

## **Beckenham RFC Development Plan 2019-20**

### **BRFC VISION**

#### **1. Vision (2019-2022)**

We aim to be the best community club. It is therefore essential that our Club is viewed positively in the Community and we can demonstrate that we offer the game of rugby to all ages and sexes in a well-managed and controlled way through good management and qualified coaches. We want to be known as a Club that promotes good sportsmanship and fair play, both on and off the field. We also want to be known as a club that is welcoming to all, players, members and spectators and we would like to be at the heart of our local community. We take our cultural lead from the RFU and our value and standards follow. Our club's culture is built on honesty, humility and hard work. We believe that rugby is about the size of your heart and not the size of your wallet. We are Beckenham RFC; One Club, Our Club.

**BRFC 125.** In 2019-20 we celebrate our 125<sup>th</sup> season as a club; we were established on 19 October 1894. We are determined to ensure that this great club is still part of this community in another 125 years' time. Therefore, we must have a rugby club that can sustain itself. To that end, by 2021 we are aiming to add more revenue generating capability to the facilities already in place. We are planning a phased build to provide a:

1. Car Park Extension (targeting completion by 31 Aug 2019)
2. Fit for purpose kitchen / players [dining] room (targeting completion by 31 Aug 2020)
3. Members' Gym (to follow on)

### **BRFC PLAN (2019-20)**

#### **2. Club Objectives (Management Committee)**

##### **a. 2019-20 Plan.**

- **Management Committee**
  - To produce a friendly atmosphere in which people can not only play rugby, but also watch the game.
  - To foster and further develop relationships within the local community and other sporting organisations that will ensure the future and continued growth of our Rugby Club.
  - To identify and support approaches for ensuring that the benefits of the Rugby Club are equally accessible to all young people with the ability and desire to progress in sport, targeting women and those living in a designated priority or disadvantaged areas.
  - To further develop the management, coaching and playing qualities of our Men's, Women's and Youth / Junior sections within our Rugby Club.
  - To maintain RFU Accreditation.
- **Membership.** The plan is to rationalise memberships to comply with our CASC status. As a result, the payment window will open on 31 July and shut on 31 January annually. On 1 Feb annually all membership privileges will be revoked for non-payers. For 2019-20 season the prices will be:
  - **Senior Playing** - £110
  - **Student** - £55
  - **Social / Non-playing** - £55
  - **Youth FM1** - £85 (Youth - £55 / Parent - £30)
  - **Youth FM2** - £140 (1 Playing adult + 1 child)
  - **Each Additional Youth Player** - £25

- **BRATS Parent** - £55 (u5s and below)

**b. Key Actions (Owners)**

- **Volunteer Recruitment Plan (Each Section Lead)**
  - **Attracting new Volunteers.** We need to develop a plan to actively attract new volunteers into the club that is targeted at the new parent base that comes each year when young new players start and from all areas of the local community.
  - **Succession planning.** Within each club committee, each committee position has a job description that includes a responsibility to identify a replacement and complete a suitable handover with that person to ensure management continuity of that committee position.
- **Club Referee Development Plan (Club Liaison Officer)** We have several qualified referees, who are affiliated to the London Society of Rugby Football Union Referees (LSRFUR). That Society does appoint to all our sides when they have full availability. We do need to continue to encourage more players and parents to take up this challenging but rewarding alternative option to playing. The club have hosted both refereeing and coaching courses in the past and having a local course on offer would be beneficial to having more club volunteers taking up the opportunity. A target to aspire to is for there to be a qualified referee available at each Junior age group and at least 3 club referees qualifying to level 11 and above, that are willing to have their names forwarded on to the LSRFUR.
- **Coach Development Plan (Director of Rugby)**
  - **Club Coaching Structure.** We have a club wide approach to coaching where the policy, approach and playing style is defined and then implemented by all the coaches at all levels within the club.
  - **Numbers and qualification levels.** We need to develop and manage an ongoing programme to attract more coaches into the club and then take those coaches through the RFU coaching qualification levels such that we have sufficient coaches qualified at RFU Level1, Level 2 and Level 3.

**3. Senior Men's Rugby**

- a. **2022 Vision.** To develop Beckenham into the premier club in South East London and push for promotion into London Premier (Level 5).

**b. 2019-20 Plan:**

- To consolidate in London 1 South – measured by league position
- To re-validate the clubs academy programme – measured by number of players who have represented the academy 5 or more times
- Create an active senior players group with clear roles – measured by number of group meetings
- Strengthen playing squad – make BRFC an environment, which attracts top players through quality coaching, facilities, playing style, etc.) – increase the number of new players who represent the club 5 or more times
- Re-establish the 3<sup>rd</sup> XV (Ex A XV)
- Ensure there is a clear focus on coach development throughout the club
- Create an environment where hard work is recognised and rewarded before all else
- **Coaching Team:**
  - Director of Rugby – John Jackson
  - Director of Men's Rugby – Steve Benham
  - Head Coach – Dan Brown
  - Forwards Coach – Lovejoy Chawatama
  - Player/Forwards Coach – James Cleverly
  - 2<sup>nd</sup> XV Coach – TBC
  - Academy Director – Phil Davis
  - Academy Head Coach – TBC

## **4. Senior Women's Rugby**

### **a. 2022 Vision**

- To create an environment in which women and girls can develop new skills, make solid friendships, be part of a flourishing and successful ladies section and promote personal health and well being.
- Work on increasing numbers to effectively run two women sides at BFRC.
  - Identify specific roles within the ladies section with job descriptions to support the position and responsibilities involved.

### **b. 2019-20 Plan**

- Establish a sustainable coaching structure
- Expand the Ladies committee to include more admin support roles
- Identify how to improve the ladies section overall. Encourage women to come to training sessions. Identify why some don't. Focus on recruitment and retention of players.
- Provide the resources and equipment needed to enhance expansion and growth of the ladies section at BRFC.
- Focus on a qualified high standard coaching team; Backs and Forward coaches. Guest trainers to work on fitness; strength; stamina etc.
- Development of individual players; encourage and support county and regional level.

## **5. Mini, Youth and Junior Rugby**

### **a. 2022 Vision.**

The boys and girls of the Beckenham Mini and Junior sections are considered the lifeblood of the club providing the vast majority of senior players from 1<sup>st</sup> XV down.

Our aim is to continually seek to improve the development of all young people, both mentally and physically, whilst maintaining the importance placed on ensuring that the children learn to respect the opposition, their teammates, the coaches, the referees and primarily themselves.

The basic principles of the club's approach to developing child players are;

- Put the child first
- Maintain rugby as a game for all shapes and sizes
- Enjoyment for all
- Involvement for all
- Retain players in the game
- Provide a pathway into senior rugby

The above requires a large number of volunteers to both coach and administer the huge number of children who attend rugby sessions at the club. The club is also committed to doing all it can to make its coaches the best they can be by providing courses and guidance to aid in their development. All underpinned by a robust safeguarding policy whereby all coaches, administrators and volunteers are fully DBS checked.

### **b. 2019-20 Plan:**

We actively encourage the involvement of all players and their development based around the core values of rugby; Teamwork, Respect, Enjoyment, Discipline and Sportsmanship. We appreciate the

development needs of the players change as they mature, and generally in rugby there is a drop off in player numbers with age as the physicality of the game increases. The club needs to work to address this to ensure we have viable teams at all age groups. The plan for the youth section is sub-divided by age bands below:

**a) U6-U9.**

- Ensure there is a team identified to take on the U6/7 age group in September 2017 and provide support to the new team of coaches with equipment and training.
- Provide training courses for coaches to help them develop their players as the game evolves with age.
- Encourage players and their parents to publicise the club and increase awareness of the club in the local community.

**b) U10-U12**

- Provide training courses for coaches to help them develop their players as the game evolves with age.
- Use the transition of players from Primary Education to Secondary to promote the club.
- Assist local schools in their development of rugby offering volunteers where possible to help with training days. It is appreciated that most of our coaches have work and family obligations that limits the amount of time we can offer in these situations.

**c) U13-U16**

- Provide training courses for coaches to help them develop their players as the game evolves with age. Where possible enhance the coaching team with a 'mentor' coach, someone closer in age to the players, who they can identify with, assuming the coaches are primarily parents of children within the group.
- Provide a separate pathway for girls who wish to pursue the game providing playing and training opportunities.
- Ensure that all players can see a clear pathway to the senior Mens and Ladies game.
- Enhance relations with local schools offering the use of our facilities and some coaching support where possible.
- Publicise the club to local schools/areas which are not considered traditionally rugby playing schools/areas.

## **6. Commercial**

a. **2022 Vision.** The Commercial vision is to establish (1) a clear framework to allow sub-committees to operate effectively and (2) maximise the club's revenue generation capability.

b. **2019-20 Plan**

- **Sponsorship.** The vision is to maximise revenue for the club. Once the Commercial Director is hired we will confirm the future direction of the sponsorship function. Louise Charlesworth and George Lawlor will continue to coordinate activity in the interim.
- **International Tickets.** These will continue to be coordinated by Jackie Walsh. All tickets applications will be distributed to the club's membership database and held centrally on the club web-site.
- **300 Club.** All profits are donated to the club for ongoing development.
- **Club Shop.** TBC

## **7. Marketing & Events**

a. **2022 Vision.** To continue to take advantage of multi-media platforms to keep the membership and surrounding community engaged.

b. **2019-20 Plan**

- **Marketing.** Two priorities:

- a. Player Recruitment
- b. 125 Build
- **Events.** The Events calendar will be distributed to all Members and will be kept updated on our website.
- **Catering.** Liaison with the club caterer will continue; the contract is subject to re-tender and future direction confirmed in pre-season. The Thursday night player's meals will continue
- **Communications.** To communicate more effectively with our Membership and the Community.

## 8. House and Grounds

- a. **2022 Vision.** The requirements of the Clubhouse and grounds for our rugby club are:
    - Accessibility to all
    - Sufficient changing facilities for the teams and referees
    - Sufficient playing surfaces for the teams in the club with additional areas for training that have adequate floodlighting.
    - Provision of good recreational facilities (e.g. bar, refreshments etc, in order to maintain the 'Ethos' of rugby.
  - b. **2019-20 Plan.** List of essential repairs and maintenance:
    - Ground weed and feed
    - Gents urinals replacement
    - Paint changing rooms
    - Repair changing room leaks
    - Service bar sliding doors
    - Service boilers
    - Paint H/L steels outside
    - Upgrade external security lighting
    - Replace/remove lounge gents
9. **Code of Conduct.** We review the Club Code of Conduct, which is printed in our Club Handbook, on an annual basis. The code of conduct is managed by all club officials and applied equitably to all players, coaches, spectators and members. Latest draft is at Appendix Two.
10. **Health & Safety Policy.** The health & safety management of the clubhouse is vitally important, as we need to demonstrate a duty of care to all users of the clubhouse. We need to verify and address the following items in order to ensure that all the necessary steps are being taken to ensure a safe environment exists:
- a. Ensure there is a health & safety policy and that it is actively used and communicated.
  - b. Identify responsibility for health and safety including co-ordination of a health and safety management programme.
  - c. Carry out regular risk assessments and implement actions for risk reduction
  - d. All hazardous substances are clearly identified, controlled and stored.
  - e. Accident and emergency procedures are documented.
11. **Child Protection Policy.** The RFU instruction on Child Protection is fully implemented in the junior section of the club and a Safeguarding Officer is an appointed member of the Youth Committee.
12. **Club Action Plan for 2019-20.** The Action Plan – see Appendix Three – will be owned by the Secretary and used by the Management Committee to track progress throughout the season. It is a living document so the current plan is a snapshot.

## Appendices:

- 1. Potted History

2. BRFC Code of Conduct
3. BRFC Consolidated Action Plan for 2019-20

## Appendix One:

### **Potted History (1894 – Present)**

Beckenham Rugby Football Club was formed by a group of twenty-five eager rugger enthusiasts in 1894 and their original playing colours were red & white vertically striped shirts with blue shorts and socks. By 1907 the club regularly fielded three sides and in 1908 the club was making definite progress with top clubs such as Rosslyn Park and London Irish 1st XVs appearing on the fixture list.

Between 1902-1910 the club possessed some splendid quality players, the backbone of the pack were the three Stagg brothers (John, Roland & Harold) and W. T. Cave who played for England (the club's only senior international). In 1924, an influx of new blood by re-energised the club and new colours were chosen; the blue and old-gold hoops, which remain to this day.

In 1927 the present grounds were purchased for £350 and members erected a temporary wooden clubhouse on the site during Sunday morning working parties. In 1929 the grandstand was built and the following year (1930) a permanent clubhouse was erected for a cost of £1,500. By then the club was regularly fielding five sides and from 1933 until the outbreak of World War II it was up to six. In 1937 the clubhouse was extended to provide extra changing accommodation and the following season opened a third playing pitch.

After the war, the club was restarted with just one XV. Over the next few years, with the influx of new members the club started to field four sides each week on a regular basis. Three famous players were James Robertson-Justice, co-star in the famous 'Doctor' films with Leslie Phillips, Maurice Denham, a character actor who played alongside Harrison Ford in 'Raiders of the Lost Ark' and Johnny Craddock who, with wife Fanny formed TV's first celebrity chef pairing.

By 1952 the club had re-established itself as a force to be reckoned with and, in 1957, tours to France and Holland were organised in a chartered Brixham trawler and a target-towing launch! 1968 saw the formation of one of the first veteran sides in Kent.

In 1970 an extension was added to the clubhouse, and in 1974 Gordon Jones became our first groundsman living in a caravan on site. The current groundsman's bungalow was built in 1984 and the clubhouse was almost destroyed by a falling tree in the great storm of 1986.

In 1988 the club undertook its first transatlantic tour when 65 members, including women and children, went to Canada and the next few years saw tours to France, Holland, Germany and all over the United Kingdom.

In March 1994 Beckenham RFC hosted the Kent Mini Rugby Festival involving over 1,600 young players. Under the direction of, Desmond Walsh, our first Youth Chairman, the junior section of the club grew from strength to strength. Every Sunday morning sees hundreds of mini/juniors either training or playing. With the majority of today's 1st XV squad starting their rugby career as a junior U7's players.

Our 1993/4 season saw the most successful team in the club's history – unbeaten in 22 games, scoring 800 points and conceding just 71! This was our "B2" XV captained by Chris Stevens and Kevin Smith. Beckenham have twice appeared at Twickenham in the final rounds of the Middlesex Sevens and 1995 saw our U16 squad playing at Twickenham before the England v France International.

Over the years many Beckenham players have played representative rugby at all levels. Sam Stone making England U18 team in 1999, Adam Janowski in the 2004 England U16 squad and three ladies U18 players, Amy Smith, Amy Hooton and Harriet Bold, playing for South East England. Two senior players, Sam Ledgard and Graham Phinnerary, were selected for the England Senior Deaf Squad.

2000 saw the formation of the club's first ladies XV at senior level and more recently their success has generated an emerging 2<sup>nd</sup> XV. They are a great addition to the club and have certainly embraced the rugby ethos!

By the spring of 2003 the old clubhouse finally made way for the new £900,000 facility which we see today. Half the building costs were raised by club members, with the balance raised from a successful lottery bid.

The improved facilities have helped the club to kick on again, bringing in more players and supporters across the board. To meet these new demands the club has overhauled the committee structure, from playing to administration, upgraded the club shop and catering offer.

So, it is with immense pride that the club achieved full 'Club Accreditation' in 2017 and is now run by an extensive group of volunteers. And in the Summer of 2017, to cap a great year, Elliot Daly (one of our minis / junior players) became a British and Irish Lion in New Zealand (on top of excelling for Wasps & England)

In 2018, we kicked off the season with ambitions of promotion back into London 1 South. After a fantastic season where we led the league throughout we secured promotion as Champions on Saturday 30 March, 2019 with a 59-0 win at Maidstone. Our Captain, Liam Markey, emulating his Uncle Brendan who was part of the last Beckenham side to win the league, 23 years before. We also kicked off a project ensure that we have a sustainable club that survives well into the future. The 125 Build will see us extend the car park, build a bespoke kitchen / players dining room and, to follow on, a members gym, if required.

On 19 October 2019 we will be 125 years old. Remarkable!



## Appendix Two

### **BRFC CODE OF CONDUCT**

#### **Coaches**

##### **Relationships**

Coaches must develop a relationship with players and others based on openness, honesty, mutual trust and respect.

##### **Responsibilities – Personal Standards**

Coaches must demonstrate proper personal behavior and conduct at all times. Coaches will be able to demonstrate a high level of competence and will maintain this through qualifications and a commitment to ongoing training that ensures safe and correct practice.

Beckenham RFC is committed to ensuring all members of the club are treated by coaches with respect, dignity and equally within rugby regardless of age, ability, gender, race, ethnicity, religious belief, sexuality or social/economic status.

Every player has the right to enjoy their rugby free from threat of intimidation, harassment and abuse.

Any allegations of breaches of the codes of conduct will be investigated by the Clubs Discipline Committee with appropriate action taken.

#### **Senior Players**

As a member of Beckenham RFC you represent the club both on and off the pitch. It is expected that high standards will be maintained at all times and that players will not do anything to bring the club or the game into disrepute.

We expect our players to:-

- Demonstrate self-respect and respect for their coaches and team mates by being punctual, organised and appropriately dressed for training sessions and matches
- Not engage in any irresponsible or illegal play
- Always maintain high standards and encourage others to do the same
- Look out for their own welfare and for the welfare of others
- Recognise the value and importance of coaches and referees.
- Treat others with the same respect and fairness that you would like them to show you
- Respect differences in gender, disability, culture, race, ethnicity and religious belief between yourself and others
- Recognise that everyone brings something positive to the game
- Demonstrate 'Fair Play' on and off the field
- Challenge discrimination and prejudice.

Any questions regarding this code of conduct can be directed to the Interim Chair or Disciplinary Chair.

## **Discipline Policy**

BRFC is responsible for dealing with any act of indiscipline on the field of play by players, officials and spectators, or by any Club member who at any time uses threatening, abusive or insulting words or behaviour towards any other member or visitor to the Club or in any way brings the club or the game into disrepute.

The Club's Disciplinary Committee is responsible for dealing with offences arising within the Senior sections, whether committed by players, officials or spectators.

Offences that may be reported to the Discipline Committee include:

- Player sent off (red card) by the referee
- Player sin-binned (yellow card) by a referee
- Breaches of the club's policies relating to child protection, welfare and bullying
- Breaches of the club's codes of conduct relating to players, coaches and spectators.

The Disciplinary and Appeals Committees are elected at the first General Committee of each season.

In the case of an offence by a player, a spectator, or official, the Disciplinary Committee will be convened to review the offence.

The player, official or spectator who is the subject of the disciplinary hearing may also have a representative present. Any relevant witnesses to the event may also be asked to attend. The nominated representative must be a fully paid up member.

The Committee will follow the procedures and guidelines set out in the club's main Discipline Policy (a copy of which is available on the BRFC website or supplied upon request) and will be guided by the list of recommended sanctions outlined in the Disciplinary Procedures section in the RFU Handbook.

Any player, spectator or official subject to a ruling by the Committee may appeal against the decision, providing this is done in writing to the Club Hon Secretary (Tony Spong) within seven days of the of the discipline hearing. In the event of an appeal the Hon Secretary will convene the Appeals Committee's to review the case.

### Appendix Three – Draft Club Action Plan 2019-20 (TBC once all Sections confirm plans) – Secretary to own and manage in-year

#	Action	Owner	Target Date	Status
001	Put in place direct links with local schools and the Sports Development Officers	Youth Chairman		
002	Encourage schools to use the club facilities as an aid to developing sport for their pupils.	Youth Chairman		
003	Recruit 20+ new players from the local community each year.	Youth Chairman		
004	4 x local Schools 'try rugby' sessions and follow up sessions held	Youth Chairman		
005	Create a Club 5 year facilities plan	Chairman of Planning		
006	Identify and appoint Team Managers and qualified Coaches	Director of Rugby		
007	Review or create a club health & safety policy	House & Grounds		
008	Carry out a risk assessment and schedule annual reviews	House & Grounds		
009	Review or create the Accident & Emergency plans and processes	House & Grounds		
010	Analyse the requirement for a Volunteer Recruitment role in the Club and decide what approach to take.	Management Committee		
011	Validate job specifications for all roles	Secretary		
012	Make an audit of all club members who have refereeing qualifications, or who have a willingness to take a refereeing qualification	Director of Men's Rugby		
013	Create a Referee Development Plan for those Club Members identified.	Director of Men's Rugby		
014	Provide coaching/refereeing courses for the Mini/Midi section	Director of Men's Rugby		
015	Provide Refereeing certificate courses	Director of Men's Rugby		
016	Review terms of reference within the Coaching Coordinator's Job description to manage Coach Development of all coaches & potential coaches within the club.	Director of Rugby		
017	Make an audit of all coaching qualifications in the club	Coaching Coordinator		
018	Formalise a Coach Development Plan for identified coaches & senior players	Coaching Coordinator		
019	Provide Tag Courses for Parents of U7 & U8 players	Coaching Coordinator		
020	Provide coaching & referee Mini/Midi course for Mini/Midi Section Coaches / Parents	Coaching Coordinator		
021	Provide Level 1 Coaching Course for Youth Section Coaches and Senior Players	Coaching Coordinator		
022	Provide a level 2 course for Coaches and Senior Players	Coaching Coordinator		
023	Recruit an Assistant Treasurer and a Book Keeper	Finance Director		