



# **Review Document Strategic Plan**

**2019 – 2025**

**‘Community Rugby at its best’**

**June 2021**

## 1. Background

The strategic plan written approximately two years ago has focused attention particularly on the development of the club. It has proved to be a valuable document and helped to keep us on the right track. It is now time to review, to fine tune our thinking and respond to the changes that have taken place during the last twenty-four months. Ideas have been developed and specific proposals need to be put forward so that we can start a serious fund-raising campaign for the whole of the club which will enhance the playing provision at all levels.

The number of players at age grade rugby remains buoyant, despite the limitations of the covid-19 restrictions. This is an achievement for the club, its age grade coaches and managers, and overseen by a highly competent club coaching co-ordinator.

Since the publication of this document two former players, Ali Price and Georgie Lingham, have emerged as players at an international level. The club is proud of their achievements at the highest level.

The club has gone through the process of incorporation, to better protect the financial liability of its officers, board members and trustees. This will further safeguard the club and its estate, as legally separate but culturally joint entities.

## 2. WNRFC Mission Statement

In our last full playing year 2019/20 the club was awarded the ECRU Presidents "Club of the Year" title – an outstanding first-time achievement. This was headed up by the activities, both playing and managerial, by the senior side remaining unbeaten throughout an entire season of league and cup rugby. The other playing sections also had cause to celebrate their progress, a sure indication of unity across the board.

## 3. Summary of Objectives

These are ongoing objectives and there is much evidence that in these difficult times the progress of the club development across a whole range of areas has continued to markedly improve. Our structural plans to improve the clubhouse and grounds facilities is already proof of the work being done. We are indebted to Ian Trundle for the work he has led with his staff and the production of a complete set of architectural plans which have been fully approved by the RFU, a significant achievement. We have already raised some monies via the RFU, and the local authority in the form of grants. We are conscious that to fulfil the designed plans we will need to launch a significant fund-raising timetable and activity programme to see the development completed over several phases of work. We are anxious and wish to be careful to avoid the lure of large loans from the RFU and other sporting bodies lest they hang like a financial millstone around our neck for decades to come! Whilst it would be great to have all the designed and approved plans completed by the time our centenary arrives in 2025, this is not an imperative. If we decide that it cannot be achieved, we intend to be flexible and prudent enough to extend the completion date to a more convenient time.

We also intend to further identify, through various events and activities, further sponsorship campaigns and other fund-raising activities e.g. summer balls, auctions and much more. We have already formed a small working group that are already working on the fund-raising road map, which will very soon be published. We hope all members will accept the responsibility of working as valuable parts of the organisation and take on the management of individual events. We envisage that those people will work with the strategic group who will be accountable to the board.

## 4. People

The aims and objectives of this section remain the same. Much work has already been undertaken here but many of the issues need to be constantly reinforced – they never go away.

Great strides have been made regarding the transparency of the funding of rugby within the club. We have constructed a playing budget process. This requires each playing section to work to an agreed budget which is agreed with the board for the coming season – this of course includes membership fees, coaching subsidies alongside physiotherapy costs. This document is currently under review as part of the annual cycle.

Playing development meetings involving all playing sections are regularly held and notes of these are available for all to read. Safeguarding is always a standard agenda item. First aid and DBS requirements are reviewed and upheld.

The club also now has a coaching policy document in place which is reviewed regularly.

The matter of CPD for coaches is discussed in this forum.

Key personnel are kept up to date with developments launched by the RFU e.g. the launch of the new online learning courses recently revamped in some cases, along with new ones which are requirements of the RFU.

**eLearning: Headcase Concussion Awareness Training**

**eLearning: Introduction to Safeguarding**

**eLearning: TackleSafe**

## 5. Environment

### **Schools Programme**

The pandemic has put a stop to almost all the work in this area.

When schools open their doors to allow access to their pupils, we will need to rebuild the links that were in place prior to the pandemic. We need to make the most of the opportunity of Smithdon High School coming on board as a major sponsor.

### **Community Engagement Activity**

Community engagement links will need to be rebuilt when restrictions are lifted. We need to promote ourselves so that the community make more use the facilities. Our proposed development plans will greatly assist in this area.

## Facilities

Work has begun in earnest on the development of the clubhouse. Since the strategy was published the bar has been refurbished along with the toilets and the general disabled access to the ground floor of the clubhouse. A new outside bar has been provided.

We have utilised NatWest funded work force activities to maintain the ground, lights, posts and surrounding horticultural/arboreal area.

During the second wave of the pandemic the electricity supply was removed from the squash club which allowed the club to demolish the building.

Work is now under way to make safe the base of the old squash club so that it can be turned into a viewing area and a more spacious location for the outside bar. This will be upgraded this summer and in the future used as the base of a new extension.

Work has been undertaken to secure funding for the building of the external lift to provide access for all to the first-floor social area of the clubhouse. This is being supported with an on-line fund-raising campaign.

Further developments are planned for the summer, these include a number of long overdue maintenance items such as: -

- Replacement of blown glass panels in some windows.
- Replacement of old wooden framed windows.
- Blocking up windows at the rear of the clubhouse.
- Shop refurbishment.
- Function room refurbishment to include new double doors, blocking up the meeting room door, replacement ceiling.
- New landing and stairs floor.
- Replacement of hot water system cylinder and its relocation.
- First aid room refurbishment.
- Replacement of pitch 3 floodlights.

It is hoped that we can complete the list above, but this is all subject to finance being available.

## 6. Business

Incorporation has provoked changes to some previous working practices and the posts held by some members.

The establishment of the Company Board of Directors and the appointment of seven directors has meant that this body has replaced the old executive committee. We continue to develop our new corporate structure which is based around the Operations Committee (general facility management), Playing Development Committee, and the recent development of a Strategic Fundraising Working Group. Each of these working groups is accountable to the board.

We need to recruit volunteers to a small working group, who will organise social events for members that raise much needed income to continue the development of the club. This group will work in conjunction with the strategic fund-raising group.