

SWANAGE & WAREHAM RUGBY FOOTBALL CLUB LTD.
DEVELOPMENT PLAN
2007-2010

INTRODUCTION

Swanage Rugby Club was formed in 1953 with the Wareham Old Boys creating their own club in 1961. The two clubs amalgamated to form Swanage and Wareham R.F.C. in 1966 with a centralised base at Bestwall Road in Wareham.

An amateur club from inception it is now a Community Amateur Sports Club (CASC). The club registered as an Industrial and Provident Society on 1 May 2006.

DEVELOPMENT POLICY

The club is committed to developing quality opportunities for its members. In order to do this the club will:

- 1 identify new opportunities and ways to progress and improve on current practices and procedures for the good of the club and all its members.
- 2 This development plan aims to ensure the future sustainability and success of the club.
- 3 Increase membership and participation within the club.
- 4 Create sustainable opportunities for competition at appropriate levels.
- 5 Increase awareness of sports development.
- 6 Ensure that all members are aware of, understand and work towards the club's development philosophy.
- 7 Ensure that the club's committee, coaches and volunteers consider development and moving the club forward in all areas.
- 8 Ensure the implementation of the policy is reflected in an Action Plan that is reviewed and monitored regularly.

WHERE HAVE WE COME FROM.

Since the amalgamation in 1966 the club has developed rapidly, and particularly so since the introduction of league rugby. For the last 11 years the club first XV has been among the top clubs in Dorset and Wilts and has won the Dorset and Wilts cup 10 times over that period and enjoyed success in the National cup competition. All four adult male teams now compete in league rugby and in 2006-2007 all teams finished in the first three of their leagues. The first XV spent two years in South West 1 and has lost three play off matches in the last four years in its attempt to achieve that level of rugby again. Throughout the past 11 years the club has overwhelmingly been reliant on players that have developed through its youth and mini system. While the club welcomes any player of any standard that move into the area or transfer to the club, no more than a handful of first XV players have arrived by that route. Thus, the club is highly reliant on the recruitment and retention of players in the youth and mini section. During the last 11 years the character of the club has changed significantly and for the better. The clubhouse has been extended and a new kitchen built. A new ladies toilet facility was opened in 2005. A new disabled toilet with baby changing facilities was opened in 2006. This has increased family attendance at home games and given the club the space to accommodate large numbers of members and guests on match days and to host mini festivals. It has also enabled the club to host social events and to hire the club out for weddings and parties. The clubhouse is used by the Blood Transfusion

Service free of charge. The pitches are made available to Purbeck Panthers and Wareham Rangers local mini soccer teams for training, and caravan clubs attend regularly in the summer. The local Council has hosted receptions there and local charities such as Wareham Multiple Sclerosis and Dorset Disabled Trust have permission to use parking facilities free of charge.

WHERE ARE WE NOW?

STRENGTHS AND WEAKNESSES.

MEMBERSHIP Membership of the club consists of Honorary Life Members, playing members and Vice Presidents. The Mini and Youth Section manages its own membership scheme.. All membership, save Honorary Life Membership, is open to all without discrimination upon payment of the relevant subscription. The club has adopted an equal opportunities policy. Vice President membership has increased significantly over the past 10 years. Membership subscriptions are an important source of income for the club. However, there is currently no Colts team and no girls or women's teams. These are critical weaknesses and potential threats for the future and must be addressed. The club would like to increase adult male playing membership and the action plan must address all these issues. The club is committed to achieving Seal of Approval over the time covered by this Plan.

PLAYING FACILITIES. The club has four excellent pitches that are kept in extremely good condition by careful maintenance and the fact we enjoy good drainage. The club owns the ground for two of the pitches but leases the rest of the ground from Wareham Town Council. The lease has recently been extended.

PLAYERS AND REFEREES FACILITIES. The club has recently opened three new changing rooms built to RFU standards. Over the life of this Plan the club aims to convert the pre existing changing rooms to the same standards.

EQUIPMENT. The building of the new changing rooms has meant that one of the old rooms can now be used for secure storage. Regular audits of equipment take place and replacements purchased as necessary.

MEMBERS FACILITIES. These are now good although need continuing maintenance. New ladies toilets and a disabled toilet have been built and are now open. Parking facilities for the disabled are provided.

COACHES AND COACHING. The standard of coaching is currently very high for adult males but it must be a high priority to persuade all senior players to take an interest in continuing involvement with the club in a coaching or other capacity. It is particularly important to increase the number of qualified coaches and referees among the Youth and Mini section as membership at that level increases. The club is committed to the RFU Continuum.

MANAGEMENT COMMITTEE. The Management Committee is large consisting of elected members, all officers and all captains of teams and chairs of sub committees. The club sees this as a strength and will continue with that structure. Succession planning is important even though there is little turnover. A new Vice Presidents secretary has been appointed..A candidate to replace the retiring Secretary has been identified to take over in 2008. All key posts and sub committees have job descriptions or terms of reference.

FINANCE. . The main sources of income are subscriptions, money from the RFU, sponsorship and money from the bar. Sponsorship income is low compared to many clubs but this reflects the economic realities of our geographical location. There are no big businesses in the locality. The new changing room development has stretched the club financially and careful management of expenditure will be necessary for some time as the loan from the RFF is paid off. Nevertheless, over recent years income has exceeded expenditure by at least £10K per annum so the clubs finances can be described as healthy in the medium term.

VOLUNTEERS. References have been made above to the need to increase volunteers in key areas such as coaching, refereeing, bar work and to fill key posts on committee. Volunteer coordinators have been appointed for both the senior club and the youth and mini section but a more concerted effort is needed to support leaders in various activities such as club house maintenance, organisation and staffing of social events, programme selling etc.

LINKS WITH SCHOOLS. The club is lucky that its head coach is head of PE at the local comprehensive but if the minis are to prosper and youth sides are to expand then the appropriate places to publicise the club's existence and the pleasures of rugby as a game for all ages and both genders are the local schools. A programme of well organised visits must be put in place, involving senior players as well as coaches.

WHERE DO WE WANT TO BE?

Our major objective is to be a centre of excellence for rugby in Dorset and Wilts with rugby as the sport of first choice for youth in the community. We want all our teams to play competitive rugby at the highest level possible while maintaining enjoyment of the game and its social aspects. We do not have grand ambitions to press for National league status but we believe it is perfectly feasible for us to establish ourselves in South West 1 and to enjoy continuing success in cup competitions. Above all we want to continue to establish ourselves as a genuine community club open to all with our improving facilities enhancing the opportunities for all in the community to enjoy what we can offer.

HOW WILL WE GET THERE?

The attached document sets out our detailed plan of action. It includes objectives relevant to the Mini and Youth Section in order to create a Plan for the whole club and facilitate close liaison within the club.

HOW WILL WE REVIEW PROGRESS?

Progress against the plan will be formally reviewed annually by the main committee with a view to updating and changing it as required. Sub committee chairmen will report progress to regular committee meetings. Main Cttee members will attend Mini and Youth Cttee meetings and vice versa.

MEMBERSHIP			
Objective	When?	How?	Who?
Create Colts team.	September 2008	A manager has been appointed for the Under 16s who is committed to taking the side on to Colts rugby next season. To be augmented by older eligible players already active.. Cost minimal.	Main Cttee.
Seek volunteers to create at least one female team.	September 2008	Appoint team manager/coach(potential candidate already identified) Aim first for under 14 team. Probably 15 girls needed to create squad. See below on Schools Liaison Officer. Cost minimal	Main Cttee and Chair of Y and M Section
Increase VP membership by at least 5% per year. Target for 06/07 surpassed. Current no. 181 Target figures 190 07/08 200 08/09 210 09/10	ongoing	Personal contact Website Programme Press publicity No cost.	Mgt.Cttee and Vps Secretary. Webmaster. Programme author Publicity Secretary
Increase adult playing membership by 5% per year. Target figures Current 90 07/08 95 08/09 100 09/10 105	ongoing	Website Liaison with Youth and Mini Cttee.	Webmaster Head coach and captains Chair of Selection Cttee.

Increase Youth and Mini playing membership by 5% per year. Target figures Current 234 07/08 246 08/09 258 09/10 270	ongoing	Continuing schools visits, see below re Schools Liaison Officer. Website Rugby fun days Float at Wareham Carnival and leafleting Publicity at Swanage Regatta and Carnival	Schools Liaison Officer Webmaster Steering Cttee. Y and M Cttee. Y and M Cttee
To introduce RFU Proficiency awards for players at all ages	At least 20% of all players to be tested by November 2008	Obtain relevant pack from RFU and set programme of testing by March 2008. Cost £200	Cttee and coaches
To achieve coach/player ratio of 1:10 or better	Ongoing	Monitor ratio on regular basis. Seek additional volunteer coaches, particularly from parents, and arrange training as necessary. Cost approx £500 per year to be met by senior club.	Cttee
Ensure all coaches and volunteers have approved job descriptions	Ongoing	Hand to coach or volunteer on appointment	Chairman
Achieve Seal of Approval	Stage 1 by end March 2008	Most work already done. Liaise with Development Officer over outstanding issues	Y and M Cttee and Club Chairman.
PLAYING FACILITIES	WHEN?	HOW?	WHO?
To ensure all coaching and competition takes place at safe venues and uses safe equipment	Six monthly	Risk assessment audit. Result of audit to be shared with club cttee to ensure action taken	Cttee
Maintain pitches to excellent standard.	Ongoing.	Mowing, fertilisation and spiking as required. See separate document on Maintenance. Cost likely to be in region of £1500 per annum.	Ground Cttee.
PLAYERS AND REFEREES FACILITIES	WHEN?	HOW?	WHO?
Complete second stage project of conversion of existing facilities to three self contained changing rooms and new gents toilets by August 2010.	August 2010	Planning permission for both parts of project granted. Progress entirely dependent on finance. Cost approx.£120K.	Steering Committee

EQUIPMENT	WHEN?	HOW?	WHO?
Carry out audit of current equipment and purchase additional equipment or replacements as necessary.	Ongoing at start of each season.	Coaches and captains to agree what is needed and seek funding from Cttee. Likely cost £1000 per annum. Shirts to be sponsored by local businesses as now.	Mini and Youth Cttee and Coaching Cttee.

MEMBERS FACILITIES	WHEN?	HOW?	WHO?
.Set speed limit for vehicles in club grounds to improve safety. Erect signs.	By March 2008.	.Decision by Cttee. Cost approx £200	House Cttee
Maintain club house in good condition to facilitate external and internal bookings of club.	Ongoing.	Work parties on a regular basis and ad hoc repairs. Historic cost per year around £500. See Maintenance document for more detail.	House Cttee.
COACHES AND COACHING.	WHEN?	HOW?	WHO?
Increase coaching capacity. Currently there are 9 coaches at Foundation level, 5 at Level 1, 5 at Level 2, 2 at Level 3 and 1 at Level 4 for adult players.	Ongoing. Targets are to have at least 6 coaches at Level 1 by end May 2008 and increase by 2 per year thereafter. To maintain Level 2 coaches at 3 (in practice that means additional qualified people as some existing Level 2s will progress to Level 3) Increase Level 3 coaches to 4 by September 2008 and by 1 per year thereafter.	All courses to be funded by Main Cttee. Some volunteers already identified. Likely cost around £500 per annum.	Chair of Y and M Section and Chair Selection Cttee.

Increase refereeing capacity for Y and M level.	Increase numbers by 5 per year and replace any leaving.	All training to be paid for by Main Cttee. Likely cost around £200 per annum.	Chair of Y and M Cttee.
Increase coaching capacity at Y and M level. Currently there are 9 at Level 1 and 5 at Level 2. In addition courses are pending for 4 coaches at Level 1 and mini/tag.	Increase Level 1 to 15 by September 2008 and 1 per year thereafter. Increase Level 2 to 10 by September 2008 and by 1 per year thereafter.	Volunteers already identified. Club to pay all course fees. Cost approx £200 per annum. In addition, youth players benefit from contact with senior players and senior coaches.	Y and M Cttee.
MANAGEMENT COMMITTEE.	WHEN?	HOW?	WHO?
Ensure succession plans are in place for all key posts.	By March 2008 for season 2008/9	Canvass all current postholders by end March 2008 to check who will not continue.	President and Chairman and Chairman M and Y
To communicate regularly with parents/carers	By e-mailing minutes of meetings to all those with e-mail addresses. By issuing questionnaire once each season	Minimal cost	Secretary

WEBSITE.	WHEN?	HOW?	WHO?
Maintain Website to standard set in year just passed in which very significant improvements have been achieved.	Ongoing.	Authority devolved to Webmaster. Cost around £250.	Webmaster
FINANCE.	WHEN?	HOW?	WHO?
Increase Bar takings by 5% per year.	Ongoing.	Review prices annually to meet increases by suppliers and to manage profitability. Maintain current level of club bookings but cherry pick to ensure high levels of income are achieved (minimum bar take of £800 to be aimed for)	Bar Cttee. and Social Cttee.
Monitor income from subscriptions and review annually.	Ongoing.	Examinations of numbers and financial accounts.	Membershi p secretary and Treasurer.
Maintain income from programme and fixture list advertising.	Ongoing.	Contact with existing advertisers.	Editors of programme and fixture list.
VOLUNTEERS.	WHEN?	HOW?	WHO?
Increase numbers of volunteers by a minimum of 5% per year.	75 by May 2008. 80 by May 2009. 85 by May 2010.	Advertising on Website. Programme notes. Personal contact. Also take advantage of help available from RFU including organising visits by experts.	Mgt. Cttee.
Obtain firm commitments from existing volunteers.	Sept. 2008 and then by Sept. annually.	Produce rota for all bar duties. Maintain information on time spent by volunteers. Use info to obtain commitments.	Bar chairman. Social Cttee.

DUTY OF CARE & CHILD PROTECTION	WHEN?	HOW?	WHO?
To have at least two members of the youth section, one of whom is a coach, to have attended Child Protection training within the past three years	Achieved but must be maintained.	Attendance on relevant course. Cost minimal.	Mini and Youth Cttee
To maintain access to first aid equipment for all Mini and Youth coaching and competition sessions.	Ongoing	Regular checks of equipment	Coaches
To maintain emergency procedures for dealing with serious injuries or accidents.	Ongoing	Checks of procedures	Mini and Youth Cttee
To maintain information on any relevant medical conditions of players	As players register	Completion of medical information proforma	Secretary
To maintain contact details of parents/carers and contact numbers.	As players register	Registration document	Secretary
SPORTS EQUITY & ETHICS	WHEN?	HOW?	WHO?
At least two members of club have attended a Running Sport "A Club For All" workshop within past three years	By November 2008	One already attended. Seek volunteers for attendance	Cttee
At least two members of club have attended "Equity in your Coaching" workshop within past three years	By November 2008	One already attended. Seek volunteers for attendance	Cttee

To maintain current booklet covering conduct of all those attending club	Ongoing	Booklet to be given to all players and parents/carers and to be available at club at all times	Chairman and all coaches
LINKS WITH SCHOOLS.	WHEN?	HOW?	WHO?
Visit all 20 schools in area at least once every 2 years. Sign at least two further club/school partnership links by November 2008.	10 visits per year.	The club's former Schools Liaison Officer has been appointed full time Community Rugby Coach and visit's a wider selection of schools regularly. We intend to use the range of contacts he is building up in the short term while we endeavour to fill his now vacant position. The objective is to get children at the club but we recognise that initial visits to schools is necessary to generate interest. Concentration will initially be on schools in the immediate locality, ie Sandford, Wool and Bovington before spreading wider to schools in Corfe Castle, Swanage and Lulworth.	Chairman Youth and Mini Cttee to take lead in replacing Schools Liaison Officer. Community Rugby Coach, still a club member, to liase with senior players and coaches over support and follow up to his own visits in his new capacity.

SWANAGE AND WAREHAM RFC LTD.

MAINTENANCE PROGRAMME

1. The chairmen of the Ground Committee and of the House Committee shall be full members of the Management Committee of the Club elected annually by the AGM.

2. The chairman of the Ground Committee shall be responsible for maintaining all pitches in excellent condition by regular marking, mowing and such treatment as he considers appropriate. He will be responsible for maintaining securely all equipment owned by the club and ensuring it is kept in good repair or replaced as necessary, seeking authority from the Management Committee for unusual or large expenditure. In carrying out this function reference should be made to Facilities Guidance 3 issued by the RFF.

3. The Committee shall appoint a cleaner with clear terms of reference which include areas and frequency of cleaning and shall commission additional cleaning as and when necessary.

4. The chairman of the House Committee shall receive all reports on problems in the Clubhouse and will have delegated authority to initiate action as necessary including expenditure, referring unusual or large items to the Management Committee for approval.
5. The chairman of the House Committee shall be responsible for ensuring that maintenance contracts are in place covering fire extinguishers, alarms, and electrical equipment and that maintenance is carried out and appropriate documentation filed.
6. The chairman of the House Committee shall report regularly to the Main Committee on the state of the Clubhouse and arrange work parties of volunteers or professional help as appropriate.
7. It is the responsibility of the chairmen of the Ground and House Cttees to ensure that safe methods of working are set and followed and that equipment and harmful substances are housed properly and stored safely.
8. Risk assessments are carried out regularly and particular care is taken when removing or repairing goal posts or floodlights. Risk assessment officers are Chairs of Ground and House Cttees and John Burgess.

November 2007.