



Bishop's Stortford Rugby Club

Silver Leys, Hadham Road, Bishop's Stortford, Herts. Tel 01279 652 092



SPORTS DEVELOPMENT PLAN 2021



BSRFC VISION and MISSION STATEMENT

VISION STATEMENT

To be a strong and successful rugby club united from senior to mini sections, trusted and valued by the community.

MISSION STATEMENT

To be recognised as a leading all-round inclusive community rugby club, at all playing levels from seniors to minis, in the South East of England.

To aspire to play at the highest level of senior rugby in the English Clubs Championship within the Club's resources and consistent with its status as a Charity Company Limited by Guarantee, with the aim of consolidating our place in National League 1.

To continue to promote and develop the game of rugby union football for all, irrespective of age, gender or background, whether players or supporters.

Bishop's Stortford RFC Sports Development Plan 2021

Chairman's Executive Summary

As we approach our centenary season (2021/22), we can be justifiably proud of our achievements as a Club, both in terms of our activity on and off the field of play. We are now the senior Club in the County, based on our 1st XV playing in National League 1, and are also proud to have been held up in many respects as a model for other rugby clubs, not just locally but nationally, for the way we work and carry out our whole range of activities.

The Sports Development Plan (SDP) review process provides us with an opportunity to examine what we do in all sections and at all levels within the Club, to review how we do business and how best we can move forward. One of our key strengths as a club is that we never stand still and rest on our laurels; we have an ongoing commitment to continued improvement and development. Since our last Plan review, we have successfully introduced and developed both women and girls' rugby, something that has eluded us for a long time. We have upgraded our facilities in terms of floodlighting the 1st XV pitch, protected our back pitches with rabbit fencing and upgraded our electrical supply, to cope with increasing demand.

The SDP is a key tool that the Club's Executive Committee can use to monitor and judge progress for the foreseeable future against a wide range of stated aims across 12 key areas of our operation. Key areas of activity will include consolidating our activity with both women and girls' rugby, improving our coach development, improving our retention of young players and transitioning them into senior rugby. In terms of facilities, we aim to provide additional Mini training areas, upgrade our gas and water supplies and provide additional changing accommodation, which is probably the most ambitious single project the Club has ever undertaken. A key, as yet unknown, challenge could be coping with potential demand from the influx of people to the 3,600 new homes being developed on our boundary, especially in terms of Mini and Youth players.

The Trustees and Executive Committee will now have the responsibility of channelling our efforts in order to achieve these aims and setting new goals as those contained within this document are attained. This document is necessarily lengthy. It needs to be in order to do justice to all the issues contained under the 12 Key Objectives. It can be read in its entirety or dipped in and out of as a resource, dependant on the issue at hand. Either way, it is an important document for any member interested in what the future holds for their Club and, as such, I commend it you.

Colin Tilley

Chairman

Bishop's Stortford RFC

January 2021

CONTENTS

	Page
Chairman's Executive Summary	2
Contents	3
Introduction	4
Constitution	5
Management and Administration	7
Finance	7
Coaching and Coach Development	8
Volunteers	9
Affiliation	10
Competitive Participation	10
Facilities	11
Equity	11
Child protection	12
Health and Safety	12
Community links	12
Strengths and Opportunities	13
Key development objectives defined	15
Key objectives in detail	17 - 58

APPENDICES

	Page
1. Key Objectives overview	59- 66

INTRODUCTION

Without doubt, no other sport brings together so many people of so many different abilities, ages and backgrounds as Rugby Union. Indeed, with the stimulus of regular Rugby World Cups, the development of Premier Club rugby, European competitions and greater contacts between the Northern and Southern Hemispheres, it has become one of the fastest growing spectator sports in the country.

Whether it is playing the game, watching the action, helping in the clubhouse, or simply socialising, it can involve anyone from six to sixty something – and even more. This 'sport for all' philosophy is most certainly put into practice at Bishop's Stortford RFC.

Bishop's Stortford RFC is one of the leading members' sporting clubs in East Hertfordshire and has always provided a high standard of sporting and social focus. Building upon that successful formula, the Club continues to provide an opportunity and a warm welcome for everyone who attends the Club, whether as a player, coach, officer or supporter - male or female, of any age, ability and background.

Development History

Bishop's Stortford RFC was formed in 1920/21, playing its first matches in Dunmow Road before relocating to its present ground at Silver Leys in 1928. In 1951, when playing resumed after the Second World War, the Club nearly changed its name to East Herts RFC until one of the committee members remembered that 60 shillings was still in the bank account – the Club retained its name!

Starting with just one playing side, the Club has grown up at Silver Leys and the present clubhouse, built in 1984 and extended in 1991, is the third at this location. Since those early days, the Club has developed significantly. On Saturdays, the senior section regularly turns out five men's XV's, with a Ladies' side playing on Sundays. The Club is buzzing also on Sundays, with the activities of the enormous Youth and Mini sections who, together, make Silver Leys the venue of one of the best overall rugby clubs in Hertfordshire. Regularly, there are up to 300 girls and boys aged 6 – 12 training and playing each Sunday plus a Youth Section whose membership of 13–18-year-old boys consistently approaches the 300 mark. Many of those players who came through the Club from Minis to Seniors, were instrumental in the Club's promotion to National 2 South in 2013 and, subsequently, to National 1 in 2017. Added to this, we launched in September 2018 a Girls' section at U11, U13, U15 and U18 age levels, which will add to the high level of activity at the Club.

To mark our achievements, in September 2015, the Club was presented with the inaugural and prestigious National Rugby Club of the Year award by the RFU at a ceremony at Twickenham Stadium.

Bishop's Stortford RFC has been, and will continue to be, the springboard for many young hopefuls who have and will go on to play County, National and International Rugby or remain a Stortford player throughout their career. We are always seeking ways to expand our activity, to ensure that it is as inclusive as possible and, after numerous attempts that came to nothing, we established Women's rugby in 2017 and Girl's rugby was introduced and developed from 2018.

This continuous improvement and development now means that at Bishop's Stortford rugby is not just for Saturday afternoons. In addition to the playing and coaching that takes place during the week, there are a wealth of social functions hosted in the clubhouse that boasts five changing rooms, a physiotherapy room, referees' changing facilities, main and lounge bars, a 120-seater function room and a large marquee with a capacity up to 384 for sit down functions.

CONSTITUTION

The Club is a Charitable Company Limited by Guarantee (CCLG). This is the body, which throughout the main body of this SDP is referred to as "The Club". The strategic financial management and stewardship of the Club's assets is controlled by a Board of Directors, of which there are currently seven.

Overall Aims and Objectives.

- To promote, encourage and foster rugby for the benefit of the Members, including (but not limited to) the coaching thereof at all levels.
- To promote, encourage and foster rugby at all levels in Bishop's Stortford and the surrounding areas.
- To ensure that rugby is played in accordance with the Laws of the Game and is administered in accordance with the Regulations and the Rules of the RFU.
- To undertake such matches and fixtures and other activities as the Club's Executive Committee may decide.
- To maintain and develop the Club's grounds at Silver Leys, Hadham Road, Bishop's Stortford, CM23 2QE or such other location as the Club may from time to time determine as the headquarters of the Club and as a venue for playing the game and conducting the other activities of the Club, so as to provide the best possible facilities for Members and those visiting it.

- To strengthen the bonds between the Club and the local community in the areas surrounding the Club.
- To ensure a duty of care to all members of and visitors to the Club.
- To ensure that all present and future members receive fair and equal treatment such that the Club and all its members may achieve their full potential.
- To re-pay any outstanding loans (in accordance with agreed schedules) and to maintain the Club in as strong a financial position as possible.

Membership

Membership consists of officers and members of the CCLG.

Those wishing to join the Club, who do not fulfil the required criteria for membership, as designated by the Charities Commission, are offered Associate Membership of the CCLG's Trading Subsidiary - BSRFC Trading Limited (TS).

All members are subject to the regulations of the CCLG or TS constitution and by joining the CCLG or the TS are deemed to have accepted the regulations and codes of conduct that are adopted.

CCLG members are enrolled in one of the following categories:

First XV squad members (52)

Full Playing Member (78)

Colts, Youth (inc. Girls) or Mini Member (670)

Non-Playing Member (81)

Sponsor member (45)

Vice President (136)

Life Member (9)

Honorary Life Member (16)

Family Member (578)

Associate member (91)

We have 1757 (Source GMS February 2020), compared to 1376 in 2010 and 1100 in 2008.

MANAGEMENT AND ADMINISTRATION

The day-to-day management of the Club is through its Executive Committee, which is concerned with the internal organisation and effective application of the human, financial and operational resources of the Club.

This Committee represents members of all sections of the Club, including senior players, youth and minis, and manages its ongoing activities and finance. It is through members of this body that day-to-day decisions about which individuals and groups shall benefit are made and the outcomes are monitored on a regular basis.

Major projects, such as facilities development, remain under the direct supervision of the Board of Directors who define, instigate, carry out and control matters as part of their strategic responsibilities.

The Management Executive Committee comprises:

The Club Chairman, Vice-Chairman, Hon. Secretary, Hon. Treasurer, Chairman of Youth, Chairman of Minis, Chairman of Playing and the Chair of Ladies' and Girls'.

Club Officers

These comprise the Chairman, Vice-Chairman, Honorary Secretary and Honorary Treasurer. Other officers may be added, such as the Club may determine at its Annual General Meeting.

Trading Subsidiary (TS)

The TS has its own main Board, that comprises the TS Chairman, Finance Director, Company Secretary, Director of Operations (also the Vice Chairman) and two representatives of the main Charity Board.

FINANCE

Revenue

Bishop's Stortford RFC services its own revenue requirement through subscriptions, match fees, income from the bar, shop, lunches, sponsorship, donations, members' social events, hiring out the clubhouse to several local clubs and societies, rent from telecommunication companies, as well as other fundraising initiatives.

It has an annual turnover in excess of £500K. Consequently, there is a need for strict fiscal control. This is exercised through efficient accounting and the stewardship of the Board. Each of the 'cost centres' makes a significant contribution.

Capital

Bishop's Stortford RFC has built up a group of very generous sponsors, to which it is constantly attempting to add. The high standing that the Club enjoys in the community encourages local business to be linked with us. It is important that this situation continues and so helps the Club to provide first class facilities for all ages and ability. Some of the past capital projects have been helped considerably by that support. The Club will be looking to sponsors for further help with its future development projects. Because of the size of some of the major developments envisaged for the next five to ten years, the Club will also be seeking financial assistance by means of grants from appropriate funding bodies as well as Club members.

COACHING AND COACH DEVELOPMENT

The Club has an experienced senior coaching team. In addition, it has a good total number of coaches who hold the RFU coaching awards and others with considerable playing experience. In summary, the 1st XV has 3 coaches with qualifications ranging up to RFU Level 4, whilst the Colts, Youth and Mini, Ladies and Girls sections can call upon 70+ coaches, with RFU qualifications. With the introduction by the RFU of the need for coaches to re-qualify or take a higher-level award every 3 years (as a condition of their insurance cover under the RFU's insurance scheme), the Club is developing a co-ordinated plan of coaching development, to provide a sufficient number of appropriately qualified coaches at all levels within the Club. A Club Coaching Coordinator is in place to oversee coach development.

Bishop's Stortford RFC also recognises the need to have a uniform approach to best coaching practice. In this way, the Club will better ensure the retention of players as they move through the various age groups and into the senior squads, as well as the delivery of as many players as possible who enjoy playing social rugby, in addition to those capable of playing at the highest levels in the Club and/or C.B. representative rugby or beyond. The Club has implemented a Coaches' Code of Practice as follows:

- Be reasonable.
- Teach players to abide by the Rules/Laws of the game.
- Avoid mismatches.

- Not to favour your best players.
- Never condemn.
- Being coached should be fun too.
- Get the right equipment and facilities.
- Give your voice a rest!
- Be generous with praise.
- Good coaching means they run with the ball.
- Player safety – it should be an evasion not a collision sport.
- Doctor knows best!
- It's the PLAYERS that matter not their won/lost record.

The Club also acknowledges that each squad must have access to up-to-date First Aid information and equipment. To this end, training and first aid equipment are made available to each senior captain/vice-captain and Youth and Mini Managers, and records of trained First Aiders are kept at age group level. The aim is to develop and maintain a central database. The Club accepts its responsibility for ensuring that players are always properly cared for, both in the prevention and treatment of injury and requires a qualified First Aider to be present at every training session and match. The Club's First Aid policy is contained on the website.

The Club encourages players and all interested people to attend referees training courses so that matches at all levels are refereed in a proper manner and that support may be given to the Hertfordshire Referees Society.

The Club has good links with the Herts RFU.

VOLUNTEERS

We are blessed as a club to have an extraordinary number of volunteers willing to assist us with our activity. At our annual volunteers' evening, we recognise more than 300 individuals. Most of the posts within the Club are voluntary and the Club relies upon the goodwill of the officers, committee members and players. Volunteers are encouraged to attend training and development courses when they are available.

AFFILIATION

Bishop's Stortford RFC is affiliated to the Rugby Football Union, Hertfordshire Rugby Football Union & Hertfordshire Referees Society.

COMPETITIVE PARTICIPATION

In order to fulfil its pledge to provide players with competitive opportunities, the Club currently takes part in the following competitions:

- English Clubs' League National 1
- Raging Bull Shield Division 1 (2nd XV)
- Herts/Middlesex Merit Tables & Cup Competitions (3rd, 4th and 5th XV's)
- RFU Ladies' leagues
- Herts / Middlesex Junior leagues (U13 to Colts)
- Herts County, National Colts Cup and U18LV Cup
- Herts. Youth Cups and National Youth Tournaments, including National U17's competitions.
- Various Mini festivals and tournaments.

Players are encouraged to seek representation at League, County, Academy, Regional and National Levels. Over the past ten years or more, the Club has been privileged to have players in all those levels from Youth to Senior players, including international caps for England, Scotland and Ireland at Under 16, Under 18, Under 20, Under 21, England Counties, Barbarians, a Women's Full International and the English Deaf XV. Going further back, one former player, Ben Clarke, represented England at full international level, as well as the British Lions, and Ben Skirving (Bath and Saracens) has played for England Saxons and the full England XV. More recently, Hannah Gallagher has represented England at full international level, Max Malins (Saracens) has just broken into the England squad and Charlie Kingham was a member of the England 7s squad.

FACILITIES

The Club has four main pitches; two owned by the Silver Leys Trust, held on a long-term lease, and two owned by the Club itself. Three pitches have full sets of floodlights, two of which are to match play standard. It also has access to adjacent playing surfaces owned by UK Power Networks Ltd, Affinity Water and the Stortford North Consortium, and uses local school grounds under licence. These provide much needed space for the ever-growing Youth and Mini sections.

The clubhouse comprises six changing rooms, referees' changing facilities, a physiotherapy and treatment room (N.B. a pitch-side qualified physiotherapist is also available for most 1st 2nd and Colts XV matches), main and functions bars, kitchen and a 120-seater function room. In addition, the Club has purchased a large marquee, capable of hosting up to 384 people sitting down, that is used for pre-match lunches and various Club events during the season.

Training aids, such as a scrummaging machine, body protectors, contact and 'speed agility and quickness' equipment are provided. There is also a Club shop where kit and other associated items are available.

The services of a leading, recognised mouth guard manufacturer are employed for the accurate fitting and supply of gum shields.

We have an arrangement for on-site catering with a local catering company that provides players with hot meals after all home matches and hot snacks for Colts, Youth and Mini players and their parents on Sundays.

EQUITY POLICY

Bishop's Stortford RFC is committed to ensuring that equity is incorporated across all aspects of its development. In so doing, it acknowledges and adopts the Sport England definition of sports equity, summarised as:

Sports equity is about fairness in sport, equality of access, recognising inequalities and taking steps to address them. It is about changing the culture and structure of sport to ensure that it becomes equally accessible to everyone in society. BSRFC respects the rights, dignity and worth of every person and will treat everyone equally in the context of its sport regardless of age, ability, gender, race, ethnicity, religious belief, sexuality or social/economic status.

BSRFC is committed to everyone having the right to enjoy their sport in an environment free from threat of intimidation, harassment and abuse. It recognises that each Club member has a responsibility to oppose discriminatory behaviour and to promote equality of opportunity and any incidence of discriminatory behaviour will be dealt with seriously, according to Club disciplinary procedures.

CHILD PROTECTION

With over 600 young people playing rugby at its ground most weeks, Bishop's Stortford RFC takes the matter of child protection very seriously and has a vigorous Child Protection Policy in place.

Details of the policy are included in the Club fixture book, which is given to each member at the beginning of the season, and are emphasised to each Youth and Mini section coach. Any person who has dealings with young people at Bishop's Stortford RFC is DBS checked as a matter of routine before they commence any activity. A trained Safeguarding Officer has been appointed, to ensure that all elements of child protection are in place and complied with.

HEALTH AND SAFETY

Bishop's Stortford RFC recognises that it has a duty of care to all who participate in any way in its activities.

Consequently, it has in place a Health and Safety Policy and a risk analysis routine based upon that recommended by the RFU. These are overseen by a Health & Safety Committee, which is chaired by a Board member, and a Health and Safety Officer has been appointed, to provide back-up and ensure compliance with the policy and the provisions of the Health and Safety Act 1974 etc.

COMMUNITY LINKS

Over the years, the Club has forged close links with several secondary schools for which it provides help with coaching and the use of its equipment and facilities playing surfaces. It is keen to continue and expand this very productive liaison. The schools involved are detailed under our Objective 8 within this plan.

There is now far more interaction between the schools and the Club, with courses being arranged and players from schools being encouraged to participate at Bishop's Stortford RFC.

Other Community Activity

Apart from its members, the Club estimates conservatively that several hundred people from the local community, including at various times, school holiday sports clubs, a boxing club, aerobics classes, exercise and yoga classes, dance classes, stretch and conditioning classes, wedding parties and local business workshops, make use of our facilities.

Bishop's Stortford RFC participates each summer in the Bishops Stortford Town carnival parade and fair as a means of raising our profile within the town and recruiting new members of all ages and categories. In November of each year, we host what is the de facto town Fireworks display, which each year attracts as many as 5,000 people to our clubhouse and grounds. This is also a significant fundraising event for the Club.

Each year, the Club President identifies a local organisation to fundraise for through their annual charity, in order to support their work with local people suffering from a range of physical and mental health issues.

On August 19th 2015, Bishop's Stortford RFC hosted Day 70 of the Rugby World Cup Trophy Tour and held a Family Fun Day attended by in excess of 2,000 people from the wider local community inviting them to participate in a successful attempt to break the Guinness World Record for the largest number of people playing in a single game of touch rugby.

Car Parking

The Club supports parents of children attending a local primary school to use the car park before and after school. In this way, the Club is helping to reduce on street parking in the vicinity of the school and, in so doing, is making up a little for the problems caused by visitors to the Club at weekends with their over-spill parking in the local streets. The Club is very conscious of the inconvenience this causes local residents. Consequently, in collaboration with the East Herts Council, the Club funded the expansion of the car park. This has helped reduce on-street parking, especially on Sunday mornings, and is much appreciated by those living nearby. The Club is aware that Sunday traffic can be affected in our local community in the case of inconsiderate parking by those visiting the Club.

STRENGTHS AND OPPORTUNITIES

The Club enjoys a number of important advantages:

- It's playing strength from Mini to Senior sides.
- The Club's location; within walking distance of Bishops Stortford, which has excellent travel links with Greater London via the M11, M25, Stansted Airport and Cambridge.
- The natural player catchment area, which is around 250 square miles; the nearest clubs of any strength being Braintree to the east, Hertford to the west, Harlow to the south and Cambridge, Shelford and Saffron Walden to the north. Within that catchment area are a number of rugby playing schools, several of which already have strong links with the Club.
- Stansted Airport is only a ten-minute drive away and the Club is ideally placed to provide a superb training base for incoming and outgoing touring parties.
- Club coaches and Team Managers who hold RFU qualifications and who train teams across all sections of the Club.
- The 1st XV team pitch is widely recognised as one of the finest playing surfaces in the South East.
- Financial resources additional to normal revenue income have risen over a period of time in the form of: -
 - Donations from Club members (mostly former players), who have contributed towards the cost of such items as team kit, equipment, pitch drainage, clubhouse improvements and funding the transport of youth players to distant away matches to the tune of £75k over the past ten years; Mitre Bonds (interest free loans by Club members) and the '100' Club.
 - A number of sponsors who contribute through the purchase of advertising space as well as by making donations.
 - Active fund raising via social and other activities.
 - The Oval Club (a separately administered organisation aimed at supporting the playing of rugby at Bishop's Stortford RFC at all levels).
 - Club Stortford (a separately administered organisation aimed at supporting the development of the 1st XV squad).

The Club is fortunate also to be presented with several opportunities. Its administrative structure and strong membership, with a good number of both willing and competent volunteers, stand it in good stead to adapt with the times and make the most of whatever those opportunities may be. In particular, the expansion of Stansted Airport and the jobs that it is creating in the surrounding area, and a local community that will grow over the next 10-15 years, with the Stortford North development of 3,600 homes already underway, mean that the Club is part of an increasingly dynamic community.

As already indicated, the Club's catchment area is quite remarkable and provides it with the opportunity to develop significantly in all areas of its vision for the future.

KEY DEVELOPMENT OBJECTIVES

In order to take advantage of these opportunities, the Club has devised this Sports Development Plan, the key to success of which lies in the following identified key objectives:

- 1 Club-wide player development and continuous improvement of playing standards throughout the Club.
- 2 1st XV and Senior players' recruitment and retention.
- 3 Coaching Development.
- 4 Training Facilities.
- 5 Colts and Youth Retention and transition to seniors.
- 6 Women and Girls' Rugby Development.
7. Referees.
- 8 Promotion of rugby in the community/links with schools (YDO).
- 9 Building Development and Facilities.
- 10 Funding and Commercial Activities.
- 11 Communication.
- 12 One-club philosophy.

These objectives reflect a number of the key Constituent Body Objectives laid out in the Hertfordshire RFU Strategy Plan, namely:

- To halt the decline in the number of participants and administrators and thereafter generate growth in numbers.
- To halt the decline in the number of teams per club and thereafter generate growth in numbers.
- To promote and retain players in the 16 to 24-year age groups.
- To assist in improving and upgrading Club facilities.
- To continue to support and encourage coaching, coaching courses and coaching development.
- To continue to support and encourage the development of Women's rugby.

- To ensure principles of Equity, Equality and Fairness throughout the game.
- To ensure safety for players playing the game.

Implementation of the SDP is the responsibility of the Club Chair, working through the Executive Committee. The SDP will be reviewed as a matter of routine, with reference to the relevant SDP documentation that forms the plan.

BSRFC Sports Development Plan 2020: Key Objectives and operational plan.

Key Objective 1: Club-wide player development and continuous improvement of playing standards throughout the Club

Where are we now?

Generally, standards throughout the Club are improving year-on-year. However, in order to get even better we must place more emphasis on learning, evaluation and skills development. Playing matches is key to motivating players but will not be increased over current levels. It is considered that a ratio of 1 in 3 matches to training sessions should be the aim, especially for Youth. Initially, the concentration should be on Minis and Youth, to ensure a future supply of well-trained players.

The Club currently holds the RFU Accredited Club status that confirms it is run on acceptable lines for the development of its members in accordance with the RFU guidelines.

Where do we want to be?

To achieve on-going improvement in basic skills that is characteristic of all players at the Club from Minis to 1st XV.

How are we going to get there?

Bishop's Stortford RFC CCC, Colts and 1st XV coaches will run core basic drills/games sessions adapted to each age group's needs from Minis through to Colts, to be attended by coaches.

The above group will run specific sessions with age group players during the season, to refresh and reinforce the core skills approach. Assistance from this group will be provided as requested by individual age groups.

Timescale

Ongoing

Resources required?

People

Senior Club Coaches
Club Coaching Co-ordinator (CCC)
Team Coaches and Managers
Youth Chairman
Chairman of Rugby

Funding

RFU coaching course cost, potential contribution £1500 (PC sum per annum)
CCC funded by the Charity in the sum of £2,000 per annum

Action by:

Lead Coach
Youth Chairman
CCC

Success Criteria

- An overall improvement in skills levels throughout the Club, leading to multi-skilled 1st XV players.
- Maintaining the RFU Accredited Club status.

Key Objective 2: 1st XV and Senior player recruitment and retention

Where are we now?

Bishop's Stortford RFC currently runs five senior men's playing teams and one ladies' team (Ladies' rugby is dealt with under Objective 6).

We are committed to maintaining our status as a CCLG. In doing so, we accept the constraint that this places upon our ability to pay our 1st XV squad players.

Our 1st XV is currently a Level 3 team but we cannot be complacent and, hence, we must ensure we have an active player development plan that encourages player retention. Many of our 1st XV players during recent seasons have come up through the junior ranks, which is a very positive aspect of the Club. However, we have been challenged on occasions when several injuries occur to have sufficient strength in depth.

The senior players gym has been recently refurbished; a resource that encourages and motivates players.

The 2nd, 3rd, 4th and 5th XV's play in leagues at appropriate levels and enjoy the competitions and standard of play. We constantly have a need to recruit additional players, to enable us to maintain senior rugby at lower levels. This is made harder by the demands of works/family balance/risk of injury/competing with other sports and the time involved in playing matches. These reasons are, we believe, the main cause of our difficulty on occasions to field 5 teams. This is a problem that is being experienced by many clubs, with many struggling to field 2 teams.

Whilst we actively encourage our players to represent the County, league rugby demands are an obstacle to this (especially at the end of each season).

Maintaining our position in National 1 is a key challenge.

Where do we want to be?

The actions previously specified, i.e. (a) to strengthen the player base and improve playing standards of all our senior teams and to run at least 5 senior sides, with full and appropriate fixture lists for both league and other competitions, are contributing factors in retention.

For the 1st XV to maintain its league position or be promoted. To attract quality players whilst, at the same time, retaining the high achievers developed by our own youth system. To continue as a CCLG, whilst acknowledging this will apply added pressure. Apart from actively searching for and attracting quality players, it is essential that the Club regains its young

players when their time with Premiership academies comes to an end, especially those who do not make the grade with Premiership and Championship clubs. Added to this, must be an effort to keep in contact with, and regain, players who have finished at university.

In the long run, it must be the ambition of the Club to maintain its place in National 1 (Level 3), which is in line with the Mission Statement, namely “to aspire to play at the highest level of senior rugby in the English Clubs’ Championship within the Club’s resources and consistent with its status as a CCLG, with the aim of consolidating our place in National League 1”.

If the Club is to retain the interest and provide its players with the right experiences and challenges, a co-ordinated selection process needs to be in place, led by the Head Coaches for 1st XV and Blues matters but also in conjunction with the Chairman of Playing and Colts’ Lead Coach. Added to this, a universal fitness programme for all senior players, also extended to the Colts, is considered advantageous.

How are we going to get there?

To achieve the Club’s ambitions requires an active retention and recruitment strategy that embraces the following areas:

Players

- Ensure that we effectively retain young players.
- Keep contact with academy players and those still at university.
- Extend the use of interactive web sites, such as ‘Facebook’ for links and social activities.
- Maintain a database of alumni (ex-Colts) via GMS.
- Word of mouth and personal contact.
- Maintain a vibrant and informative website.
- Promote our reputation as a successful 1st XV and Club as a whole.
- Attractive clubhouse and amenities.
- Providing quality coaching.

Fitness and conditioning

The physical well-being of the players is of primary consideration. To have a ready supply of fit players, particularly where strength in depth is so essential, is one of the keys to the success of the playing side of the Club. Consequently, body conditioning, physiotherapy support, as well as nutrition and fitness programs, have been implemented.

A specific strength and conditioning coach is in post along with an experienced physio team.

Facilities

To attract good quality players, it is essential that the Club has quality facilities to offer, such as efficient showers and well kept changing rooms, as well as playing surfaces of sufficiently high quality to encourage the development and playing of quality rugby. A senior player gym is vital to provide quality conditioning facilities.

Our main shower block was fully refurbished in 2014 and our floodlight provision significantly enhanced. However, the Club changing facilities are now outdated and need replacing urgently in order for us to meet current standards of provision. This is dealt with in greater detail under Objective 9.

We continue to invest significantly in our playing surfaces through a planned pitch maintenance programme.

Overall, a good social environment throughout all senior teams in the Club is important to attract players. The Captains of our senior teams are aware of how important it is for us to develop a network of involved individuals and a series of activities to further enhance this aspect of the Club.

Timescale

Ongoing.

Actions

1. Continue to recruit and attract quality players to our 1st XV squad.

2. Continue to promote and run on a regular basis RFU Inner Warrior Camps, to recruit women players.
3. Ensure Colt players are given every opportunity to transition to senior rugby at every level of ability.
4. Successful implementation of our amalgamated U17/18 Colts section.
5. Review this strategy each year, making appropriate amendments for the following season.
6. Maintain contact with ex-Colts, especially those going on to university.
7. Put in place by external support or from within Club funds an increased programme of support incentives for players, such as bar deals or local restaurant discounts.

Resources required

People

A strong coaching and management team comprising:

- 1st XV Coaches
- CCC
- 1st XV Manager
- Chair of Playing
- Senior Captains
- Colts Coaches
- Physio team

Success Criteria

- 4 quality 1st XV players recruited/retained/replaced each year, with Club's own quality players retained.
- Maintain our place in National 1.
- All senior teams able to field a full squad every match day.
- Ability to enter a squad into the annual Herts RFU Returning Students Festival.

Key Objective 3: Coaching development – strengthen coaching staff in both numbers and proficiency

Where are we now?

The Club has an experienced senior coaching team, one of whom is also the Club Coaching Coordinator (CCC), and a 1st XV Manager. In addition, we have a good total number of coaches who hold RFU coaching awards, with a minimum requirement to hold the RFU Rugby Ready level certificate. From the Under 9 age group upwards, we require at least one coach within the age group to have a minimum of the RFU England Rugby Coaching Award (ERCA), previously called the Level 2 qualification, and encourage all coaches to obtain this qualification.

The Club's policy is to comply with the RFU policy for coaches to be qualified as a condition of their cover under the RFU's insurance scheme. The Club must also continue with a co-ordinated plan for coach development in order to provide enough appropriately qualified coaches at all levels within the Club if we are to be able to improve playing standards.

Where do we want to be?

1. To have the appropriate number of Club coaches for each level of playing (Mini through to senior).
2. To have all coaches holding a minimum qualification from Rugby Ready (Mini) through to Level 3, appropriate to their coaching requirements.
3. All coaches to be involved in an overall coaching structure and our Coach Development Plan.
4. To have in place, through our CCC, continuity of planning and the continuous development of all coaching staff.

How are we going to get there? (Actions)

1. Keep an up to date audit of Club coaches, to identify the total number and the level of proficiency of each of them.
2. Compare player/coach ratios and ensure that all teams/age groups have adequate coaching resources.
3. Meet RFU insurance requirements regarding coaching qualifications.
4. Encourage identified coaches to improve their qualifications beyond the ERCA, as appropriate.
5. Identify any gaps in levels and age groups that require filling.
6. CCC to create an overall coaching structure and Coaching Development Plan.

7. Identify and encourage 'senior' players and younger 'past' players to coach when their playing careers are over.
8. Provide coaching for those social senior players who want it.
9. Continue 'coaching for coaches' programmes led by the CCC.
10. Attain an ideal coaching goal of a Lead Coach, 2 assistant coaches and a team manager for each age group.
11. Carry out regular appraisal of coaching standards club-wide, with individual feedback by the CCC.
12. Introduce a system of coach evaluation in the achievement of the coaching of key skills across the age groups, to ensure they are in place for all players, so that the whole player development plan will be measurable.
13. Work with the County to use their resource to assist with CPD training sessions.

Timescale

Ongoing.

Resources required

People

- Senior coaching team
- CCC
- Coaches at all levels
- Exec. Committee (to monitor and sanction future actions including funding coaching courses at appropriate levels).
- Main Board Director of Coach and Rugby Development to oversee work programmes and progress.

Funding approx. £1.5k p.a. for coaching courses

Success Criteria

- All teams throughout the Club will have access to adequate coaching support in terms of numbers and training/qualifications, appropriate to each team, level and age, to ensure the development of players in line with the Coaching Development Plan devised by the CCC.
- All players to have an appropriately trained coach attend and run all coaching sessions and, where possible, in attendance on match days.

Key Objective 4: Training Facilities

Where are we now?

Since the original SDP was written in 2005 and then updated in 2008 & 2011, the following projects, which were included in those plans, have been completed: the purchase of mobile floodlights, to facilitate use of unlit areas of our grounds; both of our two rear pitches have had a comprehensive drainage system installed, which will allow greater use throughout winter period; fixed training floodlights have been installed on one of those pitches along with training lights on the other. Both sets of lights were upgraded in the summer of 2014, so that we are now able to play competitive matches on Pitch 3. We have increased the size of the car parking space available to those using the Club.

The high level of use of both Pitches 3 and 4 for training and matches has now reached the point where they require intensive renovation every Spring in order to maintain them to an acceptable standard. However, this is becoming increasingly difficult and expensive. A significant factor in this is the availability of sufficient water to encourage growth when seeded and it is likely that we will have to invest in an upgraded system, to achieve this, especially as our Summers are predicted to become increasingly warmer over time. The improvements in this area will have a beneficial impact on other key objectives within this SDP, namely player and coach development.

In 2008/9, we lost the use of a piece of land licensed to the Club by Herts County Council each year, known to us as the Fire Station Pitches. Without it we had insufficient land available to us to accommodate training for all our young players. This meant that we had to source an alternative, which we were thankfully able to do at short notice. We have now been allocated under licence space on the nearby Bishops Stortford College playing fields for three Mini age groups.

We anticipate a substantial increase in playing and non-playing membership as a result of the Stortford North development, which involves the building of c.3,600 new residences. This possible influx of new members will inevitably stretch our resources in several ways, particularly clubhouse and playing facilities. We are currently negotiating with East Herts Council, with a view to being allocated a portion of the s.106 funding that will arise from this development and a re-provision for the Swifts Football Club away from Silver Leys, which would allow us to adopt the training/playing space currently allocated to them, subject to negotiation with the Silver Leys Trustees. In the meantime, we have obtained an area of land located off Dane O'Coys Road, opposite the Club's ground, under agreement from the Stortford North Consortium, which we intend to develop for two training pitches for older Minis.

Car parking, especially on Sunday mornings, continues to be at a premium and we need to identify ways in which we can provide a long-term solution to the problem. We are currently trading training space in order to accommodate cars, which is less than ideal. We have though identified areas unsuitable for playing upon which additional cars could be parked to the rear of the clubhouse. But there is a cost implication attached to creating a hard standing upon them that will ensure they are usable throughout the wet winter months

Where do we want to be?

Pitches are one of our most valuable assets. In meeting all these essential requirements, the Club will enable rugby to be played at all times throughout the season (except when weather conditions are extreme):

1. To maintain the level of investment necessary, to keep all our pitches in good condition, particularly the two to the rear of the clubhouse, which have had drainage systems installed.
2. All pitches to be in sufficiently good condition for them to be available for as much time as is reasonably practicable.
3. Training areas and match pitches to be marked out for Mini rugby at least 3 times a season.
4. Relocation of Swifts FC so that we can take over the lease for their two current pitches. This would then allow us to bring the 3 age groups who currently have to train at BS College back to the Silver Leys site.
5. Sufficient car parking space to prevent visitors to the site and Club having to park in otherwise dangerous or inappropriate places off site.

How are we going to get there? (Actions)

1. Care for the floodlit training pitches in a manner compatible with the pre-planned maintenance schedule agreed with the RFU and taking into account our own budgetary constraints.
2. Complete the provision of two training pitches for use by Minis on land at Dane O'Coys.
3. Continue dialogue with East Herts Council and the Stortford North developers to support the relocation of Swifts FC to an alternative site.
4. Research funding options, to provide more car parking space in a manner which is not permanently detrimental to our ability to accommodate all our Youth age groups.

Timescale

Annually

- Upkeep of pitches. Marking, as necessary, of green space used to create Mini rugby pitches.

Short Term (1-2yrs)

- Install a permanent irrigation system for Pitches 1 and 3.
- Undertake complete renovation to Pitch 3.
- Provide additional training provision for Minis on land at Dane O'Coys.

Medium Term (3-5yrs)

- Extend the irrigation system to cover Pitch 4.
- Provide additional car parking spaces.

Longer Term (5+yrs)

- Relocation of Swifts FC – adoption of their pitches and, possibly, Clubhouse.

Resources required

People

- Maintaining pitches - Ground staff as part of agreed on-going maintenance schedule.
- Pitch marking - Ground staff in liaison with Mini's Chairman.
- Executive Committee to identify funding stream to allow new areas to be used to provide additional parking.

- Trustees to liaise with East Herts Council, developers, Silver Leys Trust and the Swifts FC regarding their possible relocation.

Funding

Immediate and short-term pitch/car park projects - materials and labour, as agreed, from within existing Club finance.

Action by:

- Immediate Pitch projects- Grounds manager.
- Medium and longer term - Trustees and Executive Committee.

Success Criteria

- Availability of properly marked pitches and training areas throughout the season.
- Sufficient parking for all visitors to the site even at the busiest times.
- Nil complaints about poor parking from local residents or authorities.
- Not having to turn away new members due to a lack of facilities.
- Ability to bring three age groups who currently have to train at the College back to the main site.
- Sustainability of acceptable playing surfaces.

Key Objective 5: Colts and Youth Retention and Transition to Seniors

Where are we now?

From the beginning of the 2014/15 season we took the decision to amalgamate our U17 & U18 players into one training group thereby reinstating the two-age group system within Colts.

Our objectives in making this change were:

- For the Club to take greater responsibility for the effective development of 16-19-year-old players.
- To ensure our best coaching talent is made available to all those young players who are closest to transitioning into the adult game.
- For the Club to provide all its youth players with suitable opportunities to move into senior club rugby across all levels of participation.
- To maximise the potential of all youth players, regardless of abilities and differing personal aspirations, as they move into adult rugby at the appropriate enjoyable level for each individual.
- Retain home grown players in the senior club as studies, work and other commitments become greater contributing factors.
- Create a distinct identity for the Colts group, whilst remaining part of the wider Club.

The Colts have been a feature of the success of Bishop's Stortford RFC for many years. During the season 2019/20, we had registered 47 Colt members, which is a number that is the envy of many clubs in Hertfordshire. Our minimum aim is to maintain this number in subsequent years. We currently run 2 'Colts' teams (U18) and they compete in their respective age group National Cup competitions, Herts County Cup & Plate competitions and HML leagues.

Friendly fixtures are difficult to arrange as Colts rugby across the county has been weakened by the increasing number of 18- and 19-year olds who are leaving the area to attend University. In addition, we have to be mindful of the need to balance school and club rugby demands, especially during the 1st school term of each year.

We have in place a dedicated lead coach, who is qualified to ERCA level (our minimum requirement) and currently in the process of obtaining his Level 3 qualification. He has a coaching team & management structure, to deliver Colts development and success, which includes physio cover at all matches. He works closely with the senior coaching team to identify and integrate talented young players into senior rugby as soon as they feel it is appropriate. Our U18 Colts have historically integrated well with the senior social sides but we need to take steps to improve this further in the coming seasons, with the Chairman of Playing taking a lead in conjunction with the Colts' Lead Coach.

We are trying to put in place a 'Pathfinder' whose role is to keep in contact with those 19-24-year-old students who leave the area and to ensure absent players are placed with local clubs near to Universities. We have several players from this target group playing at various levels of senior rugby each season. There will also be a focus upon those who are not going to university and who will be seeking employment by trying to identify local opportunities, especially with our sponsors.

The 'Pathfinder' is also tasked with being the contact for Students moving to our area. We have not had any success in this area so far due to there being only a small number of Further Education establishments in our catchment area, therefore, that aspect of the Pathfinder role (as defined by the RFU) may be difficult to fulfil. Our participation in the annual Herts RFU Returning Students tournament (December) is organised by the Colts coaching staff.

Senior players, who are also students, pay a substantially reduced membership fee in order to aid retention.

Where do we want to be?

In addition to those stated earlier, our objectives are:

- To retain as many 16-24-year-old players at Colts and senior levels as possible.
- To continuously strengthen our Colts coaching and management team with the most capable individuals from the previous year's U16 age group being invited to join the Colts coaching group.
- To develop close links between the Under 16 coaches and managers, with the aim of bringing U16 players into the Colts side at an early stage, even if this is for friendly matches only.

- To have our Colts coaches and players liaise more closely with our senior sides, to ensure as many Colts as possible are given the chance to play and train with the senior players. We have to recognise that not all Colts will be physically developed sufficiently to play senior rugby at a higher level immediately and may benefit from a period playing for the Mitres or Chindits.
- To ensure that those Colts unable to play on Sundays, or not selected, are given senior rugby opportunities to provide match time and promote continued interest in the game.
- To be playing in all major competitions, with the same priority as now.
- To develop the role of our 'Pathfinder', to increase our success in recruiting students and to further develop our links with our players who are away at University.
- To retain young players not going to university and assist them, as far as possible, in finding employment locally.
- Physio provision in place for all match days and for midweek (running repairs).
- Allow selected Colts players access to the Club Strength & Conditioning (S&C) Coach.

How are we going to get there? (Actions)

- Our Colts Lead Coach will be supported at Executive level by the Chairman of the Youth and the Head Coaches and will be given the resources required to develop our Colts organisation.
- The Chairman of the Playing/Head Coaches will facilitate close links between the Colts organisation and players and the senior side.
- Selected U18 Colts will train at times that are adjacent to our 1st and 2nd XV training times, encouraging good training practice and "getting to know" each other.
- Under 18 players, who wish to play senior rugby and who pass the RFU criteria, will be certified to play.
- Our U16 players will be introduced at an early stage to the Colts. This will be in the form of joint training sessions, involvement in friendly fixtures and through the Coaching team's meeting during each season, to agree how they can assist the smooth transition of players from Youth to Colts Rugby.
- Our 'Pathfinder' role will be re-defined, with the objectives of:
 - Having a full database of relevant student players.
 - Being the "communicator" between students and playing captains.
 - Arranging playing opportunities for students.
 - To fill gaps in Saturday teams for and with the Chairman of Playing and senior captains

- Assisting players to find clubs in their university area.
- We will enter our teams in national competitions, LV Cup, Herts County Cup and HML leagues (at the appropriate level & number to suit our squad size each season).
- Our Colts coaching team will maintain links with our feeder schools, to understand the demands of school rugby each term and will organise friendly fixtures accordingly.
- We will provide a Physio for all match days and facilitate treatment between matches, as appropriate.
- Selected Colts players will be given access to the Club's Strength & Conditioning Coach.
- We will be supportive to those team members who are selected to train or play at a representative level.

Timescale

Ongoing.

Resources required

People

- Colts and Youth Management team and coaches, liaising with the Head Coaches and CCC.
- Chairman of the Playing Committee.
- The Executive Committee, to support this programme.

Funding

Circa £5k per year to fund equipment, kit & travel to major matches, which is dependent upon our success in the National Cup year on year.

Action by:

All included above.

Success Criteria

- Colts players continuing to be an integral part of senior teams.
- 19-24-year-old players in the 1st and 2nd XV on a regular basis.
- Returning students playing for our senior sides, as appropriate.
- Entering a squad in the annual Herts RFU Returning Students festival.
- Colts fulfilling all fixtures in all 4 competitions.
- Under 16 players taking part in Colts training.

We would like to achieve success in the competitions we enter but this will not be a requirement of our “success criteria”.

Key Objective 6: Women & Girls' Rugby Development

Where are we now?

Women's rugby was established in November 2016, with the help of the Herts RFU development staff, the RFU's 'Inner Warrior' Camps and a small team of coaches from within the Club. They entered their first league season in 2017/18, where they have continued ever since. Women's rugby is continuing to grow and develop under the guidance of dedicated coaches, with support from additional Club coaches accessed via the 1st XV Manager and the Club's Chairman of Playing. Recruitment of additional players is continually being driven by the team, with help from the Herts RFU development staff. There is also strong managerial and administration team involved in the Ladies section. The roles of Manager, Social Secretary, Social Media, First Aid and Finance are all being taken on by Ladies team members.

We have 4 girls age groups at the Club, launched from January 2018; U11, U13, U15 and U18. This now means that we have a continuum for girls, who can participate at Mini level and progress through to girl's rugby, whereas previously they had no opportunity to continue to play beyond the age of 11 years. All age groups are coached by a combination of current members of the ladies' team, who gained their level 2 qualifications in December 2017, and established Youth coaches. Herts RFU development staff also delivered their 'All Schools' programme to local senior schools, to encourage more girls to try rugby over the 2018/19 season.

Where do we want to be?

- To have 45+ registered Ladies players.
- To have in place 2-3 coaches per girls age group.
- More team support (management, admin & promotion) from girls' parents and Ladies team members.
- Recruit more girls (aged 10+) to the Club and have complete (15+ players) teams across all age groups.
- To have a network of other Club coaches able and willing to deliver additional coaching resource.
- Have coaches for both girls and women attend CPD courses.

- Encourage both girls and ladies to get involved with the Club for more than training and follow the 'one club' ethos.

How are we going to get there? (Actions)

- Build closer liaison with schools through current Club coaches, to tie in with the RFU 'All Schools' programme.
- Encourage young girls to play in our Mini section and then look to retain them via publicity in schools and the community.
- Continue to use the RFU's Inner Warrior Camps as a method of attracting new women and girls' players.
- Promotion of women and girls' games at the Club via Rugby Post and social media.
- Encourage Minis coaches to move with girls into those sections if numbers are there to do so.
- Club Coaching Coordinator to assist in the provision of courses for CPD.
- Speak to Ladies team, girls and parents regarding the Club ethos.

Timescale

Medium term (3-5 years)

Resources Required

- Women's & Girls Coaching teams.
- Additional identified parent-supporters.
- Chair of Women's and Girls rugby.
- Chairman of Minis.
- Club Coaching Coordinator (CCC).

Funding

As details are established, cost to be updated. (Possible paid coaching in schools, promotional materials, etc.)

Action by:

- All the above.

Success Criteria

- 4 15-a-side girls' teams (U11/13/15/18).
- 2 Ladies teams (One 'First XV' and one 'Development').
- Team admin/fixtures being run for girls by parents.

Key Objective 7: Referees

Where are we now?

For many years, clubs such as ours had to develop our own or 'club' referees because, invariably, there were not enough Herts Society referees to cover our lower senior team's games. However, in recent seasons, it seems that, for a variety of reasons, the Society now has enough officials to cover all the games played by our senior teams, male & female. However, there remains a very real need for 'club' referees as it is the responsibility of the home club to provide an 'independent' official for the majority of Youth games, certainly all those below U18.

To achieve this, we introduced a policy whereby every Youth age group (13 to 18) is asked to nominate an individual willing to referee another age group's games on an occasional basis (no more than 4 games per season).

The hope is that, via this gentle introduction into officiating, some may enjoy the experience enough to join the Society and, hence, we as a club will be helping to contribute to the wider pool of officials.

Unfortunately, this ideal has never been achieved. Whilst a few individuals have been identified and, in some cases, trained that may be willing to join the pool in the future when their children have moved out of youth rugby, they are unlikely to positively impact on numbers in the near future.

The lack of volunteer referees means that our Youth Match Coordinator, whose role it is to find and appoint referees to youth games, struggles each week to find enough for all the games. In situations of dire need, coaches have stepped in to referee their own teams but this is far from ideal as it doesn't fulfil the league requirement for independence.

To boost numbers, we really need to look beyond those who are already fulfilling coaching duties and those that have most to lose from Youth games being cancelled, i.e. the mass of parents who don't otherwise volunteer would appear to be a prime target audience. Unfortunately, it appears that the majority are unreceptive to the fact that you can't play games without referees.

The motivation of those that are in the pool must also be questioned because in the last few years, at the beginning of each new season, our Society affiliated Referees/Club Referees Coordinator has offered them and the youth coaches a rules update session, to ensure that everyone appointed to a game by the Club officiate to the law and that there is consistency in their decisions. Regrettably, these sessions are very poorly attended and that, ultimately, leads to a lack of consistency with official's decisions and, in turn, disgruntled players, coaches & spectators.

Our current position is at breaking point and immediate remedial action is required in order to address it or Youth games will inevitably get cancelled.

- In 2015 we had 14 active referees; we now have at most 9.
- Of those 9, only 2 are associated with current age groups and that is likely only because coaches have been 'forced' to referee games involving their own teams, to avoid a cancellation.
- Our goal in the 2005 version of this document was for BSRFC to have a minimum of 4 Herts. Registered referees. At that time there were 3; we now have 2.

Beyond this crisis in numbers, we continue to have a good record in terms of our systems for contacting, confirming and respecting officials of any games played at the Club.

- We have a Referee Coordinator/Liaison officer appointed.
- We continue to promote respect for officials, whether Club or visiting.
- We have volunteers in roles that involve contacting & confirming fixtures as well as meet and greet on match days.
- Our changing facilities and car parking arrangements are reasonable.
- We aim to be hospitable to all match officials and still have a policy whereby all their refreshment pre- and post-match is provided free of charge.

Where do we want to be?

- That each of the six youth age groups nominates at least one volunteer referee at the beginning of each season.
- To have at least 12 individuals prepared to referee a maximum of 4 games each season.
- Increase the number of Herts Society registered referees affiliated to our Club to 4.
- To retain our Referee Co-ordinator, whose role it is to maintain consistency in standards across all our Club referees.
- Be recognised as a Club that values referees.

How are we going to get there? (Actions)

- Insist that each age group nominate a referee & identify a suitable sanction for those that fail to cooperate.
- Encourage parents and supporters, former players and coaches to take up the whistle. This is probably best done by personal approaches.
- Sponsor referees training courses either at Silver Leys or other local clubs through the RDO and our Referee Coordinator.
- Encourage some older youth players (Colts) to referee ad hoc matches in order to gain a wider appreciation of the complexities of the role.
- Ask our Referee Coordinator to organise referee development initiatives.
- Invite feedback from the referees of games held at our Club and the Herts Society.

Timescale?

Short term (1-2 years) all actions to be carried out.

Resources required?

People

- Clubs Executive Committee via Youth Chairman to revive and enforce Club policy.
- Potential new referees (primarily those associated with youth rugby who don't otherwise volunteer to understand that games cannot be played without officials).
- Club Referee Co-ordinator.
- Youth match coordinator.
- County Referee trainer.

Funding

Approx. £500 for training courses.

Action by:

- Executive Committee to provide real impetus for a referee recruiting campaign.

Success Criteria

- There will be an increase in the number of referee volunteers.
- BSRFC will have 4 Herts. Registered referees and that before the beginning of each season there will be a trained referee available to officiate in games for each youth age group.
- Achieve top 5 in Society 'Boundy Cup' (society award for best club) rankings.
- No instances of poor discipline shown towards match officials.
- No penalties for late or non-confirmation of games.

Key Objective 8: Promotion of rugby in the community/links with schools (YDO)

Where are we now?

The Club has a strong focus within our local community. We are fortunate to have two very well-established rugby playing secondary schools in our local area, plus a number of schools developing their rugby programmes (both for boys and girls). We are in a position of providing a rugby continuum, whereby we develop young players through our Mini section from the ages of 6 - 11 years, when they go on to secondary schools, who work with the 'raw material' we have provided and then, in theory, develop young players further and in partnership with us through youth and on to senior rugby.

Junior rugby at the Club, embracing Minis, Youth, including Colts, and Girls is very active, with over 500 hundred young people enjoying training and playing at Silver Leys. To maintain this, the importance of strengthening and maintaining links with local schools at all levels is a key item on the agenda. Links exist already with The Bishop's Stortford High School, St. Mary's Convent School, Hockerill Anglo European College, Birchwood High School and The Bishop's Stortford College. Little has been done to date to link with the secondary schools slightly further afield namely Newport School or Leventhorpe High School.

One issue that needs to be resolved is the need for better coordination between school and club rugby. This is an ongoing problem nationally and involves the pressure of demand upon senior Youth players (16-18 years), especially during the Autumn term, when the school rugby generally takes place and priority. Despite the fact that there is a framework in place to allow for the scheduling of games in order to avoid youth players having to play too much rugby in this period, invariably there are fixture clashes that can lead to young players being put in an invidious position. This issue is currently the subject of a review by the RFU.

Primary school links are beginning to be developed through our network of Mini coaches and parents and this process was helped when we appointed primary school ambassadors, to assist with our Rugby World Cup Trophy Tour Family Fun Day in August 2015. Primary school touch rugby competitions have also been hosted at the Club.

The Club continues to embrace the use of the internet and social media, to communicate and interact appropriately with all age groups, to be able to participate and for them to encourage their friends to become interested in playing.

Where do we want to be?

The Club plans to continue to be a Community club, with strong school links, to enable us to both maintain and develop our player base.

To continue to encourage all local children who want to, to play rugby and develop them as players throughout their time with us, from Under 6 to Senior rugby at 18 years of age and over.

We want to find ways to offer our facilities for the use of schools' rugby as part of a "mutual benefit programme"

To have in place closer links with the local primary education structure and greater mutual awareness.

How are we going to get there? (Actions)

- We will maintain our strong local and community ethics.
- One key to success will be the involvement of the Partnership Development Manager (PDM), who is based at the area's Sports Hub at Birchwood High School. Their role in the community is the development of sporting opportunities for young people in the Bishop's Stortford area, including rugby.
- We will continue to make use of the benefit we enjoy of the use of the RFU and Herts RFU coaching development programmes.
- Through the appointment of our own Schools Liaison Officer, contact will be made with a wider group of Primary and Secondary schools, to offer our coaches, referees, equipment and facilities to assist in their rugby delivery.
- To forge more of a relationship/partnership with organisations, such as Little Scrumpers, who provide tag rugby for children aged 2-6.
- We will continue to organise and host school tournaments in conjunction with the PDM and the Herts RFU.

- Schools will be invited to be involved in relevant tournaments at Bishop's Stortford RFC, including a floodlit event.
- Our summer coaching schools will be advertised via local schools.
- All actions will be inclusive of boys and girls, where possible.
- We will utilise events, such as the Bishops Stortford Carnival, to attract new players to the game of rugby and continue to partner with our sponsors, to promote the facilities we have.

Timescale?

Short-term (1-2 yrs.)

- To establish a school's floodlit midweek event.
- To build on existing and establish new relationships with local primary schools – this is the responsibility of the Mini section Chairman (with the PDM).
- To build on existing and establish new relationships with Secondary schools, both locally and beyond – this is the responsibility of the Youth Section Chairman (with the PDM).

Medium-term (3-5 yrs.)

- To appoint a School Liaison Officer.

Resources required?

People

Youth Section Chairman
Mini Section Chairman

Executive Committee

Funding

Minimal marketing cost for promotion of our summer courses within schools (budget £250)

The appointment of a School Liaison Officer has yet to be costed and is likely be beyond our reach without sponsorship.

Action by:

All included above.

Success Criteria

- There will be a continuous stream of young players coming through from a greater number of local primary and secondary schools.
- Bishop's Stortford RFC will become a regular venue for school's rugby.
- The ultimate criterion will be those young people filling places in the senior sides of BSRFC with distinction.
- The Club will continue to be integrated into the local community.
- The Club will be seen as a beacon for good community practice.
- The Club's reputation in the community will be enhanced.

Key Objective 9 Building Development and improvement of facilities

Where are we now?

Historically, the Club has always worked hard to both improve and maintain its facilities and has a good track record in this respect, having invested some £1 million in the last 10-15 years in various projects ranging from improved showers to car parking. In the period 2015 to the present: we have undertaken a major improvement of the main bar area; provided floodlighting to the 1st XV pitch; installed rabbit fencing surrounding both back pitches (3 & 4), to minimise increasing damage caused by rabbits that resulted in ever increasing costs of pitch maintenance and renovation; installed a new 'Smart' till system in the bar and replaced all the clubhouse lighting with more efficient LEDs. As the Club has grown both in terms of its facilities and activities, we have found that our main utility supplies can no longer cope with demand, which has necessitated major upgrades, with the main electricity supply to the Club being done in 2018/9. The other two main utilities, gas and water, are due to be upgraded this coming summer (2021).

In general terms, whilst the clubhouse is a very solid structure (brick will always last the test of time), as with any structure, it requires regular maintenance. As previously, more minor projects can be undertaken by Club members during our annual summer works parties but the larger projects will need us to engage contractors.

In terms of built provision, we have now reached the point where our changing accommodation is no longer fully fit for purpose in terms of the number, size and quality of changing rooms. As a result, we have to undertake a major scheme, to provide additional new changing rooms, for which planning permission has been obtained, although the final scheme has still to be agreed.

Our current kitchen facilities were thought to be inadequate but it is now felt that the area is large enough to meet our current needs, especially now that we have catering available for large functions in the marquee. Similarly, it was felt that the Club shop needed enlarging but this has also been reviewed and the decision taken to keep it as it is for the foreseeable future.

The Laundry room has also been identified as inadequate for our purposes. Increased space is needed in order to accommodate all the kit both dirty and clean. Car parking space or, more accurately, a lack of it remains an issue that is going to be extremely difficult to solve.

In terms of pitch provision, we continue to be under pressure on Sundays due to the volume of both Minis and Youth players. Arrangements to make use of the Bishop's Stortford College facilities continue to ease some of the pressure but not completely. In an effort to find a solution, we have acquired the use, with agreement from the Stortford North Consortium, an area of land on Dane O'Coys to provide training facilities for the older Mini age groups. The area required significant improvement works before it was ready to use during the 2020/21 season and will need ongoing improvement.

Where do we want to be?

We would all aspire to have a clubhouse that is properly looked after and, as far as possible, up to the best standards of other clubs with whom we compete, ensuring that it meets the needs of all who wish to use it, in accordance with that element of the Club's Mission Statement that seeks to promote and develop the game of rugby union football for all, irrespective of age, sex or background, whether players or supporters. Similarly, to maximise the Club's commercial income, it is necessary to provide facilities that will facilitate that objective.

We currently are unable to meet these standards in terms of changing provision, to the extent that we cannot accommodate any additional games on match days when the 1st XV and Blues are at home. We have planning approval to provide up to five additional changing rooms and to modernise our existing provision. Also included are plans to provide dedicated changing rooms for match officials and dedicated physiotherapy rooms. In addition, we have planning permission but no funding currently for two modest covered stands alongside the 1st XV pitch, which would be a vast improvement on current provision, particularly in the depth of winter and help attract more spectators and, therefore, increase match day revenue.

We also anticipate a substantial increase in playing and non-playing membership as a result of the Stortford North development, which involves the building of c.3,600 new residences. This potential influx of new members will inevitably stretch our resources in a number of ways, particularly building and playing facilities. We are currently negotiating with East Herts Council, with a view to being allocated a portion of the s.106 funding that will arise from this development, to fund the additional changing accommodation outlined above in the short term.

In the medium/long term, there is the possibility that the Swifts FC will be relocated to a new site within the Stortford North development, which would free up much needed playing/training space at Silver Leys, especially on Sundays for use by Minis and Youth. Subject to the approval of the Silver Leys Trustees, this would allow us to adopt the training/playing space currently allocated to them on the Silver Leys site.

Increased car parking space, particularly for use on Sundays by those attending for Mini/Youth rugby, is also badly needed but our ability to achieve this is minimal given the limitations of space on the Silver Leys site. The provision of additional hard standing at the rear of the clubhouse would create some more limited space. In the longer term, any future relocation of Swifts FC would free up some existing spaces in the main car parks.

How are we going to get there?

Ongoing

The clubhouse maintenance contract needs to be monitored on a regular basis by the Director of Facilities and Board of Directors as a whole, to ensure that it is running smoothly and that the clubhouse is being kept to an acceptable standard of cleanliness and upkeep.

Next 1-2 years

- a. Provide additional hard standing car parking space to rear of clubhouse.
- b. Provide up to five new changing rooms and ancillary accommodation at the rear of the existing clubhouse, subject to finance being available. This may have to be phased according to available funding.

2-5 years

- a. If playing numbers increase, it is possible that we shall need provision of additional changing facilities via a second phase development.
- b. Enlarge the laundry room.
- c. Provide covered spectator provision alongside the 1st XV pitch.

Resources required?

People

Volunteers.

Contractors.

Funding

Short Term Next 1-2 years

- a. Provided additional hard standing car parking space to rear of clubhouse - £2k.
- b. Provide additional changing and ancillary accommodation – in excess of £600k.

Medium Term (2-5 years)

- a. Second phase of the clubhouse development, if required.
- b. Provision of covered stands.

Longer term

- a. Facilitate relocation of BS Swifts Football Club and then improve the drainage of their existing pitch.

Action by:

Short term projects- Club Volunteers.

Medium term projects – these projects are largely dependent on us accessing s.106 financing from the Stortford North project as well as grants from elsewhere, such as Bishop's Stortford Town Council. This would allow us to provide changing facilities in addition to those which we currently use. This will then allow us to redefine how we use some of the rooms within the main clubhouse. If this can be achieved then contractors will need to be employed to carry out these projects. The Board of Directors will oversee and direct these projects.

Long term projects – Project a. is aspirational.

All these projects will require contractors and significant funding and, hence again, the Board of Directors will oversee and direct these projects.

Success Criteria

- No complaints about standard of cleanliness & upkeep of the clubhouse.
- Less chaotic parking particularly on Sundays.
- Successful completion of the changing accommodation project.
- Ability to cater for greatly increased numbers without needing to provide temporary catering facilities.
- Better storage of kit either pre or post washing
- Positive comments from those using the facilities as members or visitors.
- Ability to accommodate all Mini age groups on site at Silver Leys.
- Not having to turn away new members due to a lack of facilities.
- Ability to achieve a better balance of home and away fixtures, especially for social rugby.

Key Objective 10 Funding and Commercial Activities

Where are we now?

The main sources of income, apart from subscriptions and donations, are sponsorship, the bar, Club shop and lettings of the Club's facilities. This provides sufficient income, to provide and operate the facilities for the playing side of the Club.

The bar is open on three evenings in the week following training sessions, as well as weekends in the season when matches are played.

The shop is opened every Saturday on 1st XV match days and every Sunday from early September through to the season's end. Stock holding is high relative to the volume of sales.

Existing regular bookings of the Club's facilities are in place for Tuesday and Thursday evenings and regular ad hoc bookings are made, mainly for social events, such as birthdays, anniversaries etc. at weekends. Business lettings through the day are improving, with two companies regularly using our facilities and we also have standard bookings during the day for community activities such as yoga and dance classes.

The use of the marquee is mainly to support Club social events and fundraising events, such as Ladies' Day. Use is also made of the marquee for 1st XV match days, to support the sponsored lunches.

Where do we want to be?

We have set up a Trading Company as a wholly owned subsidiary of the newly formed Charitable Company. This focuses on trading activities, so that we can provide better playing facilities for the Charitable Company. All surpluses from the Trading Company are donated to the Charity at the end of each financial year.

The Charity will focus on fundraising activities, to ensure that we increase revenues and at the same time support other local Charities.

How are we going to get there?

This will be achieved initially by employing, on a part time basis, staff to support and encourage our many volunteers to operate in a professional manner without taking away the ethos of our Community Club.

Following the set up the new organisational structure at the start of the 2015-16 season, we review all the activities in both Companies on an annual basis, to ensure we maintain our objectives as a community Club but also raise sufficient funds, to continue to improve the playing facilities and the playing experience for all active playing members and supporters of the Charity, as well as providing facilities for the local community.

Timescale

Short-term (2 years) and ongoing.

Resources required (People)

Trading Company Executive and Board of Directors to drive actions and review progress.
Bar manager.
Volunteers.

Success Criteria

- Increased Bar turnover, particularly on match days.
- Improved profit margins on Bar takings.
- Improved shop sales.
- Reduced shop stock levels over summer months.
- Increased lettings income.
- Increased commercial use of marquee.

Key Objective 11: Communication

Where are we now?

We have in place several communication channels and methods, which have the objective of ensuring as many members and non-members as possible understand all aspects of Club life and activity and are encouraged to be involved:

- www.pitchero.com/clubs/bishopsstortford our Club website is active but relies on a small number of individuals to constantly keep the content and news fresh and updated. Members can join the site and have access to a greater amount of content, such as video and photo content.
- We continue to make use of the RFU GMS database system. All our players, members and officials are detailed and recorded in this database. This enables us to mass communicate via e-mail.
- We have in place an e-newsletter, "Rugby Post", which is circulated to members up to 20 times per year. Content is generated from website postings and by the Executive Committee providing information. 1st XV match days feature heavily as they are such an income generator for the Club.
- We embrace Social Media. Facebook is now a communication tool. We have BSRUGBY as a Twitter identity (launched 2011), with in excess of 4,500 followers, and is linked to our website, so we can update live match information.
- We have in place a Press Officer who has developed local press relations and is bringing us maximum coverage and exposure. When we provide copy or stories they get featured in the local paper. However, the number of members providing press worthy information is limited.
- Our Clubhouse has several notice boards and advertising points, which are used and updated, to ensure the best possible use is made of them.
- On 1st XV match days, our programmes now feature live content provided match by match.
- We have screens in the clubhouse, which broadcast information on match days.
- We are required to hold an AGM each year (July) and do so after first giving 4 weeks' notice. In addition, when pertinent, we will hold a Forum meeting, giving an opportunity for members to have their say.

Where do we want to be?

Our aim is to reach as many people as possible both in the Club and our local community. In order to do this, our communication must be more live and relevant. We will add to the communication methods:

- To have more members contributing to the website and have a web champion from each team and section, to provide regular information.
- To have all members' contact details up to date and correct on the RFU database.
- To have members, officials and event organisers pro-actively sharing information that will be of interest to members, so that it can be broadcast via Rugby Post.
- To expand our communication via Social media and to have regular interaction with followers.
- To have our Press Officer regularly provided with content from across the whole Club.
- Our clubhouse should be a 'go to' source for information, with fresh and well-presented visual information across all notice boards and single point locations.
- To have new content prepared and ready for all 1st XV match day programmes, including new photography, if possible.
- We want to have an increased number of members attending our AGM and other meetings through encouragement and by capturing their interest.

How are we going to get there?

Communication is so important within our Club. We will be more pro-active in achieving our aims going forward. We will:

- Allocate responsibility for providing information and content for all forms of communication, rather than waiting for it. We will challenge those allocated to deliver for us news, information, results, event information, and anything else members may be interested to hear. We believe the more content we get, the more cross Club communication will flourish.

- We will use Youth and Mini coaches' meetings to allocate our requirements, with the Executive Committee actively involved in selling the benefits.
- Senior teams will be approached in a similar way.
- We will encourage match reporting to our Press Officer and will offer training and support (utilising our local Press contacts), to make this as simple as possible for the 'reporters'.

Timescale

Short term 1-2 years for all actions

Resources required?

People

We have a Board Director who is in charge of communications, to co-ordinate and focus our activity. In addition, those involved in communication policy delivery are:

- Executive Committee.
- Youth & Mini Chairman.
- Press Officer.
- Business Development Manager .
- Senior Captains.

Funding

No immediate identified spend.

Action by:

Executive Committee to drive actions and review progress

Success Criteria

We will see increased website content and traffic.

The success of events will also give us a measure of our communication success.

We will receive positive feedback via our website, newsletter and feedback surveys gauging our success at cross club communication.

Key Objective 12: One Club Philosophy

Where are we now?

We are an inclusive Club, with a stated vision: “To be a strong and successful rugby club united from senior to mini sections, trusted and valued by the community”.

This includes Senior players, Colts, Youth players, Mini players, Women and Girl players and all their families, plus our large base of Social members and our VP’s.

Examples of our Club uniting are: -

- Being recognised as the National Rugby Club of the Year by the RFU in 2015.
- The Mini section providing a “guard of honour” for 1st XV match days.
- Older Colts playing senior rugby.
- Having representatives embracing all sections of the Club on the Executive Committee.
- Our increasing numbers of valued Volunteers at key events.
- The Club pulls together, to stage key events, such as the Family Fun day, Youth Festivals, Mini Tag Festival, Annual Fireworks, Working Parties and many more.
- We have support on 1st XV match days from the whole Club.
- There is in place an ethos that everybody is valued and recognised.

An increasing awareness of problems associated with mental health, prompted in part by the sad loss of two members in recent times, has prompted the Club to partner with ‘Just One Click Away’ (JOCA) and Govox, to promote and allow members to communicate with a ‘friendly ear’ if they are struggling to cope with daily life. Through this, the Club aims to destigmatize mental health & create awareness among our members to allow conversation without prejudice and in confidentiality.

Collectively, as a community club, if we can support our wellbeing it may just save a life. More information can be found on the website www.jocarugby.co.uk.

A growing problem is finding enough 'younger' members prepared to take on roles within the Club, particularly those of an official capacity. We recognise that this is partly a reflection of how busy everyone now is in their everyday working lives. However, we do recognise this as a potentially significant issue that could create problems over time as older members feel they can no longer continue in various roles.

Where do we want to be?

We want to maintain all the above and continue to improve the interchange and support between what may be called the 'Saturday and Sunday' part of the Club.

We want all members to see visible benefits for the efforts they put in to benefit the whole Club.

To be able to identify the next generation of members who can take the Club forward in the medium to long term.

For members to better understand and appreciate the effect of their actions on other members and sections within the Club.

How are we going to get there?

- Communication is key and should continue promoting the "One Club" message.
- We will encourage and nurture every team and section to support each other.
- We will have a supported Social Committee with Social Reps from all sections and teams, interacting and ensuring event success.
- All section involvement in all possible events.
- We will reward and acknowledge publicly the 'One Club' achievements of each team or individual (player or helper) using the local press and our internal communications.
- 'One Club' events will be encouraged including Dinners, meetings and the AGM.
- Our Volunteers recognition evening will be continued.

Timescale

On-going.

Resources required?

People

All members equally involved, but especially those with responsibility for the successful running of the Club at all levels, whether Executive, Director, Manager, Coach, Player or Supporter.

Funding

There is no anticipated funding required, apart from minimal funding of the volunteers evening of approximately £1,000.

Action by:

All Club members have an equal responsibility for this Key Objective.

Success Criteria

- The Club will be regarded by all as 'One Club', whatever part is played by the individual.
- We will receive favourable feedback in surveys and in ad-hoc comments.
- There will be fewer examples of unilateral actions and activities taking place.
- We are able to identify and nurture the next generation of Club officials.

BSRFC SPORTS DEVELOPMENT PLAN 2015 - KEY OBJECTIVES OVERVIEW

Key Obj	Action	Est. cost	Action by	Success Criteria	Target Date	Met
1. Club-wide player development and continuous improvement of playing standards throughout the Club						
	<ul style="list-style-type: none"> Basic skills training for Minis-Colts with cross-level position and specific coaching in 5 key skills. Coach Development and Identification of coaches. Continue to meet RFU accredited club standards. 	£1500	Senior coaching team CCC Team coaches Position Specific 1 st XV Players	<ul style="list-style-type: none"> Overall improvement in skills levels throughout the Club leading to multi-skilled 1st XV players. Maintain RFU Accredited Club status. 	Ongoing Bi-annually	
2. 1st XV and senior players recruitment and retention						
	<ul style="list-style-type: none"> Continue to recruit and attract 1st XV quality players. Ensure quality players from Youth-Seniors identified and targeted for retention. Provide effective S&C & medical support for 1st XV squad players. Regularly upgrade & maintain playing Facilities. Put in place by external support or from within Club funds an increased programme of support incentives for players. 	Playing budget	Senior playing management team and Exec.	<ul style="list-style-type: none"> 4 quality 1st XV players recruited/retained/replaced pa. Maintain place in National 1. All Senior Teams field full squad each week. 	Ongoing	
3. Coaching Development						

	<ul style="list-style-type: none"> Keep an up-to-date audit of Club coaches to identify the total number and the level of proficiency of each of them. Compare player/coach ratios and ensure that all teams/age groups have adequate coaching resources. Meet RFU insurance requirements re coaching qualifications. Encourage identified coaches to improve their qualifications beyond Levels 1 and 2, as appropriate. Identify any gaps in levels and age groups that require filling. 	£1500 pa	CCC. All Coaches Exec	<ul style="list-style-type: none"> All teams throughout the Club will have access to adequate coaching support in terms of numbers and training/qualifications appropriate to each team, level, and age to ensure the development of players in line with the Coaching Development Plan devised by the CCC. All players to have an appropriately trained coach attend and run all coaching sessions and where possible in attendance on match days. 	Ongoing	
--	---	----------	-----------------------------	---	---------	--

	<ul style="list-style-type: none"> CCC to create (with the Head Coaches) an overall coaching structure and Coaching Development Plan. Identify 'senior' players and younger 'past' players to coach when their playing careers are over. Recruitment drive for potential new coaches at Youth and Mini registration sessions. Introduce coaching for coaches' programmes led by the Head Coaches, liaising with the CCC. Attain an ideal coaching goal of a Lead Coach, 2 assistant coaches and a team manager for each age grade team. Carry out regular appraisal of coaching standards club-wide, with individual feedback by the Head Coaches through the CCC. Introduce a system of coach evaluation in the achievement of the coaching of key skills across the age groups, to ensure all key skills are in place for all players. That way the whole player development plan will be measurable. Work with the County to use their resource to assist with CPD training sessions. 				All ongoing	
--	--	--	--	--	-------------	--

4. Training Facilities

	<ul style="list-style-type: none"> Care for the floodlit training pitches in a manner compatible with the pre-planned maintenance schedule agreed with the RFU. Install a permanent irrigation system to pitches 1 & 3. Undertake the complete renovation of Pitch 3. Extend the irrigation system to Pitch 4. Continue dialogue with East Herts DC and Stortford North developers to support relocation of Swifts FC to an alternative site. Research funding options, to provide more car parking space in a manner which is not permanently detrimental to our ability to accommodate all our Youth age groups. 	£2-5k per annum	Grounds Staff Mini Chairman Board of Directors Exec	<input type="checkbox"/> Availability of properly marked pitches and training areas throughout the season. <input type="checkbox"/> Sufficient parking for all visitors to the site even at the busiest times. Nil complaints about poor parking from local residents or authorities. <input type="checkbox"/> Not having to turn away new members due to a lack of Facilities. <input type="checkbox"/> Ability to bring three age groups who currently have to	Annual Short term 1-2yrs Medium term 3-5yrs Medium term Medium/long term	
--	--	-----------------	--	---	--	--

				train at the College back to the main site.		
5. Colts and Youth retention and transition to Seniors						

	<ul style="list-style-type: none"> • Our Colts Lead Coach will be supported at Executive level by the Chairman of Youth & Lead Coach and will be given the resources required to develop our Colts organisation. • The Chairman of Playing/Lead Coach will facilitate close links between the Colts organisation and Players and the senior side. • Selected U18 Colts will train at times that are adjacent to our 1st and 2nd XV training times, encouraging good training practice and “getting to know” each other. • Under 18 players who wish to play senior rugby and who pass the RFU criteria will be certified to play. • Our U16 players will be introduced at an early stage to the Colts. This will be in the form of joint training sessions, involvement in friendly fixtures and through the coaching teams meeting during each season, to agree how they can assist the smooth transition of players from Youth to Colts Rugby. • Our ‘Pathfinder’ role will be re-defined with the objectives of: <ul style="list-style-type: none"> o Having a full database of relevant Student players. o To be the “communicator” between Students and Playing Captains. o To arrange playing opportunities for Students. o To fill gaps in Saturday teams for and with Senior Captains. o To assist players to find clubs in their University area • We will enter our teams in; <ul style="list-style-type: none"> o National Competitions o LV Cup o Herts County Cup o HML leagues (at the appropriate level & number to suit our squad size each season). • Our Colts coaching team will maintain links with our feeder schools to understand the demand of school rugby each term and will organise friendly 	£5k	Colts and Youth Management Team Chair of Playing Exec	<ul style="list-style-type: none"> • Colts players integral part of senior teams. • 19-24-year-old players in the 1st and 2nd XV on a regular basis. • Returning students playing for our senior sides as appropriate • Colts fulfilling all fixtures in all 4 competitions. • Under 16 players taking part in Colts training. <p>We would like to achieve success in the competitions we enter but this will not be a requirement of our “success criteria”.</p>	Ongoing	
--	---	-----	--	---	---------	--

	fixtures accordingly. • We will provide a Physio for all match days and will facilitate treatment between matches, as appropriate. • Selected Colts players will be given access to the Clubs S&C coach. • We will be supportive to those team members who are selected to train or play at representative level.					
6. Women and Girls' Rugby Development						
	• Promotion of both women and girls' games via Rugby Post and social media. • Build closer liaison with schools and local clubs in a similar situation. • Encourage young girls to play in our Mini section and then look to retain them (publicity in schools). • Continue to use RFU Inner Warrior Camps to attract new players. • Encourage Mini coaches to move with girls into those sections if the numbers are there to do so. • CCC to assist in the provision of CPD courses. • Speak to Ladies team and Girls parents about the Club ethos.	Nil	<input type="checkbox"/> Youth Chairman <input type="checkbox"/> Exec	<input type="checkbox"/> 4 x 15 a side girls' teams (U11/13/15/18). 2 x Ladies teams (1 x 1 st XV and 1 development). Team admin/fixtures run for, girls by parents.	Ongoing Medium term (3-5 yrs.)	
7. Referees						
	• Insist that each age group nominates a referee. • Encourage "past players", coaches, parents and supporters to take up the whistle. This is probably best done by personal approaches. • Sponsor referees training courses either at Silver Leys or other local clubs through Herts RFU and CRefC. • Encourage some Colts to participate in the Community Sports Leaders Award Scheme that involves mentoring and refereeing at Tag level. • Appoint a Referee Co-ordinator to bring club referees together for development sessions. • Organise referee development sessions. • Invite feedback from the Society.	Approx. £500	<input type="checkbox"/> Exec. to provide impetus <input type="checkbox"/> Herts RDO to arrange training	<input type="checkbox"/> There will be an increase in the number of referee volunteers and Colt applicants for the CSLA scheme. <input type="checkbox"/> BSRFC will have 4 Herts. Registered referees at the end of year 1, together with a trained referee for each junior age group. <input type="checkbox"/> Top 5 in Society Boundy Cup. Not being charged a penalty for late notification. <input type="checkbox"/>	Short Term 1-2yrs All actions complete & ongoing	

8. Promotion of rugby in the community/links with schools						
	<ul style="list-style-type: none"> To establish a school's floodlit midweek event To build on existing and establish new relationships with local Primary schools. To build on existing and establish new relationships with local Secondary schools. 	£250	<ul style="list-style-type: none"> Youth Chair, Mini Chair Club Youth Liaison Officer, RDO and PDM 	<ul style="list-style-type: none"> There will be a continuous stream of young players coming through from a greater number of local primary and secondary schools. Bishop's Stortford RFC will become a regular venue for schools' rugby. The ultimate criterion will be 	Short Term 1-2yrs All actions complete & ongoing	
				<p>those young people filling places in the senior sides of BSRFC with distinction.</p> <ul style="list-style-type: none"> The Club will continue to be integrated into the local community. The Club will be seen as a beacon for good community practice. The Club's reputation in the community will be enhanced. 		
9. Building Development and improvement of facilities						

	<p><u>Short term</u></p> <ul style="list-style-type: none"> The clubhouse maintenance contract needs to be monitored on a regular basis. Provision of additional changing and ancillary facilities. <p><u>Medium term</u></p> <ul style="list-style-type: none"> Provide additional hard standing car parking space to rear of clubhouse. 	<p>£650+k</p> <p>£20k</p>	<p>Contractors, Exec Board of Directors Trustees</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	<ul style="list-style-type: none"> No complaints about standard of cleanliness & upkeep of the clubhouse. Less chaotic parking particularly on Sundays. Ability to cater for greatly increased numbers without needing to provide temporary catering facilities. Better storage of kit either pre- or post-washing. Positive comments from those using the facilities as members or visitors. Ability to accommodate all Mini age groups on site at Silver Leys. Not having to turn away new members due to a lack of facilities. 	As listed in Actions	
10. Funding and Commercial Activities						
	<ul style="list-style-type: none"> Ensure the efficient operation of all commercial activities, to maximise income in support of the Club's activities. 	Nil	<p><input type="checkbox"/> Volunteers</p> <p><input type="checkbox"/> Trading Company Executive</p> <p><input type="checkbox"/> Board of Directors</p>	<ul style="list-style-type: none"> Increased Bar turnover. Improved profit margins on Bar takings. Increased Bar turnover Improved profit margins on Bar takings. Improved shop sales. Reduced shop stock levels over summer months. 	Ongoing	
			<input type="checkbox"/> Bar manager	<p><input type="checkbox"/> Increased lettings income.</p> <p><input type="checkbox"/> Increased commercial use of marquee.</p> <p><input type="checkbox"/> Improved shop sales.</p> <p><input type="checkbox"/> Reduced shop stock levels over summer months.</p>		

11. Communications						
	<ul style="list-style-type: none"> Allocate responsibility for providing information and content for all forms of communication, rather than waiting for it. We will encourage match reporting to our Press Officer and will offer training and support (utilising our local Press contacts), to make this as simple as possible for the “reporters” 	Nil	<ul style="list-style-type: none"> Executive Committee Press Officer Youth & Mini Chairmen Sponsorship Committee Chair Senior Captains 	<input type="checkbox"/> We will see increased website content and traffic. <input type="checkbox"/> The success of events will also give us a measure of our communication success. <input type="checkbox"/> We will receive positive feedback via our website, newsletter and feedback surveys gauging our success at cross club communication.	Short Term 1-2yrs & On going	
12. One Club Philosophy-from Minis to 1st XV, Officials and VPs						
	<ul style="list-style-type: none"> Communication is key and should continue promoting the “One Club” message. We will encourage and nurture every team and section to support each other. We will have a supported Social Committee, with Social Reps from all sections and teams, interacting and ensuring event success. All section involvement in all possible events. We will reward and acknowledge publicly the “One Club” achievements of each team or individual (player or helper) using the local press and our internal communications. “One Club” events will be encouraged including Dinners, meetings and the AGM. Our Volunteers recognition evening will be continued. We identify and nurture the next generation of Club officials. 	Nil	All Club Members	<input type="checkbox"/> The Club will be regarded by all as ‘One Club’, whatever part is played by the individual. <input type="checkbox"/> We will receive favourable feedback in surveys and in ad-hoc comments. <input type="checkbox"/> There will be fewer examples of unilateral actions and activities taking place.	Short Term 1-2yrs & On Going	