



Twomeads, Camperdown Road, Salcombe, Devon, TQ8 8AX

2022-2025 Business Development Plan

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1. VISION and MISSION

VISION

'a rugby club located in the heart of the Salcombe providing rugby opportunities and facilities for all the community'

MISSION

To create an environment where rugby can be played and enjoyed by all ages regardless of age, ability or gender. We will strive to continually improve our players, volunteers and facilities to ensure the club is a club of choice, is a fun club to be part of and retains players, attracts new ones and grows its membership.

To create a community club with facilities to benefit all the community, is a safe place for young people to enjoy a sporting environment and a place where older members of the community can meet, share experiences and be part of a community club.

A club that is well managed, looks after members, promotes new ideas and innovation and provides value for money. A club that is connected to local businesses through investment, trading partnerships and sponsorship.

2. EXECUTIVE SUMMARY

All rugby clubs including Salcombe Rugby Football Club (SRFC) have experienced a 'shut down' during the COVID-19 pandemic, with lack of rugby being played, reduced or no income, the lack of business and sponsorship opportunity and many months of inactivity throughout 2020-2021. However, 2022 and beyond is looking much more promising as we move out of the pandemic and start returning to a 'new' normal. This presents the club with a great opportunity to emerge from the shadows of the last 2 years with much promise and positivity, supporting the on field activities with a new 3 year business development plan.

This 3 year business development plan sets out the overall direction of travel and ambition, based on the foundation of being a community club. The club is in the heart of Salcombe in terms of location and its place in the town's history, therefore we should do everything we can to maximise the role of the club within the local community and surrounding area.

Rugby of course is the main focus, however the facilities and location provide an opportunity for SRFC to be a thriving community hub, with other clubs, groups and organisations using the bar, kitchen facilities, available meeting space and grounds for a variety of activities. This approach is not uncommon amongst other rugby clubs and provides greater scope for a growing membership, income and investment in the club.

The club has a proud and long history, located in a town that has a great reputation for being a special place to live, work and visit. A number of local business support the club already and this plan aims to grow the connectivity between local businesses, successful brands and the club to increase local partnerships and relationships. The aim is for these arrangements to ultimately benefit on field activities and support the future of the rugby club for all who use it.

The on-field activities remain the clubs main focus and the investment in a player/coach has made a real difference, with results improving, the players enjoying their rugby with the coaching available to improve individual and the team's performance. Junior and mini rugby is critical to the clubs future, as is the opportunity to have a women's team and encourage girls to join and play. The future of our sport is exciting and we must embrace every opportunity where we can.

This business plan is a road map for the next 3 years with ambition, aspiration and growth at the centre. It will rightly be underpinned by a set of targets, identified benefits and outcomes to ensure the various work streams and activities proposed are kept under review, risks and issues are clearly identified and financial planning is sound. The club committee would be responsible for monitoring and reviewing the priorities and objectives over the life of this plan, ensuring the club remains sustainable and viable, managing any risks.

We will be consulting with other sports clubs and organisations in the town to share this plan, seeking feedback and support going forward with the aim of building relationships and connectivity.

3. STRATEGIC PRIORITIES 2022-2025

- A key priority to enable the club to flourish, becoming a real community rugby club is to ensure financial security. The next 3 years requires a financial plan that provides opportunities for some improvements in the infrastructure and running of the club. Regular and growing support through sponsorship and business partnerships is essential and a plan to grow membership, business investment and sponsorship opportunities is key to provide a club and facilities that are available to the wider community.
- It follows that investment in the club's infrastructure will ensure the club provides good facilities to maximise the playing experience and make the club a good place to play rugby. It should also become a 'base' of choice for other sports clubs and organisations to be associated with and use.
- Provide a coaching set up that maximizes the opportunities for promotion, embeds coaching techniques and practices throughout the club and provides a sustainable group of members in support of coaching.
- Providing new floodlights, fencing and refurbishing the changing rooms will support the overall strategic priorities.
- Updating and refurbishing the bar and kitchen area of the club house to provide improved modern facilities for players, members and visitors that will attract other clubs and organisations to use.
- Increasing the minis and junior section of the club to provide a robust youth section that enables players to grow in preparation for senior rugby.
- Preparing the way and encouraging a women's section and providing the opportunity for younger girls to participate and play.

- To encourage greater diversity in the club including players, the membership and the committee.

4. KEY OBJECTIVES

The key objectives for the Club in the playing of and participation in rugby and the club are:

1. Giving all participants a life-long interest and engagement with rugby, including in the social / friendship benefits.
2. Provision of adequate, clean and modern facilities, maintaining grounds and bar facilities at a good level to ensure safe provision and adherence to statutory legislation.
3. Maintenance of a viable squad for the senior team.
4. The 1st XV achieves promotion over the next 3 years.
5. The aspiration of establishing a regular second XV.
6. Maintenance of an occasional vets side and exiles team.
7. Maintain and develop opportunities for Boxing Day and Easter weekend and extend the events programme to include community events.
8. Successful, well-managed transition of players from youth to senior adult rugby.
9. Explore the development of a women's rugby section and an opportunity for girls to engage with the sport.
10. Provision of facilities for other sports clubs.
11. A safe environment for children & young people to participate in sport.
12. A social centre with a range of events for families.
13. Explore and consider proposals for the potential to employ a bar/general manager in support of the ambition, increased revenue and wider use of the club and facilities.
14. Development of sporting ability in students and affiliation with local schools.
15. Availability of additional playing surfaces and facilities for festivals and other events

5. CLUB VALUES

Salcombe Rugby Football Club supports and embraces the Rugby Football Union club values and asks all players, members, supporters and visitors to respect these:

TEAMWORK - is essential to our sport.

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

RESPECT - forms the basis of our sport.

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

ENJOYMENT - is the reason we play and support rugby union.

We encourage players to enjoy training and playing. We use our sport to adapt 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 because it enhances confidence and self esteem.

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 game. 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.

FAIRNESS in SPORT - is the foundation rugby union is built upon.

We uphold the rugby tradition of camaraderie with team mates 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 well-being and development of individual players is central to all rugby activity.

6. FINANCIAL POSITION AND PLANNING

The club is fortunate to exit the COVID -19 pandemic in a strong financial position thanks to cautious management over the last two years alongside financial support from the local authority and excellent revenue from major club events. Prior to the pandemic bar GP was consistently around 56% and this has now been increased to approximately 65%. Staff costs have more than halved. Rugby related costs and expenditure have remained consistent.

To meet the key objectives of the club in both a sporting and community sense may require input from the clubs reserves. This cannot be to a level that jeopardises the clubs financial security. It is prudent to ensure that ongoing operational changes are not a drain on the clubs resources. The clubs regular commercial operations must continue to operate profitably with any changes monitored to evaluate their impact on the clubs finances.

Special projects that require significant capital may draw upon the clubs reserves. Further improvement of sponsorship and business partnerships will be essential in order to avoid depleting club reserves to an unacceptable level.

The key objectives can all contribute towards the financial security of the club through an increase in player and spectator numbers as well as increased community use. As such they should be viewed as investment opportunities to further increase viability and future proof the club moving forward.

7. GOVERNANCE

The club is managed by a Board of Directors and a General Committee, with a club president and Club Chairman appointed at the AGM by a majority vote. In support of this structure are a number of sub committees such as the bar sub-committee. At the time of writing the governance arrangements are being reviewed to ensure they are best placed to lead the club over the next 3-5 years and emerging from the pandemic.

The club relies heavily on volunteers with a small number of people employed to manage and run the bar. Part of the review of governance will also examine the potential and viability to employ a regular bar/club manager. If such a post was viable it would support the strategic objective of a community club that provides for more than just those playing, enjoying watching and taking part in rugby club activities.

8. CONCLUSION

The next 3 years for the club should be some of the most exciting and promising years as we look to move out of the pandemic, seek further investment and improvements and see results on the field continue to get better. As a club we must take every opportunity to deliver the objectives in this plan, be ambitious and work collectively together, as players, members, committee members, the local community and visitors to achieve our goals.

Salcombe Rugby Club has a proud tradition of being a place where friendships, team members, relationships, proud moments and happy memories thrive, we must do everything we can to continue this.