



**Northwich Rugby Union  
Football Club**

***Strategic Development  
Plan***

**Prepared by :-**

Trevor Rawling Senior Committee Member

Phil Clarke ClubMark Co-ordinator / Head Coach

October 2002

**Reviewed & Approved by :-**

Sam Naylor Club Chairman .....

Ron McLaverty Club President .....

**Signed**

**Date**



## Northwich RUFC

### MISSION STATEMENT

*Northwich Rugby Union Football Club exists to:*

- *Provide well run and appropriate facilities and resources for training and playing Rugby Union Football.*
- *Be an open access club for all people wishing to join.*
- *Encourage continuous improvement at all levels and age groups.*
- *Be a desirable and enjoyable Club to belong to for both playing and social purposes.*
- *Be financially viable to enable our aspirations to be met.*
- *Have efficient and effective administration throughout the club.*



## CURRENT STATUS

- Currently plays in the South Lancashire and Cheshire 1 league within the RFU structure at 1<sup>st</sup> XV level.
- Senior Colts currently play in Group A of the Lancashire and Cheshire Senior Colts league.
- Fields the following teams:
  - 1<sup>st</sup> XV, 2<sup>nd</sup> XV, 3<sup>rd</sup> XV, Vets
  - Under 7s to Under 15s
  - Under 16s and Senior Colts
- Has the following membership.
  - 83 Senior Players
  - 162 Junior Players
  - 34 Non Players (including Junior Section Coaches).
- Has 2 qualified Senior Coaches assisted by a team of 4 assistant coaches at senior level.
- Has 19 Junior Coaches qualified at various levels from Mini/Midi 1 to Youth 2.
- Has 6 RFU qualified referees.
- Has a successful and growing Junior section with its own operating committee.
- Has a complete Club Committee with committed and able members and officers.
- Does not own its own pitches, land, clubhouse or other buildings.
- Has no Capital Assets.
- Leases the 1<sup>st</sup> XV pitch from Vale Royal BC (Moss Farm).
- Rents the 2<sup>nd</sup> and 3<sup>rd</sup> XV pitches from Moss Farm
- Rents 5 changing rooms / store rooms, toilets and showers from Moss Farm
- Pitch leases / rentals include all ground maintenance.
- Changing room and showers rental has an associated charge for utilities.
- There is no long term security on the playing and changing facilities.
- Has non-exclusive use of the Moss Farm Club House.
- Derives no income from the Club House Bar.
- Has an annual operating expense of ~ £16,000 which, on average, is matched by the income.
- Has cash reserves of ~ £10,000.



- Has no liabilities other than RFU fees, insurance premiums and the Moss Farm lease.
- Is increasingly involved in supporting Rugby in the Community with the Active Sports Programme, Vale Royal BC Sport Development and work helping local schools.
- Has few non-playing / social members as we have nothing in the way of dedicated club facilities to offer. Playing members tend to leave when they stop playing.
- Depends on the hard work of a few long term and dedicated club members.
- Struggles to raise money via sponsorship as we have no commercial opportunity to offer.
- Struggles to raise serious money through social events as we have no venue of our own and have to hire and forego bar income at such events.
- Runs the Northwich Festival of Sport every August Bank Holiday which makes a profit of £3500 average.



## CLUB VALUES

- ❑ Fair Play and Sportsmanship.
- ❑ Support to fellow Club Members on and off the pitch.
- ❑ Hard work and commitment to training as well as playing.
- ❑ Aspirations by all players to play at their highest possible level.
- ❑ Respect for opposing teams & clubs, referees and officials.
- ❑ Respect for Club property and facilities (whether owned by us or not).
- ❑ Acceptance of Team Selection decisions without complaint and commitment to play for the team selected for.
- ❑ Active work by all members to promote the club, recruit members (senior and junior), to raise money for the club and to organise social and fund raising activities.
- ❑ A Family oriented Club that welcomes all members, their friends, partners and families in a sociable and hospitable atmosphere.
- ❑ A 'classless' and inclusive club that welcomes members from all walks of life and backgrounds without prejudice.
- ❑ A Community focused club that recognises it has a role to play in developing and promoting Rugby Union in the Mid-Cheshire area.
- ❑ An expectation that all members will promptly pay their subscriptions, match fees and other dues and not 'sponge' or 'freeload' at the expense of their fellow members.
- ❑ An expectation that all members will seek opportunities to help in some way with the essential tasks of running the club.



## VISION FOR THE FUTURE

ITEM	CATEGORY
<ul style="list-style-type: none"> <li>□ To have the maximum number of senior teams playing every week in the season, i.e. : 1<sup>st</sup> XV to 4<sup>th</sup> XV plus Vets, including adequate replacements.</li> </ul>	Playing
<ul style="list-style-type: none"> <li>□ To have the maximum number of Junior teams playing every week, i.e. : Under 7s to Under 19s.</li> </ul>	Junior
<ul style="list-style-type: none"> <li>□ To have complete teams for Girls Rugby at Under12-14 and Under 14-16.</li> </ul>	Playing/Junior
<ul style="list-style-type: none"> <li>□ To have a Women's Rugby Team.</li> </ul>	Playing
<ul style="list-style-type: none"> <li>□ To have all teams properly supported with coaching and team management resources.</li> </ul>	Playing/Junior
<ul style="list-style-type: none"> <li>□ For all teams and players to play at their highest possible level.</li> </ul>	Playing/Junior
<ul style="list-style-type: none"> <li>□ To have our own Club House and Bar facilities with enough space for Social and Fund Raising functions which will attract members (both playing and non playing) and their families and friends, and will make a net contribution to the finances of the club.</li> </ul>	Facilities
<ul style="list-style-type: none"> <li>□ To have long term security (25 year minimum) for our pitches, training and playing facilities.</li> </ul>	Facilities
<ul style="list-style-type: none"> <li>□ To have improved changing and showering facilities to meet the needs of all members (including Juniors, Girls and Women).</li> </ul>	Facilities
<ul style="list-style-type: none"> <li>□ To have increased playing and training pitches, particularly a floodlit training pitch, dedicated Mini and Junior pitches.</li> </ul>	Facilities
<ul style="list-style-type: none"> <li>□ To have a large and supportive non-playing membership to support the club practically, financially and administratively.</li> </ul>	Membership
<ul style="list-style-type: none"> <li>□ To have adequate, reliable and sustainable sources of income to meet the clubs operating needs and development.</li> </ul>	Finance



To be the leading Community Rugby in Mid Cheshire providing to Rugby support and encouragement to all parts of the community that need it and with a particular emphasis on social rugby, schools and deprived areas.

Community



## STRATEGIC OBJECTIVES

1. **Actively promote Senior Men's Rugby in the Northwich Area and develop more Senior Players for the Club.**

*Possible ideas:*

- *Poster, Leaflet and other publicity campaigns (help from Vale Royal BC?)*
- *Develop and offer 'Social Rugby' to increase participation (e.g. Pub Rugby 7s, Family Tag Rugby etc.)*
- *Contact Employers for promotion within companies.*
- *Member brings member subscription 'holidays.'*

**Leader: R McLaverty**

2. **To investigate all possible means of getting long term security of tenure of playing and training facilities and our own management of a clubhouse and changing rooms with suitable facilities for social events. Use this to promote the benefits of non-playing membership.**

*Possible ideas:*

- *Meet with and present our case to Vale Royal BC to negotiate a long term lease for our pitches, increased training areas with lights and dedicated Junior Pitches.*
- *Offer to take offer and develop the Club House at Moss Farm.*
- *Investigate possibilities with Northwich Cricket Club.*
- *Investigate other venues and partners.*

**Leader: T Rawling**

3. **To continue to develop our Junior Section and recruit more effectively so that all ages are filled.**

*Possible ideas:*

- *Establish Tag Rugby within the PE curriculum of local primary schools and support inter school matches.*
- *Establish open access Saturday morning sessions at areas not covered by clubs (e.g. Winsford).*
- *Transition players from above into our Junior Teams.*

**Leader: S Bridle**

4. **Develop a Female section for Girls 12-16 and Women.**

*Possible ideas:*

- *Actively support Tag Rugby as part of the National Curriculum to girls in local High Schools.*



- *Encourage adult women to play in Tag Rugby leagues.*
- *Transition players from above into contact rugby and club sides.*
- *Identify a Female Section leader/officer (female).*
- *Develop female coaches.*

**Leader: P Clarke**

**5. To increase and stabilise our sources of regular and reliable income.**

*Possible ideas:*

- *Get local employers to sponsor players that work for them.*
- *Run our own Bar and Facilities and more lucrative social and fund raising events.*
- *Pursue all possible sources of lottery and other funding for programmes and initiatives.*
- *Re-examine how we can use the Festival of Sport date and venue to bring in more income with a different event.*
- *Run Pub and Family Rugby at a profit.*
- *Hold an annual profit generating tournament, e.g. a National Girls/Women's 7-a-side or Tag Rugby weekend.*

**Leader: J Brunlees**

**6. Become the leading Community Rugby Club in Mid-Cheshire.**

*Possible ideas:*

- *Establish Women's and Girl's Rugby.*
- *Increased involvement with all Schools.*
- *Establish Summer Holiday Courses and Social Rugby.*
- *Work very closely with Vale Royal BC, Active Sport, Sport Cheshire and Cheshire RFU Development Officers.*
- *Support actively (coaching, refereeing, provision of facilities etc.) all initiatives by others for developing Rugby.*
- *Increase the number of RFU and Community qualified Coaches and referees within the Club.*

**Leader: P Clarke**



- N.B. - The Strategic Objectives above are key proposals only.**
- Collectively they will realise all elements of the Vision when fully achieved.
  - The ideas for implementation are initial suggestions and there are many other things that should be considered.
  - Strategy 'owners' for each objective need to be identified who should create teams to fully develop a plan for their strategy and see it through to completion.



## Northwich RUFC Strategic Development Plan

### Implementation Process

	<b>Action</b>	<b>Who</b>	<b>When</b>	<b>Status</b>
1	Draw up outline Strategy & Vision	Committee	Dec02	Complete
2	Identify and agree Strategic Objectives	Committee	Dec02	Complete
3	Identify Leaders for Objectives	Committee	Feb03	Complete
4	Develop Initiatives for each Objective	Leaders & Teams	Jul03	In Progress
5	Develop Action Plans for each Initiative	Leaders & Teams	Sep03	
6	Implement Action Plans	Leaders & All		
7	Review progress	Committee	Jul03	
8	Review and update plan	Committee	Dec03	

**Note:**

The timetable for completion of the Initiatives will depend on the Initiatives themselves.

As Action Plans for Initiative Implementation are developed they must include time objectives and milestones.