

Club name: Altrincham Kersal RFC

Enter your club vision: By 2014 Altrincham Kersal RFC aims to be South Manchester's leading community club for providing rugby playing, social and community activity opportunities to men, women, girls and boys of all ages and abilities.

PEOPLE		
<p>Strategic Goals</p> <ul style="list-style-type: none"> 1 To continue to provide a positive and enjoyable rugby and social experience for players of all ages and abilities 2 To maintain the required number and ratio of coaches and referees who are trained to the appropriate level 3 To ensure that the AK Role & Succession Plan is fully complemented and volunteers are aware of their respective roles & responsibilities 	<p>Strategic Goals</p> <ul style="list-style-type: none"> 1 To improve the changing and training facilities at the club and if possible the car parking facilities 2 To increase the number of senior players (men & women) and thus number of teams, as well as at least maintaining the number of Junior & Mini players 3 To maintain the values of a traditional rugby club in a true family atmosphere 	<p>Strategic Goals</p> <ul style="list-style-type: none"> 1 To provide a safe, friendly and equitable environment for all members to partake in the game of rugby and associated social aspects. 2 To have appropriate policies such as Health & Safety, Data Protection, Welfare & Equity, together with relevant Codes of Conduct in place, which club members will be aware of and adhere to accordingly. 3 To ensure that appropriate volunteers are CRB checked and trained in appropriate welfare, equity and first-aid matters.
MEMBER SERVICES		
<p>Strategic Goals</p> <ul style="list-style-type: none"> 1 With the YDO improve links and support to local schools, particularly where rugby is not played at present 2 To increase of the use of the club's facilities by the local community and organisations 3 To maintain positive relations with the local community through neighbourhood liaison and such as the community firework display. 	<p>Strategic Goals</p> <ul style="list-style-type: none"> 1 To ensure that the club's finances are kept in good order and maximised to invest in club facilities and equipment 2 To increase the numbers and expertise in the club committees and to review the legal status of the club 3 Maximise publicity in the local press and on social media websites 	
MEMBER WELFARE		
COMMUNITY LINKS		
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CLUB MANAGEMENT		

DEVELOPMENT STRAND: PEOPLE/PLAYERS

Objective - what are we trying to achieve	Actions - how are we going to achieve it?	Who is going to do it?	Measurement - How are you going to identify it has been achieved?	When will it be done by?
<p>1 To ensure a positive and enjoyable playing experience for all players at whatever level and age, thus enhancing player retention</p>	<p>1 To provide appropriate support through training and coaching facilities</p> <p>2 Provide necessary kit and equipment</p> <p>3 Make current and new players (incl parents) feel welcome, aware of the club vision and encouraged to get involved within club organisation</p>	<p>Manager of Rugby and Junior Chairman supported by Club Committee</p> <p>Club Committee</p> <p>Club committee and coaches</p>	<p>Number of training sessions and coaches in place.</p> <p>Purchase of required items</p> <p>Feedback from players and parents</p> <p>No of club volunteers coming forward.</p> <p>Attendance at club functions</p>	
<p>2 Give opportunity for players to play to their potential at the highest level within and where appropriate outside the club</p>	<p>1 Apply a fair and transparent selection process</p> <p>2 Identify potential</p> <p>3 Provide links to Senior clubs, Counties and academies</p>	<p>Managers of Rugby, Junior Chairman, Chairman of Selection & coaches</p> <p>Managers of Rugby, Junior Chairman, Chairman of Selection, Player Pathfinder & coaches</p> <p>Managers of Rugby, Junior Chairman, Chairman of Selection & coaches</p>	<p>Retention of players.</p> <p>Feedback from players</p> <p>Relative success of teams</p> <p>No of players obtaining representative honours / moving to higher league teams</p> <p>No of Junior players coming through to play Senior rugby</p> <p>No of players obtaining representative honours / moving to higher league teams</p>	

DEVELOPMENT STRAND: PEOPLE/COACHES

Objective - what are we trying to achieve	Actions - how are we going to achieve it?	Who is going to do it?	Measurement - How are you going to identify it has been achieved?	When will it be done by?
1 Have the appropriate number, level and ratio of coaches within the club as per RFU criteria 2 Ensure appropriate members are CRB checked and have other appropriate training ie First Aid & Safeguarding and Protecting Young Children	1 Identify and encourage potential new coaches 2 Provide finance for training events 3 Arrange for new coaches to attend appropriate coaching course and others to attend higher level coaching events 1 Review and undertake CRB checks asand when appropriate 2 Arrange First Aid training events 3 Arrange Safeguarding and Protecting Young People training events	Manager of Rugby and Junior Chairman supported by Club Committee Club Finance Committee Manager of Rugby and Junior Chairman supported by Club Committee Club Welfare Officer supported by Club Committee Junior Chairman supported by Club Committee Junior Chairman supported by Club Committee	No of qualified coaches at appropriate levels and ratios per RFU criteria No of events attended and amount spent No of qualified coaches at appropriate levels and ratios per RFU criteria Relevant checks and information entered on Rugby First and Club's own records No of events attended and First Aiders available No of events attended	

DEVELOPMENT STRAND: PEOPLE/REFEREES

Objective - what are we trying to achieve	Actions - how are we going to achieve it?	Who is going to do it?	Measurement - How are you going to identify it has been achieved?	When will it be done by?
1 Have the appropriate number, level and ratio of referees within the club	1 Identify and encourage potential new referees 2 Provide finance for training events 3 Arrange for new referees to attend appropriate coaching course	Manager of Rugby, Junior Chairman and Referee Coordinators supported by Club Committee Club Finance Committee Manager of Rugby, Junior Chairman and Referee Coordinators supported by Club Committee	No of referees within the club and new referees identified No of events attended and amount spent No of events attended	

DEVELOPMENT STRAND: PEOPLE/VOLUNTEERS

<p>Objective - what are we trying to achieve</p> <p>1 To have sufficient volunteers with necessary expertise to cover the day to day running requirements of the club</p> <p>2 To ensure that all volunteers are fully conversant with their roles and responsibilities</p>	<p>Actions - how are we going to achieve it?</p> <p>1 Produce Roles & Succession Plan to identify all required club roles and any gaps</p> <p>2 Identify and encourage potential volunteers to take on relevant roles</p> <p>1 Produce Roles & Responsibility criteria checklist for each position within the club</p> <p>2 Display above within the club and in the Club Handbook</p> <p>3 Provide necessary support to volunteers</p>	<p>Who is going to do it?</p> <p>Club Committee</p> <p>Club Volunteer Coordinator supported by Club Committee</p> <p>Dave Elliott</p> <p>Dave Elliott</p> <p>Club Committee members</p>	<p>Measurement - How are you going to identify it has been achieved?</p> <p>Succession plan in place</p> <p>No of new volunteers coming forward</p> <p>When all R & R criteria are in place and displayed in relevant areas</p> <p>When all R & R criteria are in place and displayed in relevant areas</p> <p>Retention and feed back from volunteers</p>	<p>When will it be done by?</p>
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DEVELOPMENT STRAND: MEMBER SERVICES/PLAYING AND TRAINING

<p>Objective - what are we trying to achieve</p> <p>1 To improve the changing facilities at the club to attract new players and so that more games can be played</p>	<p>Actions - how are we going to achieve it?</p> <p>1 Form Development Committee to consider all required aspects</p> <p>2 Employ architect to draw up relevant building plans & costings</p> <p>3 Identify areas for fund raising both internal & external and action accordingly</p> <p>1 Undertake recruitment exercises using local press and social media facilities</p> <p>2 Ensure Junior players get opportunities to advance to senior</p> <p>3 Maintain contact links with players going to university</p>	<p>Who is going to do it?</p> <p>Club Committee</p> <p>Development Committee</p> <p>Development Committee</p> <p>Press Officer and Webmasters supported by Club Committee</p> <p>Managers of Rugby, Junior Chairman, Chairman of Selection & coaches</p> <p>Player Pathfinder</p>	<p>Measurement - How are you going to identify it has been achieved?</p> <p>Development Committee members identified and in place</p> <p>Plans in place</p> <p>Sources of income identified and monies paid into Development account</p> <p>No of new players joining the club.</p> <p>No of Juniors coming through to the Senior sides</p> <p>No of players playing at uni and playing for AK either regularly or in holidays</p>	<p>When will it be done by?</p>
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2 To increase the number of Senior men & women players and thus teams, as well as at least maintaining the number of Junior & Mini players and teams

DEVELOPMENT STRAND: MEMBER SERVICES/SOCIAL

Objective - what are we trying to achieve	Actions - how are we going to achieve it?	Who is going to do it?	Measurement - How are you going to identify it has been achieved?	When will it be done by
<p>1 Ensure that all members enjoy the 'total' rugby experience at the club</p>	<p>1 Organise regular and varied social events and activities</p> <p>2 Encourage ideas from members and have them take ownership of individual events</p> <p>3 Regularly review ongoing events for success ratio and lessons learned</p>	<p>Development committee supported by General Committee & Club Steward</p> <p>As above</p> <p>As above</p> <p>As above</p>	<p>No and success of events organised</p> <p>As above</p> <p>Results of review process</p> <p>Updated Risk Assessment and Club Health & Safety Policy</p>	
<p>2 Ensure the club and alternative venues are up to standard for all such events</p>	<p>1 Action any issues from the Health & Safety Risk Assessment</p> <p>2 Look at ways to enhance the appearance of the respective bar areas.</p> <p>3 Maintain good levels of repair and cleanliness within the club</p>	<p>H & S Coordinator and Club Steward</p> <p>Club Committee & Steward</p> <p>As above</p>	<p>General observation and feedback from members</p> <p>As above</p>	

DEVELOPMENT STRAND: MEMBER WELFARE/EQUITY, MEDICAL AND WELFARE

Objective - what are we trying to achieve	Actions - how are we going to achieve it?	Who is going to do it?	Measurement - How are you going to identify it has been achieved?	When will it be done by?
<p>1 To ensure that all required welfare and equity aspects are addressed through CRB checks, required policies, Codes of Conduct and related training, which where appropriate are then brought to the attention of club members / parents</p>	<p>1 Compile appropriate policies, Codes of Conduct and have them agreed through Club Committee</p> <p>2 Bring to the attention of club members through display within the club house, inclusion in Club Handbook and circulation via email</p> <p>3 Undertake necessary CRB checks and ensure these are regularly reviewed and kept up to date.</p> <p>4. Arrange further Safeguarding and Protecting Young Children training events</p> <p>5 Ensure that RFU tour Guidelines are adhered to</p>	<p>Dave Elliott supported by Club Committee</p> <p>Dave Elliott supported by Club Committee</p> <p>Club Welfare Officer supported by Club Committee</p> <p>Junior Chairman</p> <p>Club Committee, Team managers and coaches</p> <p>Managers of Rugby supported by Club Committee</p> <p>Club Committee, Team managers and coaches</p> <p>Junior Chairman supported by Club Committee</p> <p>Membership Secretary</p>	<p>Policies etc compiled and agreed by Club Committee</p> <p>Club Handbook compiled and circulated to all club volunteers. Hard copy Club Handbook retained in clubhouse</p> <p>Appropriate policies etc displayed in clubhouse</p> <p>Completion of checks and recording on Rugby First and Club's own records</p> <p>Attendance on events and no of suitably qualified volunteers</p> <p>Issue of RFU Guidelines and confirmation of asherence on an annual basis</p> <p>Attendance patterns of physios</p> <p>Purchase and supply of First Aid packs</p> <p>No of events attended and First aiders available</p> <p>Club membership records</p>	
<p>2 To ensure that adequate medical provision is made to safeguard the well being of members</p>	<p>1 Club physios to attend training sessions and games</p> <p>2 First Aid equipment to be available at all training sessions and games</p> <p>3 Increase the number of First aiders within the Junior / mini Section, through further training</p> <p>4 Alternative contact details to be included in Registration form and retained in secure location within clubhouse</p>	<p>Managers of Rugby supported by Club Committee</p> <p>Club Committee, Team managers and coaches</p> <p>Junior Chairman supported by Club Committee</p> <p>Membership Secretary</p>	<p>Attendance patterns of physios</p> <p>Purchase and supply of First Aid packs</p> <p>No of events attended and First aiders available</p> <p>Club membership records</p>	

DEVELOPMENT STRAND: COMMUNITY LINKS

Objective - what are we trying to achieve	Actions - how are we going to achieve it?	Who is going to do it?	Measurement - How are you going to identify it has been achieved?	When will it be done by?
1 To improve links with local schools, particularly where current opportunities don't exist	1 With YDO assistance form links with local schools 2 Invite local schools to festivals and training camps at the club 1 Have Neighbourhood Liaison Person role designated within the club	Junior Chairman Junior Chairman Club Committee	Record of schools linked to Record of events undertaken Formal role assigned to Club Steward	
2 To improve links with local community	2 Arrange use of club facilities by other local organisations	Club Committee & Steward	Record of other organisations using the club	

DEVELOPMENT STRAND: CLUB MANAGEMENT/FINANCE

Objective - what are we trying to achieve	Actions - how are we going to achieve it?	Who is going to do it?	Measurement - How are you going to identify it has been achieved?	When will it be done by?
1 To maintain the club's financial viability and standing	1 Full budgetary procedures to be put in place 2 Monthly financial report to be produced by Treasurer and implications discussed at monthly Committee meets. 3 Major expenditure to be sanctioned by full Committee	Club Treasurer supported by Club Committee Club Treasurer	Budget procedures in place. Report produced and discussed accordingly Committee meeting minutes	
2 To maximise income and profit through such as sponsorship, social events and membership subscriptions	1 Identify further sponsorship opportunities 2 Review membership subscription rates and maintain at market rate 3 Review bar prices and maintain at market rate 4 Arrange full diary of social fund raising events	Club Sponsorship Coordinator Membership Secretary supported by Club Committee Club Committee and Steward Club Development committee and Steward Club Development committee	No of new sponsors and amounts coming in Committee meeting minutes and revision of subscriptions as appropriate Implementation of new bar prices as appropriate Record and success of events held Application for CASC status if appropriate	
3. Investigate eligibility and benefits for both Incorporation and CASC status	1 Review information available and recommendations to the Club Committee	Club Development committee		

DEVELOPMENT STRAND: CLUB MANAGEMENT/LEGAL AND ADMINISTRATION

Objective - what are we trying to achieve	Actions - how are we going to achieve it?	Who is going to do it?	Measurement - How are you going to identify it has been achieved?	When will it be done by?
1 To ensure that at least all the designated key roles within the club's management committees are filled	1 Compile a club ' Roles and Succession Plan', which is then kept under regular review 2 Identify and encourage suitable members to join appropriate committees	Club Committee Club Volunteer Coordinator supported by Club Committee	Roles and Succession plan compiled and implemented No of new volunteers identified and contributing to the club.	
2 To ensure that the club fully meets it's legal obligations as a medium sized business	3 Compile Role & Responsibilities criteria for each volunteer role and Terms of Reference for Club Committees 1 Undertake a Health & Safety Risk Assessment, review findings and action accordingly 2 Compile appropriate policies for such as Health & Safety, Data Protection and Welfare 3 Discuss relevant aspects of policies with relevant club members to make them fully aware of the implications / requirements 4 Display policies and warnings within club house and Website where appropriate circulate to relevant parties through email 5 Ensure any arising issues are positively and expediantly addressed by Club committees	Dave Elliott supported by Club Committee Club H & S Coordinator / Secretary and implement with Club Steward Club H & S & DPA Coordinator plus Welfare Officer As above	Criteria in place, as agreed by Club Committee and circulated / displayed as appropriate Risk Assessment completed and actioned accordingly. Findings recorded Completed Policies etc in place Record of discussions and circulation of relevant documents	Displayed items and circulation emails Club Committee meeting minutes

DEVELOPMENT STRAND: CLUB MANAGEMENT/FACILITIES AND EQUIPMENT

Objective - what are we trying to achieve	Actions - how are we going to achieve it?	Who is going to do it?	Measurement - How are you going to identify it has been achieved?	When will it be done by?
1 To Improve changing facilities at the club to attract new players and allow 3 games to take place on match days	1 Form Development Committee to consider all required aspects 2 Employ architect to draw up relevant building plans and costings 3 Identify areas for fund raising both internal & external and action accordingly	Club Committee Development Committee Development Committee	Development Committee members identified and in place Plans in place Sources of income identified and monies coming into the Development account	
2 To ensure that sufficient quantity and quality of training equipment is maintained for all teams.	1 Review current levels and draw up inventory and requirements of training equipment with rugby managers, coaches and captains 2 Make finance available to order new equipment as required	Mangers of Rugby and Junior Chairman Club Finance committee	Inventory compiled and requirements identified Purchase and use of any required equipment	

DEVELOPMENT STRAND: CLUB MANAGEMENT/PROMOTION AND PUBLICITY

Objective - what are we trying to achieve	Actions - how are we going to achieve it?	Who is going to do it?	Measurement - How are you going to identify it has been achieved?	When will it be done by?
1 To ensure that the club keeps it's members and sponsors up to date with what is going on	1 Encourage club members to contribute articles to the AK Website and access on a regular basis 2 Ensure all relevant info / news goes on to the website 3 Produce monthly newsletter for members and sponsors 4 Keep AK Facebook site up to date	Club Webmasters supported by Club Committee Club Webmasters supported by Club Committee Dave Elliott Graham Makepeace- Warne and Fern Eyre- Morgan Dave Elliott	No of articles submitted to website and access thereof through Pitchero statistics As above Publication of newsletter Regular updates on Facebook page Press reports published	
2 To ensure that the club gets maximum promotion and publicity externally, thus encouraging local interest and new players	1 Send regular reports and photos to local press 2 as at 1 above keep Website and Facebook up to date for external access 3 Make use other media sites	Dave Elliott and webmasters Club Press Officer supported by club committee	Content on website and Facebook Content and articles on other sites	