson. If the President is not present within 15 minutes of the appointed time for the meeting and willing to act, the Directors present shall elect one of their number to be chairperson.
39. The chairperson may, with the consent of any meeting at which a quorum is present (and shall if so directed by the meeting), adjourn the meeting from time to time and from place to place, but no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place. When a meeting is adjourned for 14 days or more, at least seven clear days' notice shall be given specifying the time and place of the adjourned meeting and the general nature of the business to be transacted. Otherwise it shall not be necessary to give such notice.
40. The business to be transacted at the Annual General Meeting shall include, where appropriate:
  - (a) Roll Call and appointment of returning officer and scrutineers;
  - (b) the approval of the Minutes of the previous annual general meeting and of any subsequent special general meetings;
  - (c) such reports as the Board consider appropriate to bring before the annual general meeting for approval or information;
  - (d) submission of Financial Statements and Auditor's Report
  - (e) consideration of any resolutions proposed;
  - (f) the election of the President
  - (g) the election of Directors;
  - (h) the appointment of an independent auditor;
  - (i) any other competent business.
41. The members in annual general meeting shall elect annually from nominations made in accordance with article 34 a President. No President shall be entitled to serve more than three years continuously (unless he is elected separately as a Director) but will be eligible for re-election after an interval of one year.
42. At each Annual General Meeting, one third of the Directors (or the nearest number upwards) shall retire from office. If no other Director or Directors has or have decided or agreed to retire thereat, the Directors to retire at the Annual General Meeting shall be the one or ones longest in office since their last election but, as between persons elected or last elected on the same day, the one or ones to retire shall (unless they agree amongst themselves) be determined by lot.
43. The members in annual general meeting shall elect up to five Directors from nominations made in accordance with article 34. No Director shall be entitled to serve more than six

years continuously (unless he is elected separately as a President in terms of Article 5.6) but will be eligible for re-election after an interval of one year.

## **VOTING AT GENERAL MEETINGS**

44. Every member who is a Participant Member or Associate Member shall have one vote. For the avoidance of doubt, Restricted Members, Junior Members and Honorary Members shall not have a vote.
45. Affiliated Touch Competition Organisers and Associate Members shall by resolution of its directors or management committee appoint one person as a representative. The person so appointed shall be entitled to exercise the same powers on behalf of the organisation that he represents as that organisation could exercise if it were an individual. Touch Competition Organisers and Associate Members shall advise the Secretary of its appointed representative's name, address and phone number in writing prior to the opening of the general meeting.
46. Every person present may only exercise a vote in one capacity and may not represent more than one Corporate Member.
47. No proxy vote shall be allowed.
48. All matters on which a vote takes place, other than on special resolutions, shall be decided by a simple majority.
49. At any meeting an ordinary resolution put to the vote shall be by a show of hands, unless a poll is demanded. Such a demand may be made before or on the declaration of the result of the show of hands by the chairperson or any member entitled to vote as described in article 44.
50. Unless a poll is demanded under article 49, a declaration by the chairperson that a resolution has on a show of hands been carried or carried unanimously or by a particular majority or lost and an entry to that effect in the book containing the minutes of the proceedings shall be conclusive evidence of the fact without proof of the number of votes recorded in favour of or against the resolution.
51. In case of an equality of votes, whether on a show of hands, poll or ballot, the chairperson shall be entitled to a second or casting vote.
52. Where voting is required to be by secret ballot or where a poll is demanded, the chairperson will appoint a returning officer and scrutineers. In the event of a ballot for an election, the chairperson may not appoint any candidate for election as scrutineer or returning officer.
53. In elections to the Board for the Company Secretary, Treasurer and all Directors, votes shall be cast by the designated representatives of Regional Associations only. The outcome of such elections will be determined by a simple majority. All such elections will be open.
54. In elections for President, all Participant members and Associate members shall have one vote. The outcome of such elections will be determined by a simple majority. The

election may be conducted through a secret ballot at the request of any Participant member or Associate member present at the meeting.



## **ANNEX C- PROPOSED AFFILIATION FEE STRUCTURE**

The following provides a proposed affiliation fee structure for the STA, its Regional Associations, Affiliated Touch Competition Organisers and participants. Many of the elements discussed below have already been successfully trialled by Edinburgh Touch with local private and voluntary sector ATCOs.

### **Principles**

The following principles guide the establishment of the fee structure. Any structure must be:

- Transparent
- Simple to administer
- Proportionate
- Deliver clear benefits for all (see Annex D)
- Fair

### **How will it work?**

ATCO's will pay a minimum of 4% of Tournament Entry Fee income to the relevant RA. The timing of the payment is at the discretion of the RA but should typically be within 1 month from the start date of the Tournament.

The ATCO may of course take whatever action it wishes to ensure that its costs are covered, including a raising of player entry fees, however any increase should be proportionate.

The RA will pay the STA 10% of the combined ATCO affiliation fees for its region. Payment should be made to the STA by 1 December each calendar year.

### **Rationale**

The above process is simple and players should be made aware that 4% of their entry fees go towards affiliation to the RA. The system is fair because the more you play, the more you pay; in addition, an RA with a larger player base will receive a larger income but must also pay the STA more.

The 4% minimum rate follows the Edinburgh trial where this was determined to be a fair amount though many ATCO's donate more.

The 10% rate has been suggested by RAs as a fair rate. It is proposed that this is trialled for one year and evaluated.

## ANNEX D- BENEFITS OF AFFILIATION

The matrix below provides a comprehensive list of benefits associated with affiliation between participants, Tournament Organisers, Regional Associations and the STA. Not all benefits will apply to all parties; nor are all reliant on money – some arise thanks to better engagement between the parties. Some of these are already being achieved at a very basic level but affiliation would allow more to be done.

The STA will stop providing free resources for Unaffiliated Touch Competition Organisers, except on an introductory basis.

Benefit	Players	Refs	ATCO	RAs	STA	Rationale
Player coaching provision	X			X		Additional resource will help RAs to deliver coaching to more players, especially beginners, pushing up the standard of play.
Providing player development pathways	X			X		RA's will have more resource for talent ID and capacity to introduce interested players to higher level games/ superleague tournaments
Greater knowledge about the sport	X		X	X	X	More capacity for development officers at national and local levels to engage with schools, rugby DOs and others to make them understand what Touch is and how it can help achieve aims for inclusion and physical activity. Better awareness also leads to increased participation.
Basic insurance cover	X	X				This is the most demanded participant benefit. The extent of cover is dependent on income and is currently under investigation. Registration will be required for insurance purposes.
Access to subsidised premium insurance cover	X	X				The STA may not be able to buy extensive insurance cover for all but it will arrange a substantial discount as part of the overall package. This gives participants flexibility to cater for their own circumstances.
Guaranteed minimum standard for tournaments	X	X	X			An affiliated event will be required to meet minimum standard that ATCOs may use to help sell their event. Players and referees can see at a glance that an event will warrant their participation.
National disciplinary network	X	X	X			ATCOs, RAs and the STA will share a national disciplinary network and standards ensuring that all players are dealt with consistently and fairly and that ATCOs and participants are protected from disruptive

						players nationwide.
Access to qualified referees	X	X	X			Only ATCOs and AETCOs will have access to STA trained referees. A portion of the affiliation fees will be devoted to referee development.
FIT Affiliation	X	X			X	STA affiliation to FIT is AUS\$2,000 per year and allows access to FIT events (all internationals) and indirect benefits such as: referee panels to improve our top referees and referee coaches, courses for coaches and coaching presenters. FIT affiliation funds the expansion of touch across Europe leading to more opportunities for participant members.
Funding for youth development			X	X	X	Helps buy kit for junior players and time for coaches and development officers + can unlock further match funding. Support would be mainly channelled through RAs and clubs with junior players/ sections.
Free and subsidised referee kit		X		X	X	In addition to free shirts, other kit may become free as standard or on reaching a milestone and conveys a professional image for the sport and STA at home and abroad. It also develops brand awareness for the STA and RA (if the RA chooses to add a regional brand)
Access to collective bargaining for kit	X		X	X		STA will source bulk deals on equipment for players (e.g. uniform) and ATCOs (e.g. balls). RAs may do the same or tap into STA deals. Only affiliated members will have access to this benefit.
Accurate player databases			X	X	X	An incentive for registration will be insurance cover leading to a more accurate database of participants. This can be used by STA and RAs to measure participation and for marketing purposes (incl. ATCOs).
Recognition of the sport and STA					X	Sport Scotland has indicated that a formal affiliation structure is a pre-requisite to recognition of Touch as a sport and STA as its national governing body. Recognition would allow access to formal sports funding programmes and help negotiations with potential commercial and public sector partners.
Sustainable income stream				X	X	A sustainable income stream allows budgetary planning and control to take place.
Referee exchange programmes		X	X			Increased resources allow the funding of referee exchanges, giving promising referees opportunities to develop more quickly and helping to boost referee numbers here for certain events.
Referee badge courses		X	X			Additional resource will help provide more referee courses, especially

						at level 3, giving referees more opportunities for development.
Marketing of open competitions	X	X	X			An expanded affiliation network will make it easier to share and market open competitions and events, giving participants new opportunities to enjoy the sport and its social aspect and develop themselves if desired. ATCOs can use this network to increase participation of events.
Resource for paid posts					X	In the medium to long-term, income may be sufficient to employ officers part or full-time. This would massively increase capacity to develop the sport and reduce dependence on volunteer time for basic tasks.
Incentivising national expansion for Touch			X		X	The larger the affiliation structure, the more attractive it becomes to investors and the more cost-effective common purchases become (through economies of scale). ATCOs can make themselves more attractive to sponsors through running an STA affiliated event.
Protection of intellectual property			X	X	X	In the medium term, the right to run Touch events (using the FIT rules) will be restricted to affiliates only. STA will protect ATCOs from having their competition undermined by UTCOs who badge their activity as 'Touch' and yet is fundamentally different to FIT rules.