

ALTRINCHAM KERSAL RUGBY FOOTBALL CLUB

Founded:1897



Annual Report – April 2015 Development Plan



2015-2017

Leading to 120 years of rugby

A forward thinking club with traditional rugby values at the heart of the community

1: Our Vision

Altrincham Kersal Rugby Football Club aims to be South Manchester's leading community rugby club with amateur status, providing opportunities for men, women, girls and boys of all ages and abilities to play rugby and benefit from the camaraderie that exists in the club and contribute to improving the health and wellbeing of local residents.

In 2015, the world cup shall be held in England. By the time the competition starts, the club will be ready to welcome the community into our facilities and join us in participating in the rugby spectacle and become excited about the skills and performances of our players and teams, to be inspired to participate.

In 2017, the club will celebrate its 120th anniversary by championing our successes and broadening our appeal to the community further with a commitment to contribute to improving the health and wellbeing of the local community.

2: Our Core Values

Our values are Rugby's values of Teamwork, Respect, Enjoyment, Discipline and Sportsmanship. These values are what makes the game special for those who enjoy the environment and culture they create. They define the game and define England Rugby.

3: Our Recent Successes

The club gained Whole Club Seal of Approval in 2011 and is a RFU Accredited Club.



In September 2014 the first team started its campaign in the South Lancs Cheshire League 1. In April 2015 we are at the top of the league and have gained promotion to North 1 West League for the 2015/16 season, with a couple of matches still to fulfill. We are the top performing amateur team in the local area.

The second team season commenced in NW leagues Division 1 whilst the third team was in the NW Division 5 East league. Both teams are mid table and fulfilling all their fixtures.

The Ladies team are in the RFUW Championship North 2 league and have retained their place for next season.

Minis and Juniors are represented at all age groups from Under 19s to Under 7s. In 2014/15 trophies won include:

U17's Gent Festival Belgium – Champions 2015

Players representing England Counties include:

Jack Conte U18's 2015. (Myerscough College, Sale Sharks and Lancashire)

Players representing Sale Sharks Academy include:

Jack Wise U20's (Lancashire)

Connor Doherty U15's (Cheshire)

Players representing their County include:

George Wise U18's

2 at U15's

7 at U13's

11 at U14's

Players representing England in Touch Rugby:

Adam Brimelow U18's 2015

There were 120 senior members and 269 minis and junior members in the 2013/14 season.

In March 2015 floodlighting was installed on the third team pitch and provides modern training facilities for the teams to train concurrently to RFU standards. Training can now take place across the third and second team pitches in addition to the existing floodlit first team pitch.

4: Our Objectives 2015 — 2017

Altrincham Kersal Rugby Football Club aims to be South Manchester's leading community rugby club with amateur status, providing opportunities for men, women, girls and boys of all ages and abilities to play rugby and benefit from the comradery that exists in the club and contribute to improving the health and wellbeing of local residents.

In developing the plan, nine key strategic areas have been identified to become a more successful rugby club and benefit from the World Cup in September 2015 and our 120th Anniversary in 2017.

	Outcome	Objectives
CLUB & COMMUNITY GAME	Grow our club through a player experience that maximises retention and integrates a development pathway to the senior teams.	Increase player numbers in all game types (from Touch to XV a side) to have 600 participants by Sept 2017. Increase our reach out programme in schools Develop social programmes that promote and reinforce our values and support the community
PLAYING HONOURS	Successful 1st team underpinned by winning junior teams. Providing the best programmes / structures managed by the best people.	Winning a League Championship once every 4 years, and finishing top 5 in the other years. Pursue a model of best practice to allow juniors and minis continue to meet the player needs of the senior game.

PEOPLE DEVELOPMENT	Implement sustainable volunteer and staff development programmes and work together to become a unified force.	<p>Ensure people and skills are in place to support and deliver this plan.</p> <p>Ensure implementation of safeguarding plans is robust.</p> <p>Enhance the coaching and referee network with structured progression for members</p>
FACILITIES	Provide appropriate modern facilities that enable our activities flourish	Improve our changing rooms, function rooms, pitches and car parking to support the club's activities and development.
GOVERNANCE	Revitalise the Club structure in line with best leadership practice.	<p>Identify improvements and ensure sustainable best practice for providing leadership of rugby at the club.</p> <p>Ensure high quality succession planning for all key leadership positions.</p> <p>Ensure governance is 'fit for purpose' for the game and business of rugby.</p>
FINANCE	Financially secure, strong financial accountability to support the club's activities at all levels.	<p>Maintain financial sustainability and integrity through the current economic conditions.</p> <p>Manage the membership database.</p> <p>Provide the resources to improve the facilities.</p>
COMMERCIAL AND SPONSORSHIP	Maximise the brand equity of the club within the community, schools and amongst key stakeholders.	Maximise revenue generation to ensure we continue to support the club's activities and development.
COMMUNICATION and SOCIAL MEDIA	Effective communication at every level	Maximise our communication between members and within the community, schools and with our key stakeholders.
INFLUENCE	Maximise our impact in the local community	<p>Develop a strategy to ensure we have influence in the local community.</p> <p>Develop working relationships with key stakeholders.</p>

To achieve our vision, our action plans for 2015 include the following:

Club and community game, playing honours and people development:

- Maintain & develop 3 senior men's teams and 1 senior women's team.
- Maintain and develop the existing Junior and Minis teams.

- Introduce a Girls Junior team.
- Introduce a Veterans squad and facilitate their introduction to playing matches.
- Develop Touch Rugby by providing a venue for summer sessions for teams from across the local region and establishing a club team on a permanent basis.

Facilities

- Consider the wider aspirations for the club and acknowledge the shortcomings in the existing 1960's building to establish detailed proposals.
- Refurbish and improve the club house on a progressive basis to maintain the asset and provide modern facilities that enhance the rugby experience.
- Broaden the use of the club to include non-rugby activities through providing a better environment & facilities.

Governance, Finance and Sponsorship

- Consider incorporation and becoming a charitable incorporated organisation.
- Develop our leadership abilities, financial performance and increase in revenues
- Refresh the membership database to include all current members.

Communication and Influence

- Develop effective strategic & local partnerships to deliver a sustainable community sport offer.
- Improve communication within the club

The outcomes of these initiatives will be to provide a distinctive club that increases participation and operates sustainably.

5. Background

Established in 1897, Altrincham Kersal RFC is a community club based in South Manchester with 118 years of rugby history. As a proud community club we maintain the values of traditional rugby and are able to field 4 senior sides with 12 junior and mini sides.

The club has achieved the RFU "Seal of Approval" for its junior section and went on to attain whole club seal of approval.



All abilities and levels are catered for with 3 Senior Men's teams all playing in competitive leagues. In the last 17 seasons, Altrincham Kersal RFC, at 1st XV level, has risen from what was level 10 to level 6 in the RFU league structure.



The Altrincham Kersal Women's team continue to be a dominant force in the North West of England and have retained their RFUW Championship North Two status for the coming season.



The club still maintains the values of a traditional rugby club in a true 'family' atmosphere. We have an excellent coaching structure for both backs and forwards, with high level coaches linked to Sale Academy. RFU provide support and specialist coaches are regularly invited from Sale Sharks to support the Junior and Minis. In fact, we benefit from an excellent 2-way relationship with Sale Sharks. Ex-AKRFC players Mark Cueto and Chris Jones have progressed through Sale to England and, in Mark's case, on to a British Lions cap.



Altrincham Kersal RFC benefits from one of the strongest Mini and Junior sections in the North West of England with over 250 playing members each year. Having been one of the pioneers in setting up a youth section in the 1970's, the club continue to aspire to winning many honours but our ambition is simply to get our kids active in sport and doing this by playing rugby. The club regularly gain honours in the Cheshire Cup and other competitions.

The club use 4 pitches at Beech Fields, Timperley.



The club require 4 pitches and other training areas to meet the current demands from players, pitch rotation and future initiatives. In particular, the minis and juniors fixtures are on a Sunday morning and only 8 age groups of the 12 can play simultaneously, making it necessary to arrange fixtures home and away each Sunday, interspersed with training days to avoid fixture congestion.

With the introduction of the junior girls team, this adds to the congestion at the club that has to be managed. It is envisaged that the Touch Rugby and veterans squad will train and have matches at other times of the weekend, when there is currently capacity. More intensive use of the pitches will require more effort and resource to be applied to ground maintenance.

6. Development Needs

The club aspires to continue to perform well and strengthen the overall management using volunteers, good financial management, player progression and development of the club facilities to become more sustainable.

The clubhouse was constructed in 1968 and now no longer meets the needs of a modern rugby club. Many aspects of the clubhouse are at the end of their serviceable life and their replacement requires planning for.

As with many clubs over recent years it has found it hard to retain and recruit players to maintain a regular amount of teams. In 2010 the 4th team were forced to withdraw from the leagues due to their inability to fulfil fixtures and the club currently fields 3 senior men's teams. One of the club's strengths is that it is one of the few in the area to have a senior men's, women's and junior section. The opportunity presented of the World Cup in September 2015 shall be used to maximise membership and participation going forward.

An action plan and KPIs have been formulated to address the aims and objectives (Refer to the Appendices)

A key issue is access for all, to the facilities. Although the club has sufficient pitches it does not have sufficient changing rooms to support 3 home games at one time. The current changing facilities means the club cannot support Junior, women's and men's games at the same time. The dressing rooms are small and have no direct en-suite facilities.

The sporting requirements are to play 3 home games at one time and for Mixed ages / sexes to use changing facilities at the same time.

- The physical solution provides for 6 changing rooms capable of accommodating full teams for the 15 a side game.

The club house is tired and unwelcoming. To address this, the Club is currently entering a RFU initiative to invest in the social facilities and shall upgrade its entrance, and function room during the Spring of 2015. Further major expenditure is expected and has to be planned for. In addition to the ongoing reactive maintenance expenditure there are requirements for:

- New roof
- New heating system
- Refurbished toilets
- Replacement kitchen equipment

Car parking at the club is restricted and on street parking causes anguish for the neighbours, especially on a Sunday when the club is at its busiest. Overflow parking is available at Timperley Library. However, this site is the subject of a new community development to provide a new Health Centre and car parking will be reduced.

- The club needs to consider how additional car parking can be provided at Beech Fields and thereby improve its relations with its neighbours as well as enable the club function and be an attractive destination.

The level of expenditure envisaged has meant that it is appropriate to carry out a feasibility study into replacing the current building and looking at the options available. This study shall be carried out during summer 2015. Options currently being considered include:

- Like for like replacement
- A new enlarged facility
- Shared facility with football clubs using Beech Fields
- Retention and refurbishments to the existing building

The Club pitches are used by the local community and dog walking is particularly popular. There is a health risk from dog fouling and various steps need to be devised to limit the problem and keep people healthy.

7. Development Plan — The Process

To consider these initiatives, the Club committee has established small teams to meet and develop proposals for

- Club and community game, playing honours and people development
- Facilities Development
- Governance, Finance and Sponsorship
- Communication and Influence

The development of the club membership is a core action in the next few years based on recent investment in improved facilities and expected interest generated during the forthcoming World Cup.

The Facilities team has produced a long term maintenance plan for the premises and are currently estimating costs for the work envisaged so that a phased plan can be considered as finance becomes available. Recent priorities have been to invest in items that will increase membership and income generating opportunities.

The Finance team has been considering different sources of grant funding and sponsorship. Separately, initiatives have been implemented to optimise the income from the bar under the leadership of a new steward and optimise membership income and subscription levels.

It is recognised that effective communications and consultation with club members, the local community and key stakeholders are necessary to optimise the development of the club in a timely manner and engender more support from volunteers to spread the workload. PR opportunities to support the club and its aims shall be maximised.

Appendix A: Our Core Values

Teamwork

Teamwork is essential to our sport. We welcome all new team members and include all because working as a team enriches our lives. We play selflessly: working for the team, not for ourselves alone, both on and off the field. We take pride in our team, rely on one another and understand that each player has a part to play. We speak out if our team or sport is threatened by inappropriate words or actions.

Respect

Mutual respect forms the basis of our sport. We hold in high esteem our sport, its values and traditions and earn the respect of others in the way we behave. We respect our match officials and accept our decisions. We respect opposition players and supporters. We value our coaches and those who run our clubs and treat clubhouses with consideration.

Enjoyment

Enjoyment is the reason we play and support rugby union. We encourage players to enjoy training and playing. We use our sport to adopt a healthy lifestyle and build life skills. We safeguard our young players and help them have fun. We enjoy being part of a team and part of the rugby family.

Discipline

Strong discipline underpins our sport. We ensure that our sport is one of controlled physical endeavour and that we are honest and fair. We obey the laws of the game which ensure an inclusive and exciting global sport. We support our disciplinary system, which protects our sport and upholds its values. We observe the sport's laws and regulations and report serious breaches.

Sportsmanship

Sportsmanship is the foundation upon which rugby union is built. We uphold the rugby tradition of camaraderie with teammates and opposition. We observe fair play both on and off the pitch and are generous in victory and dignified in defeat. We play to win but not at all costs and recognise both endeavour and achievement. We ensure that the wellbeing and development of individual players is central to all rugby activity.

APPENDIX B - Altrincham Kersal Rugby Football Club. Development Plan 2011-13 - Achievements

Whole Club Development

Aim: To attain whole club seal of approval

Action	Target Outcome	Progress
Recruit team leader for whole club development	Team Leader in place	Completed
Assess club against RFU seal of approval checklist.	Gap Analysis	Completed
Define activities to complete seal of approval	Activity plan	Completed
Implement activities to achieve whole club seal of approval	Whole club seal of approval	Completed

Facilities Development

Aim: Equal access for all members to facilities

Action	Target Outcome	Progress
Prepare changing room upgrade plans to meet RFU standards. Informally consult with members and local communities prior to planning approval submission.	Plans with support of members & local community	Plans prepared. Costs too high at £350k and therefore not deliverable. Consultation within club held. *
Develop fundraising plan	Fundraising plan to raised £70k	Completed to a reduced scope
Implement fundraising plan	Fundraising to £70k	Fundraising achieved revised target of £15k
Manage planning permission submission	Planning permission	Planning approval achieved.

Aim: Equal access for all members to facilities		
Action	Target Outcome	Progress
Grant applications to support development needs	Grants secured to cover development	Grants not followed up at that time.
Manage process to select construction contractor	Fixed price construction contract.	Not taken forward
Construction of changing room upgrades.	Construction completed to specification, budget and timescale	Minor improvements undertaken to make a short term difference carried out.

* Since the club consultation on the changing rooms, in which support for the large changing room development was not widely supported at this investment level, alternative priorities were considered and priority was agreed for an investment in new floodlighting at circa £70k. This scheme also sought to retain player numbers and enhance participation levels across the club and has been implemented ahead of this report. It was considered that this investment would deliver the same participation levels anticipated for the changing room proposals, but with a significantly reduced financial commitment allowing the changing room development to be reconsidered in future years.

A small sum of money was raised to make immediate improvements to the changing rooms and improvements were made. However It is recognised that the deminimus level of investment made on the changing rooms in the last few years has not achieved a step change in perception of the quality of the facilities.

Senior Development

Aim: To increase the number of senior teams to four, plus a veteran's team and to sustain improvement in all teams		
Action	Target Outcome	Progress
Recruit a Player Recruitment/retention Officer	Officer in place	Not undertaken
Recruit 15 players per year for 2 years from local community, industry and fitness centres. Setup rugby try out sessions.	Playing strength up to 110	Not undertaken as proposed. Team managers have recruited directly and initiatives in schools commenced to attract Junior Players.
Implement retention plans for student players	Retention plan in place	Colts Xmas match held 2 consecutive years running.

Girls and Women's Development

Aim: Retain & develop ladies senior side		
Action	Target Outcome	Progress
Coaching retention plan	Continuity of coaching staff	New coach obtained for 2014 season. New coach commenced March 2015.
Player retention & squad development plan	Squad increase from 18 to 25	Completed. Ongoing efforts required to maintain numbers

Community Links Development

Aim:		
Action	Target Outcome	Timescale
Target non-rugby users to the upgraded facilities e.g. Martial arts groups, exercise groups, social groups.	2-3 additional user groups per week	Some additional bookings made with more success in 2015, including Slimming World.

Appendix C Current Action Plan

Altrincham Kersal Rugby Football Club RFU Lead Up and Legacy – Fit for 15 Pledge

People Key Performance Indicators Plan – completed by **club and RFU RDO** and supported by an action plan identifying the key actions needed to support the delivery of the KPIs.

	Adult Male (including U19 teams)			Adult Female			U13-18 Male			U13-18 Female			Mini Midi Players	Non Playing Members	Average Midweek Match Equivalents
	Teams	Players	Matches	Teams	Players	Matches	Teams	Players	Matches	Teams	Players	Matches			
2013/4	3	96	76	1	24	15	6	149	140	0	0	0	269	71+298 369	3
2014/5	3	100	76	1	28	15	6	172	140	0	0	0	300	73+344 417	3
2015/6	5	130	94	1	36	15	6	190	140	1	7	8	363	79+380 459	8
RUGBY WORLD CUP 2015 - SEPTEMBER 18th - OCTOBER 31st															
2016/7	5	140	94	1	40	17	6	220	140	1	16	8	416	85+440 525	8

Teams – Total number of teams a club operates

Players – Total number of players in that age category

Matches – Total number of matches a club plays in that age category

Mini Midi Players – Total number of players

Non Playing members – Total number of members from all subscription categories (eg VPs, Social, Parent)

Average Midweek Match Equivalents - One evening session (match or training) per pitch = 1 Midweek Match Equivalent

Eg A club has a training session/match/touch on a Tuesday and Wednesday evening on two pitches. This equals 4 Midweek Match Equivalents. A club should calculate its average Midweek Match Equivalents based on its normal weekly usage over the course of the season.

Quality of Experience Online Survey – Club and RFU RDO online survey of club membership identifying respondent answers by a percentage of the total number of respondents.

	Place for someone like me				Clean modern facilities				Friendly staff & volunteers				Quality food & beverages				Good for my community				Look forward to being there			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
2012/3																								
2013/4	12	35	50	85	63	77	29	13	0	9	41	133	21	61	71	30	10	30	49	94	10	31	50	91
2014/5																								
2015/6																								
2016/7																								

1 – Poor 2 – Below Average 3 – Above Average 4 – Good
 Enter the percentage of respondents in each rating category for each separate question

KPI's

KPI	How will you achieve this objective	What resources will you require to deliver this objective?	What are the implications for accessing these resources?	What are the timelines for delivery	How will you measure success (quantitative, i.e. numbers and frequencies)
Continue to run 3 senior men's teams	Active recruitment campaigns to attract players of all levels and from all sectors of the local community	Use social media and local press to promote the club and success on and off the field	Volunteer needed to carry out task	Weekly during the season	Report to committee on profile of new members and reasons for joining.
	Actively support University teams and squads	Time availability of coaches. Mini bus or cars to transport players	Time availability of coaches	Each season	Report to Committee on number of University players attending club matches.
	Actively promote the senior teams to Colts	Engage Colts in training opportunities with the senior men	Ensure training opportunities are appropriate	Summer	Report to Committee on numbers participating in these events Report to Committee on numbers of Colts progressing into senior teams. Analyse trends to support future efforts.
	Provide high quality playing experience by establishing and maintaining modern facilities	Provide additional floodlighting	RFU funding required RFU Loan required Other fundraising initiatives required.	Winter 2014	Report to Committee on level of training
	Provide high quality coaching	Encourage all coaches to undertake RFU courses and qualify	Volunteer needed to manage programme of courses and attract members to participate	Annual rolling programme	Annual report on coaching numbers and standards achieved
	Put in place and develop a player pathway system for juniors and seniors	Continue to run mini and junior teams at all ages from Under 7's to Senior Colts.	Need to ensure sufficient and suitably experienced coaches and managers at each age group.	Annual rolling programme	Annual report on membership numbers. Support team managers in preparing personal development plans for players.
	Communicate with players at University and involve them in feature games	Host an annual beginning of season match and a Christmas match with Senior and Junior Colts	Manager of Junior Section shall arrange events	Arrange in August and December	Report to Committee on numbers participating in these events Report to Committee on numbers of University students and past students playing for the Club Trends analysed to support future efforts.

KPI	How will you achieve this objective	What resources will you require to deliver this objective?	What are the implications for accessing these resources?	What are the timelines for delivery	How will you measure success (quantitative, i.e. numbers and frequencies)
Continue to run 1 women's senior team	Active recruitment campaigns to attract players of all levels and from all sectors of the local community	Use social media and local press to promote the club and success on and off the field. Attend Trafford College and host taster session with Tag Rugby and tackle bags	Volunteer needed to carry out task	Visit local colleges	Report to Committee on numbers attending
	Actively support University teams and squads	Time availability of coaches. Mini bus or cars to transport players	Time availability of coaches	Each season	Report to Committee on number of University players attending club matches.
	Provide high quality playing experience by establishing and maintaining modern facilities	Provide additional floodlighting and ensure a specific area for the Ladies section to train during the week	RFU funding required RFU Loan required Other fundraising initiatives required.	Winter 2014	Increase in numbers to training and retention and recruitment of players through registration
	Provide high quality coaching	Encourage all coaches to undertake RFU courses and qualify	Volunteer needed to manage programme of courses and attract members to participate. Funding for courses through the club	Annual rolling programme	Minimum of 1 qualified coach to level
Continue to run mini and junior teams at all ages from Under 7's to Senior Colts.	Active recruitment campaigns to attract players of all levels and from all sectors of the local community	Use social media and local press to promote the club and success on and off the field. Provide float in the Altrincham Festival and host a stand to enable visitors experience tag rugby and tackle bags.	Volunteer needed to carry out task	Visit schools in Summer term and Autumn term	Report to Committee on numbers attending
	Provide high quality playing experience by establishing and maintaining modern facilities	Provide additional floodlighting	RFU funding required RFU Loan required Other fundraising initiatives required.	Winter 2014	Report to Committee on numbers attending
	Provide high quality coaching	Encourage all coaches to undertake RFU courses and qualify	Volunteer needed to manage programme of courses and attract members to participate	Annual rolling programme	Minimum of 1 qualified coach to level 1 in each age group progressing to all qualified coaches to level 1 by U15 level Minimum 1 qualified coach at level 2 from U15 age group.
	Put in place and develop a player pathway system for juniors and seniors	Continue to run mini and junior teams at all ages from Under 7's to Senior Colts.	Need to ensure sufficient and suitably experienced coaches and managers at each age group.	Annual rolling programme	Annual report on membership numbers.
	Communicate with players at University and involve them in feature games	Host an annual beginning of season match and a Christmas match with Senior and Junior Colts	Manager of Junior Section shall arrange events	Arrange in August and December	Report to Committee on numbers participating in these events Report to Committee on numbers of University students and past students playing for the Club Trends analysed to support future efforts.

KPI	How will you achieve this objective	What resources will you require to deliver this objective?	What are the implications for accessing these resources?	What are the timelines for delivery	How will you measure success (quantitative, i.e. numbers and frequencies)
Re-establish team at U12's age group	Establish coach and manager volunteers and undertake specific recruitment initiatives in Local Schools. Attend 3 Primary School Summer Fairs and host a stand to enable visitors experience tag rugby and tackle bags	Coach and Manager required to form team and carry out dedicated recruitment	Time for volunteers.	Complete in September 2015	Review membership numbers in 2015
Establish Touch Rugby Squad and training / match sessions	Promote weekday evening training opportunities	Committee shall establish volunteers to manage programme and make facilities available. Volunteers shall promote initiative through Social Media and local press	Time for volunteers.	Develop and implement during summer 2015	Measure and report on numbers participating
	Provide Coaching staff	Committee shall arrange for coaching staff to support initiative and develop programme of coach development within the club.	Time for volunteers. Financial support for attending and participating in coach development programme	Develop and implement during summer 2015	Measure and report on numbers taking part
	Engage with England Touch	Committee shall open communication with England Touch Representatives with the intention of supporting this initiative.	Time for volunteers.	Develop and implement during summer 2015	Report on numbers taking part
Establish Womens Junior Squad and training / match sessions	Promote Sunday and weekday evening training opportunities and game time especially to coincide with Mini and Junior activity and ladies matches	Use social media and local press	Time for volunteers.	Develop and implement during summer 2015	Report to Committee on numbers attending
	Develop festivals and interclub sessions to provide game time	Work with RFU Development Officers to coordinate clubs across the region	Time for volunteers. Obtain support of FRU DO's and obtain other club contacts.	Develop and implement during summer 2015	Report to Committee on numbers attending
	Active recruitment campaigns to attract players of all levels and from all sectors of the local community	Use social media and local press.	Time for volunteers.	Develop and implement during summer 2015	Report to Committee on numbers attending
Establish Vets team and series of social evening fixtures	Promote weekday evening training and social fixtures programme	Use social media and local press. Make direct approaches to ex players	Time for volunteers.	Develop and implement during summer 2015	Report to Committee on numbers attending
	Active recruitment campaigns to attract players of all levels and from all sectors of the local community	Use social media and local press.	Time for volunteers.	Develop and implement during summer 2015	Report to Committee on numbers attending