



WIGAN ST. PATRICKS ARLFC

CLUB DEVELOPMENT PLAN

2023 to 2027



ACTION PLANS

Contents

	Page
Our Strategies and Objectives	3
Action Plan One: Player Development	9
Action Plan Two: Playing Facilities	15
Action Plan Three: Training Facilities	19
Action Plan Four: Changing Room Facilities	25
Action Plan Five: Matchday Experience	29
Action Plan Six: Function and Conference Facilities	39
Action Plan Seven: Community Facility	45
Action Plan Eight: Financial Management and Performance	53
Action Plan Nine: Administration and Volunteer Support	67
Action Plan Ten: Internal and External Relationships	75

Our Strategies and Objectives

In defining our strategic position within our Club Development Plan, we have established:

- our key achievements over recent years
- our mission, vision and values
- our competitive advantage in comparison with other community clubs
- our financial performance and primary funding sources
- our customers' (primarily players' and members') and our community's views of the Club
- a strategic analysis of our strengths, weaknesses, opportunities and threats
- the priority actions arising from our strategic analysis

We have also identified our fulfilment of the following principles as building the way forward towards achieving our vision of becoming recognised as the best community rugby league club in the country, both on and off the field, and to maintaining our position as the first choice for people in our local community:

- All players have the opportunity to develop to their full potential and optimal playing level
- Excellent playing facilities for all of the Club's teams
- Excellent and cost effective training facilities for all of the Club's teams
- Excellent and appropriate changing room facilities for each of the Club's teams, of all ages, both male and female, and for opposition teams and match officials
- Tremendous matchday experience for all players and spectators
- Excellent function and conference facilities
- An excellent community facility
- Excellent financial management and performance

- Excellent administration and volunteer support throughout the Club, supported by robust practices, policies and procedures, with appropriate quality accreditation at all levels
- Excellent relationships both within the Club and with governing bodies, leagues, suppliers, sponsors, the local authority, local schools and the local community

Longer-Term Objectives

The strategic objectives identified below, framed specifically upon our priorities as a community rugby league club, are those actions that we consider will enable the Club to move significantly forward towards the achievement of each of the above principles within the lifetime of this Plan:

- **All players have the opportunity to develop to their full potential and optimal playing level**
 - Effective recruitment, development and retention of players
 - Excellent coaching at all levels within the Club
 - Effective recruitment and retention of Club coaches
 - Continuous development of the Club's coaches
- **Excellent playing facilities for all of the Club's teams**
 - A high grade, defined pitch maintenance and improvement programme that ensures that the Club's playing fields are maintained at least to National Conference League and RFL standards
 - A high grade floodlight maintenance programme
- **Excellent and cost effective training facilities for all of the Club's teams**
 - Suitable, cost effective Winter training facilities for each of the Club's teams
 - Suitable, cost effective and appropriate indoor training facilities for each of the Club's teams
 - A high grade, floodlit all-weather training facility, secured by fencing

- **Excellent and appropriate changing room facilities for each of the Club's teams, of all ages, both male and female, and for opposition teams and match officials**
 - Clean and well maintained changing room facilities for each of the Club's teams and for opposition teams and match officials
 - Clean and well maintained shower and washing facilities within the Club's changing rooms for all players and for match officials
 - Separate and appropriate changing room provision for the Club's female and younger junior teams
- **Tremendous matchday experience for all players and spectators**
 - Excellent pre-match, during the match and post-match communication with spectators and potential spectators
 - Junior or Masters game to be played as a curtain raiser for each First Team game
 - Excellent First Aid facilities for players and spectators during games
 - Excellent post-match injury treatment facilities and expertise for players
 - Excellent matchday programme, available in adequate numbers
 - Excellent refreshment facilities for spectators, both during and after the game
 - Excellent post-match catering facilities for all teams and for match officials
 - Excellent after-match entertainment facilities for both players and spectators



- **Excellent function and conference facilities**

- Excellent IT and WiFi facilities
- Good standard of suitably sized tables and chairs
- Efficient electricity supply, with sufficient sockets for microphones, projectors, disco equipment, lights, etc
- Excellent catering facilities
- Excellent bar service and range of drinks
- Good standard of decoration and table dressing for functions

- **An excellent community facility**

- Make best use of the Club's playing fields and Clubhouse as a community asset for community functions and events at all times of the year
- Become more of a community sports club, providing multiple sports and community projects and activities
- Establish use of the Clubhouse as a community facility for meetings, special events, adult education classes, health awareness sessions, coffee mornings, art sessions, fitness classes, support and advice sessions and other social activities during the afternoons and evenings

- **Excellent financial management and performance**

- Adequate and effective funding for the Club's development plans
- Excellent and effective fundraising activities and capabilities
- Effective marketing of the Club's facilities and membership packages
- Efficient and effective events management within the Club
- Effective accounting and auditing of the Club's financial transactions and accounts
- Effective budget setting and budget management to facilitate the Club's financial planning
- Effective and robust financial procedures and controls within the Club

- **Excellent administration and volunteer support throughout the Club, supported by robust practices, policies and procedures, with appropriate quality accreditation at all levels**

- Established and robust Club practices, policies and procedures which are up-to-date both with current requirements and best practice
- All Club volunteers are trained and developed to appropriate RFL standards

- All Club volunteers are DBS checked and cleared to create a safe environment for children and young people
- Accreditation to the RFL's Club Accreditation Standard, or equivalent
- **Excellent relationships both within the Club and with governing bodies, leagues, suppliers, sponsors, the local authority, local schools and the local community**
 - A positive, supportive and welcoming culture and environment within the Club
 - Effective and robust communications
 - A strong presence on social media
 - Strong relationship with Club members
 - High level of member satisfaction
 - Strong bond with the local community
 - Close working relationships with local service providers, such as schools, youth services, support groups, the Over 50s Forum and local community groups
 - Work with local schools, alongside local sporting foundations and the local community, to increase participation in rugby league and to draw young people into regular physical activity
 - Strong relationship with Club sponsors
 - Strong and effective supplier relationships
 - Positive relationship with the local authority and with local Ward Councillors
 - Positive relationships with the RFL, the leagues to which the Club is affiliated and with professional and other community clubs

Immediate or Short-Term Actions

Those actions achievable within the next 1 to 3 years to give life to each of the above longer-term objectives form short-term "SMART" (specific, measurable, achievable, realistic and time-focused) goals or performance targets which directly support the fulfilment of our long term priorities. Each has been categorised under the following priority headings:

- **Priority One:** those matters which are of pressing urgency or importance, are continuous and ongoing, or which would give the Club a big boost towards the achievement of our objectives and are achievable within the next 6 to 12 months.

- **Priority Two:** actions which are still of importance but which are either not achievable within the above timescale or are not as important to the Club as the Priority One items and so can not justify the expense of scarce resources at this time.
- **Priority Three:** those developments which are not of pressing urgency or which are not essential in the immediate or short-term but which will perhaps present the final touches towards the achievement of our vision if resources allow.

Action Plans and performance measures have been developed for each of these short-term actions so as to monitor progress and to ensure that they continue to be relevant and achievable and support our longer-term objectives. Each Action Plan is shown below and sets out who has lead responsibility for each item, the steps necessary to achieve it, the resources required, the estimated cost and start and end dates for its completion. Progress against each Action Plan will be monitored by the Club Committee and considered in detail on a monthly basis.





ACTION PLAN ONE:

PLAYER DEVELOPMENT





ACTION PLAN ONE: PLAYER DEVELOPMENT

Strategy:		All Players have the Opportunity to Develop to their full Potential and Optimal Playing Level						
Objectives:		• Effective recruitment, development and retention of players • Excellent coaching at all levels within the Club • Effective recruitment and retention of Club coaches • Continuous development of the Club's coaches						
Action Plan								
Objective:		Effective recruitment, development and retention of players						
Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Ensure that we retain teams at every age group within the Club to secure the long term sustainability of the Club	• Active and effective player recruitment by consistent social media advertising • Link with Wigan Warriors Development Officers to publicise all vacancies through player camps, etc.	• Team Head Coach • Jo Trumble, Club Junior Secretary	Immediate	Ongoing and continuous		• Social media template • Links with and input from Wigan Warriors Development Officers	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Further develop female involvement within the Club and maximise female playing opportunities	- We have Girls' teams established at the Under 12s, Under 14s and Under 16s age groups, who are playing competitively - Active and effective player recruitment and retention at all levels - Link with Wigan Warriors to redirect players not required by Wigan Warriors to Wigan St Patricks - Link with Aspull Emus Rugby Union club to provide consistent playing and training opportunities for our women and girls throughout the Winter months	- Team Head Coach - Team Manager - Jo Trumble, Club Junior Secretary	Ongoing and continuous	Ongoing and continuous		- Social media template - Liaison with Wigan Warriors to redirect players to Wigan St Patricks from Wigan Warriors - Link with Aspull Emus Rugby Union club to provide playing and training opportunities throughout the Winter months	Nil
1	Increase the skills levels of the Club's players by encouraging their attendance at training courses and coaching camps delivered by, or in conjunction with, the Club	- Appropriate publicity circulated to parents/carers and players - Team Managers and Team Head Coaches to liaise with parents/ carers to encourage player attendance - Consistent social media advertising	- Club Committee - Team Managers - Team Head Coaches - Players' parents, guardians or carers	July in each year	Ongoing		- Social media platform - WhatsApp facility - WhatsApp groups - Spond facility	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
2	Establish a mechanism to encourage significant numbers of new players into the Club, targeting children and adults, both male and female, to increase the numbers participating in rugby league	- Social media publicity - Local media publicity - Cross-code relationship with local Rugby Union clubs	- Club Committee - Team Managers - Team Coaches	Ongoing and continuous	Ongoing and continuous		- Social media platform - Links with local media - Links with local Rugby Union clubs	Nil
Objective: Excellent coaching at all levels within the Club Effective recruitment and retention of Club coaches Continuous development of the Club's coaches								
Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Appoint only qualified coaches to Head Coach positions within the Club	- Ensure that all Head Coaches hold appropriate qualifications - Already established within the Club	- Jo Trumble, Club Junior Secretary - Club Committee	Ongoing and continuous	Ongoing and continuous		- Database of qualifications held by the Club's coaches - Adequate funding should Club assistance be required for appropriate qualification courses	None, further to the costs stated below
1	Facilitate and support the Club's coaches in achieving appropriate levels of qualification and accreditation to the RFL's required coaching standards	- The Club already supports and pays for our Coaches' initial qualifications, as required - Circulate details of appropriate coaching courses as these arise	- Jo Trumble, Club Junior Secretary - Club Committee	Ongoing and continuous	Ongoing and continuous		- Adequate funding for Club assistance towards appropriate qualification courses - Social media platform for publicity purposes - WhatsApp groups - Spond facility	Currently £220 for each course attendance

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Facilitate and establish a continuous training programme for each of the Club's coaches to provide unified and cohesive coach development throughout the Club	- Encourage attendance at Wigan Warriors Community Foundation Coach Development sessions - Establish appropriate internal programme within the Club	Jo Trumble, Club Junior Secretary	- Ongoing and continuous - End of 2023 season in preparation for 2024 season	- Ongoing and continuous - Continuous		- No direct Club resources required - Database of qualifications held by the Club's coaches - Social media platform for publicity purposes - WhatsApp groups - Coaching equipment and personnel already in place	Nil
1	Initiate the video recording of matches as a training aid to facilitate match analysis and support player development	- Open Age video analysis facility already in place - Analysis software already purchased by the Club and available to Club teams	Club Committee for approval	- Ongoing and continuous - As and when requested for Junior teams	Ongoing and continuous		- Video analysis software - Video equipment - Appropriate elevation for video recording - Adequate funding for software, updates and equipment	Funding and maintenance cost of ongoing analysis software subscription



ACTION PLAN TWO: PLAYING FACILITIES





ACTION PLAN TWO: PLAYING FACILITIES

Strategy:		Excellent Playing Facilities for All of the Club's Teams						
Objectives:		- A high grade, defined pitch maintenance and improvement programme that ensures that the Club's playing fields are maintained at least to National Conference League and RFL standards - A high grade floodlight maintenance programme						
Action Plan								
Objective:		A high grade, defined pitch maintenance and improvement programme that ensures that the Club's playing fields are maintained at least to National Conference League and RFL standards						
Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%)	Resources Required:	Cost:
1	Establish and maintain a continuous, effective and cost effective pitch maintenance programme with specialist contractors	Already established with specialist Grounds Maintenance contractors, with monthly visits to include grass cutting, pitch marking, draining, weeding, grass feed and vertidrain services	Cath Taylor, Club Chairperson	Ongoing and continuous	Continuous		- Adequate funding (current cost £412 each month) - All other necessary equipment provided by contractor	Currently £4,944 annually

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Erect a suitable lightweight fence and netting at all appropriate boundaries to the Club site to ensure that match and training balls are contained within the confines of the site	- Obtain necessary and appropriate planning consent - Hire of appropriate equipment (Cherry Picker)	Club Committee	January, 2024	January, 2025		- Funding for necessary planning application - Hire of appropriate equipment (Cherry Picker) to enable fencing to be erected - Appropriate volunteer assistance	- Equipment cost (£1,000 approx) - Cost of necessary planning application (£500 approx)

Objective: A high grade floodlight maintenance programme								
Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
2	Establish and maintain a continuous, effective and cost effective floodlight maintenance programme with specialist contractors	Already established with a specialist sports floodlighting company, providing an efficient maintenance, repair and improvement service to our floodlights and outdoor lighting	Club Manager	Ongoing and continuous	Ongoing		Adequate funding for contractors' costs, supplies and equipment	Variable according to requirements



ACTION PLAN THREE: TRAINING FACILITIES





ACTION PLAN THREE: TRAINING FACILITIES

Strategy:		Excellent and Cost Effective Training Facilities for All of the Club's Teams						
Objectives:		- Suitable, cost effective Winter training facilities for each of the Club's teams - Suitable, cost effective and appropriate indoor training facilities for each of the Club's teams - A high grade, floodlit all-weather training facility, secured by fencing						
Action Plan								
Objective:		Suitable, cost effective Winter training facilities for each of the Club's teams Suitable, cost effective and appropriate indoor training facilities for each of the Club's teams						
Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Ensure that each of the Club's teams has suitable, appropriate and cost effective arrangements for Winter and indoor training	- Liaison between Team Managers, the Club's Junior Secretary or Open Age Team Manager (as appropriate) and the Club Finance Officer - Each team to make suitable arrangements appropriate to its own players	- Team Managers - Jo Trumble, Club Junior Secretary - Joe Charnock, Open Age Team Manager - Gill Rickard, Club Finance Officer	End of 2023 season	Ongoing year on year		- Each team to pay towards the cost of necessary external facility hire - Financial contribution from the Club towards the cost of approved external training facilities	- Variable for each team according to requirements £2,400 Club contribution in each year

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
		(...continued) The Club to contribute towards the cost of approved external training facilities from January in each year, with additional provision prior to this for those teams having competitive games in January, particularly in National or Challenge Cup competitions						
1	Design, construct, fit out and equip a new on-site Gymnasium facility for use by players, coaches, Club members and the community	- Container gym recently installed on-site by the Club. - Further provision to be considered if initial implementation is successful	- Club Committee - Open Age Coaches - Northern Container Gyms	Ongoing	Ongoing and continuous		- None, as the gym is solar powered - Ongoing maintenance and cleaning	£6,495, fully funded by RLWC2021 Capital Grant - Costs of possible further provision
1	Develop the mini pitch on the Club site for use as a training area for the Club's junior teams	- Already established - Ongoing maintenance of the mini pitch by specialist Grounds Maintenance contractors as part of the Club's pitch maintenance programme	Jo Trumble, Club Junior Secretary	Ongoing and continuous	Ongoing and continuous		No further resources required at present	Already included within the Club's specialist Grounds Maintenance contract
1	Initiate a regular stocktake and review of the Club's training and matchday equipment and facilities	Regular stocktake already established and conducted on a quarterly basis	Jo Trumble, Club Junior Secretary	Ongoing and continuous	Ongoing and continuous		- Time and input from the Club's Junior Secretary - Equipment tracker record	Nil

Objective: A high grade, floodlit all-weather training facility, secured by fencing								
Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Upgrade the Club's current all-weather training area to a suitable training facility, secured by fencing	• Appropriate resurfacing of the all-weather training area • Re-establish secure perimeter fencing to the all-weather training area • Upgrade current floodlighting as necessary to the all-weather training area • Complete and implement a Development Priority Proposal setting out the description and purpose of the project, the method for delivery, performance measures, the projected outcome and costings and funding	• Club Committee	End of 2023 season	End of 2025 season. Ongoing use thereafter		• Appropriate finance to fund resurfacing works, upgraded fencing and appropriate floodlighting	• To be established once appropriate resurfacing materials have been identified • To be established regarding fencing materials and installation • Estimate of £2,500 to £4,000 for upgraded floodlighting
2	Open the Club's facilities to increased community use which can attract grant funding and more lucrative sponsorship arrangements not currently available to the Club	• Dependent upon necessary improvements being achieved to current facilities • Appropriate partnership contribution towards use and improvement of current facilities • Already entered on Wigan Council's select list of approved providers for course venues, etc • Extend availability of the facility to local schools for sporting and other events	• Club Committee	End of 2023 season	Continuous from end of 2023 season		• Liaise with Wigan Council's Healthy Routes team to set up and arrange community access programmes	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
		(...continued) Explore community demand for use of the facilities for appropriate community activities (including, for example, walking football, walking rugby, etc)						
3	Upgrade the Club site to integrate and establish an appropriate synthetic training and playing facility	- Identify and access adequate grant funding and commercial investment - Identify and obtain appropriate costings - Obtain all necessary planning and landlord's consents - Establish an appropriate management and staffing structure to manage the facility	Club Committee	Under review, subject to adequate finance becoming available	Under review, subject to adequate finance becoming available		- Adequate and appropriate finance, funding and investment - Appropriate management and staffing structure for effective management of the facility	Costings for synthetic pitch installation, including ancillary facilities and upgraded floodlighting, to be established once the necessary finance becomes available



ACTION PLAN

FOUR:

CHANGING ROOM

FACILITIES





ACTION PLAN FOUR: CHANGING ROOM FACILITIES

Strategy: Excellent and Appropriate Changing Room Facilities for Each of the Club's Teams, of All Ages, both Male and Female, and for Opposition Teams and Match Officials								
Objectives: • Clean and well maintained changing room facilities for each of the Club's teams and for opposition teams and match officials • Clean and well maintained shower and washing facilities within the Club's changing rooms for all players and for match officials • Separate and appropriate changing room provision for the Club's female and younger junior teams								
Action Plan								
Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%)	Resources Required:	Cost:
1	Establish a regular, defined and effective cleaning and maintenance programme for the Club's changing room facilities, including its shower, washing and toilet facilities	• Already established within the Club • Employment of Facilities and Maintenance Officer for deep cleaning and maintenance purposes • Annual maintenance contracts for boiler, showers and water supply already in place	• Cath Jones, Club Manager • Craig Mulqueeny, Facilities and Maintenance Officer	Ongoing and continuous	Continuous		• Adequate funding for cleaning services and cleaning materials • Adequate funding for maintenance contracts	• Cost of cleaning supplies • Cost of maintenance contracts

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Establish appropriate modular changing facilities for the Club's younger and female players	- Identify cost and funding for appropriate modular changing facilities - Obtain necessary and appropriate planning consent	Club Committee	May, 2023	January, 2025		- Expertise in grant funding applications - Funding for necessary purchase and fitting out - Funding for necessary planning application - Time	- Cost of necessary planning application - Cost of modular facilities to be established
2	Upgrade the changing room facilities on the Club site, particularly the allocation for female and younger players, to enable all players to have access to more suitable and adequate facilities and enable the hosting of multiple games and of male and female games at the same time	- Home changing rooms have recently been upgraded - Allocation of appropriate male and female accommodation already established by managing matchdays and kick-off times	- Cath Jones, Club Manager - Jo Trumble, Club Junior Secretary - Joe Charnock, Club Fundraising Officer - Club Committee	Ongoing and continuous	Continuous		- Funding for identified and necessary upgrade works - Contribution of materials by local businesses	- Cost of necessary materials, equipment and signage - Ongoing costs



ACTION PLAN FIVE: MATCHDAY EXPERIENCE





ACTION PLAN FIVE: MATCHDAY EXPERIENCE

Strategy:	Tremendous Matchday Experience for All Players and Spectators
Objectives:	• Excellent pre-match, during the match and post-match communication with spectators and potential spectators • Junior or Masters game to be played as a curtain raiser for each First Team game • Excellent First Aid facilities for players and spectators during games • Excellent post-match injury treatment facilities and expertise for players • Excellent matchday programme, available in adequate numbers • Excellent refreshment facilities for spectators, both during and after the game • Excellent post-match catering facilities for all teams and for match officials • Excellent after-match entertainment facilities for both players and spectators

Action Plan								
Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Advertise and promote the Club prominently in the local media, using the Club's brand, reputation and values in publicising upcoming matches	• Ensure that the Club's website, Facebook and Twitter pages are kept up-to-date and contain details of the Club's forthcoming fixtures, match reports and full details of Club events • Ensure the appointment of a suitable and committed Club Media Officer • Liaise with the local media to ensure the regular publication of the Club's fixtures, match reports and Club news • Produce match reports for each team within the Club and publish on the Club's website and Facebook and Twitter pages • Ensure that our core values feature prominently on the Club's website and social media platform	• Club Committee • Club Media Officer, once appointed • Club Social Media Manager, once appointed	Continuous and ongoing	Continuous and ongoing		• The Club's website and social media platform • Club Management Committee • Club Media Officer • Club Social Media Manager • Local Media • Club Team Managers	Nil, other than the hosting cost for the Club website
1	Publish regular updates and Club news on social media and on the Club website	• Regular updates and publicity to be published on the Club's website and social media platform. This is already in place. • Ensure the appointment of a suitable and committed Club Social Media Manager	• Cath Taylor, Club Chairperson • Chris Fairhurst, Club Legal Advisor • Joe Charnock, Open Age Team Manager • Jo Trumble, the Club's Junior Co-Ordinator	Continuous and ongoing	Continuous and ongoing		• Club website and social media platform • Time, to co-ordinate appropriate updates and Club news	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
			(continued...) • Club Social Media Manager, once appointed					
1	Maintain effective relationships with publishers, contributors and advertisers to ensure excellent, informative and cost effective matchday programme provision	• Already established and ongoing	• Joe Charnock, Open Age Team Manager	Continuous and ongoing	Continuous and ongoing		• Input from relevant Club sources for appropriate programme articles and material • Time to compile and ensure adequate and appropriate content for the matchday programme	Nil, other than the publishing cost of the matchday programme (currently £155 for 150 programmes)
1	Ensure that each Club team has a suitably qualified First Aider present and available at all times during games and training sessions to create a safer environment for players and spectators	• Already in place as an RFL requirement • Each of our teams already has an appointed and qualified First Aider • First Aid qualification courses paid for by the Club	• Jo Trumble, the Club's Junior Co-Ordinator	Continuous and ongoing	Continuous and ongoing		• Ongoing relationship with First Aid training providers • Cost of external training provision • Register of qualifications held by the Club's appointed First Aiders	First Aiders are reimbursed by the Club for the costs of the courses they attend. This currently costs the Club approximately £95 for each person.
1	Maintain good standard matchday catering provision for both players and spectators and review regularly	• Established and ongoing • Continuous review of appropriate catering provision and of essential kitchen equipment and utensils • Staff training towards appropriate Food Hygiene qualifications	• Danny Jones, Club Hospitality and Catering Manager	Continuous and ongoing	Continuous and ongoing		• Funding for appropriate staff training • Cost of suitable quality catering products and materials • Cost of, and cost of renewal of, appropriate kitchen utensils and equipment	Ongoing cost of products and materials Cost of maintenance, update and renewal of kitchen utensils and equipment.

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%)	Resources Required:	Cost:
1	Introduce post-match entertainment for all First Team home games (e.g. bands, discos, etc)	• Produce package of proposed post-match entertainment events for consultation • Diarise dates and book functions	• Cath Taylor, Club Chairperson • Danny Jones, Club Hospitality and Catering Manager	Continuous and ongoing	Continuous and ongoing		• Club Management Committee • Time, to arrange and co-ordinate entertainment events • Diary to co-ordinate function dates • Budget for entertainment costs • Budget for any associated catering costs	Cost and budget (including associated catering costs) to be identified and established
2	Initiate and utilise the PA system on the Club site to create a more vibrant matchday environment and experience for both players and spectators	• Review current speaker and PA provision • Identify appropriate volunteer to provide consistent PA coverage	• Club Committee	Start of 2024 season	Continuous and ongoing thereafter		• Funding for necessary and appropriate PA and speaker provision • Appropriate volunteer support for consistent PA coverage	To be established from costings for appropriate PA and speaker provision
3	Arrange a suitable junior or Masters game as a curtain raiser for each First Team game	• Liaise with the Club's Junior Team Coaches, the Club's Junior Co-Ordinator and the Club's Masters Team Manager • Liaise with opposition junior and Masters teams' management to agree dates and kick-off times for matches • Establish referee availability for junior and/or Masters game curtain raiser	• Jo Trumble, the Club's Junior Co-Ordinator • The Club's Junior and Masters Team Coaches • Joe Charnock, Masters Team Manager	Continuous and ongoing	Continuous and ongoing		• Agreement of opposition teams' management to suitable dates and kick-off times to facilitate junior or Masters match curtain raisers • Referee availability for junior and/or Masters game curtain raiser	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
3	Introduce loyalty cards for bar purchases	• Consult with the Club Management Committee upon initiatives to introduce loyalty cards for bar purchases • Identify the possibility of further discounts or other benefits from the Club's bar supplier to enhance a loyalty card scheme for bar purchases • Establish the financial benefits to patrons and any costs to the Club from the introduction of loyalty cards for bar purchases and market accordingly	• Gill Rickard, Club Finance Officer • Danny Jones, Club Hospitality and Catering Manager • Club Committee	Start of 2024 Season	Continuous and ongoing thereafter		• Club Management Committee • The Club's comprehensive cloud-based online subscription and membership database • Discussion and beneficial arrangements with the Club's bar supplier	Nil, ideally
1	Construct good standard footpaths on the Club site for the use of players, spectators, coaches and other visitors	• Draft a specification for the works required • Place advertisement for expressions of interest • Obtain competitive quotations for the works • Award a contract for the works	• Club Committee	During 2024 season	End of 2025 season		• Satisfactory quotations for the works required • Adequate funding for the works required • Time, to draft the specification for the works, advertise for expressions of interest and award the contract	To be established from the costings and quotations received

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Provide and construct an on-site recreational facility (including suitable and appropriate playground installations and equipment) for use by our younger members and visitors and by the local community	• Obtain any necessary permission from the local authority, as landowner • Draw up adequate scale plans for the design and construction of the facility, including measurements, dimensions, materials and fire prevention measures • Seek necessary planning permission from the local authority • Cost all aspects of the project, including materials, construction, fitting out and equipment • Identify all necessary funding for the project, including grant funding and any proposed commercial investment • Identify and source all necessary materials and contractors/workforce for construction of the facility • Draft a specification for the works required • Place advertisement for expressions of interest • Obtain competitive quotations for the works and award a contract for the works	• Cath Taylor, Club Chairperson • Joe Charnock, Club Ambassador and Funding Manager • Club Committee	During 2024 season	End of 2025 season		• All necessary funding to meet the cost of the project • Support from the Local Authority in all capacities (landowner, planning authority and building control authority) • Expertise in drawing up suitable scale plans for the design and construction of the facility and in costing the project • Materials and contractors/workforce for the construction of the facility • Time, to draft the specification for the works, advertise for expressions of interest and award the contract • Quotations for the works required and for all necessary equipment for the facility • Maintenance and servicing regime for the facility • Staffing to supervise the operation and use of the facility • Risk assessment relating to the operation and use of the facility	• Costs to be identified and established from costing of the project and the quotations received

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
		(...continued) • Seek and obtain all necessary building regulation approval before, during and following construction • Identify and source all necessary equipment for the facility, obtaining competitive quotations in each respect • Identify all necessary staffing and supervision for operation of the facility • Conduct adequate risk assessments in each aspect relating to the operation of the facility • Obtain all necessary insurance cover for the structure and equipment and also for use of the facility • Identify and cost an adequate and satisfactory maintenance and servicing regime for the facility					(...continued) • Adequate and appropriate insurance for the structure, equipment, operation and use of the facility	
3	Facilitate smoke free touchlines	• Introduce signage to promote smoke free touchlines • Existing provision of a specific outside smoking area	• Club Committee	During 2024 season	Ongoing thereafter		• Appropriate signage	Cost of appropriate signage



ACTION PLAN

SIX:

FUNCTION AND CONFERENCE FACILITIES





ACTION PLAN SIX: FUNCTION AND CONFERENCE FACILITIES

Strategy:		Excellent Function and Conference Facilities						
Objectives:		• Excellent IT and WiFi facilities • Good standard of suitably sized tables and chairs • Efficient electricity supply, with sufficient sockets for microphones, projectors, disco equipment, lights, etc • Excellent catering facilities • Excellent bar service and range of drinks • Good standard of decoration and table dressing for functions						
Action Plan								
Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%)	Resources Required:	Cost:
1	Upgrade and improve the Clubhouse facilities to encourage increased usage by businesses and the local community	• The Clubhouse has recently been upgraded by the installation of completely new female and male toilet facilities, the construction of a new accessible toilet and baby changing facility, the full refurbishment of the fixed seating within the lounge/ meeting room area (together	Club Committee	Clubhouse upgrade complete. Ongoing maintenance required only. During 2024 season for function room chair upgrade	Clubhouse upgrade complete. Ongoing maintenance required only. Beginning of 2025 season for function room chair upgrade	Clubhouse upgrade 100% Complete	• Cost of materials for ongoing Clubhouse maintenance • Funding for further Clubhouse upgrade works when available • Funding for function room chairs upgrade	None at present, in relation to upgrade of the Clubhouse, save for ongoing maintenance Cost of upgrade to the

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
		(continued...) with replacement of the tables and chairs), the introduction and implementation of a new digital point of sale facility in the bar and kitchen areas, replacement of all of the tables in the function room and an upgrade of the kitchen equipment An upgrade of the chairs in the function room is now required					(continued...) Member goodwill	(continued...) function room chairs, once established
1	Ensure effective and up to date IT and WiFi facilities within the Clubhouse	Achieved. The Club's WiFi facility has recently been upgraded to Virgin Media Broadband. A new digital point of sale facility, which includes membership details, has also been introduced and implemented in the bar and kitchen areas.	Club Committee	Complete. Ongoing maintenance only.	Complete. Ongoing maintenance required only.	100% Complete	- Upgrade of the Club's WiFi facility and till facility has been completed - Ongoing subscription costs required only	Ongoing subscription costs only (currently £56 per month)
1	Ensure the availability of a projector and screen for business and other use	The Club has recently upgraded its projector and screen provision	Club Committee	Completed	Continuous and ongoing		Nil	No further costs anticipated at this stage
1	Ensure good standard catering provision and review regularly	- Established and ongoing - Continuous review of appropriate catering provision and of essential kitchen equipment and utensils - Staff training towards appropriate Food Hygiene qualifications	Danny Jones, Club Hospitality and Catering Manager	Continuous and ongoing	Continuous and ongoing		- Funding for appropriate staff training - Cost of suitable quality catering products and materials - Cost of, and cost of renewal of, appropriate kitchen utensils and equipment	Ongoing cost of products and materials Cost of maintenance, update and renewal of kitchen utensils and equipment. Cost of staff training

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Enhanced skills and customer service training for bar and kitchen staff	• Appropriate internal training • Identify suitable external training • Obtain costings for suitable external training provision	• Danny Jones, Club Hospitality and Catering Manager	Already continuous and ongoing	Continuous and ongoing		• Costs of suitable external training provision	To be identified from costings for suitable external training provision
1	Develop a comprehensive customer database to support future marketing of the Clubhouse facilities	• Identify from the Club's online subscriptions database, extending to all Club members and persons hiring the Club's facilities	• Danny Jones, Club Hospitality and Catering Manager	Largely available already	Continuous and ongoing		• Comprehensive cloud-based online subscription and membership database • Time to compile and assemble database	Database transaction charge (minimal)
1	Market and promote the use of the Clubhouse for business and social functions	• Use of the Club's website and social media platform for advertising and publicity purposes • Identify and implement further appropriate publicity opportunities	• Cath Taylor, Club Chairperson	Started at the end of the 2022 season	Continuous thereafter		• The Club's website and social media platform • Conva Design Tool for templates • Time to assemble appropriate marketing materials and publicity	Annual Conva Design Tool subscription (currently £99pa)



ACTION PLAN SEVEN:

COMMUNITY FACILITY





ACTION PLAN SEVEN: COMMUNITY FACILITY

Strategy: An Excellent Community Facility								
Objectives: • Make best use of the Club's playing fields and Clubhouse as a community asset for community functions and events at all times of the year • Become more of a community sports club, providing multiple sports and community projects and activities • Establish use of the Clubhouse as a community facility for meetings, special events, adult education classes, health awareness sessions, coffee mornings, art sessions, fitness classes, support and advice sessions and other social activities during the afternoons and evenings								
Action Plan								
Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%)	Resources Required:	Cost:
1	Upgrade the Clubhouse	• The Clubhouse has recently been upgraded by the installation of completely new female and male toilet facilities, the construction of a new accessible toilet and baby changing facility, the full refurbishment of the fixed seating within the lounge/ meeting room area (together with replacement of the tables and chairs), upgrade of the flooring, the introduction and	Club Committee	Clubhouse upgrade complete for the present. Ongoing maintenance required only. During 2024 season for function room chairs upgrade.	Clubhouse upgrade complete for the present. Ongoing maintenance required only. Beginning of 2025 season for function room chairs upgrade.	Clubhouse upgrade 100% Complete	• Cost of materials for ongoing Clubhouse maintenance • Funding for further Clubhouse upgrade works when available • Funding for function room chairs upgrade • Member goodwill	None at present, in relation to upgrade of the Clubhouse, save for ongoing maintenance Cost of upgrade to the function room chairs, once established

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%)	Resources Required:	Cost:
		(continued...) implementation of a new digital point of sale facility in the bar and kitchen areas, replacement of all of the tables in the function room and an upgrade of the kitchen equipment An upgrade of the chairs in the function room is now required						
1	Introduce regular entertainment nights for all ages (e.g. curry nights, bands, discos, kids' discos, etc)	- Produce initial package of proposed monthly entertainment events for consultation - Diarise dates and book functions - Volunteer celebration event to be organised - Free Christmas dinner for the elderly	- Cath Taylor, Club Chairperson - Danny Jones, Club Hospitality and Catering Manager - Louise Kay, Club Events and Hospitality Co-Ordinator	Started in 2022	Ongoing and continuous		- Time to arrange and co-ordinate entertainment events - Club social media platform - Diary to co-ordinate function dates - Budget for entertainment costs - Budget for Catering	Cost and budget for appropriate entertainment and catering, to be identified and established on an ongoing basis
1	Liaise with local community groups to promote joint approaches to developing the Club as a facility for community activities	Meet with local community groups and representatives to discuss and agree a way forward	Club Committee	End of 2023 season	Ongoing thereafter		- Goodwill between the Club, local community groups and local community members and representatives - Time, to arrange and co-ordinate positive and progressive discussions	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%)	Resources Required:	Cost:
1	Establish modified rugby league events, including male and female Masters teams	- Establish programme of modified rugby league events - Attract appropriate participants and levels of participation by social media advertising and publicity and discussions with appropriate groups and organisations - Male and Female Masters teams now established within the Club - Establish a Disability Rugby League (PDRL and LDRL) package and programme within the Club - Recruit necessary qualified coaches and support staff - Publicity and marketing on the Club's website and social media platform	Club Committee	End of 2023 season, with further time to allow for all necessary recruitment and development	Continuous thereafter		- Establish programme of modified rugby league events - Identify/recruit appropriately qualified coaching and support staff - Club's website and social media platform for publicity and marketing - Time to arrange and establish programme and recruit players, coaches and support staff as necessary	Cost of appropriate coaching qualifications
1	Provide and construct an on-site recreational facility (including suitable and appropriate playground installations and equipment) for use by our younger members and visitors and by the local community	- Set out in detail in Action Plan Five, above - Obtain all necessary permissions from the local authority - Draft a specification for the works required - Place advertisement for expressions of interest - Obtain competitive quotations for the works	- Cath Taylor, Club Chairperson - Joe Charnock, Club Ambassador and Funding Manager - Club Committee	During 2024 season	End of 2025 season		- All necessary funding to meet the cost of the project - Support from the Local Authority in all capacities (landowner, planning authority and building control authority) - Satisfactory quotations for the works required - Time, to draft the	Costs to be identified and established from costing of the project and the quotations received

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
		(...continued) Award a contract for the works					(...continued) specification for the works, advertise for expressions of interest and award the contract	
2	Make the Club's facilities more available to the local community by opening more regularly and for longer, including training nights, and providing more community activities for all ages, such as a youth club, coffee mornings, luncheons, nature walks, a children's Christmas party, etc	- Liaise with Wigan Council's Healthy Routes team on appropriate activities - Liaise with local community groups as appropriate - Rota for staff members to cover training night opening	Club Committee	End of 2023 season	Continuous thereafter		- Time to arrange and co-ordinate appropriate arrangements and community activities - Liaise with Wigan Council's Healthy Routes team - Liaise with appropriate community groups - Sufficient and available staffing	Additional staffing costs, as appropriate
3	Offer programmes to raise the general everyday fitness levels of people within the local community, introducing multi-activity sessions in partnership with other agencies to introduce more people to sport and physical activities	- Liaise with Wigan Council's Healthy Routes team on appropriate programmes and activities - Liaise with appropriate community groups - Engage independent trainer to utilise our container gym and playing fields for outside sessions	Club Committee	End of 2024 season	Continuous thereafter		- Club website and social media platform - Liaise with Wigan Council's Healthy Routes team - Liaise with appropriate community groups - Time to arrange and co-ordinate appropriate programmes and multi-activity sessions	None at this stage

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
3	Publicise and market the Club's facilities, making prominent use of the Club's brand, logo and core values to encourage increased usage by local groups	- Regular updates, offers and publicity on the Club's website and social media platform incorporating the Club's brand, logo and core values - Post the Club's core values prominently on the Club's website and social media platform	Club Committee	End of 2023 season	Continuous thereafter		- Club website and social media platform - Time, to co-ordinate appropriate publicity and marketing	None at this stage



ACTION PLAN EIGHT:

FINANCIAL MANAGEMENT AND PERFORMANCE





ACTION PLAN EIGHT: FINANCIAL MANAGEMENT AND PERFORMANCE

Strategy:	Excellent Financial Management and Performance
Objectives:	• Adequate and effective funding for the Club's development plans • Excellent and effective fundraising activities and capabilities • Effective marketing of the Club's facilities and membership packages • Efficient and effective events management within the Club • Effective accounting and auditing of the Club's financial transactions and accounts • Effective budget setting and budget management to facilitate the Club's financial planning • Effective and robust financial procedures and controls within the Club

Action Plan

Objective: Adequate and effective funding for the Club's development plans

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Attract effective and more lucrative sponsorship arrangements and relationships to help fund and progress the Club's development plans	- Identify suitable candidates with relevant knowledge and experience to assist the Committee - Establish the views of current Club sponsors as to the benefits sponsors currently receive from the Club and those that they could or should receive - Draft a Club sponsorship package, incorporating the input of Michael Sharkey, Commercial Advisor - Incorporate and utilise the knowledge available from individual and Club business connections into the Club's sponsorship strategy - Evaluate how the Club's current business relationships could be expanded and developed further in terms of the services received and the development of potential Club sponsorships - Advertise the Club widely and more intensively on social media to attract further interest from local businesses	- Cath Taylor, Club Chairperson - Gill Rickard, Club Finance Officer	End of 2023 Season	Continuous and ongoing thereafter		- Club Management Committee - Club Sponsors - Michael Sharkey	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Develop more efficient and effective grant funding expertise within the Club	- Gather and circulate the advisory documentation available to the Club in relation to grant funding and make available in a central repository - Establish and identify the relevant contacts for the Club's successful Big Lottery Awards for All bid(s) - Continue active liaison with the Wigan Council Community Partnership, the Council Leader, Council Members and the local MP with regard to the Club's development plans and funding bids	- Cath Taylor, Club Chairperson - Joe Charnock, Club Funding Manager	Continuous and ongoing	Continuous and ongoing		- Club Management Committee - Joe Charnock, Club Funding Manager - Wigan Council Community Partnership - Council Leader - Local Councillors - Local MP	Nil
1	Establish more effective use of the Club's facilities by increasing community involvement and activities to attract grant funding which is not currently available to the Club purely as a rugby league club	- Review the Club's current offer in terms of the use and availability of the Club's facilities - Consider where the facilities and use we offer currently could be further increased or enhanced - Consider the availability of Sport England Community Asset funding (or equivalent) to enhance and increase community use of the Club's facilities - Identify the availability of additional funding streams and funding providers to enhance community use of the Club's facilities	- Cath Taylor, Club Chairperson - Joe Charnock, Club Funding Manager	End of 2023 Season	Continuous and ongoing thereafter		Club Management Committee	Nil, initially

Objective(s): Excellent and effective fundraising activities and capabilities Efficient and effective events management within the Club								
Priority	Action Item:	How is this to be achieved?	Lead Responsibility:	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Introduce regular entertainment nights within the Club for all ages to attract further funding	• Produce package of proposed monthly Club nights for consultation • Diarise dates and book functions	• Danny Jones, Club Hospitality and Catering Manager • Louise Kay, Club Events and Hospitality Co-Ordinator	Started in 2022	Continuous and ongoing		• Club Management Committee • Time to arrange and co-ordinate entertainment events • Club social media platform • Diary to co-ordinate function dates • Budget for entertainment costs • Budget for catering costs	Cost and budget for appropriate entertainment and catering to be identified and established

Objective: Effective marketing of the Club's facilities and membership packages								
Priority	Action Item:	How is this to be achieved?	Lead Responsibility:	Start Date:	End Date:	Progress (%)	Resources Required:	Cost:
1	Advertise and promote the Club prominently in the local media to publicise upcoming matches and events and attract increased membership, increased sponsorship, strategic partnerships and further funding	• Ensure that the Club's website, Facebook and Twitter pages are kept up-to-date and contain details of the Club's forthcoming fixtures, match reports and full details of Club events • Ensure that a suitable Media Officer is appointed for the Club • Liaise with the local media to ensure the regular publication of the Club's fixtures, match reports and Club news • Produce match reports for each team within the Club and publish on the Club's website and Facebook and Twitter pages • Provide Guidance Notes for each of the Club's Team Managers upon the content and importance of match reports for publication on the Club's website and social media pages	• Club Committee	Continuous and ongoing	Continuous and ongoing		• Club Management Committee • Club website and social media platform • Club Team Managers • Local Media • Club Media Officer • Time, to co-ordinate appropriate updates and Club news	Nil
1	Develop a comprehensive membership and customer database to facilitate marketing to adults of the Club's facilities and attract further and increased membership and sponsorship	• Utilise the facility in the Club's till system and the cloudbased LoveAdmin online membership subscription system to develop a comprehensive database of the Club's adult membership • Ensure Data Protection compliance in utilising the Club's membership database for marketing of the Club's facilities and events	• Gill Rickard, Club Finance Officer • Peter Murphy, Club Governance Manager, in relation to Data Protection compliance	Continuous and ongoing	Continuous and ongoing		• Club Management Committee • City Cash Systems • LoveAdmin cloudbased online membership subscription system	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility:	Start Date:	End Date:	Progress (%)	Resources Required:	Cost:
1	Increase the Club's membership base by marketing improved membership offers and benefits packages, to include merchandise discounts and a loyalty card for bar purchases	- Establish current member numbers and membership details from the Club's membership database - Review current membership packages and consult with the Club Management Committee upon initiatives to enhance current membership benefits and increase membership numbers - Consider the benefits of annual memberships, with associated discounted offers and purchases	- Gill Rickard, Club Finance Officer - Club Committee	Continuous and ongoing	Continuous and ongoing		- Club Management Committee - City Cash Systems - The Club's comprehensive cloud-based online subscription and membership database	Nil
1	Attract increased female membership by enhancing the benefits specifically available for female members and targeting functions, facilities and events specifically towards women and girls	- Establish current female member numbers and membership details from the Club's membership database - Review current membership packages and consult with the Club Management Committee upon initiatives to enhance current female membership benefits and increase female membership numbers - Consider the benefits of annual memberships, with associated discounted offers and purchases	- Gill Rickard, Club Treasurer - Club Committee	Continuous and ongoing	Continuous and ongoing		- Club Management Committee - City Cash Systems - The Club's comprehensive cloud-based online subscription and membership database	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility:	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Maximise opportunities for income generation and wider community and business use of the Club's facilities by upgrading and enhancing the Clubhouse provision and engaging potential users through effective marketing	- Review the Club's current offer in terms of the use of our facilities - Consider where the current offer could be further increased or enhanced and identify further potential users - Consider the availability of Sport England Community Asset funding (or equivalent) to expand and enhance community use of the Club's facilities - Consider also the availability of additional or alternative funding streams and funding providers - Offer the Club's facilities to the RFL, Leagues and local schools as a venue for representative games, finals, school games and for training and coaching courses - Actively market the facilities the Club is able to offer to business partners and the local community	Club Committee	Complete for the present in terms of upgrading the Clubhouse facilities. Start of 2024 season for marketing of the Club's facilities.	Complete for the present in terms of upgrading the Clubhouse facilities. Continuous thereafter for marketing of the Club's facilities.		- Club Management Committee - Club's website and social media platform	Nil initially

Objective: Effective accounting and auditing of the Club's financial transactions and accounts								
Priority	Action Item:	How is this to be achieved?	Lead Responsibility:	Start Date:	End Date:	Progress (%)	Resources Required:	Cost:
1	Commission independent chartered accountants to prepare the Club's accounts, advise upon its financial transactions and its current and projected financial position and to present and report upon each of these to the Club Committee and to the Club's Annual General Meeting	- The Club has already established arrangements with independent chartered accountants to prepare the Club's accounts, advise upon its financial transactions and its current and projected financial position and to present and report upon each of these to the Club Committee and to the Club's Annual General Meeting. - The independent chartered accountants appointed and commissioned by the Club are reviewed each year by the Club's Annual General Meeting.	- Cath Taylor, Club Chairperson - Gill Rickard, Club Finance Officer	Ongoing	Continuous and ongoing		- Club Management Committee - Club's appointed Accountants	Accountancy fees and costs
1	Maintain proper accounting records for all payments made and sums received by the Club, whether by cash, cheque, bank transfer or by other means	Effective, regular and routine maintenance of proper accounting records is already established.	- Cath Taylor, Club Chairperson - Gill Rickard, Club Finance Officer	Ongoing	Continuous and ongoing		- Club Management Committee - Club's appointed Accountants	Nil
1	Update the Club's accounting codes to facilitate the tracking of any element the Club specifically wishes to monitor	- The Club already receives a full set of accounts from its appointed independent chartered accountants and has online access to post its own account entries. - Update of the Club's accounting codes, in consultation with the Club's appointed accountants, will be in place for the Club's next financial year.	- Cath Taylor, Club Chairperson - Gill Rickard, Club Finance Officer	Ongoing. Start of 2024 season for updating the Club's accounting codes.	Continuous and ongoing		- Club Management Committee - Club's appointed Accountants	Associated accountancy fees and costs

Objective: Effective budget setting and budget management to facilitate the Club's financial planning								
Priority	Action Item:	How is this to be achieved?	Lead Responsibility:	Start Date:	End Date:	Progress (%)	Resources Required:	Cost:
1	Facilitate increased financial planning and control by an effective budget setting and budget management process	- Utilise the latest Management Report and Profit and Loss Account prepared by the Club's appointed accountants to identify appropriate budget headings, current income and spending under each heading and estimates for forthcoming and future income and expenditure - Consult the Club's appointed accountants to agree appropriate accounting codes and budgetary headings and the estimates proposed under each heading - Review and monitor income and expenditure under each budgetary heading on at least a two monthly basis to identify potential areas of underperformance and/or overspend - Report the budgetary position to the Club Committee at each Club Committee meeting	- Cath Taylor, Club Chairperson - Gill Rickard, Club Finance Officer	Beginning of 2024 season	Continuous and ongoing thereafter		- Club Management Committee - Club's appointed Accountants	Associated accountancy fees and costs
1	Ensure efficient and economic use of utilities within the Club by upgrading and modernising the Clubhouse facility and reviewing regularly the Club's expenditure on installations, equipment and utilities	- Review the suppliers and utilities used by the Club - Review the energy efficiency of the Clubhouse structure, installations and facilities to conserve energy and reduce usage	- Cath Taylor, Club Chairperson - Gill Rickard, Club Finance Officer - Craig Mulqueeney, Facilities Maintenance Officer	Continuous and ongoing	Continuous and ongoing		Club Management Committee	Nil initially, but dependent upon the review of the Clubhouse structure

Priority	Action Item:	How is this to be achieved?	Lead Responsibility:	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Establish and maintain strong, effective and economic relationships with each of the Club's suppliers	- The Club monitors and reviews the cost and effectiveness of its supply arrangements on a regular basis and discusses these with its suppliers, particularly as contract expiry dates come closer. - The Club obtains quotations for the goods, works or services required in each case and selects the most economically advantageous arrangement, both to the Club and to the local community, in terms of services, quality and performance expectations. - In the case of ongoing supply arrangements, the Club carries out appropriate checks as to the supplier's professional background, financial stability and technical ability.	- Cath Taylor, Club Chairperson - Danny Jones, Club Hospitality and Catering Manager	Ongoing	Continuous and ongoing		Club Management Committee	Nil
1	Conduct a regular and effective stocktake of the Club's equipment and facilities to ensure that these are efficient, effective and economic	- The Club already has established arrangements for a regular Bar stocktake. - Kitchen requirements, in terms of equipment, facilities and food stock, are regularly reviewed by the Kitchen Managers - The Club's training and playing equipment are regularly reviewed and evaluated by the Club's Junior Co-Ordinator, ensuring that it is adequate, in a safe condition and is stored safely and securely.	- Danny Jones, Club Hospitality and Catering Manager - Jo Trumble, Club Junior Co-Ordinator	- Ongoing and as required - January and November (beginning and end of the playing season) for equipment and facilities			- Club Management Committee - City Cash Systems	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility:	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Ensure that the Club maintains adequate and effective insurance cover for its facilities, employees, members, volunteers, guests, contractors and third parties	The Club maintains full and effective insurance cover and advice in relation to its facilities, employees, members, volunteers, guests, contractors and third parties through the RFL's Club Insure scheme. The scheme provides insurance cover both for the Club and each of its teams and is renewed annually.	Gill Rickard, Club Finance Officer	Ongoing	Annual Renewal dates		- Club Management Committee - RFL Club Insure scheme	Annual Insurance Premium

Objective: Effective and robust financial procedures and controls within the Club								
Priority	Action Item:	How is this to be achieved?	Lead Responsibility:	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Maintain suitable and appropriate bank accounts in the name of the Club	The Club has already established suitable and appropriate bank accounts with Barclays Bank plc, consisting of a Business Current Account, a Business Premium Account, a Catering and Hospitality Account, a Savings Account and a Community/Development Account.	- Cath Taylor, Club Chairperson - Gill Rickard, Club Finance Officer	Ongoing	Continuous and ongoing		- Club Management Committee - Barclays Bank plc	Bank costs and fees
1	Maintain weekly financial management and monitoring arrangements between the Club's Chairperson and the Club Finance Officer	Management and monitoring of the Club's finances by the Club's Chairperson and Club Finance Officer already takes place on a weekly basis.	- Cath Taylor, Club Chairperson - Gill Rickard, Club Finance Officer	Ongoing	Continuous and ongoing		Club Management Committee	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility:	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Maintain a professionally administered staff payroll and automatic pension entitlement scheme	The Club's staff payroll and automatic pension entitlement scheme are professionally administered and maintained in conjunction with the Club's appointed accountants.	- Cath Taylor, Club Chairperson - Gill Rickard, Club Finance Officer	Ongoing	Continuous and ongoing		- Club Management Committee - Club's appointed Accountants	Associated accountancy fees and costs
1	Ensure the effective collection and monitoring of Club membership subscriptions by an online application and payment facility	- An electronic payment system is already established for the Club's Junior and Youth subscriptions - Ensure that the Club's Team Managers effectively maintain the online payment system and that the Club's membership subscriptions continue to be received online.	- Gill Rickard, Club Finance Officer - Jo Trumble, Club Junior Co-Ordinator	Ongoing	Continuous and ongoing		Club Management Committee	Nil
1	Review the Club's Financial Procedure and Property Rules at least annually to ensure that these remain effective and are up-to-date to current requirements and best practice	- Consider and assess the Club's current Financial Procedure and Property Rules against current requirements, guidance and best practice. - Draft, approve and implement amendments or updates to the Club's Financial Procedure and Property Rules as necessary or appropriate - Maintain a record of the implementation and review dates for all amendments and updates to the Club's Financial Procedure and Property Rules - Incorporate all amendments to the Financial Procedure and Property Rules into the Club's Constitution and Club Rules - Review at least annually and as frequently as required or appropriate	- Cath Taylor, Club Chairperson - Peter Murphy, Club Governance Manager	Continuous and ongoing	Continuous and ongoing		- Knowledge and understanding of any necessary updates to comply with current financial requirements and best practice - Time, to co-ordinate and add appropriate updates	Nil



ACTION PLAN

NINE:

ADMINISTRATION AND VOLUNTEER SUPPORT





ACTION PLAN NINE: ADMINISTRATION AND VOLUNTEER SUPPORT

Strategy: Excellent Administration and Volunteer Support throughout the Club, supported by Robust Practices, Policies and Procedures, with Appropriate Quality Accreditation at All Levels								
Objectives: - Established and robust Club practices, policies and procedures which are up-to-date both with current requirements and with best practice - All Club volunteers are trained and developed to appropriate RFL standards - All Club volunteers are DBS checked and cleared to create a safe environment for children and young people - Accreditation to the RFL's Club Accreditation Standard, or equivalent								
Action Plan								
Objective: Established and robust Club practices, policies and procedures which are up-to-date both with current requirements and with best practice								
Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Appoint a Development Plan Manager with the specific focus and primary responsibility of	- Identify an appropriate candidate or candidates for the role, by advertisement if necessary - Provide detailed terms of reference and/or a detailed	Club Committee	Implementation date of Club Development Plan	Ongoing thereafter		Nil	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
	(...continued) monitoring performance and ensuring the efficient and effective implementation, progress and review of the Club's Development Plan	(...continued) written job description as to the requirements, responsibilities and expectations from the role • Provide all necessary administrative and other support, as required • Provide and encourage any appropriate training to enhance the postholder's knowledge and skills for the role • Review performance at least annually						
1	Review all of the Club's internal practices, policies and procedures to ensure that these remain effective and are up-to-date to current requirements	• Consider and assess current Club Practices, Policies and Procedures against current Guidance, requirements and best practice • Maintain a record of the Club's current Practices, Policies and Procedures together with implementation and review dates. • Assess the need for further Club Practices, Policies and Procedures and draft, approve and implement as necessary. • Review at least annually and as frequently as required or appropriate	• Club Governance Manager	Before AGM in each year	Ongoing		• Time required to review, consult and update as necessary.	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Develop a comprehensive Business Continuity Plan for the Club to address the potential impact from significant risks and ensure that the Club continues to function effectively should any of these arise	- Appoint a person from within the Club to take overall charge of the Plan and its implementation in the event of an emergency, together with a back-up person in the case of unavailability - Design and implement each of the necessary aspects of an effective Business Continuity Plan, including: back-up of data; the continuing availability of contact information for key contacts, suppliers and service providers; the availability of premises (or alternative premises) if necessary; the availability of home working or working from alternative locations; maintenance of all equipment, systems and installations; training of sufficient and appropriate staff and volunteers on essential tasks, processes and procedures in the event of key personnel becoming unavailable; the maintenance of relevant and necessary insurance policies, and communication of the Plan across the Club - Training of staff and volunteers upon the requirements of the Plan wherever appropriate - Update the Plan and the information required by the Plan regularly and at least annually, or as necessary or required - Test the effectiveness of the Plan regularly	- Club Committee - Business Continuity Plan Manager	Implementation date of Club Development Plan to free up time to develop the Business Continuity Plan	Ongoing thereafter		- Time required to review and consult as necessary. - Appropriate technology	Cost of appropriate technology

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Establish an effective approach to risk management and to Health and Safety within the Club	- Co-ordinate existing provision provided by the Club's Insurers and consider any necessary consultation with a Health and Safety Advisor - Appoint a dedicated Club Health and Safety Officer - Consider, implement and communicate proposals and measures across the Club - Draft appropriate Risk Assessments	- Cath Taylor, Club Chairperson - Club Committee - Club Health and Safety Officer, once appointed	During 2024 season	Ongoing and continuous thereafter		- Time required to review, consult and update the Club's Health and Safety practices and risk assessments as necessary. - Possible consultation and advice from a Health and Safety Advisor	Health and Safety Advisor fees
Objective: All Club volunteers are trained and developed to appropriate RFL standards All Club volunteers are DBS checked and cleared to create a safe environment for children and young people								
Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Train all volunteers to appropriate RFL standards to enable them to undertake their responsibilities effectively	- Assess the Club's volunteer workforce against current RFL standards and requirements - Arrange and implement any necessary training	- Club Welfare Officer - Club Committee	Ongoing and continuous	Ongoing and continuous		Appropriate funding for all necessary course fees	Fees for all necessary volunteer training
1	Ensure that all Club volunteers are DBS checked and cleared	- Assess the Club's volunteer workforce against DBS records - Arrange any necessary training, including update training	Club Welfare Officer	Ongoing and continuous	Ongoing and continuous		Fees for any necessary volunteer training	Fees for any necessary volunteer training
1	Increase the number of Club volunteers to assist in the management of the Club	- Assess current volunteer roles to ensure that all necessary activities are covered - Assess current volunteer workforce and identify any further roles, skills or expertise required	Club Committee	Ongoing and continuous	Ongoing and continuous		Time required to evaluate current volunteer roles, maintain a record of training and expertise and recruit further volunteers as necessary	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
		(...continued)						
		- Consider and implement any necessary recruitment - Maintain Club record of volunteers, together with areas of expertise and any training required, including update training						
1	Establish a Volunteer Celebration event to recognise volunteers' commitment and hard work and encourage an increase in those wishing to volunteer	- Determine and agree the nature of the event. - Plan the event and co-ordinate all necessary input and supplies - Reinstate Club Volunteer Awards	Club Committee	End of 2023 season	Ongoing annually thereafter		Appropriate Clubhouse facilities	To be identified and assessed once the nature of the event has been established
Objective: Accreditation to the RFL's Club Accreditation Standard, or equivalent								
Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Establish and satisfy the requirements for accreditation to the RFL's Club Accreditation Standard, or equivalent	- Completed Club Health Check already submitted to the RFL in April, 2020 in accordance with RFL guidance. - Definitive guidance upon the new RFL Club Accreditation Scheme currently awaited	- Club Committee - Club Governance Manager	Introduction of RFL Scheme	Ongoing from Start Date		Time required to assemble accreditation information and documentation.	Nil



ACTION PLAN

TEN:

INTERNAL AND EXTERNAL RELATIONSHIPS





ACTION PLAN TEN: INTERNAL AND EXTERNAL RELATIONSHIPS

Strategy:	Excellent Relationships both within the Club and with Governing Bodies, Leagues, Suppliers, Sponsors, the Local Authority, Local Schools and the Local Community
Objectives:	• A positive, supportive and welcoming culture and environment within the Club • Effective and robust communications • A strong presence on social media • Strong relationship with Club members • High level of member satisfaction • Strong bond with the local community • Close working relationships with local service providers, such as schools, youth services, support groups, the Over 50s Forum and local community groups • Work with local schools, alongside local sporting foundations and the local community, to increase participation in rugby league and to draw young people into regular physical activity • Strong relationship with Club sponsors • Strong and effective supplier relationships • Positive relationship with the local authority and with local Ward Councillors • Positive relationships with the RFL, the leagues to which the Club is affiliated and with professional and other community clubs

Action Plan								
Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Publicise and emphasise our Club values in everything we do	• Publish our Club values prominently on the Club's website and on our social media platform • Ensure that all Club volunteers (in whatever capacity) are trained in our Club values during their induction or in subsequent training and are fully aware of them and regularly reminded of their importance so that they deliver and exemplify them in everything they do • Review the implementation of our Club values regularly and include their observance as part of our Club and Community Consultation programme	• Club Committee	Summer, 2023	Ongoing thereafter		• Club Website • Club social media platform	Nil
1	Publicise and emphasise our Club brand and logo in everything we do	• Ensure that all communications by or on behalf of the Club feature the Club's logo • Ensure that the Club's brand and logo feature in all activities undertaken by or on behalf of the Club • Publish the Club's logo prominently on the Club's website and on our social media platform	• Club Committee	Continuous and ongoing	Continuous and ongoing		• Club Website • Club social media platform	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Improve communications within the Club, particularly those between parents, coaches and the Club Committee	• Effective use of the Club's cloudbased LoveAdmin membership subscription system to facilitate communication between coaches, parents and players • Effective use of the Club's Coaches and Team Managers' WhatsApp and Spond groups • Effective use of individual teams' WhatsApp and Spond groups to communicate between coaches, team managers, parents and players	• Jo Trumble, Club Junior Co-Ordinator • Club Committee	Continuous and ongoing	Continuous and ongoing		• The Club's LoveAdmin online membership subscription system • The Club's Coaches and Team Managers' WhatsApp and Spond groups • The Club's WhatsApp and Spond group administrators	LoveAdmin's online membership subscription fee. No additional cost involved.
1	Maintain a strong relationship with Club members and a strong bond with the local community	• Maintain clear and regular communications within the Club, particularly with Club members and between parents, coaches and the Club Committee, on Club and team issues • Establish a greater understanding of the needs and priorities of Club members and our local community by maintaining an effective consultation programme which enables their views to be expressed as to the quality provided by the Club and how this might best be improved • Liaise with local community representatives and community groups to promote joint approaches to developing the Club as a facility for community activities and offering further community events and initiatives	• Club Committee	Summer, 2023	Continuous thereafter		• Club Website • Club social media platform • The Club's Spond groups • Meeting with local community representatives	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
		[continued...] • Make the Club's facilities more available to the local community by opening more regularly and for longer, including training nights, and providing more community activities for all ages, such as a youth club, coffee mornings, a children's Christmas party, a fishing club, a bowling club, etc • Maintain and enhance current community events, such as the Royal Marines Festival and Junior RL Festival • Improve membership offers and benefits packages, to include merchandise discounts and a loyalty card for bar purchases • Introduce regular entertainment nights for all ages (e.g. curry nights, bands, discos, kids' discos, etc)						
1	Publish and publicise regular news items and updates on the Club website and on social media	• Ensure that the Club's website, Facebook and Twitter pages are kept up-to-date with full details of the Club's forthcoming fixtures, match reports and Club news and events • Establish the position of Social Media Officer within the Club to oversee the content and effectiveness of our social media platform, ensuring that this is kept both up-to-date and appropriate • Produce match reports for each team within the Club and publish on the Club's website, Facebook and Twitter pages	• Cath Taylor, Club Chairperson • Chris Fairhurst, Club Legal Advisor • Jo Trumble, Club Junior Co-Ordinator • Craig Mulqueeney, Facilities and Maintenance Officer • Social Media Officer, once appointed	Continuous and ongoing	Continuous and ongoing		• Club website and social media platform • Club Team Managers • Time, to co-ordinate appropriate updates, match reports and Club news	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
		(continued...) • Provide Guidance Notes for each of the Club's Team Managers upon the content and importance of match reports and team news for publication on the Club's website and social media pages						
1	Advertise and promote the Club more prominently in the local media to publicise upcoming matches and to attract increased membership, increased sponsorship, strategic partnerships and further funding	• Ensure that the Club's website, Facebook and Twitter pages are kept up-to-date and contain details of the Club's forthcoming fixtures, match reports and full details of Club events • Ensure that a suitable Media Officer is appointed • Liaise with the local media to ensure the regular publication of the Club's fixtures, match reports and Club news • Produce match reports for each team within the Club and publish on the Club's website, Facebook and Twitter pages	• Cath Taylor, Club Chairperson • Chris Fairhurst, Club Legal Advisor • Jo Trumble, Club Junior Co-Ordinator • Craig Mulqueeney, Facilities and Maintenance Officer • Club Media Officer, once appointed	Continuous and ongoing	Continuous and ongoing		• Club Management Committee • Club website and social media platform • Club Team Managers • Local Media • Club Media Manager • Time, to co-ordinate appropriate updates, match reports and Club news	Nil
1	Work with local community groups to develop and promote joint approaches to community issues and activities	• Meet with local community groups and representatives to discuss and agree joint approaches to community issues and activities	• Joe Charnock, Club Ambassador, to discuss the proposal and arrangements for a meeting with local community groups. Cath Taylor, Club Chairperson, and Peter Murphy, Club Governance Manager, also to be involved	Continuous and ongoing	Continuous and ongoing		• Goodwill between the Club, local community groups and local community members and representatives • Time, to arrange and co-ordinate positive and progressive discussions	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
1	Maintain a strong relationship with the local authority and with local Ward Councillors and the town's MP	- Establish regular consultation channels between the Club, relevant local authority officers and departments, the Council Leader, the Council's Cabinet members for Children and Families and for Communities and Neighbourhoods, local Ward Councillors and the town's MP - Invite relevant local authority officers and departments, the Council Leader, the Council's Cabinet members for Children and Families and for Communities and Neighbourhoods, local Ward Councillors and the town's MP to discuss issues in which they feel that the Club can assist and support the local community and in which they feel that they can help, advise and support the Club - Advise the local authority, the Council Leader, the Council's Cabinet members for Children and Families and for Communities and Neighbourhoods, local Ward Councillors and the town's MP of current Club issues and upcoming events	- Club Chairperson - Joe Charnock, Club Ambassador	End of 2023 season	Continuous thereafter		Time to co-ordinate with and consult the local authority and with local Ward Councillors and the town's MP	Nil
1	Maintain a strong relationship with the RFL, the leagues to which the Club is affiliated, with local professional clubs and with all other community clubs	- Ensure positive communication channels between the Club, the RFL, the Leagues, local professional clubs and all other community clubs - Ensure that any issues between the Club and the RFL, the Leagues, local professional clubs and other community clubs are addressed positively and are resolved amicably and satisfactorily	- Club Chairperson - Club Governance Manager	Ongoing	Ongoing		Time to consult and co-ordinate with the RFL, the leagues to which the Club is affiliated, with local professional clubs and with other community clubs	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
		(continued...) • Operate at all times and as a minimum to the RFL's and Leagues' expected standards and look to share and learn from best practice • Always be represented at RFL and League meetings and support positively RFL and League events and initiatives						
1	Offer the Club's facilities for local representative teams, schools teams, cup finals and other non-Club games, for RFL match official and coaching courses and to local schools for training, matches and other activities (e.g. the Deanery and St John Fisher High Schools and use by St Patricks Primary School for sports days, etc)	• The Deanery and St John Fisher High Schools already have occasional use of the Club's facilities • Publicity on the Club's website and social media platform and directly to local schools, Wigan and Leigh Schools Rugby League, local Leagues (such as the NCL, the NWML, the NWCYL and the Women and Girls' Rugby League) and to the RFL promoting the Club's facilities and making them available for use • Discussions with local schools upon the availability of our facilities for schools matches, sports days and generally for school and out-of-school activities	• Club Committee	Continuous and ongoing	Continuous and ongoing		• The Club's email system for communication with local schools, Wigan and Leigh Schools Rugby League, local Leagues and with the RFL promoting the Club's facilities and making them available for use • Availability of Club staff for discussions with schools	Nil
2	Establish 3,000 Facebook "likes"	• The Club now has 4,584 "likes" on Facebook and over 5,000 followers • Ensure that the Club's Facebook page remains interesting, engaging and up-to-date	• Social Media Officer, once appointed	Continuous and ongoing	Ongoing		• The Club's social media platform • Time, to produce and publish interesting, engaging and newsworthy content	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
2	Establish at least 5,000 Twitter followers	- The Club currently has 4,668 followers on Twitter - Ensure that the Club website and social media platform is interesting and up-to-date	Social Media Officer, once appointed	Continuous and ongoing	Ongoing		- The Club's social media platform - Time, to produce, publish and ensure interesting, engaging and newsworthy content	Nil
2	Offer programmes to raise the general everyday fitness levels of people within the local community, introducing multi-activity sessions in partnership with other agencies to introduce more people to sport and physical activities	- Liaise with Wigan Council's Healthy Routes team on appropriate programmes and activities - Liaise with appropriate community groups - Engage independent trainer to utilise our container gym and playing fields for outside sessions	Club Committee	End of 2024 season	Continuous thereafter		- Club website and social media platform - Liaise with Wigan Council's Healthy Routes team - Liaise with appropriate community groups - Time, to arrange and co-ordinate appropriate programmes and multi-activity sessions	None at this stage
2	Engage potential users of the Club's facilities by actively marketing the benefits of the facility	- Review the Club's current offer in terms of the use of our facilities - Consider where the current offer could be further increased or enhanced and identify further potential users - Use of the Club's website and social media platform for advertising and publicity purposes - Provide regular updates, offers and publicity on the Club's	- Cath Taylor, Club Chairperson - Gill Rickard, Club Finance Officer - Club Media Officer, once appointed - Club Social Media Officer, once appointed - Club Committee	End of 2023 season	Continuous thereafter		- The Club's website and social media platform - City Cash Systems and LoveAdmin online membership subscription system to develop a comprehensive membership and customer database - Xero Accounting Software	None at this stage

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
		(continued...) website and social media platform • Develop a comprehensive membership and customer database to facilitate marketing of the Club's facilities • Publish the Club's core values prominently on the Club's website and social media platform • Identify and implement further appropriate publicity opportunities					(continued...) • Time to co-ordinate appropriate marketing materials and publicity	
1	Maintain a strong relationship with each of the Club's sponsors	• Establish the views of current Club sponsors as to the benefits they receive from their sponsorship of the Club and those that they feel they should or could receive to enhance the sponsorship relationship • Incorporate and utilise the knowledge available from individual and Club sponsors into the Club's sponsorship strategy • Evaluate how the Club's current sponsorship relationships could be expanded and developed further in terms of the development of potential Club sponsors and the services both they and the Club receive • Advertise the Club widely and more intensively on social media, incorporating the names and logos of the Club's sponsors, to attract further interest from potential sponsors	• Club Chairperson • Club Committee	End of 2023 season	Continuous thereafter		• Time to consult the Club's sponsors and to co-ordinate and integrate their responses into the Club's sponsorship strategy • Club social media platform • Club Sponsorship, Partnership and Funding Working Group	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
		[continued...] • Introduce regular Club sponsors' events • Review the Club's current sponsorship packages to ensure that these are as clear and as effective and attractive to current and potential sponsors as they can be • Introduce a Working Group within the Club to review, oversee and develop further the Club's relationships with current and potential Club sponsors and its sponsorship packages and arrangements						
2	Attract increased support from local businesses by increasing and improving working relationships with businesses generally	• Establish the views of current Club business partners as to the benefits local businesses currently receive from the Club and those that they could or should receive to enhance the business relationship • Incorporate and utilise the knowledge available from individual and Club business connections into the Club's business relationship strategy • Evaluate how the Club's current business relationships could be expanded and developed further in terms of the development of potential Club business relationships and the services received • Advertise the Club widely and more intensively on social media to attract further interest from local businesses	• Cath Taylor, Club Chairperson • Club Committee • Club Social Media Officer, once appointed	During 2024 Season	Continuous and ongoing thereafter		• Club Management Committee • Club Social Media Officer, once appointed • Club Business Partners	Nil

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
2	Become more of a community sports club, providing multiple sports and facilities for community projects and activities	- Review the Club's current offer in terms of the use and availability of the Club's facilities - Consider where the facilities and use we offer currently could be further increased or enhanced - Consider the availability of Sport England Community Asset funding (or equivalent) to enhance and increase community use of the Club's facilities - Identify the availability of additional funding streams and funding providers to enhance community use of the Club's facilities - Liaise with Wigan Council's Healthy Routes team on appropriate activities - Liaise with local community groups as appropriate	Club Committee	Start of 2024 Season	Ongoing thereafter		- Club Management Committee - Time to arrange and co-ordinate appropriate arrangements and community activities - Liaise with Wigan Council's Healthy Routes team - Liaise with appropriate community groups	Nil, initially
3	Upgrade the Clubhouse provision to include conference facilities and a specific conference suite	- Review the Club's current offer in terms of the use of our facilities for conference purposes and for business meetings - Consider where the current offer could be further increased or enhanced and identify further potential users - Consider the availability of funding streams and funding providers to expand and enhance the use of the Club's	- Cath Taylor, Club Chairperson - Danny Jones, Club Hospitality and Catering Manager - Club Committee	End of 2023 season	Ongoing thereafter.		- Club Management Committee - Funding for all identified upgrade works - Club's website, social media platform and local business contacts for marketing and promotion purposes	To be identified from initial scoping exercise

Priority	Action Item:	How is this to be achieved?	Lead Responsibility	Start Date:	End Date:	Progress (%):	Resources Required:	Cost:
		[continued...] facilities for conference and business purposes - Consider conversion of the lounge/meeting room area into a specific conference suite - Actively market the facilities the Club is able to offer for conference and business purposes to business partners and across the local community						
3	Establish use of the Clubhouse by local groups of all ages as a community facility for meetings, special events, adult education classes, health awareness sessions, coffee mornings or afternoons, art sessions, fitness classes, support and advice sessions, a youth club, a children's Christmas party and other social activities during the afternoons and evenings	- Review the Club's current offer in terms of the use and availability of the Club's facilities - Consider where the facilities and use we offer currently could be further increased or enhanced Consider the availability of Sport England Community Asset funding (or equivalent) to enhance and increase community use of the Club's facilities - Identify the availability of additional funding streams and funding providers to enhance community use of the Club's facilities - Liaise with Wigan Council's Healthy Routes team on appropriate activities - Liaise with local community groups as appropriate	- Joe Charnock, Club Ambassador and Funding Manager - Danny Jones, Club Hospitality and Catering Manager - Club Committee	Continuous and ongoing	Continuous and ongoing		- Club Management Committee - Time to arrange and co-ordinate appropriate arrangements and community activities - Liaise with Wigan Council's Healthy Routes team - Liaise with appropriate community groups - Goodwill between the Club and local community members and representatives	Nil, other than heating, lighting and possibly staffing costs

