

Wednesbury Rugby Football Club Ltd.

(CASC registered)



Business Development Plan

2024 – 2029

**(Updated from Club Development Plan 2024 and
Accreditation Development / Action Plan 2024)**

Wednesbury Rugby Club Ltd – is registered as a Community Amateur Sports Club
(CASC registration Number 089978) and is a major contributor to the sporting,
social and cultural life of the community.

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Objectives and Priorities

Community Sports Planning Cycle

RFU Whole Club Development

Wednesbury Rugby Football Club Ltd Executive Summary

Wednesbury Rugby Football Club Ltd provides for the participation in sport including (but not exclusively) Rugby Union, Five a side Football and Exercise and Fitness. The club draws on people principally in the areas of Wednesbury, and local towns within the boroughs of Sandwell, Walsall, and Wolverhampton that are geographically relevant to the Club. It is affiliated to the relevant constituent bodies and in this context operates principally within the terms of reference of Staffs Rugby and the Rugby Football Union.

This Business Development Plan has four main purposes:

- a. To summarise and communicate what the Club is about.
- b. To support the maintenance and improvement of the facilities.
- c. To support income and fundraising activities
- d. To support the management of the Club and the recruitment of people into the succession to key posts.

In the present economic, social, and pandemic climate the club sees itself as one of the focal points of the local community providing a good social environment and sporting facilities principally for rugby union. Major social events such as the Presidents Day, Old Boys Day, Family Fun Days, The Annual Dinner, Events will attract between 100 - 600 people give the Club a great profile delivering local events throughout the year. This encourages the community to support the club both directly and indirectly.

There is a long history and strong culture associated with the club being celebrated this Centenary Year, this is further evidenced by a Local Historian in a commissioned book of the Clubs History from 1921.

The success of the Club is measured by our membership, as well as its achievements on the pitch, at the site and with our links to schools and the community. Increased participation in, and the enjoyment of sport for, a growing number of people both on and off the field.

We pride ourselves on health and wellbeing for our club members, public and the community, putting this at the forefront of everything we do.

Priorities for the Club are in improving facilities for the members and local community, maintaining, and developing the playing sections, and providing quality coaching with the overall experience increasing health and wellbeing to the members. The club works hard to ensure a smooth transition from mini & youth rugby to senior rugby, with many of the 1st and 2nd XV having come 'through the ranks' of the youth section. We are proud of this fact, and it is a testament to the environment and ethos of the Club, that many of the current Committee and Volunteers at the Club began life in the Youth Section.

1. Introduction

Wednesbury Rugby Club is 104 years old, with an established place in the community. It is a family orientated club and with our own volunteers, we are working in partnership with RFU, Staffs Rugby, Local Council, SCVO, Public Health England, Black Country Active, Sandwell College and Gloucester Rugby.

We have well over three hundred members, one hundred plus playing and a Youth section of forty. With the sports, social and club use we have over four hundred people engaging with the club.

We have strong safeguarding policies and procedures and are actively assessing ongoing processes & procedures making the Club safe for all. We are in the process of an Asset Transfer to own the land and buildings, prior to and as a part of this we are engaging with the Council on Sandwell Vision 2030, and with our partners we are working to sustainably engage more groups and sports, to develop the existing groups and sports to achieve the potential of the facility and Club.

The Club is in desperate need of regeneration and modernization. We are tackling this using Volunteers, Sponsors, Fundraising and support from our partners, Over the last year we have worked to, successfully and sustainably, increase our volunteers and the participation of the community, other sports, and activities. We have successfully modernised the Function Room which brings most of our income in from and is used as a Community Room for when we hold Fundraisers, Fun days, and Stalls & Events. We even hire the function room out to schools within the area for them to have a community hub for when Children still need to be attending school / activity Centre during school holidays due to their parents being in work. We have also recently had a grant from the RFU to support the Ladies toilets, which have been stripped and re designed and made more modern with offering free Sanitary Products.

2. Club History

The Club was formed in 1921 by a firm of Solicitors from Wednesbury and other local businesspeople and was registered / established at the Rugby Football Union in the 1921 /22 season. Our home from 1936 was Wednesbury Sports Union, and then from 1980 for 20 years at 14 Bridge Street, during this period we enjoyed a large contingent of the local police as members. We have been at our current site, 47 Woden Road North for the last 20 years. Installed in 2003 were the world's tallest rugby posts recognised by the Guinness World Records in 2014.

3. Demographics

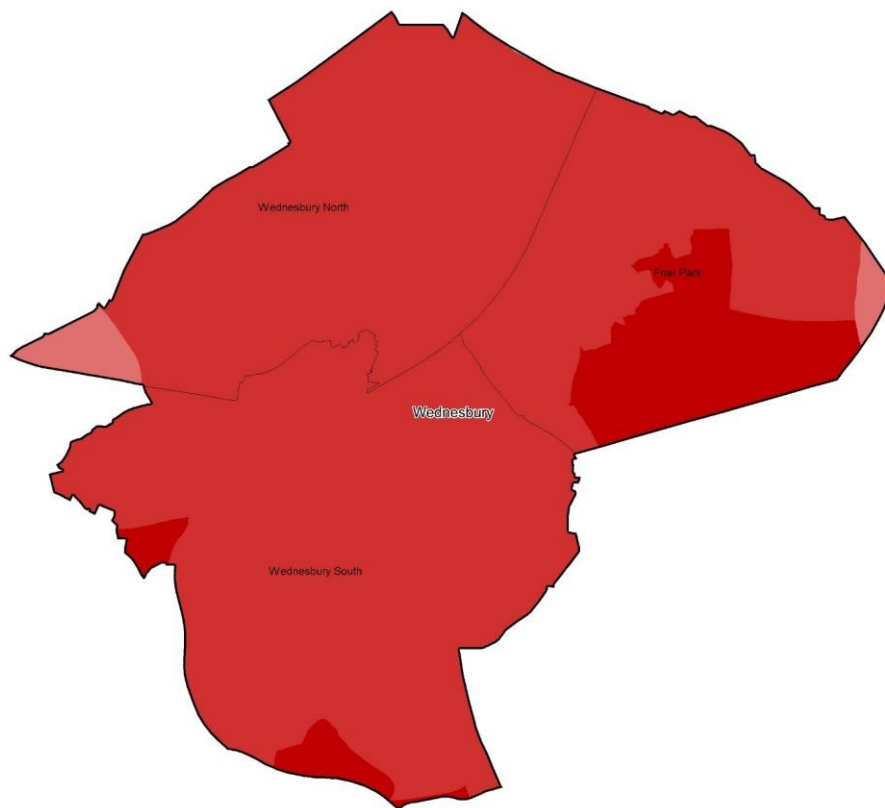
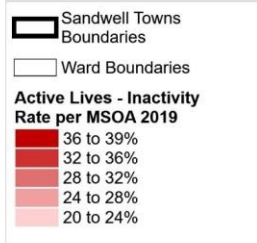
The Club serves primarily the areas of Wednesbury, and local towns within the boroughs of Sandwell, Walsall, and Wolverhampton that are geographically relevant to the Club. Sandwell Population is 327,378 and Wednesbury population is 39160. Of which, 26% households are economically deprived, 32% have child poverty and 43%

of children in year 6 are obese. Sandwell is the 12th most deprived Authority from England's 317 Authorities. There are 8582 under16's. Attached is a map that demonstrates levels of inactivity in Wednesbury—, it shows that almost the whole of the town is 'dark red' and thus part of the most inactive areas of the whole country – particularly in the Friar Park area of the town.

Example Ward, Friar Park, Wednesbury.



WEDNESBURY



Black Country Consortium



Economic Intelligence Unit

4. Vision

Our vision is to have the best club in the Midlands, whether as a player or social member, a Club for the whole family, on and off the pitch and to bring the Club into the 21st century.

We have actions in place to increase the number of playing memberships, social memberships, and family memberships at the club, to reach out to ex-members and to welcome new. For our rejuvenated Youth Section, we will keep developing links with local schools and the community and to continue the significant growth we have seen since hosting the World Cup Rugby Festival.

We are increasing the events and user groups at the club, as part of this we will be setting up Wednesbury Rugby for young children, will be introducing walking rugby, all abilities rugby, girls / women's rugby, touch rugby for health and well-being, exercise classes, and introducing other community groups to the club working in partnership with the RFU, Staffs Rugby, Gloucester Rugby, West Midlands Travel, Sandwell Council, SCVO, Public Health England, and the Active Black Country Group. We are also working with the council on a Community Asset Transfer so that the ground and buildings belong to the club. This will pave the way for significant investment in building a new, fit for purpose Clubhouse, relaying the AstroTurf, and implementing proper drainage for the pitches, along with working with the RFU Supplying Grants to help Grass root Rugby Clubs like us.

The Club ethos is, '**Enjoyment and Inclusion for All,**' and our approach is, and has always been, for everyone to get involved. When we recruit volunteers, it will be as teams rather than an individual so the experience of volunteering and helping is enjoyable and not a burden; volunteers will receive support from the senior members of the club. We (Management Committee, President, Chairperson and Secretary) will always have your backs. It is vital that we have input from our members, particularly since the Covid 19 Crisis set things back, although it has shown the value of community, the more that people put in the better it is for them and all at the Club.

We have many extra events planned, as well as our normal activities. We are going to have the best 18 months we can, we will set the foundations to build the Vision as the Best Club. Remember, the Club is not the building, the Club is the people, and you are excellent people.

So, think carefully about how you can enrich your life as a part of Wednesbury Rugby Club,

Be positive, Be involved, we are Wednesbury.

5. The Mission Statement

“Wednesbury Rugby Football Club Ltd – Providing sport in the community,” Rugby Club / Community Hub.

Wednesbury RFC Ltd is registered as a Community Amateur Sports Club (CASC). This technical status also acts as an excellent summary of our Vision and Values:

Community: we are based in, are part of, and work for, the local communities

Amateur: we are amateur in that we do not pay any participants in sport, but our organisation takes a professional approach to the running of the Club and its activities and assets

Sports: we are committed to promoting and supporting participation in sport: Rugby Union is our core sport, and the Core Values of Rugby Union form the basis of our activity (Teamwork, Respect, Enjoyment, Discipline & Sportsmanship). We are also committed to supporting and providing multi-sports opportunities that are compatible with Rugby Union in terms of values, activities, and facilities such as Five a side Football, Exercise and Fitness and Sports Camps.

Club: a broad-ranging membership based on participation, inclusion and enjoyment through sport, our ethos is ‘inclusion and enjoyment for all.’

6. The Purpose

- To provide facilities that are accessible to all, and support the organisation of, the participation in rugby union, football, exercise and fitness, Sports Camps, and other sports.
- To provide good recreational facilities, accessible to all.
- To meet the needs of the members and to provide support for the development of the sports.
- To develop cultural and social links with the community to the mutual benefit of both parties
- To maintain and enhance links with the constituent bodies of the relevant sports.

7. In order to

- better meet the current and future diversity, range and volume of members and activity

- match the expectations of sports participants in the 21st century.
- support recruitment and retention of members.
- provide a valuable experience.
- encourage people to stay at the club for longer enhancing social experience (and maximising income-generation)
- make the facilities attractive to other potential users (members and nonmembers) to help increase community and financial income.

8. The Environment & Stakeholders

- The community of Wednesbury, and local towns within the boroughs of Sandwell, Walsall and Wolverhampton and the adjacent area
- Sports administration and financial support
- Local Government concerning sport & recreation.
- The wider community
- Local schools
- The members and former members
- Constituent and outside bodies such as RFU, Staffs Rugby & local Sports Partnership

9. Key Objectives

The key objectives for the Club in the playing of and participation in, sport is:

- giving all participants a life-long interest and engagement with sport, including in the social / friendship benefits
- provision of adequate, safe, clean, and modern facilities
- provision of a friendly, welcoming atmosphere
- maintenance of a viable team / squad in each Mini & Youth age group (u6 – u17/18)
- maintenance of two senior men's teams with an occasional veteran's side
- successful, well-managed transition of players from youth to senior adult rugby
- development of the lady's rugby section
- development of girl's rugby at u13s and u16s
- All Abilities Rugby – sessions for the community and local schools of all abilities with different modified games and activities
- Increase variety and participation in new groups at the Club including but not exclusive to:

- All abilities rugby – sessions for all in the community and local schools of all abilities with different modified games and activities
- Outreach work – Friar Park, Millennium Centre
- Community Kitchen – to increase social engagement and interaction.
- Local Businesses – Morrisons, Tesco, Wednesbury Rotary Club, local businesses in sponsorship and activities.
- Back to health – various levels of a fitness and exercise group focusing on individuals with recent or long-term health issues.
- Fitness sessions – general fitness sessions open to all.
- Five a side football adult and junior.
- Sports Camps for Club, local and minority groups.
- Walking Rugby stand alone or as a part of back to health.
- Schools' activities school rugby / sports festivals, partnership schools.
- Hosting other school sports activities. External Groups – e.g., Cubs doing their sports badge. ○ Mental health groups.
- OAP afternoons, evenings. Lone residents meeting group – to tackle loneliness and isolation.
- Single parents Groups - e.g., Dads and Lads (Free tags sessions etc.)
- Over fifty's Club - set up and / or accommodate an over fifty's group at the Club.
- Kitchen linked events - free school meals sports camps etc.
- Quiz night- targeting club, local and minority groups.
- Car boot sale – fundraising for club and community.
- Festival (on field as well)- events that bring people together Schools activities – school rugby festivals, partnership schools.

10. Strategic Priorities

- A key priority to extend our engagement and participation in rugby.
- To review the development, business, and action plan, perform a Gap Analysis and update Action Plan accordingly.
- To improve the clubhouse / social space with a fit for purpose Community Room.

- Resume the re-launched Mini & Youth rugby section.
- To increase use and variety of use of the Astroturf.
- Increase social use of the Club and facilities.
- Continue to work with slt – Wednesbury leisure Centre
- To continue working with the local gps and groups for them to utilize our community space a lot more

These are all linked in their diverse ways to achieving the Objectives of the Club.

11. What is offered to stakeholders

- The members - Provision of facilities for rugby union, five a side football, exercise / fitness, and other sports. Well-organized and controlled activities. A safe environment for children & young people to participate in sport. A social Centre with a range of events for families. A club to be proud of.
- Local Schools - Development of sporting ability in students. Availability of additional playing surfaces and facilities for taster sessions festivals and other events
- The local community - A quality sporting facility. A social Centre. An asset to the community image. Opportunities to use facilities for community events including charity fund raising.
- Providing facilities for local businesses and organisations to meet

12. Club organisation

CLUB CHAIRPERSON – Kevin Ferris

PRESIDENT – Steve summers

VICE CHAIRPERSON – Martin Brotherton

SECRETARY – Gareth Hughes

TREASURER – Merlin Accountants

BAR CHAIRPERSON – Kevin Ferris

YOUTH CHAIRPERSON – Daren Beesley

SOCIAL & EVENTS – Ben Higgs & Joe Mitchell

CLUB COACH & COACHING COORDINATOR – Rob Harris

FIXTURES & REFEREE COORDINATOR – Lee Allwood

SUBS & MEMBERSHIPS SECRETARY – Dominic Weathers

SAFEGUARDING OFFICER – Donna Thomas

DISCIPLINARY OFFICER – Peter Hughes

YOUTH LIAISON OFFICER – Patrick Beesley

IT OFFICER 1 – Donna Thomas

PRO – Ron Jenkins

COMMITTEE MEMBER 1 – Paul Hyde

COMMITTEE MEMBER 2 – Pete Golding

COMMITTEE MEMBER 3 – Matt Pritchett.

COMMITTEE MEMBER 4 – Mandy Ferris

The Management Committee comprises members covering the key functions required to implement the delivery of all activities.

Attention is given to succession planning to ensure that adequate human resources are always in place, a particular focus is being given to create groups around a role.

The club is run completely on a volunteer basis, with only one employee – Bar Manager.

The Club appoints Life Members in recognition of outstanding service to the Club. There are Honorary Vice Presidents who are appointed in recognition of long and valuable service, and we are introducing Club Patrons who support the Club in numerous ways. Within the club's adult membership of more than three hundred people, there are members with the skills and competencies to ensure that projects are properly and professionally managed. There are many enthusiastic members and parents who are willing to be involved in supporting the growth of the club.

Outline responsibilities of club officers

- President: Mentor, ambassador, and figurehead.
- Chairperson: Overall leadership of the club, implementation of the vision and mission statement. Development and implementation of the business plan

- Administration manager: Organisation, governance, and administration of the club, including licensing, and all legal issues, minutes of management committee meetings, correspondence. Safe keeping of important documentation. Membership database (RFU GMS)
- Finance manager: Budgeting, budgetary control, cash flow income and expenditure, book-keeping, and auditing arrangements. Chair a working group from all playing sections each of whom is responsible for the collection of subscriptions and match fees, payments of all expenses and budgets related to their section. This group to also include the business manager and social and fund-raising manager.
- Social and fund-raising manager: Responsible for social events, fundraising, social members, the club, vice presidents, patrons, and sponsorship. To chair a group having individual responsibilities from the above.
- Facilities manager: Responsible for the grounds, pitches, buildings, furnishings, fixtures, and fittings including maintenance and repairs and implementation of capital projects. Also, conservation and environment, equipment, signage, and parking. To chair a group having individual responsibilities from the above
- Senior (men's) rugby manager - Responsible for all aspects of the playing of rugby including appointment of coaches, and administrators, election of captains, player registration, recruitment and retention of players, team selection, discipline, fixtures, referees, coaching and refereeing courses. To chair senior rugby committee and disciplinary committee.
- Junior rugby manager: Responsible for all aspects of the playing of mini/junior rugby as above, including coaching, player registration, recruitment and retention of players, discipline, tournaments, matches and equipment. To chair Mini & Youth Committee and discipline committee.
- Bar manager: Responsible for bar stock and staffing, cleaning and ground staff, kitchen and catering, procurement of materials, playing equipment and services, energy and water consumption and management of utilities and hire of facilities to third parties. Provide representation for all affiliated activities such as five a side football and fitness and exercise groups.
- PR & IT communications Team: Responsible for internal and external communications including newsletters, press and public relations, and web site, and social media.
- Safeguarding Officer: To report on all aspects of welfare issues to the committee working with all sports sections and activities and events.
- Ladies & Girls Development team: for all aspects of the playing of rugby including, recruitment, appointment of coaches, and administrators, election of captains, player registration, retention of players, team selection, discipline, fixtures, referees, coaching and refereeing courses. To chair ladies' rugby committee and disciplinary committee.

Audit and scrutiny: The management committee will report to the audit group of the Company Directors not in direct management roles at the Club, to ensure the club operates in a proper manner and in line with the members' wishes, current legislation and the principles required by the constituent bodies of the various sports in which it is involved. This will be an advisory group answerable to the RFU, Staffs Rugby and the Chairperson.

Project Task group(s) In addition to the Club Management Committee and the various subcommittees that support its day-to-day functioning, the club also establishes from time-to-time specific Task groups to run and report on specific projects.

13. Club operations

The various roles / functions are responsible for the main running of the club. The strategy is developed in detail by members of the Management within the Committee and Key Volunteers from the sports and functional groups, pulled together and approved by the Full

Committee. The strategy is subsequently agreed by the membership usually at the Annual General Meeting. The Management Committee, through the relevant managers (and in turn through the sections and functions where individuals implement the details) then manage this on a day-to-day basis.

14. Equity, Equality and Diversity

The aim is for the club to be representative of the community that it serves. We target, develop, and promote inclusive programmes which provide the opportunity for people from BAME communities (Black, Asian & minority ethnic – 34% in Sandwell), girls and women, disabled people and people from socially deprived areas and excluded groups to participate in the playing, coaching, refereeing, volunteering, and spectating in the various sports.

Our core ethos is '**Enjoyment and Inclusion for All.**'

15. Health and Safety

The Club provides a focus for improving the awareness and understanding of health and safety issues associated with the various functions of the club. The club provides guidance on health and safety issues associated with administration, and for members, players, and parents. The relevant aspects of the HASAW Act and guidance on them from the RFU's annual Health and Safety Audit with Action Plan are implemented as appropriate. We have various annual and event Risk Assessments in place. The Club provides an onsite Physio and qualified first aiders at matches. The Club has fully implemented the 'Headcase' procedures for determining whether a concussed player can return to training and playing. The Club is developing a team to make Wednesbury a Rugby Safe Club, with particular focus on Mental Health and Concussion.

16. Safeguarding

The Club provides leadership, support, guidance and monitoring of safeguarding, child protection and vulnerable adult issues. The Club complies with relevant guidance and good practice including the RFU and Sport England / NSPCC "Standards for the Safeguarding of Young People in Sport" and provides a safe environment for young people and vulnerable adults to participate in the activities of the Club. Appropriately trained Safeguarding Officers and assistants are in place to review, monitor and act upon any safeguarding matters. The Club's lead Safeguarding Officer sits as a member of the Management Committee. The Club takes the matter of drugs in sport seriously and has safeguards against the possibility of offences occurring.

17. Community Relations

The club is part of the wider community. Relationships with neighbours, local councils, Sandwell Council Volunteer Organization, Active Black Country, Public Health England, schools, and other sporting organisations are used to enhance and develop in ways that benefit all parties. The club participates in local liaison groups and contributes to local activities which include The Wednesbury Rotary Club, Wednesbury Carnival, The Sandwell Show, Friends of ten-acre wood, Friends of Brunswick Park, events, and festivals held on site.

Historically we have engaged in outreach work targeting juvenile substance abusers and mentored children from Connexions transitioning to the Youth section and then to senior rugby. We have been contacted by the Commonwealth Games team and are hoping to be involved as a training facility and, especially the Youth Section.

18. Communications

The club has a historically strong relationship with the media, and particularly the local press. Media management in terms of marketing and publicity is seen as a key activity and is channeled through a named member of the Management Committee in the club. The Club has an effective website (www.wednesburyrffc.co.uk) and has many followers on Facebook and Instagram. It is considered essential that these activities are managed to present the correct corporate image of the club.

19. Environmentally Friendly / Sustainable Development

In the operation and development of the club and its facilities, environmentally friendly and sustainable aspects are considered. The club takes steps to minimize its carbon footprint and to contribute to the control of the environment and has effective processes for managing waste and recycling. Medium to long term we are aiming to install a ground source heating system that would service the Club facilities and return surplus green energy to the grid.

20. Players

Players, senior and the mini / youth section are drawn from the areas of Wednesbury, and local towns within the boroughs of Sandwell, Walsall, and Wolverhampton geographically relevant to the Club. The quality of the environment, organisation and quality of coaching are among the reasons for the success of the section in the recruitment, retention and development of players, coaches, and volunteers.

With over 150 players including Youth Section, Vets and Seniors, the numbers speak for themselves. The losses occur when the players move to contact rugby and around 15 and 16 years of age. At 17 and 18 years when the transition to senior rugby is taking place considerable efforts are made to ensure maximum retention, with the senior sides benefitting from the feed of young players. We collaborate with Staffs Rugby to achieve club and player approval status as an extra layer of protection for our young and new senior players. We can lose players at 18 years when some go off to university and/or employment away from the area although many will gain their employment locally and stay at the Club. Contact is maintained with many of these students to maintain their interest in the Club, and many do return, to play for the club during the holiday periods, and after their education ends. The second source of players comes from people moving to live in the area. These players often have children who are the main reason for them joining the club, and we engage players from overseas, in education.

The welfare of players is fully considered. Support is given to injured players with utilisation of our onsite Physiotherapist and local medical and remedial practitioners. The club aims to have First Aid available on the touchline at all matches. The club has fully implemented the 'Headcase' procedures for determining whether a concussed player can return to training and playing.

21. Rugby Referees

The Club has supported the training of many referees most of whom then use this to referee at mini and youth level. There remains a need to maintain a Club Referees group to assist in the recruitment and development of referees as an essential function to support the work of the Staffs and North Midlands Referees Society and help provide Club referees, when necessary, on for all sections. This will also be helped by the number of former men's players returning to coach and help with the mini and youth sections, some of whom 'take up the whistle.'

22. Rugby Coaches

The club has many coaches qualified to Level 1 and level 2 in connection with the M&Y section. The Club and RFU have organised and funded coaching for teaching Staff in local schools. The RFU provides or arranges the courses, and the club supports members attending, the club also regularly hosts several courses open to all from within & outside of the club. All age groups will have qualified coaches involved in leading them. The current Head coach has been recruited to develop many young players within the Club, transferring not only skills but also the Clubs ethos and rugby's core values, this is working particularly effectively. In addition, several senior men's players are now returning to the Mini and Youth section to coach or assist on Sunday mornings, with the benefit of this in terms of the rugby development of players becoming increasingly evident. This is a trend that is actively encouraged. young children are being targeted to keep the experience and increase the base of the club cultivating the Club Ethos.

23. Volunteers

Volunteers and being involved with activity at the club is a particular focus moving forward. The Club is fortunate in the number of volunteers at its disposal although as a small club there can be problems in finding just the right person. Over the last few years, we have developed a good core of young people willing to get involved. Many

volunteers are associated with the M & Y section. The present Management Committee has the relevant expertise to deliver the Club Business Plan and the sub committees, who are responsible for the day-to-day activities, support this. The most active of these committees is the Mini and Youth who contribute significantly to many aspects of the club activities. The club will offer financial help (for training courses) and opportunity wise as incentives. Volunteers and their families are recognized and awarded at a free social evening, (not run by them). The club is developing a support network, volunteers supporters' group which will include succession planning. Community and RFU nominations for Volunteering. Recognition in weekly club posts, and media communications, newsletters etc.

24. Financial Strategy Aims:

- Make provision against any unexpected downturn in income streams or any major change in expenditure. Have a contingency against matters outside the control of the club, for example insurance.
- Identify operating costs as a percentage of turnover.
- Have a monthly outgoing budget with long term or occasional costs incorporated.
- Maintain insurance cover against a range of risks including public, employers, and officer's liability.
- Support capital expenditure and planning.
- Maintain a positive Bank Balance.

25. Targets and key actions

The continuing success of the club requires addressing the needs of its membership, activities, and functions. This Plan is designed to deliver this over its lifetime and beyond. Implementation of the Plan will require the support of all members and other stakeholders. Effective and improved communication with the membership and other stakeholders is identified as a key deliverable to achieve this, we will also develop a robust social event diary. As a result, the Plan will be supported by progress against the following key actions that will be used to ensure and measure progress. (See Club Business Action Plan)

26. Culture Skills and Capabilities

Since 2010 the culture of the club has been gradually changing. Greater use has been made of the expertise and skills of the club members. The whole club has benefited from the strong skill set of a group of committed individuals who have given up significant amounts of time to deliver the progress to date. This group needs to be extended to:

- a) Ensure a wider spread of the workload
- b) Develop the 'team' Succession Plan, especially for the more demanding / significant roles.
- c) There must be a duty of care approach executed by the Chairperson to protect individuals and in turn the club.
- d) Job descriptions need to be adhered to, and the roles of people communicated effectively across the club.

27. Integration

It is important that all the activities of the Club are integrated particularly with the new and existing groups using the grounds and facilities. There is a need and drive for the continuous promotion of a 'One Club' philosophy throughout the multi sports and social activities.

28. Implementation of the Plan

The management of the club, including implementation of the WRFC Business Plan, is undertaken by many members of the club. There are no employed operatives except the Bar Manager, although from time to time it is necessary to seek professional advice (for example architects, and accountants). It is essential to ensure that from year to year the plan can be implemented. The activities will need to be measured against the targets and key performance indicators, so that progress can be measured and reported on with the lessons learned from year to year used to update the Plan. It is essential to ensure that the club remains an efficient and well led organisation and to this end succession planning is a high priority.

29. Code of Ethics

Wednesbury RFC Ltd is committed to a high standard of ethics and business conduct in pursuing its mission and objectives, Codes of Conduct for each role help maintain this. Welfare management is a major function, particularly in relation to the substantial number of children and young people involved in the club activities. A Safeguarding Officer together with a qualified team, are responsible for this function which includes the whole spectrum of safeguarding requirements. These range from DBS checks through to equity and to discipline. The welfare management function is answerable directly to the management committee although in most situations it is dealing with the playing sections.

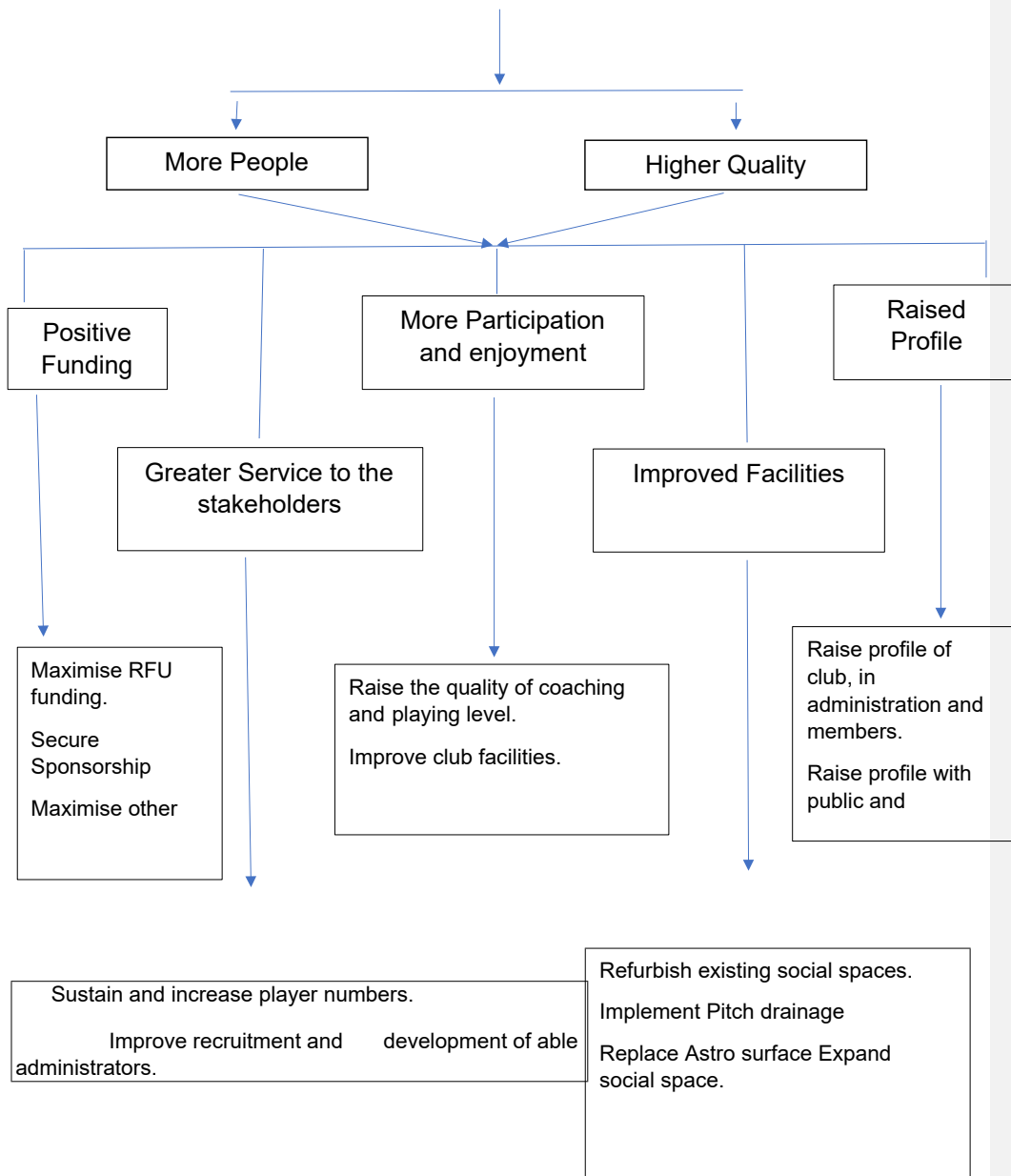
30. Scrutiny and audit

Scrutiny and Audit Group (the Company Directors not in direct management roles at the Club) is responsible for ensuring that WRFC Ltd acts in a proper manner and in line with the member’s wishes and the principles required by the constituent bodies of the various sports and activities in which it is involved. A Club report following the AGM will be given and approved by this group. Annual RFU Club Audit is also submitted.

Objectives and Priorities

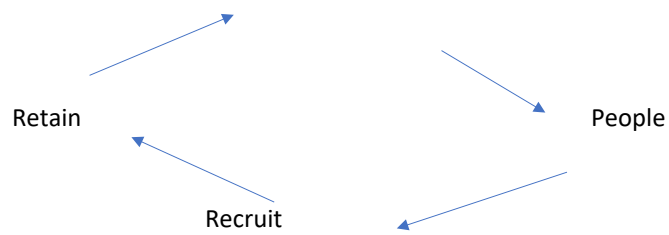
Wednesbury Rugby Club

Leading the development of
Rugby, Sports and Activity in
Wednesbury and surrounding
areas



Community Sport Planning Cycle

Infrastructure



RFU Whole Club Development

People

- Players
- Coaches
- Referees
- Volunteers

Member Services

- Playing and Training
- Social

Member Welfare

- Equity
- Medical
- Safeguarding

Community

- Community links

Club Management

- Finance, Administration and Legal
- Facilities and Equipment

Promotions and Publicity