



LOCHABER RUGBY CLUB

# CLUB DEVELOPMENT PLAN

A CLUB LIKE NO OTHER



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# INTRODUCTION

The purpose of this Club Development Plan is to outline our vision for the future of LRFC. This plan defines our club structure, current facilities, teams and what we would like to achieve going forward.

Over the past few years, we have developed a strong and thriving mini and midi rugby section for the young people in our community. This has seen young boys and girls develop their playing skills and has resulted in us fielding teams at most age groups for the first time in many years. With continued development and support we hope this will transfer into a strong senior 1st team who will compete competitively in the SRU leagues for many years to come.

Our development plan covers all aspects of the club. It will help to clarify what LRFC requires to support inclusive playing opportunities for all ages and abilities, to provide facilities which promote the playing of rugby in Lochaber, and it will ensure we create an environment where local people will want to play, support and become involved in running and developing LRFC for future generations.

As President, it is my pleasure and privilege to represent the club and work with the players, Board of Directors and all our volunteers to ensure we have the resources and finances required to achieve the short and long term plans outlined in this plan. The Board will review the plan regularly to ensure we are working towards achieving our vision and will work with the SRU, local partners, club sponsors, members, and volunteers to make LRFC a "Club Like No Other"

Yours in rugby,  
Charlie Donaldson - Club President

# CLUB HISTORY

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Our Club has been in Lochaber now for over 50 years. The Club was formed in 1969 by a group of local rugby enthusiastic business men. Playing on assortment of temporary pitches around the town, they grew the game of Rugby in the Lochaber Area which was just after the Pulp & Paper Mill opened. Many of the new employees from around the UK who had previously played rugby, joined the Club and in turn they continued to promote and recruit more players to enable them to sustain a 2nd XV

Banavie has been the home of Lochaber Rugby Club since 1984 when the local council commissioned an official rugby pitch (15 years after the Club was reformed). The club has always been fortunate to have members and volunteers with a 'can do' attitude who are willing to help with the running of the club and over the next three years a huge amount of hard work was put into to raise funds to build a Pavilion. The first clubhouse was built with old cabins purchased from the BA at the end of the contract for the new Furnace Room. It was always seen as a temporary measure and in 1997 with the combination of funding packages the new Clubhouse was opened.

We have a reputation for being a small friendly club with great food served to the visiting teams after the match. We are "A Club Like No Other"



**We are  
“A Club Like  
No Other”**

# OUR VISION

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Lochaber RFC aim to provide all generations of our local community with the opportunity to play and watch rugby and become involved in a thriving and friendly environment on and off the field.

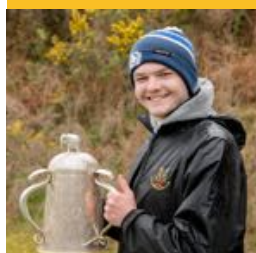
"A Club Like No Other"

# OUR MISSION

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Lochaber RFC is committed to providing development opportunities for the enjoyment of all ages, skills and abilities. We will do this by:

**Providing a friendly club environment**



**Increasing player participation**



**Developing players, coaches, match officials and volunteers**



**Continuing to invest in facilities and resources**



**Maintain strong leadership and governance**



# OUR VALUES

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Lochaber RFC is committed to providing development opportunities for the enjoyment of all ages, skills and abilities. We will do this by:

**1**

**Enjoyment**

**2**

**Discipline and Respect**

**3**

**Sportsmanship**

**4**

**Commitment**

**5**

**Teamwork**

# OUR SERVICES

## Club Location

The Clubhouse  
Banavie  
Fort William  
PH33 7LY

FACILITIES	CURRENT (21/22)	TARGET
Number of grass pitches	1	2
Number of artificial pitches	0	1
Number of floodlit pitches	1	2
Number of changing rooms	2	2 (+ 2 female)
Gym facilities	1	Increased equipment & space
Medical/ Physio room	1	2
Spectators areas	Yes	Covered seating & accessible
Number of bars	1	1
Number of function rooms	1	1
Kitchen facilities	1	Upgrade to commercial standard
Toilets	9 male 2 female 1 accessible toilet	Increase to 4 female
Meeting rooms	0	1
Parking spaces	30	60
Score boards (electronic/ manual)	1 manual	1 electronic

# FACILITY DEVELOPMENT

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## Short-term goals

0 - 12 months

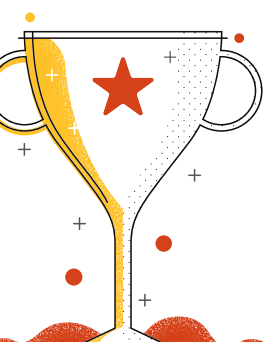
- Electronic scoreboard;
- Internal facility improvements to include facility management role with committee, H&S improvements to bar area, electrical and fire alarm improvements;
- Upgrade current kitchen to commercial specification.



## Long-term goals

12 - 36 months+

- Access a permanent floodlight second pitch with full training and changing facilities;
- Covered seated spectator area with accessible access;
- Access ground maintenance equipment and workforce;
- Upgraded parking area;
- Accessible access to the function area of the club;
- Upgrade balcony area;
- Install fibre broadband;
- Secure covered parking area for club minibus;
- Provision of storage maintenance building;
- Investment in renewable energy (where possible).



# GOVERNANCE & MANAGEMENT TEAM

## Overview

Lochaber RFC is a Company Limited by Guarantee and is registered with Companies House. It has a membership made up of Life Members, Full/ Playing members, Student members, Associate Members and Youth Members.

The Club is run by a volunteer board of nine directors who are elected by the membership at our Annual General Meeting. Their role is to oversee the development of all areas of the club, and they are responsible for ensuring the club meets its governance, financial and playing duties. The Board meets on the first Monday of the month, works to an agenda and minutes are taken as a record of each meeting.

While the Board has overall responsibility the club could not function without the help of a dedicated band of volunteers who ensure all the behind the scene jobs are taken care of: this includes the washing of the strips, driving the minibus, club and pitch maintenance and many other essential tasks.

## Roles

ROLE NAME	CURRENT	FUTURE
President	Charlie Donaldson	
Secretary	Lorraine Revitt	
Treasurer	Donnie MacDonald	
Director of Rugby	Iain MacFarlane	
Director of Youth Rugby	Stevie McAleer	
Membership Secretary	Pauline Donaldson	
Director of Comms and Media	Mark Gibbings	
Director Sponsorship	Dale Monk	
Director	Stewart Sandison	
1st XV Captain	Callum MacDonald	
Child Protection Officer	Ailsa McAleer	



# GOVERNANCE & MANAGEMENT TEAM

## Club Workforce Development Overview

The club committee is dedicated to continuous improvement and looking for ways to develop our existing volunteer base, rotation of workforce and promoting positivity for the attraction of future workforce, volunteers and board members.

The club have identified the below key areas of focus as part of this development plan:

- Access governance training for all Directors
- Access child protection training for all coaches on a regular basis
- Access first training for all coaches
- Access mental health first aid training for club officials
- Appoint a Health & Safety Representative

Coaching growth is forecasted as below:

ROLE	CURRENT	SUSTAINABLE	FUTURE
UKCC Level 1 Coach	9	4	6
UKCC Level 2 Coach	3	4	6
UKCC Level 3 Coach	0	0	0
Qualified Match Official	1	2	4
First Aid in Rugby Qualified	12	12	12
World Rugby Educator (FAIR)	1	1	1

# COMMUNITY & COMMUNICATION

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## Identified Club Community

The club has identified the following audience base:

- Local and regional supporters
- Club players, past and present
- Identified future club players
- Local and regional businesses
- Club volunteers

Lochaber RFC are committed to developing and delivering robust communications, values driven rugby activity and community engagement activities to our local and regionally identified community with the aim of:

- Growing support of Club rugby
- Growing participation across age groups
- Growing digital channel following
- Increasing Lochaber RFC brand awareness
- Improving Lochaber RFC community sentiment

## Means of Communication

As part of Lochaber RFC's mantra of being 'A Club Like No Other' we aim to be at the forefront of digital marketing and communications for amateur sport clubs in the wider community, using and experimenting with new technologies, approaches and utilising best practice.

We will use our existing digital platforms and community reputation to grow our Lochaber RFC brand and the game of rugby across the Lochaber region. We have benefited from capturing successful on-field play, providing opportunities for promotion and engaging players across all ages groups and non-players to provide exposure of rugby opportunities.

Lochaber RFC will use these successes, and challenging times, to highlight our core values of Enjoyment, Discipline and Respect, Sportsmanship, Commitment and Teamwork across our social channels, website and media opportunities.

# COMMUNITY & COMMUNICATION

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## Means of Communication continued

We have re-launched and continue to develop our website to be fit for current needs and take member feedback to continue our channel development, ensuring that we provide our membership and fanbase with the content they find engaging and want to digest.

We have appointed a specific media and comms role to our committee to ensure that we meet these requirements and continue our growth. We will introduce specific digital communications tools to reach our audience and local community through improved and robust content and delivery platforms.



# MARKET & MARKETING

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## Identified Club Market

Lochaber RFC is an established sports club in Fort William and is the only rugby club in the Lochaber region. We have and will likely continue to compete with other well-known and developed sports clubs in the local region including football, shinty and outdoor pursuits within The Outdoor Capital of the UK.

The club has access to a cross-section of potential players, supporters, current and present players, and general support networks that provide us with a strong brand to approach local businesses for crucial sponsorship and assistance that supports the wellbeing of our players and volunteers.

However, we are of the clear understanding that we need to develop this area by committing further resource to the sponsorship role in our committee through club development, financial understanding and specific marketing efforts to help drive sponsorship, community assistance and active supporter growth.

Our marketing strategy will continue to be developed, test and reported on to ensure we are continually learning to not let the Lochaber Rugby Club identity and brand growth to slow.



# MARKET & MARKETING

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## Current Marketing Activity

Our club marketing approach utilises:

- RACE model for planning, optimisation and focusing club communications
- Mixed media sharing club updates, match previews and reviews, participation, and events listings
- Social media
  - Facebook for community updates, videos and photos of matches, activity and events, adding to community groups to share activity and to grow audience
  - Twitter for engaging and growing community following, growth participation in rugby 'chatter' and personality-based communication
  - Instagram used for strong image and video-based marketing activity to reach appropriate audiences
  - YouTube channel in growth phase used to share match highlights and match footage that is captured via our club volunteer
- Traditional media activity including print; local newspaper (Lochaber Times) press coverage and Lochaber Life (community magazine)
- Weekly e-newsletter is distributed to all club members to highlight key news updates, fixtures, match previews and much more
- Ad-hoc newsletter and email updates sent to opted-in, subscribed contacts to inform them of club updates, events and important information regarding clothing, club access and key calendar events, plus much more
- Club website used as main club information hub to share club updates, videos, photos, events, and serve as a point of contact for community members that do not engage, or cannot engage, with social media content



# MARKET & MARKETING

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## Reach

- Visits to website and content pages
- Added value
- Supporters and followers

## Act

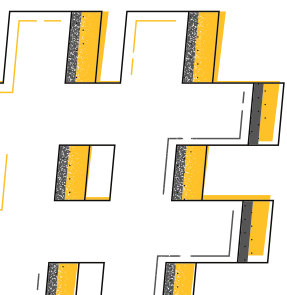
- Content engagement, likes, shares
- Channel subscribers
- New member and player leads

## Convert

- New players join
- New member, facility enquiries
- New member joining

## Engage

- Repeated content engagement
- Joining club events, socials & discussions
- Advocacy of club brand and values



# MARKET & MARKETING

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## Marketing Objectives

**Increase followers across social media channels by 10% annually**



**Increase engagement across all channels by 20% annually**



**Grow acquisition channels and new club participants**



**Develop and increase exposure of Lochaber RFC brand**



**Increase participation in rugby activities**



**Increase awareness and participation in fundraising activity**



**Increase sign up and participation in Club events and social engagements**



# MEMBERS & MEMBERSHIP

## Overview

	CURRENT	SUSTAINABLE	GROWTH
Total number of members	221	221	250
Adult male members	112	112	125
Adult female members	30	30	40
Boys youth members	70	70	85
Girls youth members	11	11	20
Mini players	29	29	40
Adult playing members	36	36	50
Social members	60	60	80

## Club Membership Benefits

### Current:

- Free use of Clubhouse for all members
- Discount scheme for Life/Full Members at local garage
- Membership review undertaken in 2019

### 2022/23 Season:

- New structure offering a 'Basic' with a basic fee for those that only want to come up to watch a game and have a pint.
- 50% Discount for Full Members over the age of 65.
- 50% Discount for Student Playing Members (F/T or apprenticeship)
- Additional discount schemes for all members apart from 'Basic' & 'Youth'
- Apply for international tickets – all members apart from 'Basic'.
- Attend organised functions in the Clubhouse (Ts & Cs apply)
- Free use of Clubhouse for private functions for all members apart from 'Basic' & 'Youth'
- Life/Full/Playing Members – entitlement to vote, have their say at any organised meetings i.e. AGM, EGM etc.



# IMPROVING STANDARDS OF PLAY

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## Senior Rugby

### **Our aims are to:**

- Employ a full-time Club Development Officer (DO), to increase the professionalism of the club, increase rugby-based opportunities for all school ages in the local area.
- A DO will then be able to work in participation with local schools, Highlife Highland and Active School Co-ordinators to increase the profile of rugby in the Lochaber community. This will then create a robust pathway to secure senior rugby prospects in our area.
- Once we have this pathway in place we hope to progress up the competitive leagues within the SRU structure.
- Alongside this we would hope to increase the level of coaching within the club to ensure the players have the best coaching opportunities available.

## Youth Rugby

### **Our aims are to:**

- Continue building the youth section, increase players and playing opportunities for all ages in Lochaber
- Develop the current cohort of female players beyond the current strong Mini section and S1-S2 age group to extend the playing opportunities available to them.
- Attend the Caledonia Region girl series of events to allow training opportunities with other girls in the region
- Ensure that we continue to have a Under 18s, Under 16, Under 14s, and Minis in place
- Develop the current coaching team in line with the different age groups and ensure they have continued professional development opportunities to continue providing good coaching sessions.

# IMPROVING STANDARDS OF PLAY

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## Micro & Mini Rugby

### Our aims are to:

- Continue the strong base of participation in mini rugby in Lochaber
- Continue the strong association with the Argyll teams and continue the involvement in the Dalriada series of mini rugby festivals



## Coach Education

### Our aims are to:

- Meet the requirements of the SRU
- In partnership with the SRU continue to develop the Lochaber Community Coaching Programme to improve the standard of coaching in the area
- Help our coaches develop their own skill and knowledge by accessing training resources provided online by the SRU



## Match Officials

### Our aims are to:

- In partnership with the SRU to identify and develop new match officials especially from ex-players.



## Volunteers

### Our aims are to:

- Encourage the membership and local community to assist in the general running of the club
- Ensure that the local community are aware of the benefits the club can provide the local community
- Provide opportunities for all members of the community to become involved in the running of the club

# FINANCIAL PLAN & BUDGET

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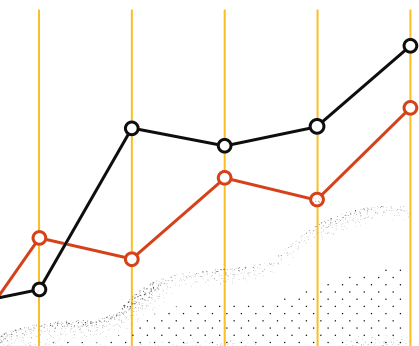
Lochaber Rugby Football Club is a company Limited by Guarantee. It is reliant on funding from the Scottish Rugby, membership income, sponsors, and fundraising activities.

The Club also generates income from the operation of the Clubhouse Bar, hiring of the clubhouse for events, meetings and other uses, an Our Club Lotto weekly lottery cash draw, 50/50 Club monthly raffle and selling of club branded merchandise.

It is the Club's intention to continue to grow income revenues and explore further funding opportunities and strategic partnerships to appoint a Club Development Officer working throughout the local area and to expand the Club's presence.

The Committee have a duty to identify and review the risks to which the Club is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

Annual accounts for the Club can be found on Companies House – Lochaber Rugby Football Club, Company No. SC517055



# APPENDICES

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Memorandum and Articles of Association

Fundraising Plan

Job Roles and Responsibilities

Code of Conduct

Child Protection Policy

Acknowledgements: Image credits Gary Hendrie, Stevie McAleer, The Write Image, Abrightside Photography, Lochaber Times with thanks.

**We thank all our club members, past and present, sponsors, committee, players, supporters and volunteers.**

## Contact

### **Lochaber RFC**

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