

WEAVING WARRIORS RUGBY FOOTBALL CLUB

www.weavingwarriorsrfc.uk



CLUB DEVELOPMENT PLAN

2024-2029



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DOCUMENT CONTROL

Version	Author	Revision notes
1.0	L. Pisani	First draft
1.1	L.Pisani	First revision to draft after meeting with Mark Finnis (RFU)



EXECUTIVE SUMMARY

Weaving Warriors Rugby Football Club [“the Club”] has an established reputation in the County (Kent) and the Southeast of England for its rugby at senior level.

The Club has a good membership and has consistently been able to field 2 senior sides in recent seasons, however team consistency and player retention have proved problematic in post-pandemic times. The Club has acknowledged the need to further develop retention policies, in line with ambitions to maintain league status.

The Club has a fledgling youth section from the age of 5 years. The club has recently developed a policy of and formulated approach to youth development, seeking to develop community interest and ‘home grown’ talent. New youth coaches have been appointed with a specific strategic remit to develop the youth policy further over the course of the next five years.

The Club committee has recognised that membership, retention, and youth conversion to senior rugby depends heavily on the opportunities and the facilities that the Club can offer.

The Club settled into tenancy at the The Pavilion, Bicknor Road, Maidstone, ME15 9PS since 2021 and significantly refurbished all areas. The Local Authority Maidstone Borough Council has, in 2023, determined that such facilities are to be redeveloped, with a notice of lease termination delivered to the Club in September 2023. The Club recognises the need to work with the local authority in the best interests of the members and the local community, and to strive to determine a long-term strategy for the establishing, procuring, and running of new clubhouse, changing, training, and playing facilities in the Parkwood area.

This Club Development Plan for the period 2024-2029 seeks to address the approach that the Club intends to take through its ethos, mission and vision, so that key short, medium and long term objectives contained within this plan can be met. These in turn are linked to a series of action plans which will be managed, monitored, and evaluated by the Committee and underpinned by appropriate procedures and policy documents



HISTORY AND CONTEXT OF THE CLUB

The Club has its roots in the Weaving suburb of Maidstone, where the founding members established a social rugby team in 2003, amid the fervour of England's World Cup victory.

Quickly building a reputation as the most sociable rugby team in the local area, the Club attracted significant numbers of early members and were able to field a senior team to play in friendly and social fixtures from around the county. Without a permanent home, the Club sought out opportunities to share pitches and facilities in the local region wherever possible, before opting to settle in the Parkwood area where they were able to take up the lease of "The Pavillion", a local authority owned sports and recreation facility. In need of significant refurbishment after the exit of its previous tenant, the Royal British Legion, the Club set about making the facilities home with significant updating work undertaken by Club members.

The establishment of a permanent home set roots for the club that meant a significant drive towards maturing and stabilising the Club for future playing generations was made possible, which saw membership grow and league status in the Kent County RFU firmly established.

The establishment of a second senior men's team was possible through such sustained membership growth, to be known as Weaving Samurais, with the Club successfully fielding two teams consistently since season 2019/2020.

Looking to the future the Club acknowledged in 2021 that establishing themselves as the community rugby club of choice would be predicated on being able to grow their own talent as well as attract it. To this end the youth initiative, to be known as Weaving Rebels, was established and which caters for children looking to enjoy rugby in a safe, positive and fulfilling environment.

In 2023, in celebrating the Club's 20th year, it was acknowledged by the Club that future growth and maturity would come through the strategic planning of a number of core initiatives that focus on the existing strengths of the Club; namely, the continued establishment of an inclusive, social and well managed rugby club that develops the game for all ages and abilities at the heart of their local community.

In September of the same year, and in culmination of many months of consultation with the local authority, the Club was served notice of the intent to terminate the tenancy held at The Pavillion. This took effect on Monday 25th September 2023, with the Club thereafter seeking temporary playing facilities at Mote Park in Maidstone, with the long-connected pub The Early Bird in Weaving to serve as social hosts. At the time of writing this version of the plan, no long-term playing home for the club has been determined. (see Action Plan section)



AUDIT – SWOT ANALYSIS

The purpose of a SWOT Analysis is to evaluate resources. To compare and contrast the strengths and weaknesses of the club against the external environment i.e., the opportunities and threats so that a coherent set of objectives and strategies can be formulated. The purpose is to build on the strengths, eradicate the weaknesses, and recognise and exploit opportunities and plan for the threats.

Strengths <ul style="list-style-type: none">• Good reputation• Own pitch• Increasing social media presence• Strong social culture• Mixed ability rugby• Burgeoning youth initiative (rebels)	Opportunities <ul style="list-style-type: none">• Potential club house tenancy• Other local clubs having similar problems maintaining numbers• Capitalise on World Cup 2023 fever• Youth development initiatives in community
Weaknesses <ul style="list-style-type: none">• Facilities – club house• Stalling membership numbers• Lack of formal volunteers• Grounds equipment – e.g. lack of fixed floodlights for training• Lack of scrum machine	Threats <ul style="list-style-type: none">• Local competition for players (other teams)• Current economic climate• Limited club assets• Other competing sports• Rugby in schools is not widespread in this part of the country



ETHOS AND VALUES

The Club is committed to fulfilling and upholding the following values and standards:

- Play rugby to enjoy and hopefully win but not at all costs.
- To aspire to be the very best rugby club that we can.
- To promote and enhance other sport users in the Community, especially our Rugby League friends.
- To play as a Club and to foster team spirit across all teams and sports.
- To help all players to achieve their full potential regardless of level or ability.
- To provide the very highest standards of coaching and support that we can.
- To foster an environment based on friendship, trust, transparency, and respect.
- To create ambassadors of the Club and role models for the game of rugby and other sports.
- To promote equal access and opportunity for all.
- To uphold the core values of discipline, teamwork, enjoyment, sportsmanship, and respect.

MISSION AND VISION

The **mission** of Weaving Warriors RFC is to provide an environment that inspires mutual respect, sportsmanship, trust, and a basis for lifelong friendships.

The Club strives to foster a shared sense of club identity across all teams from our youth section (Weaving Rebels) to Seniors. All members will continue to promote the Club and game of rugby throughout the wider community and to provide sport for all, regardless of age, background, race or gender.

The Club aspires to help all players in all activities achieve their full potential, whatever their age, standard or ability and we take pride in our hospitality to officials, visiting teams, their supporters and members of the public.

Our **vision** encapsulates the following:

- To retain the Club amateur status.
- To acquire a long-term clubhouse and improved facilities for members, other sport users and the wider community.
- To strive for promotion, whilst maintaining a good standard of community rugby
- To develop a sound financial base including a healthy financial reserve
- To retain RFU voting status each season



OBJECTIVES

The following objectives have been developed as a result of the SWOT analysis, to underpin the Clubs values and vision for the future. They reflect:

- Short term objectives i.e., immediate action to be taken and by the end of year 1
- Medium term objectives i.e., by the end of year 3
- Long term objectives i.e., by the end of year 5

SHORT TERM OBJECTIVES (YEAR 1)

- Secure a long-term home/clubhouse for the club
- Increase the player base by 20+
- Maintain Kent Rural B status
- Fulfil all fixtures in the league calendar
- Strengthen community engagement and youth development programme
- Increase youth member base by 10+
- Create and implement a coherent social, media and fundraising strategy
- Increase number of Level 2 qualified coaches at club by >1
- Implement a defined sponsorship package
- Upgrade equipment e.g. scrum machine
- Develop a business plan that identifies sustainable club income

MEDIUM TERM OBJECTIVES (3 YEAR PLAN)

- Increase the player base by 50+
- Re-establish 2nd XV team
- Increase youth member base by 30+
- Increase number of Level 2 qualified coaches at club by >3
- Be established in a new, permanent home at the heart of the community

LONG TERM OBJECTIVES (5 YEAR+ PLAN)

- Establish and maintain a 3rd XV team
- Establish and maintain a Ladies team



ACTION PLANNING

The following action plans are developed as part of this Club Development Plan to support the strategic objectives:

- Securing a new Club House
- Communication
- Player Recruitment and Youth Development Plan
- Retention of Players
- Coaches, first aid and Volunteers Plan
- Community Engagement
- Effective and Efficient facilities Plan
- Sponsorship
- Income and Expenditure summary

These Action Plans are underpinned by the following documents*, which are available on the Club website: www.weavingwarriorsrfc.uk

- Codes of Conduct
- Safeguarding Policy
- Disciplinary Procedures
- Grievance Procedure
- Equality Statement

*Please note that over time, we will develop other relevant documents as the need arises.



MONITORING AND EVALUATION

The Club Development Plan is a working document and as such it is important that it undergoes a formal evaluation on an annual basis to reflect key changes and developments.

In conjunction with this, the Plan will also be reviewed on a monthly basis at Committee meetings where it will be a regular agenda item. At this meeting, those who have a direct responsibility for specific Action Plans, will be required to report on progress, so that continual monitoring takes place and to ensure that the Club continues to move forward.

APPENDIX 1 – ACTION PLANS FOR WEAVERING WARRIORS RFC

HISTORY AND APPROVAL

Revision History

Revision date	Previous revision date	Summary of changes	Version
01/09/2023	n/a	First Draft	1.0
27/09/2023	01/09/2023	Updates to action plans following RFU guidance	1.1

Approvals

Name	Title	Organisation	Date of issue	Version
Laurence Pisani	Chairman	Weaving Warriors RFC	5 th October 2023	1.1
Dan Mason	Vice-Chairman	Weaving Warriors RFC	5 th October 2023	1.1
Stephen Quinn	Secretary	Weaving Warriors RFC	5 th October 2023	1.1

Distribution

This document has been distributed to:

Name	Title	Organisation	Date of issue	Version
Mark Finnis	Club Developer	RFU	04/09/2023	1.0
Weaving Warriors Committee	All officers	Weaving Warriors RFC	27/09/2023	1.1



Introduction

This club development plan has been prepared by Laurence Pisani, Chairman, and approved in line with the Club's governance structure.

Purpose

The purpose of this document is to provide a framework under which the club can develop over the next 5 years. The plan is not intended to present a barrier and will be reviewed and updated to reflect actual activity in the club and the environment and wider community around it.

Review

This development plan shall be reviewed as part of the standing agenda for the Club's committee meetings, however as a minimum it shall be reviewed annually and updated to reflect any changes and amendments after the AGM.

Data

The information provided in this document is the property of Weaving Warriors RFC and should not be shared with 3rd parties unless agreed in writing by an authorised officer of Weaving Warriors RFC.

Assumptions

The information in the development plan is based in data available to the club at the time of approval. A number of assumptions have been made to allow the club to project this plan forward 5 years. These assumptions are documented and will be reviewed and updated as part of the club's annual review.



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WEAVING WARRIORS RFC

Headlines from the Annual Plan

In support of our members and partners, over the course of the next 60 months our priorities are:

1. Governance
2. Communication
3. Resources/Staff/Volunteers
4. Player recruitment (whole club)
5. Player retention (whole club)
6. Coach and Referee recruit, retain, develop.
7. First Aiders recruit, retain, develop.
8. Volunteer co-ordination
9. Community engagement – integration with the local community and external partners
10. Facilities
11. Ground/Pitches
12. Events
13. Sponsorship

Sign off

Chairman: Laurence Pisani

Secretary: Stephen Quinn



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Performance Issues
Key Drivers
<ol style="list-style-type: none"> 1. Securing a long term clubhouse 2. Governance – continued structured effective and efficient management with clear roles and responsibilities. 3. Effective multi-media approach, with clear and timely communication to members and other interested parties. 4. Recruit and retain appropriate levels of resource and staff at key times. 5. Recruit and retain players across the whole club. 6. Recruit and retain coaches and referees across the whole club. 7. Recruit and retain first-aiders. 8. Establish and co-ordinate a list of volunteers across the whole club 9. Integration with the local community and 3rd parties 10. Effective, multi-use, fit-for-purpose grounds and pitches. 11. Provide a calendar of annual and special events 12. Drive income via a consolidated package of sponsorship opportunities

WEAVING WARRIORS RFC			
Key people			
President	James Oakley	Youth Secretary	Keith Mewes
Chairman	Laurence Pisani	Youth Ambassador	Nick Krauspe
Vice-Chairman	Dan Mason		
Honorary Treasurer	Danny Bastone	Club Captain	Max Charles
Secretary	Stephen Quinn	Senior Team Captain	Stephen McSwiney
Fixtures Secretary	Michael Hick		
Social Secretary	Laurence Pisani		
Sponsorship Secretary	Sarah Rankine		
Facilities Manager	Max Charles		



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RFU Staff Connections

Club Developer	Community Rugby Coach(es)	RFU Development Officer	Area Training Officer
Mark Finnis			

Partners

Significant sponsors	Local authority	County affiliation	Premiership affiliation
Weaving Development Magpie Taxation Darcelle Flooring Melita Consulting Peak Lofts Road Rail Plant	Maidstone BC	Kent County RFU	Saracens



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WEAVING WARRIORS RFC			
Baseline Data			
Adult Male Players	65	Adult Female Players	0
Youth Male Members	11	Youth Female Members	6

Coaches	
England Rugby Coaching Award	
England Rugby Advanced Coaching Award	
Kids First Tag Rugby	
Kids First Contact Rugby	

Other	
Active Referees (EERA)	1
Other volunteers	5
... of which First Aid trained	2



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WEAVING WARRIORS RFC							
Securing a long-term clubhouse							
Strategic Plan Objective	Action/Project	Performance Indicator	Lead Person	Budget	Funding Source	RAG Status	Review/Monitoring
Engage MBC	Understand: MBC requirements for club entity to run new facilities. MBC plans for order of works at Parkwood. MBC appetite for temporary facilities on site in interim	Clear understanding of MBC				In Progress	
Secure club entity/status	Determine and set up appropriate club entities to support tender process for new clubhouse					Not Started	
Submit tender to MBC for new clubhouse	Complete and submit the appropriate tender for the new clubhouse arrangement in a timely fashion					Not Started	
Ensure appropriate	Based on the clubhouse setup, and how it is to be run,	The club is fully insured and indemnified against all risks/categories	Stephen Quinn			Not Started	



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insurance is in place	ensure that we have the appropriate insurances in place						
				Total	£0.00		

RAG Status
Complete
In Progress
Not Started
Blocked



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WEAVING WARRIORS RFC							
Effective and Efficient Governance							
Strategic Plan Objective	Action/Project	Performance Indicator	Lead Person	Budget	Funding Source	RAG Status	Review/Monitoring
Support of Management committee and Sub Committees	To implement a suitable business model to maintain and improve the management activities of all aspect in the day to day running of club	By end of Year 1 to have functioning and effective management committee supported by relevant sub committees	Laurence Pisani	None		In Progress	AGM review
Governance structure	To implement a suitable business model to maintain and improve the management activities of all aspect in the day to day running of club	Each role provides an update at committee meetings, keeps records, and submits a report for the AGM	Laurence Pisani	None		In Progress	AGM review
Role description	Each role to have a role description with key tasks, responsibilities.	Each role delivers against agreed actions, tasks and is held accountable	Laurence Pisani	None		In Progress	Annual review and on admission of new committee members



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Sign up for “ Club Matters ” (Sport England)	Sign up for “Club Matters” initiative		Stephen Quinn	None		Not Started	
Overhaul membership	Design and deliver a considered membership structure to support future growth and diversification	An updated membership package in place and published	Laurence Pisani	None		In Progress	Monthly
Obtain/Maintain RFU voting status year on year	Confirm current voting status is in place and determine a plan based on minimum requirements to maintain it year on year	Voting status confirmed each season	Stephen Quinn	None		In Progress	Annual
Total				£0.00			



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WEAVING WARRIORS RFC							
Effective communication approach							
Strategic Plan Objective	Action/Project	Performance Indicator	Lead Person	Budget	Funding Source	RAG Status	Review/Monitoring
Improve effective communication with all membership	Facilitate the running of a single club website, fully updated as required, including a committee board which shows a list of Club Officers, responsibilities and contact details	Monthly review of required updates	Laurence Pisani	£0.00	Sponsorship from Melita Consulting Limited to build and host website	In Progress	Monthly
Effective social media campaigns	Deliver a consistent social media presence that keeps members and wider audience informed through interactive content	Increased social media engagement	Laurence Pisani			In Progress	Monthly
Notice Board	Regularly updated club notice board	TBD	TBD			Blocked by clubhouse situation	Monthly
Committee Board	A committee board which shows a list of Club Officers, contact details and copy of last month's Minutes	A committee board up on the wall. Contact details on the website	TBD			Blocked by clubhouse situation	Annually
Mailing List	Club requirement of a single accurate and	Bimonthly emails to be sent to	TBD			Not Started	Bimonthly



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	regularly updated mailing list for the entire membership including past and expat membership.	members on activities, events and news of the club					
Community communications	Establish a communication process to ensure the local community are informed of key club activities	Liaising with MBC and local residents and community groups on events and activities	TBD			Not Started	TBD
Total				£0.00			



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WEAVING WARRIORS RFC							
Recruiting and retaining effective levels of resource							
Strategic Plan Objective	Action/Project	Performance Indicator	Lead Person	Budget	Funding Source	RAG Status	Review/Monitoring
Coaches	Maintain a level of contingency in our coaching staff to reduce bottlenecks and create succession	A number of Level 2 trained coaches available to support Head Coach	James Oakley	TBD	TBD	In Progress	Monthly
Physio	Seek a club physio to facilitate training and match day physio and massage sessions	Less injuries, fitter and stronger players	TBD			Not Started	TBD
Bar staff	Maintain a list of key bar trained staff and volunteers to facilitate match day and planned events		TBD			Blocked by clubhouse situation	TBD
Match day catering staff	Maintain a list of key catering/hospitality staff and volunteers to facilitate match day and planned events		TBD			Blocked by clubhouse situation	TBD
Total				£0.00			



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Recruitment of Players							
Strategic Plan Objective	Action/Project	Performance Indicator	Lead Person	Budget	Funding Source	RAG Status	Review/Monitoring
Set up a task group to manage all recruitment initiative	Seek volunteers to operate as player recruitment task group	Membership sub-committee of at least 3 people in place	Max Charles			Not Started	TBD
College/University initiative	Liaise with local colleges and universities to introduce potential members	Increased number in younger players (18+) joining the Club	Max Charles			Not Started	TBD
Club Buddy Scheme	Club members to introduce new "Players" to the club. Club will offer rebated or part rebated membership to recommending member on successful introduction (or other incentive)	By year 2 to sustain 2 competitive senior sides	Max Charles			Not Started	TBD
Social Members	Introduce concept of social membership to increase reach	Have clear definition and uptake of social membership by	Max Charles			Not Started	TBD



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		year 3 (dependent on clubhouse action plan)					
Introduce Ladies Program	Implement a Ladies team through targeted campaign and player recruitment	Have a competitive Ladies team in place, regular training and playing by year 5+ (stretch objective)	TBD			Not Started	TBD
Club Twinning	Enter into a twinning arrangement with an international club to increase profile and cross-pollenate our player attraction policies	Twinning arrangement in place by end of Year 1 with player initiatives identified	Laurence Pisani			In Progress	Monthly
Total				£0.00			



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Retention of Players							
Strategic Plan Objective	Action/Project	Performance Indicator	Lead Person	Budget	Funding Source	RAG Status	Review/Monitoring
Best Practice	If players leave, understand why	Contact with leaving players to discuss reasons. Complete standard "exit interview" form	Max Charles			Not Started	TBD
Coach Education and Development	Increase number of qualified Level 2 coaches. Host an annual development program to include e.g. Rugby Ready	More coaches qualified to support the activities of the Head Coach. All coaches to have at least level 2 in 3 years and all junior coaches to have level 2 in 5 years. Higher quality of technical and tactical delivery to players. More enjoyment	James Oakley			In Progress	Monthly
Total				£0.00			



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Recruiting and retaining coaches, volunteers and referees							
Strategic Plan Objective	Action/Project	Performance Indicator	Lead Person	Budget	Funding Source	RAG Status	Review/Monitoring
Recruit coaches	Identify and mentor new coaches including CPD	Year 1 - 1 extra coach Year 3 - 3 extra Coaches Year 5 - 5 extra Coaches. All coaches to have Level 2 qualification in 3 years and at least 1 junior age group coach to have Level 2 in five years	James Oakley			In Progress	Monthly
Referee recruitment	Provide referee courses and opportunities for volunteers	Year 5 – further 2 referees associated with the club	TBD			Not Started	TBD
Total				£0.00			



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Retaining suitable Welfare and First Aid skills							
Strategic Plan Objective	Action/Project	Performance Indicator	Lead Person	Budget	Funding Source	RAG Status	Review/Monitoring
Maintain First Aid List	Implement a list of qualified first aiders and ensure coverage at all Club events	Year 3 – 5 qualified first aiders	TBD			Not Started	TBD
Ensure all first aiders are trained and kept up to date	Regular review of skills/certificate currency	Consistently trained and certificated first aider cohort	TBD			Not Started	TBD
Implement Mental Health ambassador	Ensure that Mental Health is covered by our approach to player wellbeing and first aid	Year 3 - A club Mental Health Ambassador is in place and defining suitable initiatives e.g. Looseheadz partnership	Laurence Pisani			Not Started	TBD
Total				£0.00			



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Volunteer co-ordination							
Strategic Plan Objective	Action/Project	Performance Indicator	Lead Person	Budget	Funding Source	RAG Status	Review/Monitoring
Identify a volunteer co-ordinator	Identify a club member who is known throughout the entire club who is able to engage and attract volunteers to support all club projects	Year 1 – to have a Volunteer Co-ordinator in place and operational	TBD			Not Started	TBD
Volunteer Recruitment	Recruit active volunteers in particular positions including establishing skillsets of existing members	Year 5 – to have ~25 active volunteers	TBD			Not Started	TBD
Community Engagement	Liaise with local Sports Development Officer to increase community activity and reach		TBD			Not Started	TBD
Total				£0.00			



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Driving Community Engagement							
Strategic Plan Objective	Action/Project	Performance Indicator	Lead Person	Budget	Funding Source	RAG Status	Review/Monitoring
Produce a comprehensive list of contacts of partners who can assist the club with its projects	Obtain and maintain contact details for MBC, Kent RFU, RFU, local schools and colleges etc	Year 3 – to have excellent relationships and regular contact with key partners	TBD			In Progress	TBD
Establish links and cordial relationships with other sports groups in the area	<this could be a line per club)		TBD			Not Started	TBD
Working with local community in use of club facilities			TBD			Dependent on clubhouse situation	TBD
A consistent and good relationship with RFU	Regular contact with Club Developer	More information reaching the club and community of club activities	Laurence Pisani			In Progress	TBD
Total				£0.00			



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Effective and efficient facilities							
Strategic Plan Objective	Action/Project	Performance Indicator	Lead Person	Budget	Funding Source	RAG Status	Review/Monitoring
Obtain a new, long-term clubhouse for the club	See separate action plan						
Pitch(es)	TBD	TBD	TBD			TBD	TBD
Floodlights	TBD	TBD	TBD			TBD	TBD
Pads and Bags	TBD	TBD	TBD			TBD	TBD
Matchday flags and post pads	TBD	TBD	TBD			TBD	TBD
First Aid Kit	TBD	TBD	TBD			TBD	TBD
Rugby Balls	TBD	TBD	TBD			TBD	TBD
Sleds and other training aids	TBD	TBD	TBD			TBD	TBD
Water bottles	TBD	TBD	TBD			TBD	TBD
Matchday sideline facilities e.g. seats, gazebo etc	TBD	TBD	TBD			TBD	TBD
Total				£0.00			



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Maintaining a calendar of annual, ad-hoc, and special events							
Strategic Plan Objective	Action/Project	Performance Indicator	Lead Person	Budget	Funding Source	RAG Status	Review/Monitoring
AGM			Laurence Pisani			In Progress	Annual
Members Party (in season)			Laurence Pisani			In Progress	Annual
End of Season Awards			Laurence Pisani James Oakley			In Progress	Annual
World Cup Watch Parties			Laurence Pisani			In Progress	Every 4 years
Six Nations Watch Parties	Good attendance at the clubhouse	Bar takings increase	Laurence Pisani			In Progress	Annual
Curry Night	Monthly curry night held	Good member attendance	Laurence Pisani			In Progress	Monthly
Charity Auction	Bi-annual auction held	Funds raised	Laurence Pisani			Not Started	Bi-annual
Quiz Night	Quarterly quiz night held	Funds raised	Laurence Pisani			Not Started	Quarterly
Maintain social network within club in period without clubhouse	Maintain and socialise a list of club events to take place for all members	Continued good social gathering numbers	Laurence Pisani			In Progress	Monthly
Total				£0.00			



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Sponsorship packages and initiatives							
Strategic Plan Objective	Action/Project	Performance Indicator	Lead Person	Budget	Funding Source	RAG Status	Review/Monitoring
Detailed sponsorship packs are made available	Details of all sponsorship options to be drawn together in digestible format and disseminated for use through all members	Sponsorship options understood and members considering their networks	Sarah Rankine			In Progress	Monthly
Sponsorship campaign	Targeted campaign to attract specific local business interest	Year 3 – to have 2 new local business on our sponsor roster	Sarah Rankine			In Progress	Monthly
Total				£0.00			



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INCOME SUMMARY

To be published separately