

Three blue silhouettes of people are positioned in the upper right quadrant of the page. From left to right, there is a taller figure, a shorter figure, and another taller figure, all facing right. They appear to be in a group, possibly engaged in a conversation or a shared activity.

STRATEGIC 3 YEAR GROWTH PLAN

Touch Association Singapore

2016 - 2018 (3 year plan)

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EXECUTIVE SUMMARY

TOUCH ASSOCIATION SINGAPORE – ORGANISATION STRUCTURE

The Touch Association Singapore (TAS) is a not for profit organisation led by an Executive Committee comprised of long serving leaders in the touch and corporate community in Singapore all of whom are dedicated volunteers.

Our Mission

To be the sport of choice in Singapore and ensure it is accessible and enjoyable for everyone.

Our Vision

To build a strong foundation for the development of touch for all players, referees and coaches from children, youth to senior levels. In addition, to provide inclusive access to participate in high quality touch competitions all year round and ensure the game is strong at the representative level.

Our Players

To provide multiple pathways yearly for junior and senior players enabling them access to touch at whatever level that they aspire to reach. Key to the success of these pathways is timely and transparent information in a nurturing environment.

Formation of TAS

The decision to form TAS was not taken lightly given all representatives of TAS were fully aware of the potential consequences of being a non-FIT affiliated organisation. Over the last five years and in particular the recent 12 months there has been increasing dismay and concern amongst the touch community in relation to the administration and lack of growth of the sport. There are a multitude of issues and factors that have led to this, these include but not limited to:

1. The lack of transparency nor the collaborative committee, structure or governance befitting a national sporting representative body.
2. Substantial increases in participation fees resulting in the game being financially inaccessible to many students and youth, particularly the citizens of Singapore.
3. Continuous poorly delivered and administered competition leagues that has not evolved or improved over an extended period of time.
4. The lack of structure and development of referees which has now resulted in insufficient referee numbers to support the game.
5. The development of junior touch has been non-existent and the recent decision to exclude under 18's in the league has resulted in many of the youth looking at alternative sports.
6. A lack of a clearly defined Elite player pathway with leagues and competitions being held in isolation of each other with local administrators, schools, clubs and teams acting in silos.
7. Inappropriate governance structure resulting in zero support from the Singapore Sports Council that has programs in place to offer financial grants.
8. No substantial sponsors on board to provide awareness, branding or financial support to grow the game.

9. Limited dynamic marketing or promotion of the game in Singapore across any platform; social media, website delivery, video and photography.
10. No development officers engaged to grow the sport at grass root levels.

This strategic three year growth plan sets out to illustrate the merits of TAS as a touch administrator and how together with FIT affiliation, the game of touch can flourish in line with the clearly stated objectives of the FIT goals and constitution.

SIX KEY EXPECTED OUTCOMES OF TAS STRATEGIC THREE YEAR ROAD MAP

1. An established clear and active committee providing transparency, governance and passion to the sport of touch and the Singapore sporting community.
2. Player membership growth and participation, particularly amongst local citizens at the junior and grassroots level.
3. Effective touch education programmes with named sponsors supporting costs for player, referee and coaching development.
4. Increase measureable levels of sponsorship/ grants and fundraising.
5. Re –investment of funds back to the game.
6. Creating a true community and family sport for all to play, support, volunteer and contribute!

TAS KEY PERFORMANCE AREAS (KPA's)

KPA	Focus area	Goal or objective
Administration	Sport administration	Produce agendas for and minutes of meetings
	Corporate governance	Develop a governance structure for all clubs/schools/teams who can benefit from
Marketing	Sponsorship	Obtain title sponsors for the League and Referee sections
	Fundraising	Implement fundraising activities increasing development funds
	Social Media	Increase activity on social media websites and promote the game amongst youth
	Communications	Produce monthly newsletters
Participation and athlete/referee/coach development	Events	Organise & operate two annual leagues Organise local schools league Organise independent schools league Organise & operate representative series for age-group and national team development. Organise & operate regional tournaments
	Participation development	Increase player numbers by 20% in 2016 and 30% 2017
	Juniors/schools	Increase team numbers
	Coaching	Provide ongoing coaching clinics. Provide coaching program pathways from foundation, talent to elite. Provide a mentorship program to all local referees To have five level 1 and two Level 2 coaches qualified
	High performance programs	Increase number of clinics for the national team as well as pathway development through selection panel for talent identification across age groups.
	Refereeing	Provide ongoing referee educational courses and mentoring to progress referees through the levels. Increase referee numbers by 50% and increase standards of all referees.
Finance	Operational budgets	Produce yearly transparent operating budget
	Financial reporting	Produce balance sheet and profit and loss statements

HOW WILL TAS ACHIEVE ITS STATED THREE YEAR STRATEGIC OBJECTIVES?

Executive Committee

Position	Name	Profile
Chair	Graeme Lees	Director of touch tanglin rugby club
Treasurer	Chris McNamara	FCCA Australia. Treasurer of bucks touch. Player in Singapore mens 40s team at world cups in 2011 and 2015.
Secretary	Mike Staples	Head of physical education united world college dover
Marketing	Nicole Banks	Communications & Marketing officer tanglin rugby club
Coaching Director	Shane Morris	Assistant coach of bronze winning womens open teams at 2011 & 2015 world cups
High Performance	Chris Wall	NZ representative player Singapore head coach of bronze winning womens open teams
League Director	Jason Hoang	President of bucks touch. Player in Singapore mens 40s teams at world cups in 2011 and 2015
Disciplinary	Terence Toh	President and founding member of todaks touch football club Singapore mens open representative
Operational Strategy	Devon Wong	President and founding member of monsoon touch football club established in 2008. Player and coach of two world cup open mixed teams Japan 2003, Australia 2015
Referees Director	Chris Mead	FIT badge level 4 referee

The executive committee members are voted to their positions in a transparent manner ensuring those that do take the positions are in fact wanted, needed and respected.

Extended Committee

Every club, school, polytechnic, or university that joins TAS will have a voice and be invited to have a representative on the extended committee. This will provide the foundation to receive feedback from grassroots levels ensuring the game and administration progresses in line with the requirements and expectations of the touch participating community.

All committee members contribute from factual experience as they are either players, parents of children playing, coaches, referees or extremely dedicated volunteers.

Referencing the TFA 2015 annual report, it is the volunteering aspect of the sport that ensures the continuous success of touch. Fortunately for the TAS network, there is access to endless volunteers who dedicate so much of their valuable time promoting the unified vision for touch in Singapore.

1. SPONSORSHIP AND FUNDING

At the core of any organisation whether it be amateur, professional or not for profit, financial management is critical to short, medium and long term success. Since the formation of TAS in December 2015, TAS has been able to secure CISCO as the headline sponsor for referees. This is a major reflection of the corporate connectivity of the committee members. Having a wide inclusive fully engaged committee ensures continuous access to a host of potential sponsors.

CISCO is a major multinational technology firm that will bring the following benefits to TAS:

- Supply of all referee kit inclusive of shirt, shorts, socks, caps.
- Funding of all referee courses.
- Full payment of all referees for both our Junior and Senior competitions.

This is substantial financial support provided by CISCO amounting in excess of \$40,000 per annum.

TAS is also in the final stages of securing a global banking institution as the headline competition sponsor providing access to over \$50,000 per annum.

Discussions are also at advanced stages with the Singapore Sports Council who would like to provide funding for the local schools competition. This is critical in growing participation numbers and funding from the sports council will immediately add an additional 600 local junior participants to the sport of touch.

In all TAS targets raising \$150,000 per annum from sponsorship and funding. Already and only six weeks into operation TAS has achieved 70% of this objective.

Being all volunteers and not for profit affords TAS the opportunity to access many services from high calibre corporate executives free of charge. The strength of a very well connected corporate network cannot be underestimated and is highly evident based on what TAS has managed to achieve in such a short time frame.

The Singapore government has programs in place whereby certain organisations can apply for additional funding. This is highly dependent on the structural set up of the governing body. As such TAS is working with consultants to ensure the structure of TAS is correctly set up to take advantage of such programs and in doing so will allow TAS from a financial perspective to take the game to another level not seen anywhere outside Australia and New Zealand.

2. PROFESSIONAL COMMUNICATION CHANNELS

An engaged inclusive community is another key criteria for success. To address this, TAS has adopted the common platform used by the majority of touch associations in Australia and New Zealand which is Fox Sports Pulse. TAS committee members flew to Sydney to meet with Fox Sports Pulse representatives to immediately establish relationships as the ultimate goal is to deliver a communication platform that will be the flagship reference site for Fox Sports Pulse in Asia.

Fox Sports Pulse has limited exposure in Asia and working in collaboration will deliver mutual benefits to both organisations. TAS has a dedicated league director and a communications manager that is tasked with ensuring that timely and informative information is continuously updated. This also extends to dynamic communication through social media such as Facebook and Twitter where the youth are most active.

Given the short time frame to get the competition up and running TAS will start off with the standard website but over the course of the next three months will upgrade to the advanced version and within 12 months move to the elite version as used by Touch Football Australia. Although a three year strategic growth plan won't have Singapore's playing capability to the standard of the top nations, there is no reason why all other aspects of operations cannot be at a professional level.

3. RESPECTED OFFICIALS

TAS views respect for referees/officials as paramount to the success of any competition. A respected referee will enjoy what they do and thus remain engaged with the game, upgrade their referee badge levels and ultimately deliver better and consistent performance. Respect for referees starts with being properly attired and with the full sponsorship of kit by CISCO this achieves that. Although remuneration plays a small part for referees elsewhere, in the Singapore context, it does have an impact on attracting new and retaining youth referees to officiate. With CISCO's sponsorship TAS is now able to increase the payment rates as outlined below:

The rates below are per referee per game:

Badge Level 1	\$25
Badge Level 2	\$30
Badge Level 3	\$35
Badge Level 4	\$40
Badge Level 5	\$45

TAS already has 30+ FIT qualified referees and another 40 will be undertaking the level 1 courses late January and early February 2016 (TAS understands that these new referees will not be currently recognised by FIT) bringing the total number of TAS referees to in excess of 70. TAS director of referees is currently a badge level 4 referee and will be tasked to run quarterly courses ensuring a continuous production line of referees and upgrading skillsets of existing referees. Everyone is fully aware without referees, the game cannot proceed thus TAS has a vested interest in ensuring solid foundations are in place for this.

4. PROPOSED GREATER COLLABORATION WITH THE AUSTRALIAN NATIONAL BODY TFA

With the number one touch nation at Asia's doorstep and assuming FIT affiliation in the future, TAS plans to work closely together with TFA to grow the international game, particularly in SE Asia. Everyone involved with touch wants to see nations outside of Australia and New Zealand to elevate the competitiveness of their national teams. This starts with increasing marketing and branding of touch. TAS has allocated funding and plan to bring across the top stars of the game to promote the game of touch.

In Singapore, touch is not highly regarded amongst the boys, thus showcasing the top level talent from Australia will aid in illustrating the skills required to play this sport. This will hopefully assist in generating renewed interest amongst the boys in Singapore. It is only through witnessing live, the top level games that will generate interest from the junior boys and thus create a new market in growing participation in touch. Recently only two junior boys teams entered a touch tournament in Singapore, despite thousands of boys currently playing rugby. There is a ready new market to tap and only requires some vision to make this active.

5. PROFESSIONALLY ADMINISTERED LEAGUE COMPETITIONS AND ONE OFF EVENTS

TAS committee members have experience at running large scale events with some of these events totalling numbers in excess of 2000 people and in excess of 100 teams across multiple field locations. Logistics, manpower and planning are key aspects and being volunteer based, there is no shortage of assistance provided by highly engaged parents ensuring continuous success.

6. OPEN LEAGUE COMPETITION

TAS will run two 10 week duration Saturday open league competitions each calendar year (14 years of age and above). The first competition will commence on Saturday 13 Feb 2016 with the second league commencing in late August. Presently 40 teams have registered for this competition with nominations closing 3 February.

In line with TAS philosophy to make touch affordable, competition fees are set at \$100 per team per game. This works out at \$1000 per team for one season and when calculated at per player level, it is very affordable in comparison to other community sports. TAS is able to provide such affordable fees given its not for profit structure and access to sponsorship.

7. JUNIOR COMPETITION

A Saturday junior league competition will follow a similar format to the open competition. There will be two league competitions per year for 7 week duration for U10s, U12s and U14s boys and girls. Costs are set the same as for the open competition at \$100 per team per game thus junior teams will be paying \$700 per team.

The first competition will commence on Saturday 5th March with 20 teams currently registered. It is expected that children from the local schools league (see below) will join this Saturday junior competition in due course. As highlighted earlier, sponsorship of these local teams by the Singapore Sports Council in this competition will cover their match fees thus adding 600 new participants to the sport of touch.

8. INDEPENDENT SCHOOLS LEAGUE

Singapore's independent schools have joined TAS. TAS will run an independent schools competition providing referees at the same charges as the Saturday league. The schools get a reasonably priced product – their only costs are the referee's fees and a \$300 per annum registration fee per school. These independent schools have for a long time had limited confidence in the provision of referees, however with TAS to have over 70 referees this issue will be resolved.

9. LOCAL SCHOOLS LEAGUE

TAS will start a completely new local schools league. Twenty schools have already expressed an interest to participate in girls U12 and U14 competition. As mentioned above, this will give Singapore over 600 new touch participants. The model would be the same as for independent schools i.e.: the only costs are registration and referee fees but funding has already been secured to cover the cost for 2016 so the costs to these children will be zero. TAS will also run coaching sessions for these children and teachers. This again will be provided free to the schools.

10. UNIVERSITIES AND POLYTECHNIC LEAGUE

This will also follow a similar format to the schools leagues and will address the concerns the tertiary bodies have had for a long time with regards to the current high fees imposed and referee shortage resulting in a decline in participation numbers over the years.

Through the TAS revised fee structure, it is expected the numbers of participants will grow significantly with these initiatives.

11. NATIONAL ELITE DEVELOPMENT PROGRAM

TAS counts amongst its committee members, captains and leading coaches in Singapore from the Singapore Mixed Open Team, Mens Senior Team, Mens Open Team and the Women's World Cup Winning Bronze Medal team 2011, 2015.

With this core team TAS will be implementing an overarching National Development program and age group structure to nurture and identify talent for elite touch programs.

Following the conclusion of the TAS leagues, a clubs only based Super League will be run which would be viewed as Singapore's equivalent to the NTL's.

Finally through our close connection with participants of ACT touch TAS will run its own one off annual All Stars event modelled off that of the ACT. For the All Stars event, TAS plans to invite the ACT All stars and turn it into a tri series carnival. This will be played under carnival like atmosphere as all clubs will be inviting all their juniors to come along on the day and witness the highest level of touch in Singapore. The intention is to showcase the pathway for the juniors and provide them with motivation to aspire to be the best that they can be. All this will play an active part in keeping the juniors involved in the game of touch.

Following the TFA pathway TAS aims to send representative teams from Singapore to the NSW State Championships and TFA NTL tournaments over the course of the next three years with the goal of player development aimed at participation and increased competitiveness at the 2019 Touch World Cup.

TAS will operate a transparent development fund and as part of the high performance unit, will ensure all identified elite players are able to participate in overseas tours and camps through access to financial subsidy.

BENEFITS TO FIT AND TAS THROUGH TRANSPARENT COLLABORATION

As per the stated goals and objectives of the FIT and TFA constitutions, TAS is providing a structure and strategic growth plan to deliver on these expected outcomes. There is no doubt amongst the extended TAS committee that this will be very successful. The key reason being a highly engaged touch community all unified in approach and delivery. Support and recognition from the international governing body FIT is paramount to the future success of touch in Singapore and the surrounding region.

TAS will engage the following services from FIT representatives and have budgeted for this as part of our financial management:

- FIT representative invited to sit in on two key strategic TAS executive committee meetings.
- FIT coaching director or nominated high performance coach to conduct twice annually coaching clinics to high performance unit.
- FIT director of referees to conduct twice annually referee mentorship programs.
- FIT representative invited to attend key strategic regional tournaments or gala events.

TAS plans to run a number of international events whereby FIT will also benefit financially through tournament/team/player levies.

TAS has already drafted plans to hold large scale tournaments for the Asia Pacific Region with Singapore being the hub and best in class provider of touch events in the region. This will provide greater and expected exposure for the sponsors. These world class touch events will elevate the sport of touch in Asia, particularly in Singapore and attract further sponsorship opportunities.

This would potentially include tournaments held annually:

- Pacific Rim Open Tournament
 - Open team tournament for the Asia Pacific Region with cash incentives for winners
- Regional Youth Championships
 - Engaging all schools U12, U14, U16 in Asia Pacific to compete in age category competition
 - Engaging all Universities to compete in a Regional University games tournament
- South East Asia Super Series - Inviting National Teams across all categories to compete in a World Cup style tournament.
 - Singapore
 - Japan
 - Hong Kong
 - Philippines
 - China
 - Malaysia
 - Thailand
 - Taiwan

SUMMARY

From the outset, TAS recognises that an inclusive, engaged and transparent organisational foundation is pivotal in providing long term growth and success of touch. TAS believes that this structure is now firmly set in place and between the local schools program and increasing participation in all the other leagues TAS will double player participation numbers within 18 months.

In addition, the TAS financial model is not only sustainable but one that will provide access to funding that will enable FIT to fulfil its goals of expanding the game internationally and allow Singapore to be a showcase national body for all other Asian countries to aspire to.

Being a not for profit organisation has greatly assisted in attracting sponsorship and funding. With greater player numbers plus funding TAS can run all the proposed development initiatives and still operate in surplus which will be reinvested into further development of touch. TAS detailed financial projection indicates that TAS can expect to end 2016 with a surplus in excess of \$50,000 allowing for further development of the game internationally. TAS expects that as the brand grows TAS will continue to be in a very strong financial position and like any other business, although not a guarantee for success, it certainly is a welcomed enabler.

In summing up, TAS recognises that under CI 11.1 of the FIT constitution that “only one National Touch Association from any one country may become and remain a member”. TAS currently represents over 80%* of the participants previously associated with Touch Football Singapore (TFS). TAS does hope that this strategy document provides all the required information for FIT to consider granting TAS affiliation in due course so that in unison TAS and FIT can truly and collectively deliver on all stated goals and objectives for the great game of touch.

(TAS members to date include ; Bucks – Monsoon – Todaks – Brotown – Legiste – Titans – TRC – Singapore Cricket Club – Dragons – United World College Dover – UWC East – Lycee Francais Singapore – Tanglin Trust School – Marlborough College)*