



Farnham Rugby Club

Strategic Plan

2019-2021

V2.0



FRUFC Strategy 2019-2021

- FRUFC was formed in 1975 and has grown significantly over the years
- The club moved to its purpose built facilities in 2012 and now boasts:
 - Approximately 1,000 playing members
 - 1st XV in London South West II
 - Ability to field 5 senior teams most Saturdays and 7s in to tournaments
 - Healthy squads at all age groups from U5 through to Academy, Seniors and Vets
 - Significant number of players representing Surrey and Hampshire at all age groups
 - A rapidly growing Women's Section
 - A vibrant O2 touch squad
 - An outreach programme with local schools
- Our facilities afford us the opportunity to host major events; these include:
 - Annual Fireworks Night – over 3000 people attending
 - Annual Sportsman's Lunch - over 400 attendees
 - Home of Surrey U20 Rugby
 - Hosting England Women's training events; Harlequins summer camps/games
 - Supporting other sports: Cricket; American Football; Community Games



FRUFC Strategy 2019-2021

- Great progressso where next?
- 2019-2021 Strategy developed by the Committee to act as a route map to where we focus our attention and investment

Our Purpose

To Provide the best possible rugby experience for our members in an environment that is inclusive, safe and sustainable

Our Vision

To be the best community club (in London and the South East) (in England) (We can be)



FRUFC Strategy 2019-2021

- Our Strategy consists of 5 Key Objectives:
 - Best Rugby Experience
 - Community Focused
 - Best Facilities
 - Financially strong
 - Structurally aligned
- Each of these objectives is supported by a set of Goals; Strategies for the achievement of the Goals; and the associated measures of success/progress

Vision: The Best Community Club in England

Objective

As defined by.....

Best Rugby Experience

- Maximising the **enjoyment** our members get from playing (coaching/watching) rugby for their club.
- The **rugby education** that we provide aimed at making all our players (and coaches) “the best they can be” irrespective of age or ability.
- The **ambition** of our club is to be successful at all levels, on and off the pitch, thereby allowing our members to perform to their best, to fulfil their **rugby potential** and gain the maximum out of their rugby careers.
- A belief that our clubs rugby success has both quantity and quality dimensions.
- The provision of coaching and physio/medical care that enhances players abilities and focusses on their enjoyment and well-being.

Community Focused

- **Our club as a community** – actively promoting core values such as fun and family; providing positive life experiences for our members (tours, work experience, involvement with charities etc). Growing people not just players. Welcoming to all.
- **Our club in the local community** - the value we add to our community through charity work, venue hire and organising/hosting community events
- **Our club in the wider rugby community** – actively growing the game by encouraging people to take up rugby and/or stay in the game for longer. Providing superior facilities for the wider rugby community

Best Facilities

- The provision of quality pitches and training space geared to the needs of the club that enhance our members rugby experience.
- The provision of a first class infrastructure in terms of changing; social and car parking facilities
- The provision of in-house services (food and beverage) that are of high quality and encourage people to return and recommend us to others

Financially Strong

Our club is financially stable and sustainable:

- A club that seeks to grow its revenue and profitability in line with, or in advance of, its needs as defined by its strategy and plans.
- A club which believes that today's debt must not act as a restrictive burden to tomorrow's members
- A club that understands the complexities and undertakes the actions required to be financially compliant in all its business.

Structurally aligned

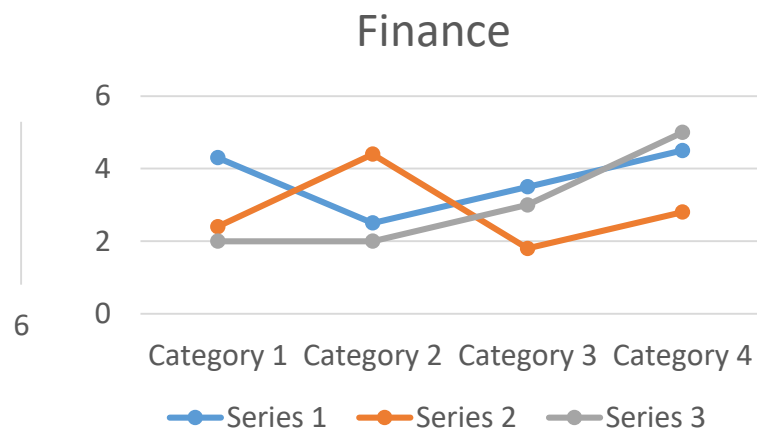
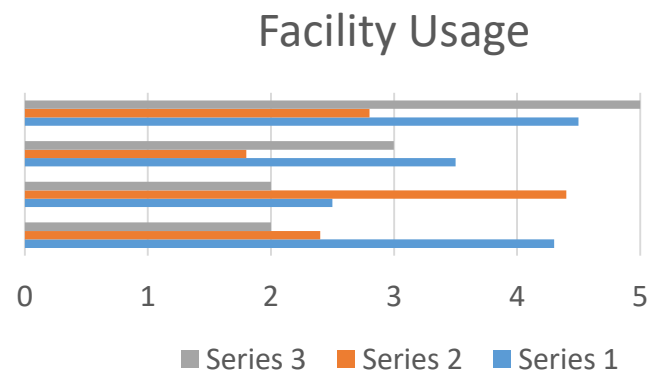
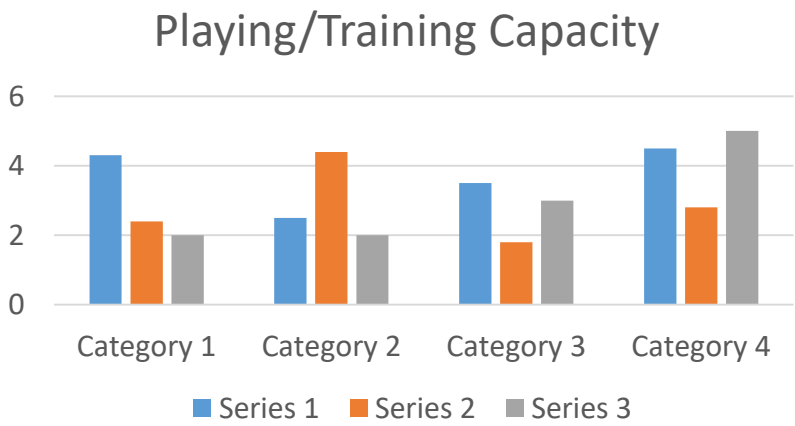
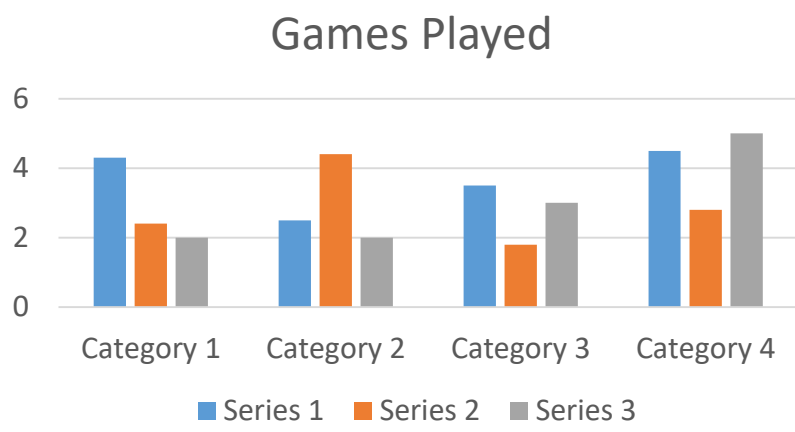
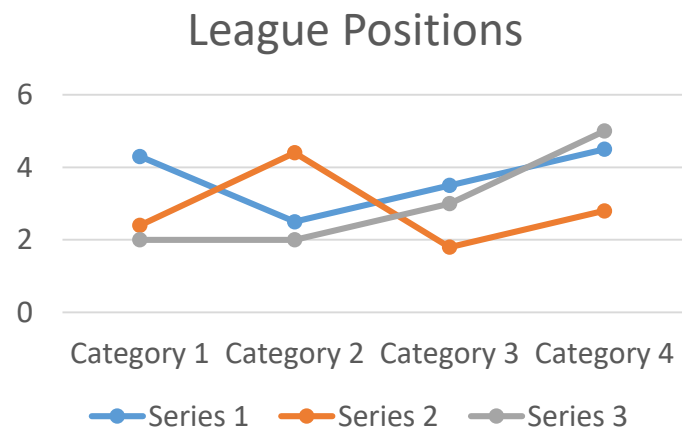
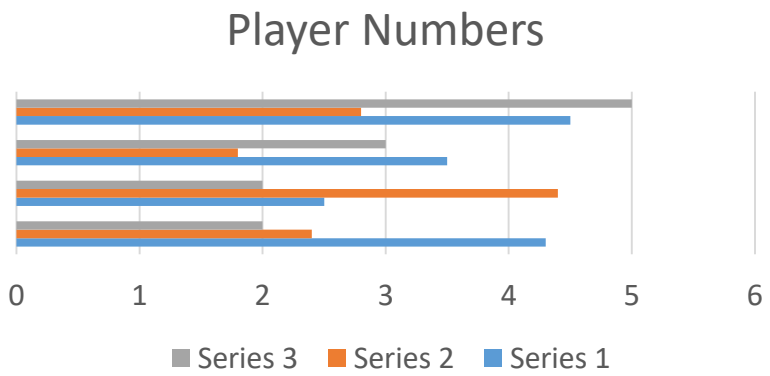
FRUFC is an amateur community rugby club run by volunteers

- We will employ a small number of paid for roles either for full time employees (such as clubhouse manager) or for people who provide specialist skills in line with our needs and which are not currently available from our volunteer base.
- **The role of volunteer is however key and will remain so.**
- Our club structure needs to reflect the reality of its volunteer nature by better **engaging** our members; encouraging volunteers and providing a clear structure within which they can operate.

Vision: The Best Community Club in England

Objective	Goals	Strategies	Measures
Best Rugby Experience	<ul style="list-style-type: none"> A top 4 club in London & S.E. 1st XV in London South 1 An outstanding and recognised Academy Mini/Junior/Senior rugby coaching best in class Women's section vibrant and playing in a league O2 Rugby active and growing 	<ul style="list-style-type: none"> Player (& Coaching) pathway in place. Development/Retention strategies in action (M->J; J->A; A->S; S->V) Agreed coaching alignment across club (S/J/M) to develop and support coaches (5-50+ rugby) Minimum standards in place with BiC aspirations Diversity in Leadership supported and in place 	1 st XV league position <ul style="list-style-type: none"> Number of fixtures played No. of Snr Teams, M & J squad sizes, Women's rugby, Touch & 7s No. of Academy Players (i) graduating (ii) playing Snr rugby No. of club players in County &/or Quins # of coaches with minimum CDP training
Community Focussed	<ul style="list-style-type: none"> Enable school children have an option to experience rugby Enable use of facilities by other sports Preferred County/Representative rugby hub/venue Establish "One club" social event programme Recognised Charity Donation programme 	<ul style="list-style-type: none"> Extend School Rugby outreach program Review and implement community sport options Closer County/Quins alignment Club social committee established with agreed remit Create a wider community presence in Farnham Implement and communicate charity policy 	<ul style="list-style-type: none"> Outreach numbers (child/disadvantaged) reached and actions taken # of Community Sports Events and Advertising # of County/Rep hosting events # of club level social events Charitable donations level
Best Facilities	<ul style="list-style-type: none"> Increase available playing/training pitches to match demand Increase current FRUFC car parking Establish Rehab/S&C suite and external storage Pitches and Clubhouse maintained and facilities improved 	<ul style="list-style-type: none"> Identify and implement viable long term facilities for rugby training and playing Identify and implement viable parking options Build "The Shed"; 8 changing rooms always available Implement Pitch and Clubhouse maintenance/improvement initiatives Continually review and enhance food/ beverage provision 	<ul style="list-style-type: none"> Playing/training capacity hours; external hire costs Car parking places 'Shed' up and operational by December 2019 Yearly maintenance/ improvement plan delivered
Financially Strong	<ul style="list-style-type: none"> Operate within agreed annual operating budget with aligned profit targets for all revenue streams Manage, control and reduce long-term debt Re-invest 'in-year profit' into Player Development and facility improvement Increase commercial aspects of the clubs operation 	<ul style="list-style-type: none"> Ensure financial governance and responsibility by delegating operating budgets and profit targets to responsible owners Maintain debt at a level that is affordable and manageable Investment priorities identified and scheduled Establish and implement a Commercial strategy 	<ul style="list-style-type: none"> Monthly management accounts and Monthly measurement of financial goals. Long - term loans monitored Individual projects and event P&L's Commercial income.
Structurally Aligned	<ul style="list-style-type: none"> Robust Governance structure in place and operational Club 'staffed' to match needs Increase Volunteer participation Effective communication and engagement with internal and external stakeholders Compliant with all Legislative requirements 	<ul style="list-style-type: none"> Governance and operational processes documented and implemented. Paid roles to have clear KPI's Weekly Communication; Yearly Membership survey Ensure parental understanding of player and volunteer pathways; Establish Volunteer leadership group Annual Third Party review of policies and processes 	<ul style="list-style-type: none"> All leadership and management roles have clearly defined "deliverables" Staff KPI's Volunteer numbers Membership Survey results Third Party Review report(s)

FRUFC Management Dashboard



FRUFC Strategy 2019-2021



- Key Headlines:
 - We will continue/extend our investment in coaching and player welfare
 - We will build the re-hab unit
 - We are actively seeking greater playing/ training capacity
 - We have established a focus to drive our commercial activities
 - We are improving our financial controls and processes
 - We are actively engaging with Harlequins to gain insight and learning