

Dursley Rugby Football Club Ltd



Business Development Plan 2013 - 2018

**[Updated October 2015 for period 2015-2020
and further updated December 2017 in Section 9]**

Dursley Rugby Football Club Ltd – a major contributor to the sporting, social & cultural life of the community

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Incorporated under the Industrial and Provident Societies Act of 1965
Register No: 29418R 2002

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Dursley Rugby Football Club Ltd

Executive Summary

Dursley Rugby Football Club Ltd provides for the participation in sport including (but not exclusively) rugby football, cricket and athletics. The club draws on people principally in the areas of Dursley, Cam, and the towns and villages across the Berkeley and Severn Vale. It is affiliated to relevant constituent bodies and in this context operates principally within the terms of reference of the Rugby Football Union.

The Mission Statement

***“Dursley Rugby Football Club Ltd
– Providing sport in the community”***

Dursley RFC Ltd is registered as a **Community Amateur Sports Club** (CASC). This technical status also acts as an excellent summary of our Vision and Values:

Community: we are based in, are part of, and work for, the local communities

Amateur: we are amateur but not amateurish - in that we do not pay any participants in sport, but our organisation takes a professional approach to the running of the Club and its activities and assets

Sports: we are committed to promoting and supporting participation in sport: Rugby Union is our core sport and the Core Values of Rugby Union form the basis of our activity (*Teamwork, Respect, Enjoyment, Discipline & Sportsmanship*). We are also committed to supporting and providing multi-sports opportunities that are compatible with Rugby Union in terms of values, activities and facilities such as Running/Athletics and Cricket.

Club: a broad-ranging membership based on participation, inclusion and enjoyment through sport

The Purpose

- To provide facilities for, and support the organisation of, the participation in rugby football, cricket and running/athletics and other sports
- To meet the needs of the members and to provide support for the development of the sports
- To develop cultural and social links with the community to the mutual benefit of both parties
- To maintain and enhance links with the constituent bodies of the relevant sports

In order to

- better meet the current and future diversity, range and volume of members and activity
- match the expectations of sports participants in the 21st century
- support recruitment and retention of members
- provide a good experience
- encourage people to stay at the club for longer (thus maximising income-generation)
- make the facilities attractive to other potential users (members and non-members) to help increase income

The Environment & Stakeholders

- The community of Dursley, Cam, and the towns and villages across Berkeley Vale, Severn Vale, and the adjacent area
- Sports administration and financial support
- Local Government concerning sport & recreation
- The wider community
- Local schools
- The members and former members
- Constituent and outside bodies such as RFU, GRFU & the local Sports Partnership

This Business Development Plan has four main purposes:

- a. To summarise and communicate what the Club is about
- b. To support the maintenance and improvement of the facilities
- c. To support fundraising activities
- d. To support the management of the Club and the recruitment of people into the succession to key posts

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1. Context

Dursley Rugby Football Club Ltd is an affiliated member club of the Rugby Football Union, The Gloucestershire Rugby Football Union and Stroud & District Rugby Union Combination. It operates under the protocol of the Rugby Football Union.

Dursley RFC Ltd is registered under the Industrial and Provident Societies Act of 1965 Register No: 29418R and has a Management Committee comprising the Officers and other members with specific duties and responsibilities. This committee oversees the functioning of the Club and provides the facilities for Dursley Rugby Club and its affiliated clubs to meet the needs of the membership. The Management Committee is supported by a number of sub-committees. Dursley Running/Athletics Club is an affiliated body.

Specific Targets and Objectives are listed under later Sections.

An annual budget is set, taking into account the priorities and needs of the club in any one year, consistent with the overall aims of this Plan. Year on year priorities include maintaining the playing surfaces and surrounding grounds, buildings and general facilities.

2. Introduction

Dursley Rugby Football Club Ltd is situated on the B4060 on the Dursley side of Stinchcombe village. It occupies approximately 15 acres of land and currently caters for rugby football, cricket and athletics.

The Club is a major contributor to the social and cultural life of Dursley, Cam and the surrounding Vale area. The club has been extremely successful in attracting young people into the club, giving them an opportunity to learn the benefits of developing individual skills, of a healthy lifestyle linked to sporting activity, of working co-operatively in teams and complementing the work of local schools in developing an inclusive attitude to sport.

During 2008/09, the club extended its pitches and car parking facilities with an additional 8 acres of land bringing the total to approximately 15 acres of which all but 2 acres are owned by the club, the other 2 acres comprising a pitch and training area rented annually from Stinchcombe United Charities. This expansion was necessary to cater for the needs of the rapidly expanding membership and the likely influx from new property developments in the locality.

The rugby club has three closely integrated sections: senior (men's), mini & youth and ladies. The senior men regularly field three sides and occasional veterans. When playing numbers permit, a 4th team has also been fielded.

There are approximately more than 400 mini and youth players with age grade sides from under 6 years to under 17 years and a colts (under 17/18s) side. The ladies section is expanding in numbers and developing a fixture list, and makes a valuable contribution to the club and its activities. Girls u13s and u15s age groups are under development.

The playing of cricket during the summer has gone through a period of change. Stinchcombe Stragglers Cricket Club had a long and illustrious history playing in the three Counties Leagues.

However, for a variety of reasons it now no longer exists as a constituent member of DRFC Ltd, and fields a 'nomads' side that plays occasionally at the ground. Cam Cricket Club now regularly play games at the ground thus maintaining a cricketing presence. Other clubs, on a bookable basis, also occasionally uses the facilities. The local schools use the facilities for various activities. There are close links with many of the local primary schools and with Rednock Secondary School.

In 2008 the Dursley Running/Athletics Club became affiliated to the club and moved to Stinchcombe. This operates from, and uses, the facilities of the Club all the year round, and makes the Club genuinely multi sports.

There are close links with the community of Stinchcombe village. Each summer the Club provides for the use of a marquee for a concert in aid of local fundraising. The club also furnishes a play area for the village children at a corner of the ground adjacent to the village hall. The local MP and councillors take a keen interest in the club and its development.

Various local businesses are supportive and generous in their sponsorship of the club.

3. Historical Notes

There are records of rugby being played in the area as far back as 1896 and continuing under various names until the present club was established in 1953. From then until 1970 the club played on the Dursley Town Recreation Field with no regular HQ. It moved to Stinchcombe, the current location, in 1970, when the long standing Stinchcombe Stragglers Cricket Club (SSCC) combined with Dursley RFC to form Stinchcombe Stragglers and Dursley Sports Club. In 2002 Dursley RFC Ltd was established as a business entity incorporated under the Friendly Societies Act of 1965 with Dursley RFC and Stinchcombe Cricket Club as playing sections. In 2007 SSCC ceased to exist as a constituent member of the club, being unable to sustain itself despite assistance from the main club. In 2008 Dursley Running/Athletics Club affiliated to DRFC Ltd.

In the 1990s a business strategy was defined which would lead to consolidation and growth of the club. This was based on a re-launch of the mini and youth rugby section in 1993; supporting the development of a women's section; and upgrading the facilities. An important aspect was to involve more people in the administration of the club. As will be seen from later sections the club now has a strong administration, a healthy membership, good playing areas and is giving attention to the facilities. The club continues to flourish. The DRFC Community Development Project [1] defines stages in the grounds and buildings programme currently being pursued.

4. Demographics

The Club serves primarily the areas of Dursley and Cam, the Berkeley Vale and Severn Vale, together with the surrounding towns and villages. It is principally a rural area with the towns serving as dormitory areas for Bristol and Gloucester. The population of Dursley is about 6,700 with a further 8,000 in Cam. The remaining catchment area has a population of a several thousand. The nature of the area reflects in the age profile of the playing membership with some of the juniors leaving the area at 18 years of age to go on to tertiary education and/or seek employment. This is balanced by people moving in to the area and those returning from education in their mid twenties onwards.

With around 1500 members, including the mini / youth and social members / parents, a significant proportion, perhaps as high as 10% of the immediate local population have some contact with the club. Many of these are in the influential 15-45 age group. The Club also co-operates with other sporting groups in the area. A long-standing arrangement is in place between the club and schools in the local area who, on occasion, use each others facilities in times of need.

The communities of Dursley and Cam are growing rapidly in terms of business development and population. Draycott Business Park in Cam has a range of high tech and commercial enterprises which strengthen the economy of the area. The Littlecombe and other developments in Dursley are providing 600+ more houses as well as business units. This not only aids the economic growth but brings in more families who will participate in the activities in the area.

5. Mission Statement

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Club: a broad-ranging membership based on participation, inclusion and enjoyment through sport

6. Who are the Stakeholders?

- The community of Dursley, Cam, and the towns and villages across Berkeley Vale, Severn Vale, and the adjacent area
- Sports administration and financial support
- Local Government concerning sport & recreation
- The wider community
- Local schools
- The members and former members
- Constituent and outside bodies such as RFU, GRFU & the local Sports Partnership

7. Our Purpose

- To provide facilities for, and support the organisation of, the participation in rugby football, cricket and running/athletics and other sports

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In order to:

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See also the four year development cycle in Figure 2 and Ref 2

In the present economic and social climate the club sees itself as one of the focal points of the local community providing a good social environment and sporting facilities principally for rugby football. Major social events such as the Annual Dinner / Summer Ball attract around 400 people gives the Club a high profile as one of the leading local formal events of the year. This encourages the community generally to support the club both directly and indirectly.

There is a long history and strong culture associated with the club. The success of the club is measured by the numbers involved in it, as well as its achievements on the pitch. There are limits on how far the club can rise on the senior playing side because of the location, lack of local employment, and lack of large potential sponsors. The club measures its success from its contribution to participation in, and the enjoyment of sport for, a large number of people both on and off the field.

Priorities for the Club are in improving facilities for the members and local community, maintaining and developing the playing sections, and providing quality coaching and overall experiences to the members.

The club works hard to ensure a smooth transition from mini & youth rugby to senior rugby, with many of the 1st and 2nd XV having come 'through the ranks' of the youth section. In recent years, the club has developed a number of players who have moved on to play at a higher level, including 2 England Internationals.

8. Key Objectives

The key objectives for the Club in the playing of and participation in, sport are:

1. giving all participants a life-long interest and engagement with sport, including in the social / friendship benefits
2. provision of adequate, clean and modern facilities
3. maintenance of a viable team / squad in each M&Y age group (u6 – u17/18)

4. maintenance of 3 senior men's teams with an occasional vets side
5. successful, well-managed transition of players from youth to senior adult rugby
6. maintenance and further development of the ladies rugby section
7. development of girls rugby at u13s and u16s
8. compatible development and support of the Dursley Running/Athletics Club and other affiliated sports and their Clubs, specifically:
 - a. extending the offer of athletics and running activities
 - b. maintaining and extending cricket activity

9. Strategic Priorities

A key priority in the early-2000s was to extend our space as the success of the re-launched Mini & Youth rugby section took hold. This was achieved in 2007 when, with the support of a loan from the Rugby Football Foundation (RFF), the Club purchased an additional 8 acres of land to create:

- an additional full-sized rugby pitch with extended areas for training and mini & youth pitches
- a new training area with lights
- a significant increase to our car park

The **Stages of our Plan** to address the needs of the Club are:

- a) To increase the space and capacity of our space for playing, training and car parking (achieved 2007)
- b) To improve the clubhouse / social space (**Social Spaces Project Phase 1** – achieved in summer 2014)
- c) Modernise and extend our changing facilities (**Changing for the Future Project** – achieved March 2017)
- d) Convert the existing changing rooms into additional clubhouse / social space especially to cater for the activity on Sundays (**Social Spaces Project Phase 2** – partially achieved August 2017 target date for full completion including kitchen extension, new entrance & enclosure of veranda on a phased basis - August 2018)
- e) Convert the current floodlit training 'paddock' into all-weather training area (**All Weather Training Project** - yet to be launched, potential target for completion August 2019)

These are all linked in their different ways to achieving the Objectives of the Club.

10. What is offered to Stakeholders?

- The members
 - Provision of facilities for rugby, cricket and running/athletics and other sports
 - Well-organised and controlled activities
 - A safe environment for children & young people to participate in sport
 - A social centre with a range of events for families
 - A club to be proud of
- Local Schools
 - Development of sporting ability in students
 - Availability of additional playing surfaces and facilities for festivals and other events

- The local community
 - A quality sporting facility
 - A social centre
 - An asset to the community image
 - Opportunities to use facilities for community events including charity fund raising
- Providing facilities for local businesses and organisations to meet

11. Club organisation

The organisational structure of the club is shown in Figure 3 and detailed in Appendix A reflecting the requirements of Incorporation. The Management Committee comprises 9 members covering the three sporting activities and the key functions required to implement the delivery of these activities. The roles and responsibilities of the Management Committee members are shown in Appendix A.

There is a Club Operating Policy, which details how the Management Committee and its sub groups operate across the sections and functions. Attention is given to succession planning in order to ensure that adequate human resources are always in place. The club is run completely on a volunteer basis.

The Club appoints Life Members in recognition of outstanding service to the Club. There are Honorary Vice Presidents who are appointed in recognition of long and valuable service and Patrons who support the Club in various ways

Within the club's adult membership of more than 600 people, there are members with the skills and competencies to ensure that projects are properly and professionally managed. There are many enthusiastic members and parents who are willing to be involved in supporting the growth of the club.

12. Club operations

The operation of DRFC Ltd is shown in the lower part of Figure 3. The three sports sections are answerable to the Management Committee. The various functions are responsible for the running of the club. It should be noted that the Running/Athletics Club is an affiliated body and as such their finances are not part of those of the Rugby Club. The Athletics club pays an annual fee per member for the use of the facilities and to be affiliated.

The strategy is developed in detail by the individual sports and functional groups and then pulled together by the Management Committee. The strategy is subsequently agreed by the membership usually at the Annual General Meeting. The Management Committee, through the relevant managers (and in turn through the sections and functions where individuals implement the details) then manage this on a day-to-day basis.

12.1 Equity, Equality and Diversity

The aim is for the club to be representative of the community that it serves. We develop and promote inclusive programmes which provide the opportunity for people from BME (black & minority ethnic) communities, girls and women, disabled people and people from socially deprived

areas and excluded groups to participate in the playing, coaching, refereeing/umpiring, volunteering and spectating in the various sports.

12.2 Health and Safety

The Club provides a focus for improving the awareness and understanding of health and safety issues associated with the various functions of the club. The club provides guidance on health and safety issues associated with administration, and for members, players and parents. The relevant aspects of the HASAW Act and guidance on them from the RFU are implemented as appropriate. The club provides trained first aiders at matches. The club has fully implemented the 'Headcase' procedures for determining whether a concussed player can return to training and playing.

12.3 Safeguarding

The Club provides leadership, support, guidance and monitoring of safeguarding and child protection issues. The Club complies with relevant guidance and good practice including the RFU and Sport England / NSPCC "Standards for the Safeguarding of Young People in Sport" and provides a safe environment for young people and vulnerable adults to participate in the activities of the Club.

Appropriately trained Safeguarding Officers and a Welfare Management Committee are in place to review, monitor and act upon any safeguarding matters.

The club lead Welfare Officer sits as a member of the Management Committee.

The club takes the matter of drugs in sport seriously and has safeguards against the possibility of offences occurring.

12.4 Community Relations

The club is part of the wider community. Relationships with neighbours, local councils, schools and other sporting organisations are used to enhance and develop in ways that benefit all parties. The club participates in local liaison groups and contributes to local activities

12.5 Communications

The club has a strong relationship with the media and in particular the local press. Media management in terms of marketing and publicity is seen as a key activity, and is channelled through a named member of the Management Committee in the club. The Club has an effective website (www.dursleyrfc.co.uk) and has many followers on Facebook and Twitter. It is considered essential that that these activities are managed to present the correct corporate image of the club

12.6 Environmentally Friendly / Sustainable Development

In the operation and development of the club and its facilities, environmentally friendly and sustainable aspects are considered. The club takes steps to minimise its carbon footprint and to contribute to the control of the environment, and has effective processes for managing waste and recycling.

12.7 Players

Players in the mini and youth section are drawn from a wide geographic area between Bristol in the south to Gloucester in the north. The quality of the environment, organisation and quality of coaching are among the reasons for the success of the section in the recruitment, retention and development of players, coaches and volunteers. With over 400 registered players the numbers speak for themselves. The losses occur when the players move to contact rugby and also around 15 and 16 years of age. At 17 and 18 years when the transition to senior rugby is taking place considerable efforts are made to ensure maximum retention, with the senior sides benefitting from the feed of young players. A number of the top players have moved on to play for senior and professional clubs (including Gloucester) and the Gloucester Academy. The club sees this as a performance indicator and also as something that motivates the younger players. The biggest loss of players occurs at 18 years when some go off to university and/or employment away from the area. Contact is maintained with many of these students to maintain their interest in the Club, and many return to play for the club during the holiday periods, and after their education ends.

The second source of players comes from people moving in to live in the area, which is now increasingly a dormitory area for Gloucester and Bristol. These players often have children who are the main reason for them joining the club.

The welfare of players is fully considered. Support is given to injured players with utilisation of the local medical and remedial practitioners. The club aims to have First Aid available on the touchline at all matches. The club has fully implemented the 'Headcase' procedures for determining whether a concussed player can return to training and playing.

12.8 Rugby Referees

The Club has supported the training of a large number of referees most of whom then use this to referee at mini and youth level.

There remains a need to maintain a Club Referees group to assist in the recruitment and development of referees as an essential function in order to support the work of the North Gloucestershire Referees Society and help provide Club referees when necessary on for all sections.

This will also be helped by the number of former men's players returning to coach and help with the mini and youth sections, some of whom 'take up the whistle'.

12.9 Rugby Coaches

The club has many coaches qualified to Level 1 in connection with the M& Y section. Some have progressed to level 2 & 3. The RFU provides or arranges the courses and the club supports members attending, the club also regularly host a number of courses open to all from within & outside of the club. All age groups have qualified coaches involved in leading them. Attention is being given to developing coaches at the senior level. The current senior coach has recently been recruited from within the club and this is working particularly effectively. Coaches from outside the club are also used for the senior section from time to time to enhance the coaching experience (eg Bath Head Coach Mike Ford ran a defence session recently and during season 2015/16

Gloucester players are running specific sessions at the club). The club has also been approached by Gloucester RFC to become one of 10 Gloucestershire clubs to take part in the “Gloucester Rugby in Local Clubs” initiative.

In addition, a number of senior men’s players are now returning to the Mini and Youth section to coach or assist on Sunday mornings, with the benefit of this in terms of the rugby development of players becoming more and more evident. This is a trend that is actively encouraged.

12.10 Volunteers

The Club is fortunate in the number of volunteers at its disposal although when it comes to the top level posts there are often problems in finding a nominee. Many volunteers are associated with the M & Y section. The present Management Committee has the relevant expertise to deliver the Club Business Plan and strong sub committees, who are responsible for the day-to-day activities, support this. The most active of these sub committees is the Mini and Youth sub-committee who contribute significantly to many aspects of the club activities.

13. Financial Strategy

Aims:

- I. Make provision against any unexpected downturn in income streams or any major change in expenditure. Have a contingency against matters outside the control of the club, for example insurance.
- II. Identify operating costs as a percentage of turnover.
- III. Maintain insurance cover against a range of risks including public, employers and officer’s liability.
- IV. Support capital expenditure and planning
- V. Maintain a positive Bank Balance.
- VI. Pay down the Rugby Football Foundation loan

14. Targets and key actions

The continuing success of the club requires addressing the needs of its growing membership and sections. This Plan is designed to deliver this over its lifetime and beyond.

Implementation of the Plan will require the support of all members and other stakeholders. Effective and improved communication with the membership and other stakeholders is identified as a key deliverable in order to achieve this.

As a result, the Plan will be supported by progress against the following key actions that will be used to ensure and measure progress.

Key Actions 2015 – 2020					
1. Retaining and developing current players					
Objectives	How?	When?	Who?	Measure / outcome	Progress/re view
<p>1.1 Ladies Rugby: To retain the current membership</p> <p>To develop the members to support player development and potential for representative rugby</p>	<p>Continue to organise regular matches with local teams. Enter local RFU league</p> <p>Organise a repeat tour to the Barcelona Rugby festival in 2016.</p> <p>Mini tours within the UK to teams that were met at the Barcelona rugby festival 2015</p> <p>Continue to provide a high standard of coaching including specific skills and technical development</p>	<p>On-going over the next 3 years. 2016/17</p>	<p>Captain & fixture secretary</p> <p>Coaches</p> <p>RFU RDO / community coaches</p>	<p>Member of local ladies league system</p> <p>Increase number of fixtures per season</p> <p>Min one tour per season</p> <p>To have at least one lady playing at county level.</p>	<p>Routine reporting to Management Committee</p> <p>Annual report to membership</p>
<p>1.2 Senior Men’s Rugby: To maintain 3 senior sides and an occasional Veterans. To develop the players so that promotion and maintaining a position in the Gloucester Premiership is attainable within the Business Plan period for the 1sts and</p>	<p>a. Promote the benefit of rugby playing leaders to lead all three “Saturday” sides.</p> <p>b. Through a strong selection policy ensure that all players understand that the teams are built on a meritocracy and on training attendance.</p> <p>c. Ensure that training numbers are high by excellence in coaching (use of</p>	<p>On-going over the next 3 years</p>	<p>a. Senior Rugby Manager</p> <p>b. Selection committee</p> <p>c. Senior Rugby Manager and</p>	<p>All teams have an acknowledged leader.</p> <p>Few if any selection complaints</p> <p>Training Numbers</p>	<p>Bi-Monthly at senior rugby management meetings.</p> <p>Measure – look at number of regular fixtures played by 3rd</p>

<p>maintenance in Bristol/Gloucester Merit Table 1 and 2 is attainable for the 2nds and 3rds respectively.</p>	<p>specialists where possible) and improvement in facilities (eg use of all weather surface where appropriate). Make use of CRC and network where appropriate.</p> <p>d. Maintain a “one club” ethos throughout the club by repeated messaging using word of mouth, social media and other means where necessary. Maintain consistency over playing kit – all players should wear the same kit.</p> <p>e. Maintain senior subs at an affordable level by developing local sponsors. Continue to offer half price to university and other students and armed forces players to maintain their link to the club whilst they are away.</p>		<p>Head Coach & guest coaches CRC</p> <p>d. Senior Management Committee members</p> <p>e. Senior Rugby Manager</p>	<p>> 25 on Tues and > 15 on Thur</p> <p>Number of players playing for 2s and 3s from previously higher sides. Number of players in wrong kit on a Saturday.</p> <p>Annual Subs maintained at low rate cf 2015.</p>	<p>XV/Vets</p>
<p>1.3 Mini & Youth Rugby: To keep current players at the club</p>	<p>Maintain good relationship with players Promote Club ethos of participation and unified identity</p> <p>Maintain a “one club” ethos throughout the club by repeated messaging using word of mouth, social media and other means where necessary. Maintain consistency over playing kit – all players should wear the same kit.</p> <p>Player transition – age groups, particularly at u14 age group & upwards. Supporting colts players transition into senior rugby</p>	<p>Always</p>	<p>Coaches and team managers including Youth Transitions Coach</p>	<p>Squad numbers reported monthly at coaches meeting</p> <p>All new youth players provided with team kit.</p> <p>Youth Transitions Manager</p>	<p>Regular updates at M&Y committee</p>

				liaises with current U16s coaching team to prepare for transition	
Monitor players development	Organise specific training courses for individual position-specific needs	As required	Coaches. Club Coach Co-ordinator Guest coaches Using local CRC where needed	Relevant age groups attend organised CPDs at club. Club organises through RDO 2+ CPDs per season.	As required
Encourage players to develop their skill base and attitude	Provide mentoring for players and encourage attendance at development opportunities eg referees courses	As required	Coaches. Club Coach Co-ordinator Guest coaches Using local CRC where needed	At youth level, players identified and sent on GRFU/GRFC Developing Player programme. U13s: 12 U14s: 14 U15s: 6 U16s: 4 Referees course, level 1: Course run yearly for	Regularly

<p>Set up and support girls u13s & U15 sections for girls</p>	<p>Hold girls rugby camps over the Easter and summer holidays.</p> <p>In-reach into the local schools to gain links with the PE sections. Link with local CRC to support link & integrate within RFU girls' rugby programme. Club involved with RFU Local Rugby Partnership LRP for women & girls rugby – support development plan. Look at support resources here to recruit players e.g. pitch up & play events during the season. Collaborate with other LRP clubs.</p> <p>Develop separate coaching sessions for girls from ladies Provide adequate facilities for girls and women (see below)</p>	<p>March / April 2016 & annually</p> <p>July / August 2016 and ongoing</p> <p>November 2016 onwards</p> <p>2016</p> <p>August 2016</p>	<p>All current ladies team members and other club members RFU RDO / community coaches / CRC (use local contacts with England Women's team to promote) Mini & Midi coaches</p> <p>Changing for the Future project</p>	<p>Hold girls rugby camps in Easter and summer schools holidays.</p> <p>Teams of girls for u13s, u15s and u18s by 2018.</p>	<p>Routine reporting to Management Committee</p> <p>Annual report to membership</p> <p>Management committee / project group</p>
<p>2.2 Senior Men's Rugby</p>	<p>a. Maintain and improve the transition of players from youth rugby to men's, through ongoing engagement and opportunity to train and play with seniors from age 17. Through the selection policy ensure that 17 & 18 year olds are managed appropriately and safely into senior rugby. Maintain strong ties with the 'colts' team.</p> <p>b. Maintain good coverage in local media and social media.</p>	<p>Over the plan period</p>	<p>Youth Transition Lead Coach and men's Selection Committee Senior Rugby Manager Youth Coaches</p>	<p>% of players at u18 level playing in senior sides.</p> <p>At least one article in local Gazette per week during season. At least one article per month for 2s and 3s.</p>	<p>Bi-Monthly Management meetings</p>

2.3 Mini & Youth Rugby: To attract new players to the club	Advertise through a wide range of media – social media, local press and word of mouth	Prior to and during the start of the season, and ongoing	M&Y Chairman. Coaches Team Managers Players and parents	Coaching teams promote club.	Annually and at M&Y meetings
	Maintain links with local schools with support in training, hosting festivals etc	Throughout academic year	Coaches and teachers	Bi-annual schools Tag festivals run in October & March. 180+ primary school children attend each day from 10+ schools	M&Y meetings
3. Retaining and recruiting high quality coaches, refs and volunteers					
Objective	How?	When?	Who?	Measure / outcome	Progress/Review
3.1 Ladies Rugby: To recruit a new coach for the ladies section.	Contact GRFU and RFU RDO/CRC Use contacts through players and local schools Support from the management committee to identify potential coaching staff from the current club membership.	November 2015	Support from the management committee. GRFU RFU RDO/CRC/WRDO – using LRP support funding to help with training costs. CRC to help mentor and support new coach...use CRC for guest coaching sessions to support.	New coach appointed by February 2016.	Management committee

<p>3.2 Senior Men's Rugby</p> <p>To recruit referees from within the club to referee at 2nd/3rd team level.</p> <p>To look at transition for the next club coach</p>	<p>a. arrange, offer and support referees training.</p> <p>b. Identify players, former players and others who might be interested and recruit</p> <p>c. Identify the next club coach from within the club. Identify the training necessary and supply.</p>	<p>Over the plan period</p>	<p>Senior Rugby Manager</p> <p>CRC/RDO – ensure sufficient training courses available.</p>	<p>Number of referees in DRFC “referees club”</p>	<p>Bi-Monthly Management meetings</p>
<p>3.3 Mini & Youth Rugby:</p> <p>To keep the coaches we have</p>	<p>Ensure they have the environment they wish to coach in</p> <p>Provide regular courses to improve the qualifications and experiences of coaches and others and support for attendance. Use RFU CPD courses, host at club as required. Work with local CRC to help with training needs.</p> <p>Support effective process eg DBS checks through records being maintained to identify who and when volunteers need to be updated / re-new DBS /1st Aid and other qualifications.</p>	<p>Ongoing</p>	<p>M&Y Chairman & Committee</p>	<p>Database of coaching staff maintained. Opportunities for individual coaches development identified and promoted. Objective for each age group minimum of Mini/Midi: 1 Level 1 coach Youth: 1 Level 2 coach 2+ CPDs per season for all coaches, helpers. Volunteers have up to date DBS /1st</p>	<p>M&Y meetings and annual review</p> <p>Club Coaching co-ordinator.</p> <p>M&Y Head Coach</p> <p>Club Coaching co-ordinator.</p>

				Aid and other qualifications.	
Provide an environment that attracts parents to become volunteers.	<p>Provide structured paths for people to develop the role they have or wish to take.</p> <p>Provide regular courses to improve the qualifications and experiences of coaches and others and support for attendance</p> <p>Provide a welcoming and encouraging environment and avoid the impression of 'cliques'</p>	Ongoing	M&Y Chairman & Committee	Number of volunteers who progress to take on a coaching / managerial / leadership role 2+ CPDs per season for all coaches, and helpers.	<p>M&Y meetings and annual review</p> <p>M&Y Head Coach</p>
Ensure volunteers share their knowledge and experiences	<p>Hold both formal and informal meetings to cross-pollinate information, etc and improve communications and integration across the whole club</p> <p>Utilise volunteer reward & recognition opportunities through RFU/GRFU avenues as well as in house opportunities</p>	Monthly and when required	<p>M&Y committee, coaches, team managers and others</p> <p>Senior Rugby Manager and committee</p> <p>Ladies Section Chair and committee</p>	Number of volunteers out forward and rewarded using GRFU reward and recognition scheme. Volunteers awards and acknowledgements at Club Annual Ball and at annual M&Y end of season ceremony	Section and other meetings and events

4. Effective and efficient facilities					
Objective	How?	When?	Who?	Measure / outcome	Progress/Review
4.1 Changing facilities that support the range of membership in terms of levels of activity, age and gender, as well as other sports users of the Club	Build new changing rooms – Changing for the Future project	By August 2016	Management committee Project group	New changing rooms built, commissioned and operational Positive feedback from members and others	Management committee meetings Project group meetings Ongoing project work & reporting
4.2 Social spaces that support the membership and its activity, and that are attractive to other users	Extend clubhouse social space into existing changing rooms when 4.1 is completed	Target August 2017	Management committee Project group	Extended and improved social space including improvements to clubhouse toilets and kitchen Cleaner main club room. Number of social/private bookings of social space/bar.	Management committee meetings Project group meetings Ongoing project work & reporting

4.3 Training areas that support the pattern of use and excessive wear and tear – including all weather facilities	Develop All Weather training surface	Tbc – current target August 2019	Management committee Project group	All weather training area developed and commissioned	Management committee meetings Project group meetings Ongoing project work & reporting
4.4 Playing areas that are well-maintained to support playing activity and other sports users of the club	Ongoing maintenance of training and playing surfaces	Ongoing and annual programme	Facilities manager	Useable surfaces for training and playing. Number of cancelled training sessions and pitches due to playing surface problems	Management committee Annual programme
5. Effective and efficient management and governance					
Objective	How?	When?	Who?	Measure / outcome	Progress/Review
5.1 Policies & procedures that support the functioning of the club in a safe and proportionate way	Maintain and update policies and procedures	Ongoing and annually	Chairman Management committee	Polices up to date and available when needed, and posted on website	RFU Club Accreditation Policies and procedures
5.2 Management arrangements, structure	Club operating arrangements	Ongoing	Chairman Management	Management committee	RFU Club Accreditation

<p>and reporting that supports the effective functioning of the Club including delegation of functions and responsibility; and prepare for succession planning</p>	<p>Use opportunities for training and development of club officers eg GRFU Leadership Academy</p> <p>Offer mentoring opportunities</p>		<p>committee</p> <p>GRFU / RFU workshops</p>	<p>and all other leadership and managerial roles filled. Those in roles of responsibility are supported. Turn over of those in roles of responsibility. Succession planning for key roles.</p>	<p>AGM Management committee meetings</p>
<p>6. Integration with local community</p>					
<p>Objective</p>	<p>How?</p>	<p>When?</p>	<p>Who?</p>	<p>Measure / outcome</p>	<p>Progress/Re view</p>
<p>6.1 Provide taster sessions and touch rugby through the summer period open to people who are interested in trying rugby for the first time.</p>	<p>Continue with summer training, providing a 'boot camp' and touch rugby programme.</p> <p>Continue with annual Rugby Camp</p>	<p>Summer 2016 & annually</p>	<p>All current team members.</p> <p>RFU RDO</p>	<p>Increased numbers of members.</p>	<p>Annual report</p>
<p>6.2 To ensure the club maintains good relationship with its catchment area</p>	<p>Run Tag Festivals for the local schools, hosted by and at the club</p>	<p>3-4 times a year</p>	<p>M&Y section</p>	<p>Bi-annual Tag festival run in October & March. 180+ primary school</p>	<p>M&Y committee</p>

				<p>children attend each day from 10+ schools</p> <p>Individual groups carry out fund raising events locally (ie: bag packing in supermarkets)</p>	
<p>6.3 Maintain good relationships with neighbours and local community</p>	<p>Promotion and communication about the club and its activity with neighbours, eg local newsletter, links with Parish Council, provision of facilities eg car parking for neighbours and for other local events, marquee for Lions Club, space for cycling events</p>	<p>Ongoing & as requested</p>	<p>Management committee</p>	<p>Feedback from neighbours and local community. Number of complaints received about club activities.</p>	<p>Management committee</p>
<p>Support other compatible sports in the local area</p>	<p>Provide base and facilities for Dursley Running Club as an affiliated Club</p>	<p>Ongoing</p>	<p>Management committee</p>	<p>Dursley Running Club remain affiliated and fully participating part of the club sporting community. Athletics/ running club</p>	<p>Management committee</p>

				'offer' expanded	
	Provide grounds, changing rooms and facilities for Cam Cricket Club	Each summer	Management committee Business manager	Cricket continues each summer. Good relations with cricket club.	Management committee
Provide facilities for hire by local organisations and people eg for parties, meetings, functions	Market the club locally via website and other media and word of mouth	Ongoing	Business manager Communications manager Fundraising manager	Yearly increase in facility bookings.	Management committee

15. Culture Skills and Capabilities

Since 2000 the culture of the club has changed. Greater use has been made of the expertise and skills of the club members. The whole club has benefited from the strong skill set of a group of committed individuals who have given up significant amounts of time in order to deliver the progress to date.

This group needs to be extended in order to:

- a) Ensure a wider spread of the workload
- b) Develop a Succession Plan, especially for the more demanding / significant roles.

There must be a duty of care approach executed by the Chairman to protect individuals and in turn the club. Job descriptions need to be adhered to, and the roles of people communicated effectively across the club.

16. Integration

It is important that all the activities of the Club are integrated particularly with several sporting sections using the grounds and facilities. In particular, there is a need for the continuous promotion of a 'One Club' philosophy throughout the multi sports activities,

17. Implementation of the plan

The management of the club, including implementation of the DRFC Business Plan, is undertaken by many members of the club. There are no employed operatives although from time to time it is necessary to seek professional advice (for example architects, and accountants).

It is essential to ensure that from year to year the plan can be implemented. The activities will need to be measured against the targets and key performance indicators, so that progress can be measured and reported on with the lessons learned from year to year used to update the Plan.

It is essential to ensure that the club remains an efficient and well led organisation and to this end succession planning is a high priority.

18. Code of Ethics

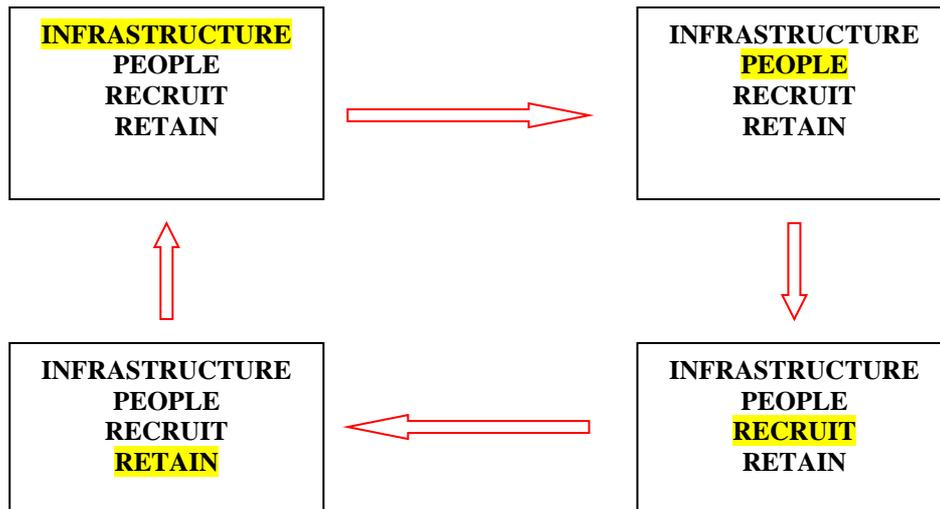
Dursley RFC Ltd is committed to a high standard of ethics and business conduct in pursuing its mission and objectives.

Welfare management is a major function, particularly in relation to the large number of children and young people involved in the club activities. A Welfare manager together with a qualified team, are responsible for this function which includes the whole spectrum of safeguarding requirements. These range from DBS checks through to equity and to discipline. The welfare management function is answerable directly to the management committee although in most situations is dealing with the playing sections.

19. Scrutiny and audit

Scrutiny and Audit Group is responsible to the Officers who are the highest authority in the Club. Its function is performed by an independent group the composition of which is recommended by the Management Committee and agreed by the membership to ensure that DRFC Ltd acts in a proper manner and in line with the member's wishes and the principles required by the constituent bodies of the various sports in which it is involved.

Figure 1. Community Sport Planning Cycle



(Based on the RFU Community Rugby Planning Cycle Ref: 2)

Figure 2. Objectives and Priorities

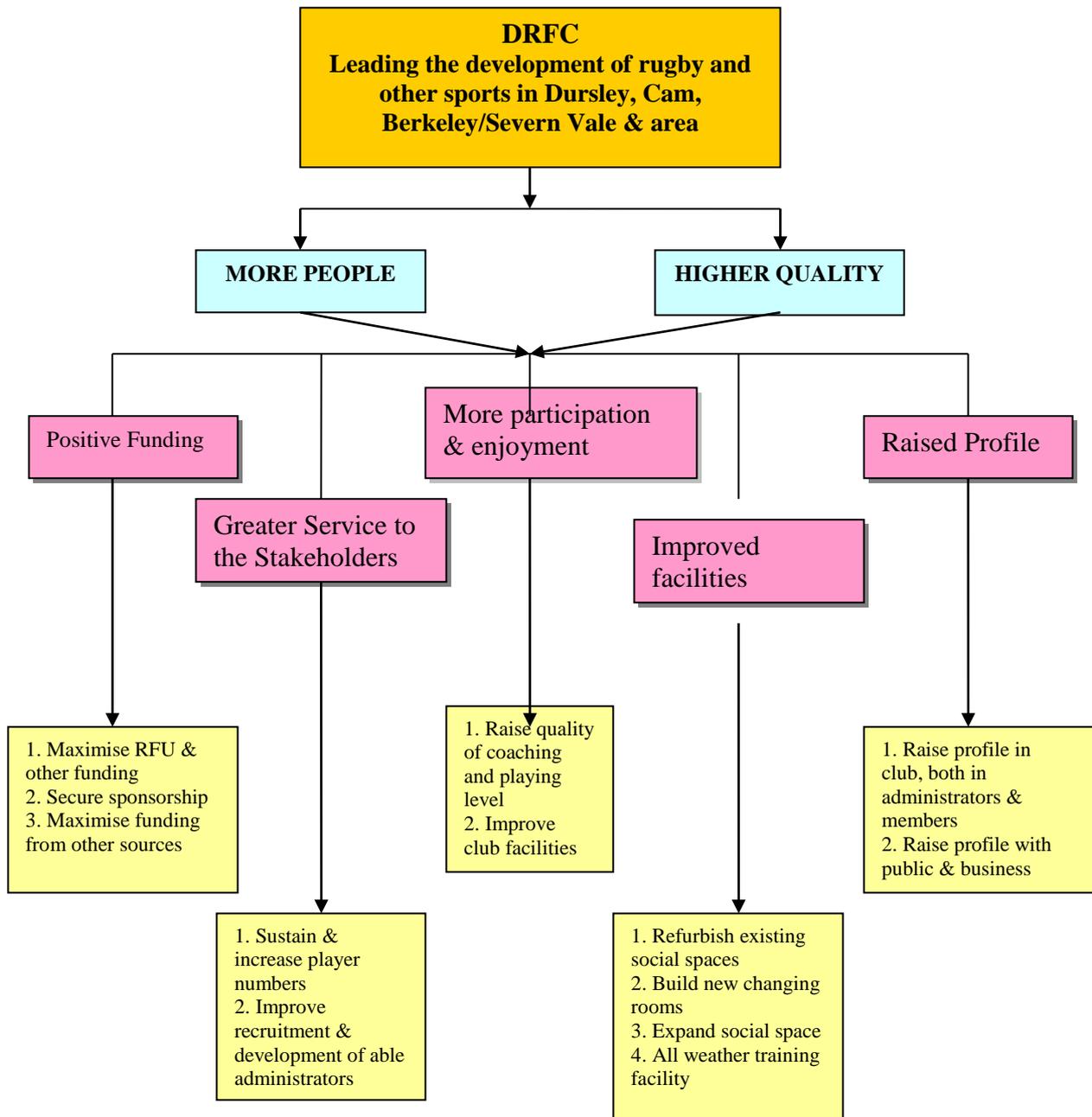


Figure 3. Organisation

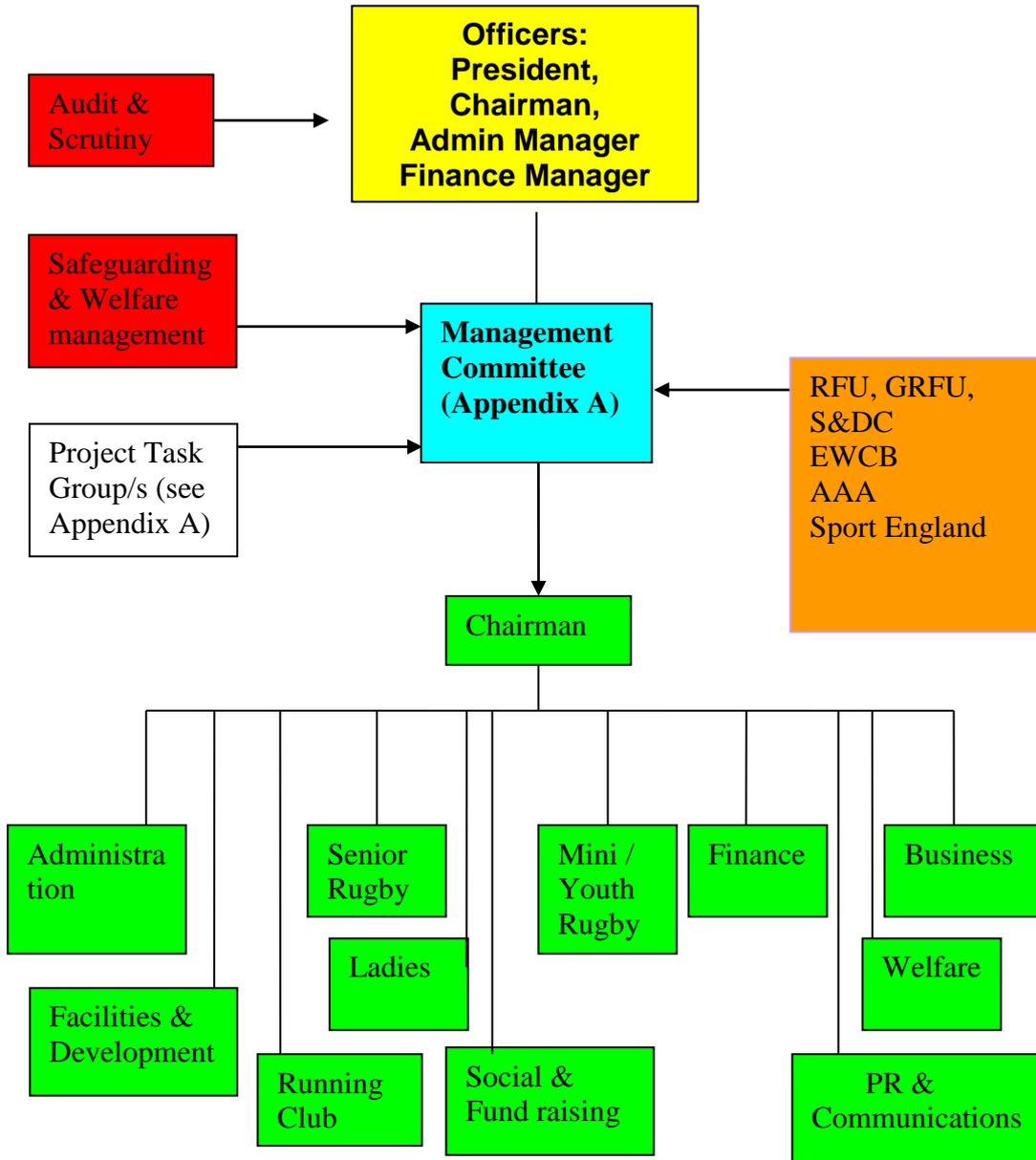


Figure 4. RFU Whole Club Development Plan



The terminology in the DRFC Structure in relation to the above Figure is as follows for the principal activities

12 Promotion & Publicity = PR & Communications

11 Facilities & Equipment =Facilities & development

10 Administration & Legal = Administration

The other items can be identified under the various job responsibilities

Appendix A Operating Structure, Organisation and Procedures

A.1: Operating structure

The officers of the club will comprise

President
Chairman
Administration manager (secretary)
Finance manager (treasurer)

The club will be operated by a management committee, comprising the chairman, administration manager and finance manager and managers, each of whom has a key *functional* responsibility. The functional managers will comprise:

Senior (Men's) rugby manager
Junior rugby manager (Mini and youth chairman)
Business and affiliated activities manager
Facilities and development manager
Social and fund raising manager
PR & communications manager
Ladies Rugby (Ladies Chair)
Co-opted:
Welfare Officer
Dursley Running Club (affiliated)

The management committee will meet *monthly* on the second Monday of the month and be responsible for total management of the club or at other times as determined by necessity / availability.

The management committee meetings will receive **brief** reports from each of the functional managers (and their sub-committees), resolve issues and disputes and prioritise actions for the coming months in line with the club's business plan and vision.

The managers will be responsible for recruiting and managing functional working groups or sub-committees to carry out the tasks required.

The officers of the club and the functional managers will be elected annually at a general meeting.

A.2: Outline responsibilities of club officers

President: Mentor, ambassador and figurehead.

Chairman: Overall leadership of the club, implementation of the vision and mission statement. Development and implementation of the business plan

Administration manager

Organisation, governance and administration of the club, including licensing, and all legal issues, minutes of management committee meetings, correspondence. Safe-keeping of important documentation. Membership database.

Finance manager

Budgeting, budgetary control, cash flow income and expenditure, book-keeping and auditing arrangements. Chair a working group from all playing sections each of whom is responsible for the

collection of subscriptions and match fees, payments of all expenses and budgets related to their section. This group to also include the business manager and social and fund raising manager.

A.3: Outline responsibilities of the management committee

Social and fund-raising manager

Responsible for social events, fundraising, social members, the 200 club, vice presidents, patrons and sponsorship. To chair a group having individual responsibilities from the above.

Facilities and development manager

Responsible for the grounds, pitches, buildings, furnishings, fixtures and fittings including maintenance and repairs and implementation of capital projects. Also conservation and environment, equipment, signage and residents' parking. To chair a group having individual responsibilities from the above

Senior (men's) rugby manager

Responsible for all aspects of the playing of rugby including: appointment of coaches, and administrators, election of captains, player registration, recruitment and retention of players, team selection, discipline, fixtures, referees, coaching and refereeing courses. To chair senior rugby committee and disciplinary committee.

Junior rugby manager

Responsible for all aspects of the playing of mini/junior rugby as above, including coaching, player registration, recruitment and retention of players, discipline, tournaments, matches and equipment. To chair Mini & Youth Committee and discipline committee.

Business and affiliated activities manager

Responsible for bar stock and staffing, cleaning and ground staff, kitchen and catering, procurement of materials, playing equipment and services, energy and water consumption and management of utilities and hire of facilities to third parties. Provide representation for all affiliated activities such as cricket.

PR & communications manager

Responsible for internal and external communications including newsletters, press and public relations, and web site, and social media.

Welfare Officer

To report on all aspects of welfare issues to the committee working with all sports sections.

Ladies & Girls rugby chair

Responsible for all aspects of the playing of rugby including: appointment of coaches, and administrators, election of captains, player registration, recruitment and retention of players, team selection, discipline, fixtures, referees, coaching and refereeing courses. To chair ladies rugby committee and disciplinary committee.

Co-opted: Dursley Running Club – affiliated Club

A.4: Audit and scrutiny

The management committee will appoint an audit manager to chair an independent group, which will include the President and others agreed by the management committee, to ensure the club operates in a proper manner and in line with the members' wishes, current legislation and the principles required by the constituent bodies of the various sports in which it is involved. This will be an advisory group only answerable to the Chairman and reporting to the Management Committee

A.5: Project Task group(s)

In addition to the Club Management Committee and the various sub0scommittees that support its day-to-day functioning, the club also establishes from time to time specific Task groups to run and report on specific projects.

Recent examples include the Social Spaces Project on 2014, and the Changing for the Future changing rooms project.