



# WIGAN ST. PATRICKS ARLFC



## CLUB DEVELOPMENT PLAN

2023 to 2027

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# Who We Are...

We are Wigan St Patricks ARLFC – quite possibly the most famous Amateur Rugby League Club in the World – providing our community with fantastic Rugby League experiences, on and off the field, at all levels of the game!

We are based at Clarington Park, Wigan, were formed in 1910 and have been producing top class players for every level of the game ever since! We are deservedly proud of our history and are even more excited about our future!

We currently have 19 teams offering playing opportunities at almost every age group, starting with our Cubs team for children aged 4 and above, then our junior boys and girls teams up to Under 18s and our adult Ladies and Men's teams. With around 350 players representing our Club each weekend, we attract large numbers of spectators too!



Our Men's teams compete in the National Conference League, the top level of the community game in the UK, as well as in the North-West Counties Men's League. Our Ladies and Girls' teams compete in the Women and Girls' Rugby League and our Ladies team also plays in the Women's Rugby League Association Winter League. All of our junior teams compete in the North-West Counties Junior and Youth Leagues, as well as in County and National Cup competitions.

We have an enthusiastic and highly qualified team of coaches and volunteers who work tirelessly to ensure that every one of our players has the opportunity to reach their highest possible potential, whatever that might be, although for our Junior teams the emphasis is very much on fun, enjoyment and making friends for life! We work hard to ensure that all of our players have a safe, family-orientated environment in which to train and play and we are very proud of our place within the Rugby League family.

So support, play, volunteer, join, sponsor, contribute or just become involved and be part of the greatest Amateur Rugby League Club around!

## A Little History...

On Saturday, 13<sup>th</sup> October, 2018, in front of a crowd of 64,892 as well as a large Saturday evening television audience, Wigan Warriors won the Super League Grand Final, beating Warrington Wolves 12-4 at Old Trafford, Manchester – the highest achievement possible in professional rugby league in Europe!



Many of the significant figures who took part that evening have one thing in common above all else. These include:

- Wigan Warriors' winning captain (and also England captain), Sean O'Loughlin
- Wigan Warriors' try scorer, Tom Davies
- Another six of Wigan Warriors' 17-man playing squad that evening (making a total of eight in all – almost half the squad!)
- The winner of the Harry Sunderland Trophy as man of the match, Warrington's Stefan Ratchford
- Warrington Wolves' try scorer, Josh Charnley
- Wigan's Head Coach, Shaun Wane
- Wigan's Rugby Director, Kris Radlinski

The common factor they each have is that they graduated through the Wigan St Patricks ranks before turning professional! Even Wigan Warriors' owner and Chairman, Ian Lenagan, and one of Sky TV's presenters on the night, Phil Clarke (himself a former Great Britain captain), previously played for Wigan St Patricks!

On the same day, at the Manchester Arena, the Wigan Warriors Women's team, in their debut season, triumphed in the Women's Super League Grand Final, when a last minute penalty goal from Charlotte Foley defeated Leeds 18-16. Charlotte, along with a further 7 of her team mates in the Grand Final, were amongst 12 women players and 8 under 19s players recruited by Wigan Warriors from the Wigan St Patricks Ladies Team!

Just recently to this, on 19<sup>th</sup> February, 2017, Wigan Warriors, as reigning European champions for 2016, took on the champions of Australia, the Cronulla Sharks, for the World Club Championship, producing another fantastic performance to win by 22-6 and becoming the World Club Champions for 2017...again with eight former Wigan St Patricks players in the side!



Clearly these are each wonderful achievements for our Club, but also come as no surprise as, since our formation 113 years ago as an amateur club for the Scholes area of Wigan, Wigan St Patricks has contributed over a thousand players to professional rugby league, including many of the game's greatest names: Joe Egan, Andy Gregory, Shaun Edwards, Joe Lydon, Mike Gregory, Shaun Wane, Andy Platt,

David Lyon, John Fieldhouse, Martin Dermott, Ian Lucas, Mike Forshaw, Phil Clarke, Chris Joynt, Kris Radlinski, Sean O'Loughlin, Joel Tomkins, Sam Tomkins, Liam Farrell, Josh Charnley, George Williams, Oliver Gildart and the NRL's Herbie Farnworth. Many of these players have gone on to represent their country at international level, several as captain. Even Owen Farrell, now starring in rugby union for the British Lions and as England Rugby Union's 2019 World Cup Final captain and record all-time points scorer, had a distinguished youth career as a Wigan St Patricks player!



This success in producing star players has justifiably seen Wigan St Patricks rated as the most renowned amateur rugby league club for developing players in the history of the game and, as confirmed by the Rugby Football League's own statisticians, we remain consistent today as the top club in the country for producing Super League players.

It would appear then that we're definitely doing something right!

## What Are We Here For...? Our Mission

So is producing players for the professional game all that we are about? Well, no...not at all!

It is widely recognised across the Club and reflected in the responses we received to our most recent Consultation survey, that our primary purpose as a Club is to provide players of all ages (but mainly children and young people) with organised sport and to promote the development of their skills in a safe, secure and enjoyable environment. We believe very much that everyone, no matter what their level of ability, should be given the opportunity to excel and to reach their full potential and, as one respondent to our Consultation exercise put it: “....give ALL kids an opportunity to play rugby league and to provide an environment where the best can progress and all the



others can still enjoy the game”. We ensure that every one of our players, both men and women and boys and girls, has high quality coaching from fully qualified coaches at all age groups and at all levels within the Club and receives the same attention and commitment from our coaches, whatever their level of ability.

Of huge importance too is our role at the heart of our community as a friendly, family orientated club that not only provides a meeting place and a focal point for the community, but also encourages, develops and promotes the essential life skills of teamwork, discipline, commitment, resilience, mutual respect, appreciation, honesty, integrity and lasting friendships amongst our children and young people. We actively promote and ensure a supportive and welcoming family atmosphere within our Club that encourages respect and friendship and a strong bond between everyone, an environment within which our young people develop high quality principles and values and grow into responsible adults.

We therefore see very much the fundamental purpose of our Club as:

***Providing our community with fantastic Rugby League experiences, on and off the field, at all levels of the game***

and have adopted this as our Mission Statement for the Club.

## **Our Values**

Underpinning our fundamental purpose are the distinctive core values and beliefs to which we are passionately committed as a Club and which underlie everything we do. These are the guiding principles and deeply held convictions which we stand for and are the foundations upon which our Club is based:

- **Opportunity:** to give children and young people within our community opportunities for lasting achievement through sport, whatever their background or ability
- **Inspiring:** to inspire children and young people within our community to achieve personal development by promoting and encouraging mutual appreciation and respect, both for themselves and for others
- **Belonging:** to encourage and promote within our Members and our community a sense of belonging that encourages personal development and the enjoyment of working and playing together as part of a team
- **Values:** to be committed to family values by being encouraging, welcoming and supportive to all members of the family or community, whatever their status or contribution, whenever they visit us
- **Enjoyment:** to encourage and promote pride and enjoyment for everyone in being part of our Club, whether as a player, coach, parent, spectator, sponsor, employee or volunteer
- **Friendship:** to encourage, promote and inspire friendships for life through our Club
- **Community:** to “go the extra mile” in giving our community a service and opportunities that they may not otherwise have

- **Standards:** to insist upon and be committed to high standards and a safe, secure environment at all times in everything we do
- **Equality:** to treat everyone fairly and equally and refuse to tolerate discrimination of any kind or in whatever form, whether on the grounds of age, sex, sexual orientation, race, colour, ethnic, national or regional origin, religion, belief, ability or disability, or for any other reason or of any other description whatsoever

Our Club's Values Statement graphically reflects these principles and may be seen at Appendix One to this Plan. This is communicated widely across the Club and in all of our staff and volunteer recruitment and training.

## Our Vision

Building upon the above and upon our strengths, resources and unique capabilities, it is our aim and intention:

***To be recognised as the best community rugby league club in the country, on and off the field***

and this is the focal point and inspiration for everyone within and involved with our Club, as our Vision for the future.



# Our Club



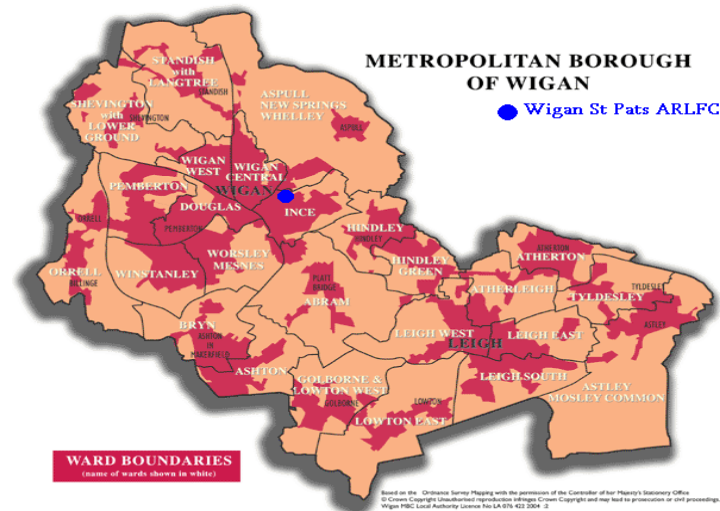
## Our Community

Wigan St Patricks ARLFC came to life over a hundred years ago, in July, 1910, when a meeting at the St Patricks Gymnasium, off Darlington Street, saw the formation of a rugby league team for the Scholes area of Wigan, known at that time as the St Patricks Athletic Rugby Club. We have been here at the heart of our community ever since!

Our club and our home ground of Clarington Park are still based within the Scholes locality of Wigan's Ince Ward at Harper Street, Wigan WN1 3BN, a densely populated area of many families in mainly terraced houses and high-rise flats less than a mile from Wigan Town Centre (shown on the map below) and many of our players and members come from the local area. The Ince Ward is represented and served by three local Councillors:

- Councillor David Molyneux, Executive Leader of Wigan Council and Cabinet Member for Economic Development and Regeneration
- Councillor Maureen O'Bern, Ward Member, and
- Councillor Janice Sharratt, Ward Member

The most recently available statistics, courtesy of the Office for National Statistics and derived from the National Census of 2011, show Ince and Scholes as having a combined resident population of 13,486 (4% of Wigan's total resident population) spread across 5,815 households, giving an average of 2.3 people per household.



42% of local residents either own their own home or have a mortgage whilst 41% live in social rented accommodation, the second lowest proportion of home owners and the second highest number of local authority tenants in Wigan. The proportion of residents aged between 20 and 44 years tends to be above the average for Wigan with those aged 65 or over being significantly lower, with a roughly equal balance between male and female.

Office for National Statistics data show the Ince Ward to be an area of exceptionally high social, economic and recreational deprivation, being within the highest 10% of communities in England in relation to the proportion of its residents:

- who are deemed to be on low incomes
- who are without employment, 25% of our residents claiming out-of-work benefits (well above the Wigan average of 15.9%)
- whose quality of life is impaired by poor health or disability, with 9.6% of residents being described as in “poor” or “bad” health compared with the Wigan average of 7.1%
- who either have a low level of formal educational qualifications or who are without formal educational qualifications altogether

Ince is also within the highest 20% of communities nationally for child poverty (the Scholes locality itself, with 54.4%, being within the highest 10% in England), with worklessness being seen as the main cause, leading to children leaving school at 16 with fewer qualifications.

The following schools are close to Wigan St Patricks and serve our local community, with those in bold text being within one mile of Wigan St Patricks:

| High School                                                          | Feeder Primary Schools                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>The Deanery C of E High School and Sixth Form College (1,422)</b> | <ul style="list-style-type: none"> <li>• <b>Canon Sharples C of E (332)</b></li> <li>• <b>Mabs Cross (474)</b></li> <li>• Wigan St Andrews (198)</li> <li>• Woodfield (211)</li> </ul>                                                                                                 |
| <b>Dean Trust Rose Bridge (672)</b>                                  | <ul style="list-style-type: none"> <li>• <b>Britannia Bridge (245)</b></li> <li>• <b>Ince C of E (393)</b></li> <li>• <b>St Catharines (205)</b></li> <li>• Ince St Marys C of E (242)</li> <li>• Platt Bridge Community (472)</li> </ul>                                              |
| St John Fisher Catholic High School (1,004)                          | <ul style="list-style-type: none"> <li>• Holy Family RC (137)</li> <li>• Our Lady's RC (211)</li> <li>• Sacred Heart Catholic (415)</li> <li>• <b>St Mary &amp; St John (212)</b></li> <li>• <b>St Patricks Catholic (345)</b></li> <li>• <b>St Williams Catholic (213)</b></li> </ul> |

\* (Pupil numbers at each school)

Given the above, it is vital that, as a vibrant and positive influence within a community of such exceptionally high social, economic and recreational deprivation, we at Wigan St Patricks ARLFC provide our community's young people with real and sustainable opportunities to develop active and healthy interests and lifestyle choices and that we maintain, sustain and promote these opportunities.



## Our Facilities

So how do we go about providing, promoting and sustaining those opportunities and inspiring healthy interests, activities and lifestyle choices within our community's children and young people?

Firstly, and foremost, we work hard to ensure that our facilities are of a quality and standard that will attract players, supporters, volunteers and other contributors from across the local community. At Wigan St Patricks we offer two full-sized rugby league pitches at our home ground at Clarington Park, a mini pitch, a hardstanding all-weather training area, a changing room block, our Clubhouse and four car parks, all of which are held on a 25 year lease from Wigan Council dating from August, 2012. The playing fields, mini pitch and Clubhouse are all fully secured by fencing and are also made available by ourselves for community use, by local schools and by other sporting organisations.

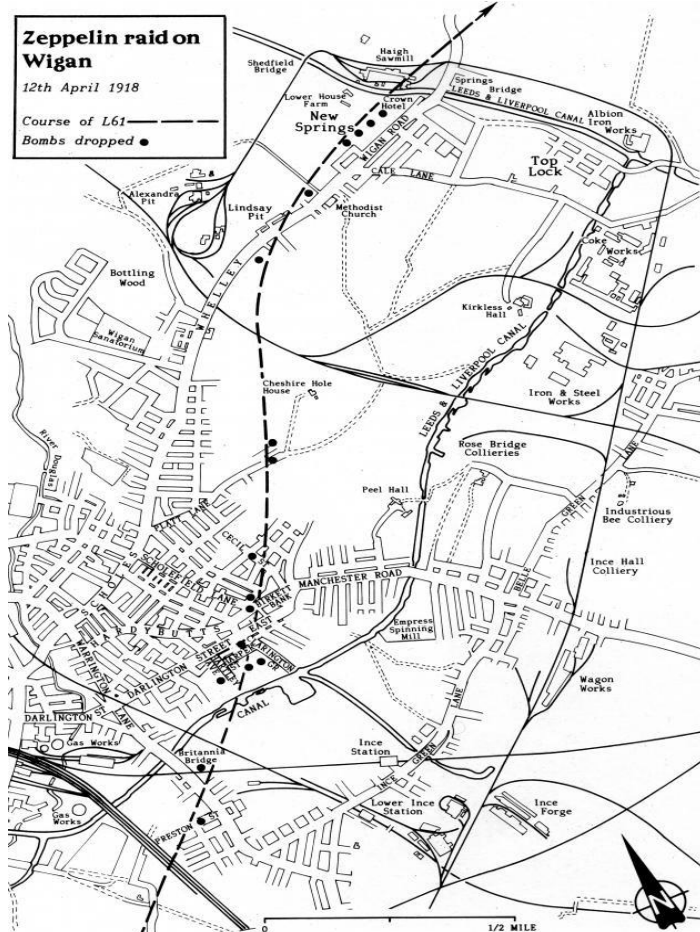
The Clarington Park site covers an area of approximately 3 hectares (7.5 acres), the main two pitches having dimensions of 110 metres by 70 metres and 120 metres by 70 metres respectively, with the mini pitch measuring 40 metres by 25 metres and the all-weather training area being 70 metres by 35 metres. The Club's car parks have spaces for 57 vehicles (including 2 accessible spaces for disability users), as well as specifically allocated spaces to accommodate up to 3 coaches.



The site is bounded by housing to the north and east sides, a food factory and industrial premises to the west and the Leeds-Liverpool Canal to the south and so is effectively “landlocked”, with no realistic potential or opportunity for expansion or extension. It is used intensively to accommodate all of the Club’s activities, including each of our 19 teams, the lack of available space meaning that the introduction of further facilities on site primarily has to be instead of, rather than in addition to, those facilities already existing.



into overcast and foggy conditions and mistook the glare from the blast furnaces at Kirkless for the industrial factories of Sheffield, dropping several bombs. Tragically



these damaged or destroyed a number of houses, including homes in Hartley Avenue, Harper Street and Clarington Grove, from which 7 people lost their lives and another 9 were injured. It is upon the site of some of these homes that our playing fields now stand and, whilst we are justifiably proud of our facilities at Clarington Park, we should also never forget that where our children and young people play the game they love was once, within the lifetime of our Club, the home of people who lost their lives in such tragic circumstances.

## Our Playing Fields

Our two full-sized rugby league pitches are each floodlit, enabling them both to be used for competitive matches and training sessions during the evenings and throughout the year.

We took over responsibility for the maintenance and management of our playing fields from Wigan Council in the summer of 2011 to address concerns regarding their poor and deteriorating standard, prior to taking a 25 year lease of the whole of the site the following year. Immediately upon assuming the maintenance and upkeep of the playing fields, we undertook a treatment and upgrade programme to improve their quality, including the application of vertidrainage, herbicide, top soil dressing, seeding and fertilising through specialist contractors, alongside a regular mowing programme, hedgecutting and the removal of overgrown weeds and tree roots

immediately bordering the pitches. We have continued this programme ever since to ensure that our pitches and playing fields are maintained and treated to a high standard, the cost to the Club on specialist care and treatment being £10,078, £14,784 and £10,011 respectively over the last three financial years. In addition to this, and partly funded by a grant from the Rugby League World Cup 2021 Capital Grants Programme, we completely upgraded and replaced the floodlighting to our “2<sup>nd</sup> Team” pitch in June, 2021 at a total cost of £12,410.40, our contribution to which is included in the expenditure above.



The most recent Wigan Borough Playing Pitch Strategy (published in 2017), described our pitches as having improved from being of “very poor quality” before we took over their maintenance (identified by the Local Needs Assessment undertaken by Wigan Council in 2007 in accordance with Sport England’s “Towards A Level Playing Field: A Guide to the Protection of Playing Pitch Strategies”, February, 2003) to being now of “standard quality”. This is a clear testament to the Club’s dedication and commitment to managing, maintaining, sustaining and improving our playing fields and our facilities generally and we are confident that this latest assessment would have achieved the status of

“good” had it not been for the intensive overplay of the pitches, which sees them recognised by the Playing Pitch Strategy as the most overplayed and overused of all of the 88 dedicated grass rugby league pitches across the 45 rugby league sites in the entire borough of Wigan. In fact our most recent pitch assessment, undertaken in January, 2022 by the Grounds Management Association’s Pitch Advisory Service in accordance with Performance Quality Standards endorsed by the RFL, describes the general condition of both of our full-sized playing fields as “good”, each pitch achieving a PQS score of 64%, although significant evidence of overuse was also clearly recognised and identified.

In this respect, the RFL’s own pitch assessment criteria evaluates both of our pitches as suitable to accommodate two “match equivalent sessions” each week. However



the “1<sup>st</sup> Team” pitch (in front of the Clubhouse) accommodates an average of 6 match equivalent sessions and the “2<sup>nd</sup> Team” pitch an average of 8.75 match equivalent sessions each week throughout the season, being overplayed therefore by 4 and 6.75 match equivalent sessions respectively each and every week. The “1<sup>st</sup> Team” pitch itself is used on average for 8 hours (or 5 match equivalent

sessions) each week simply for training purposes, with the “2<sup>nd</sup> Team” pitch accommodating 9 hours training each week (5.5 match equivalent sessions), the highest training demand upon any specifically dedicated rugby league pitches in the borough. The number of competitive games played, combined across the two pitches, is also the highest of any other pitches in the borough.

Such an extent of overplay on a site with so little potential or opportunity for expansion inevitably places great demand upon the two pitches, impacts upon their quality and the playing experience of players and limits significantly the possibility of wider use of the Club’s playing facilities by the community, by local schools and by other sporting organisations. This can only realistically be alleviated and addressed by improving pitch quality or by stretching the Club’s finances and resources to the hire of further facilities away from the Club. Indeed, even if pitch maintenance were to improve to the extent that the pitch quality could be reassessed under the Playing Pitch Strategy criteria as “good”, this would only reduce current overplay by 1 match equivalent session on each pitch and still leave an overuse of 3 and 5.75 match equivalent sessions respectively each week.

A further alternative should the necessary finance become available would be to consider an upgrade of the Club site to improve the quality of the playing pitches by increasing expenditure on maintenance and remediation and also to include access to synthetic pitch provision. This would create new capacity within the Club’s facilities to address current needs and advance future aspirations and would not only contribute a facility which would help towards present and future need across the Wigan Town area as a whole, but would also address Sport England’s objectives of:

- protecting existing pitch provision

- enhancing playing pitch quality, by reducing the extent of overplay beyond recommended capacities
- providing new pitches to fulfil current and future demand

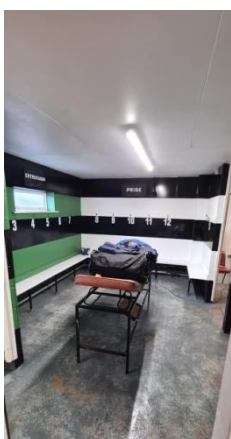
and also serve Wigan Council's vision of "an accessible, high quality and sustainable network of sports pitches and other outdoor sports facilities that support delivery of the Deal for the future...through increased sports participation by all residents, at all levels of play, from grassroots to elite".

### **Mini Pitch**

The mini pitch at Wigan St Patricks was constructed in 2012 at the west side of the ground to provide our younger players (from Under 6s to Under 9s) with a dedicated facility where they could experience and take part in rugby league and to reduce demand upon the Club's main pitches.

Full use of the mini pitch has, however, proved to be sporadic due to the proximity of the adjacent full-sized "1<sup>st</sup> Team" pitch which, for safety reasons, has effectively restricted play on the mini pitch to times when the "1<sup>st</sup> Team" pitch is not in use. The location and use of the mini pitch is therefore under review and it is currently felt may see it become more of a training and warm-up facility or a site for a modular changing room, rather than as a location for active match play.

### **Our Changing Rooms**



Our Changing Rooms are of brick and pitched roof construction and were built by Wigan Council in 1989. They comprise four separate changing rooms able to accommodate four complete teams, two in the "home" section of the Changing Room block and two in the "away" section, each changing room having access to appropriate shower and toilet facilities. The block also contains a separate changing room for up to six match officials, again with shower and toilet facilities, as well as a physiotherapist's room, a meeting room for the home team coaches and a separate room for the site manager.

The Changing Rooms were fully upgraded and refurbished in early 2023 (including an upgrade and replacement of the hot water boiler). They are maintained by ourselves and our annual maintenance programme includes painting each year and

general upgrading as necessary, with sweeping out after each match, mopping once a week and power washing every month. Plans are currently being developed to make separate changing provision for our female players, so that both male and female teams can use the changing room block simultaneously.

## **Our Clubhouse**



Our Clubhouse was opened on 23<sup>rd</sup> August, 1985 by former Wigan, Leigh, Great Britain and Wigan St Patricks legend Joe Egan and was designed and constructed entirely by Wigan St Patricks volunteers. It comprises a function room seating 80 people (with standing room

available for another 20 to 25), a lounge/meeting room (with seating for a further 25 people), a fully licensed bar, a kitchen and catering area, an office/storage room, female and male toilets and an accessible toilet with baby changing facilities.

As well as being used for pre- and post- match rugby activities, the Clubhouse is also available as a facility for the community and for business meetings and conferences and is frequently a venue for private events and functions.

Recent improvements within the Clubhouse have included the installation of completely new female and male toilet facilities (funded by a loan from our drinks partners and suppliers, T & JT Barton Limited), the design and construction of a new accessible toilet and baby changing facility (largely funded by a grant from the National Lottery Awards for All scheme), the full refurbishment of the fixed seating within the lounge/meeting room area together with replacement of the tables and chairs, the introduction and implementation of a new digital till facility to the bar area by way of a touchscreen electronic point of sale system, an upgrade of the Club's WiFi facility to Virgin Media Broadband,



replacement of all of the tables in the function room and an upgrade of some of the kitchen equipment.

This again demonstrates our ongoing dedication and commitment to managing, maintaining and improving the quality and standard of the facilities we provide for our members and further improvements are planned both in facilities and marketing to attract increased business and community use as soon as appropriate finance is identified and becomes available.



## Our Members

With due consideration to the membership requirements contained within our Constitution and Club Rules, anyone may become a member of Wigan St Patricks without differentiation or discrimination.

We currently have 483 members of our Club (at March, 2023) across the following specific categories:

- Playing Membership (354 members)
- Non-Playing Membership (20 members)
- Volunteer Membership (80 members)
- Honorary Membership (29 members)

### Playing Membership

354 players are currently registered as playing members of Wigan St Patricks, across our 19 teams. Our players substantially live locally, around 86% being from within the Wigan postcode area, although others regularly come from as far afield as Bolton, Chorley, Leyland, Preston, St Helens, Warrington and Widnes....even Australia and New Zealand!...to be part of our Club.

Our teams range from our Cubs squad (Under 6s and below) to our Open Age Men's 1<sup>st</sup>, 2<sup>nd</sup> and Masters teams and our Ladies' team, each supported by a Head Coach qualified to RFL standards, usually one or more Assistant Coaches, a Team Manager and an accredited First Aider. Each team trains twice each week, with the exception of our Cubs players and our Open Age Masters teams who each train once. The current training schedule for each team is:

| Team                    | Training Programme                                | Matchday |
|-------------------------|---------------------------------------------------|----------|
|                         |                                                   |          |
| <b>Cubs</b>             | Monday 6:00pm – 7:00pm                            | -        |
| <b>Under 7s Newbies</b> | Monday 6:00pm – 7:00pm; Wednesday 6:00pm – 7:00pm | Sunday   |
| <b>Under 7s</b>         | Monday 6:00pm – 7:00pm; Wednesday 6:00pm – 7:00pm | Sunday   |
| <b>Under 8s</b>         | Monday 6:00pm – 7:00pm; Thursday 6:00pm – 7:00pm  | Sunday   |
| <b>Under 9s</b>         | Monday 7:00pm – 8:00pm; Thursday 6:00pm – 7:00pm  | Sunday   |
| <b>Under 10s</b>        | Tuesday 6:00pm – 7:00pm; Friday 6:00pm – 7:00pm   | Sunday   |
| <b>Under 11s</b>        | Monday 6:00pm – 7:00pm; Wednesday 6:00pm – 7:00pm | Sunday   |

|                                                                     |                                                       |          |
|---------------------------------------------------------------------|-------------------------------------------------------|----------|
| <b>Under 12s</b>                                                    | Wednesday 7:00pm – 8:00pm; Saturday 10:00am – 11:00am | Sunday   |
| <b>Under 13s</b>                                                    | Monday 6:00pm – 7:00pm; Thursday 6:00pm – 7:00pm      | Sunday   |
| <b>Under 14s</b>                                                    | Tuesday 6:00pm – 7:00pm; Thursday 6:00pm – 7:00pm     | Sunday   |
| <b>Under 15s</b>                                                    | Tuesday 6:00pm – 7:00pm; Thursday 6:00pm – 7:00pm     | Sunday   |
| <b>Under 16s</b>                                                    | Monday 7:00pm – 8:00pm; Thursday 7:00pm – 8:00pm      | Sunday   |
| <b>Girls Under 12s</b>                                              | Monday 6:00pm – 7:00pm; Friday 6:00pm – 7:00pm        | Saturday |
| <b>Girls Under 14s</b>                                              | Monday 7:00pm – 8:00pm; Wednesday 7:00pm – 8:00pm     | Saturday |
| <b>Girls Under 16s</b>                                              | Monday 7:00pm – 8:00pm; Wednesday 7:00pm – 8:00pm     | Saturday |
| <b>Ladies Open Age</b>                                              | Monday 7:00pm – 8:00pm; Thursday 7:00pm – 8:00pm      | Sunday   |
| <b>Men's Open Age<br/>(1<sup>st</sup> and 2<sup>nd</sup> Teams)</b> | Tuesday 7:00pm – 8:00pm; Thursday 7:00pm – 8:00pm     | Saturday |
| <b>Men's Open Age<br/>Masters</b>                                   | Saturday 10:00am – 11:00am                            | Saturday |

Details of each of our teams and of their Coaches, Team Managers and non-playing personnel, as well as their sponsors and training schedule, are shown at Appendix Three to this Plan.

Team membership numbers over the last five years across each age group show:

| <b>Team</b>                                                         | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>2022</b> | <b>2023</b> |
|---------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|
|                                                                     |             |             |             |             |             |
| <b>Cubs</b>                                                         | 11          | 12          | 13          | 13          | 6           |
| <b>Under 7s Newbies</b>                                             | 9           | 10          | 21          | 19          | 9           |
| <b>Under 7s</b>                                                     | 9           | 15          | 17          | 23          | 22          |
| <b>Under 8s</b>                                                     | 10          | 15          | 17          | 21          | 15          |
| <b>Under 9s</b>                                                     | 17          | 14          | 14          | 20          | 17          |
| <b>Under 10s</b>                                                    | 14          | 18          | 17          | 23          | 15          |
| <b>Under 11s</b>                                                    | 19          | 13          | 22          | 21          | 19          |
| <b>Under 12s</b>                                                    | 15          | 25          | 20          | 21          | 14          |
| <b>Under 13s</b>                                                    | 17          | 21          | 25          | 17          | 19          |
| <b>Under 14s</b>                                                    | -           | 20          | 22          | 28          | 17          |
| <b>Under 15s</b>                                                    | 22          | -           | 19          | 22          | 27          |
| <b>Under 16s</b>                                                    | 13          | 21          | -           | 20          | 17          |
| <b>Under 18s</b>                                                    | 17          | 22          | 23          | -           | -           |
| <b>Girls Under 12s</b>                                              | 6           | 11          | 2           | 26          | 26          |
| <b>Girls Under 14s</b>                                              | 4           | 13          | 17          | 18          | 20          |
| <b>Girls Under 16s</b>                                              | 9           | 18          | 3           | 19          | 24          |
| <b>Ladies Open Age</b>                                              | 37          | 31          | 38          | 37          | 28          |
| <b>Men's Open Age<br/>(1<sup>st</sup> and 2<sup>nd</sup> Teams)</b> | 82          | 56          | 78          | 63          | 33          |
| <b>Men's Open Age Masters</b>                                       | -           | -           | -           | -           | 26          |
| <b>TOTAL</b>                                                        | <b>311</b>  | <b>335</b>  | <b>368</b>  | <b>411</b>  | <b>354</b>  |

## **Variation in Playing Membership**

Variation in our playing membership from year to year generally arises from a number of factors:

- We are competing for our players with other Summer sports and leisure activities, although the cross over in playing seasons, particularly with rugby union and football, has encouraged a positive and co-operative relationship with colleagues in other sports to enable both to field good strength teams.
- A marked and increasing drop-off at the Under 16s and Under 18s age groups, in many instances due to players having examinations and Summer jobs during the playing season, although other social activities also tend to have an increasing attraction at these age groups, particularly for boys.
- The RFL's Scholarship scheme can see players leave the Club at Under 15s and Under 16s level to take up a scholarship opportunity with a professional club. Those who are not then offered an Academy contract with the professional club often do not return to their "parent" community club and all too frequently are lost to the game.
- The cost of living can be prohibitive for parents paying club subscriptions for our junior players. However, as a club we value our children's involvement and activity far greater than the payment of club subscriptions and we work hard to ensure that subscription payments never become a barrier to this.
- A significant expansion in our younger age groups has in fact become noticeable following the recent coronavirus pandemic, we believe due to parents wanting to see their children more physically active following the coronavirus lockdown.

Players leaving the Club are always encouraged to be open and honest with us about their reasons for doing so, so that we can look to improve the playing experience for our players. Often they say that they are looking for a "new challenge", particularly where they are looking to play at a higher level, or that they are looking for more "game time", especially if their team has a large playing squad. We have never though been known to lose a player for financial or facilities reasons.

Players joining us from other community clubs frequently mention our reputation and the charisma that attaches to this as having been influential in their decision and say that they are looking to play at a particular level and under positive and highly-skilled coaches. They also cite the culture reported by friends who already play at the Club, who generally describe us as very positive and “family-orientated”.

### **Further Categories of Membership**

Alongside our playing membership, we have three further categories of membership:

- **Non-Playing (or “Social”) Members:** including parent members, general members and concessionaries (students and those people qualifying for State Pension).
- **Volunteer Members:** appointed by the Club Committee to perform certain specific roles within the Club. We currently have around 213 voluntary roles (as defined later on in this Plan, at pages 43 to 45), with several of our volunteers holding a number of different positions.
- **Honorary Members:** nominated and recognised for their services to the Club. Visiting teams (including their players, coaching staff, officials and supporters) are deemed honorary members of the Club for the duration of their visit.

### **Membership Subscriptions**

The regular payment and collection of membership subscriptions is integral to effective financial management at all levels within Wigan St Patricks and enables us to meet the significant costs associated with running our Club.

Membership subscriptions regularly amount to around 20% of our total annual income (18.5%, or £36,106, in the financial year 2021/22) and enable us to provide for our players:

- two training sessions each week by coaches who are fully qualified to specified RFL standards
- a full season of playing fixtures for each team

- post-match refreshments for every player and match official after each home fixture
- a contribution towards the cost of travel to away fixtures, where appropriate
- payment of all match fees, match officials' fees, League registration fees and tournament fees (where applicable)
- use of our changing rooms, showers, Clubhouse, playing fields and other Club facilities
- access to all of our on-site training facilities
- access to team training and matchday equipment to RFL standards
- a contribution towards the cost of additional off-site training, particularly during the winter months when our playing fields are closed
- a contribution towards the cost of trophies for end-of-season presentation events
- a volunteer workforce (including coaches, team managers, First Aid staff, Club Committee members, kitchen staff and bar staff) who are DBS checked and operate within all RFL and other appropriate standards and guidance
- course fees for the appropriate development of our coaching staff, team managers, First Aid staff and volunteers
- insurance cover for each player, coach and volunteer registered with our Club and for our premises, equipment and facilities
- maintenance and upkeep of our changing rooms, playing fields, Clubhouse and other Club facilities, including the payment of all gas, electricity, water and other utility bills and of all television, WiFi and licensing fees and subscriptions
- use of our Club facilities for team meetings, functions, fundraising or social events
- payment of all other miscellaneous administrative costs and expenses attributable to the upkeep, maintenance and running of our Club and of our facilities
- discounted Club merchandise from our kit suppliers and online shop
- discounts upon products purchased from the Clubhouse bar

For their own subscriptions, Non-Playing Members, Voluntary Members and Honorary Members each receive the following benefits:

- free entry to all Open Age home games (programme cost additional)
- discounts upon any product purchased from the Clubhouse bar
- discounts upon Club merchandise provided through the Club or from our online shop
- a discounted rate upon the cost of room bookings at the Club for social events or private functions

Membership subscriptions are payable through our online banking system and are reviewed by our Club Committee from time to time and set at a level that will not be a significant hindrance to community participation in the Club.

The current subscriptions for our junior and youth teams were most recently set and approved by our Club Committee in 2021, the first increase there had been for three years. These are now £10 each month for our Cubs and Newbies players, payable over 10 months from January to October in each year (total £100 pa, equivalent to £2.33 per week), £20 each month over the same period for our Under 7s, 8s, 9s and 10s teams (total £200 pa, equivalent to £4.65 per week), £20 each month for our Girls' Under 12s, Under 14s and Under 16s teams (total £200 pa, again equivalent to £4.65 per week), and £25 each month for our Under 11s to Under 16s teams (total £250 pa, equivalent to £5.81 per week). Our Men's and Ladies' Open Age players pay either a lump sum of £100 for the season or 4 monthly payments of £25. Our Open Age players are also free to obtain individual sponsorship from local businesses towards the cost of their subscription, playing kit and other expenses.

Non-Playing (or "Social") Members pay a £10 General Membership fee (£5 concession for Students and for people qualifying for State Pension). Volunteer Members and Honorary Members are not required to pay a membership fee in recognition of their unpaid contribution to the Club.

## Throughput for Our Facilities

Our membership details throughout their various categories give us a realistic estimate of the number of people who will visit us or use our facilities for sporting purposes throughout an average season. Clearly these will vary from week to week, although presuming alternate weeks' home and away fixtures, alongside the occasional Cup or friendly game, between the start of the season at the beginning of March and the close of the season at the end of September (and excluding the Bank Holiday weekends at Easter, May Day and the late May and August Bank Holidays, as well as the four week summer break between mid-July and mid-August), there are 22 weeks in each year in which approximately half of our 17 competitive teams will have home games at the Club (our Cubs squad does not currently play matches and our Masters team tends to play monthly, with just 2 home fixtures currently scheduled for 2023). Alongside Coaches, Team Managers, First Aiders, Match Officials, a Game Day Manager and, nominally, a ratio of 1.5 spectators to each player (at junior and youth level this will primarily be players' parents or carers), together with similar numbers for the opposition team, this will see a potential minimum throughput in each two week period of approximately 1,780 people (890 in each week), made up as follows:

- 322 Players (excluding our 6 Cubs players and our 26 Masters players)
- 34 Coaching staff
- 17 Team Managers
- 17 First Aiders
- 483 Spectators

**Total = 873**

plus:

- Opposition Team = 873
- 1 (x17) Game Day Manager = 17
- 1 (x17) Match Official = 17

**Overall Total = 1,780 people** (of whom 661 are players and match officials) visiting or using our facility on matchdays every two weeks.

Adding to this the 26 Players, 2 Coaching staff, Team Manager, First Aider and a nominal 39 spectators, together with the Opposition Team's Players, Officials and spectators, a Game Day Manager and a Match Official for each of our 2 scheduled

Masters home fixtures, sees the involvement of a further 280 people (140 for each match), 106 of whom are players and match officials.

Over a 22 week season, this then equates altogether to a cumulative total of approximately 19,860 people (7,377 players and match officials) using or visiting our facilities on matchdays.

In addition, training for most of our teams (including our Masters players and Cubs squad) generally takes place at the Club twice a week during these periods which, presuming 85% attendance and a 1 spectator per player ratio, together with Coaching staff and Team Managers (and also discounting Bank Holidays and the summer break, during which training will usually continue as normal), will see a further footfall of 1,258 people visiting or using our facilities for training purposes for each of the 30 weeks from the beginning of March to the end of September. This is made up from:

- 301 Players (85% of our total playing membership)
- 301 Spectators
- 38 Coaching staff
- 19 Team Managers

**Total** = 659 people

Assuming two training sessions each week (with the exception of our Cubs and Open Age Masters players, who each train once), this amounts to 1,258 people in each week (575 of whom are players) and, over 30 weeks, to 37,740 visits to the Club (17,250 by players) for training purposes.

Taking this together with attendances on matchdays, amounts to an extensive overall total of approximately 57,600 visits during which people use our facilities for sporting purposes each season (24,627 by players and match officials), which are of course increased by visitors to our Club for other purposes, the use of our facilities by other teams or clubs or for other events, or the substantially increased footfall attracted by our Annual Royal Marines Festival in May of each year.

This highlights the intensive use and demand upon our facilities over each season and supports our proposals (set out later in this Plan) for the absolute need to develop our facilities further to meet continuing and future demand.

## **Our Management**

Just as it is important to have the right people in the right positions on the field to bring about success, this is equally essential off the field and we pride ourselves on having a strong, knowledgeable, enthusiastic and hardworking team in all of the key positions within our Club.

## **Our Club Committee**

The Wigan St Patricks Club Committee is responsible for the management of our facilities and of all of the Club's affairs, including our property and funds, and meets regularly to ensure the effective and timely performance of Club business. The Committee consists of a minimum of five Club members (with a maximum of twelve), each of whom must already have had a significant involvement with the Club. In reality though, they generally have much, much more!

The current Wigan St Patricks Club Committee consists of nine members, who are:

### **Catherine Taylor, Club Chairperson**



Cath became our Club Chairperson in November, 2015, having previously held the roles of Club Secretary and Club Treasurer.

As Chairperson, Cath sees her primary role as ensuring that the Club operates effectively and in a businesslike manner, remains financially stable, makes correct, transparent and verifiable decisions, has a sustainable Development Plan to improve our facilities and increase playing opportunities and provides a safe, secure and welcoming environment for all of our players and members. In taking this forward, Cath has overall responsibility for our Club Committee and for our volunteers and employees, including our coaching team, and ensures that they each have the skills and qualifications necessary to the successful performance of their respective roles. She also has a strong focus on forging and maintaining links with Community groups, professional organisations, our sponsors, our National Governing Body, the leagues to which we are affiliated, professional clubs and with other community clubs.

Cath became part of our Club Committee in 2009 and was appointed as Club Treasurer a year later, a role in which she was integral to addressing the difficult financial circumstances the Club faced at that time, returning us to profitability within just 18 months and ensuring that robust financial procedures were established and implemented to safeguard our future. Cath then became Club Secretary in 2014 before being appointed Chairperson on a “temporary” basis in 2015, a position she still holds today.

Cath’s first involvement with Wigan St Patricks came in 1993, when she met her husband, Geoff, who was at that time a player with the Club. Both of their sons have played with the Club for most of their lives, their eldest going on to representative and then international honours with the England Community Lions Under 19s team before signing to play academy rugby league with Warrington Wolves and then Swinton Lions and then moving on to play in the New South Wales Country Rugby League competition in Australia. He has since returned and plays with our Open Age team at the Club. Their youngest son also plays for the Club and has recently made the transition to Open Age, whilst also coaching within our Junior section. Cath states that: “This club has given both my sons a tremendous platform in life, teaching them respect, discipline, the ethos of teamwork and togetherness”.

Professionally, Cath is an Operations Manager with ina4 Media Limited, a Digital Agency specialising in web design, software development and digital marketing, handling multiple projects and identifying, managing and delivering client expectations.

### **Joe Charnock, Club Ambassador and Funding Manager**

Joe joined the Club as a player in 1968 and is still involved 55 years later. During this time he has represented the Club in a number of different roles, as player, coach, fundraising officer, ambassador and as a Committee member continuously since 2000, also serving as the Club’s Vice Chairman for a period. As a coach, Joe took the Club’s Under 14s team to BARLA National Cup wins in both 2012 and 2017 and was voted the North West Counties Coach of the Year in 2012.



Joe is currently our Club Ambassador and Funding Manager, with a focus on seeking out funding and sponsorships to develop and improve our facilities and helping others within the Club to do so for their own teams. As Club Ambassador, Joe promotes the Club whenever and wherever possible.

As well as his Committee role, Joe is the Team Manager for our Open Age Section and also for our newly formed Open Age Masters team, ensuring that day to day and matchday responsibilities are undertaken and completed effectively, and is also instrumental in producing our matchday programme. He also liaises and works with the Club's contractors and with the local Council to ensure that essential maintenance and improvement works and repairs are carried out to our ground and its surrounds and that our floodlighting and our changing rooms are maintained and kept to a high standard. Overall, Joe sees his role and main focus at Wigan St Patricks as "aiming every day to make St Pats a better place than it was yesterday".

Joe is a retired Structural Steel Manager and is a family man with 4 children and 6 grandchildren (two of whom played in the Club's Under 14s National Cup winning team in 2012, which Joe coached). Joe's brother, Vincent, was also a notable Wigan St Patricks player and represented the Club with distinction for many years.

### **Lauren Gibbons, Club Welfare Officer**



Lauren is our Club Welfare Officer, ensuring that each of our coaches, team managers and First Aiders have a full understanding of safeguarding and welfare issues and how to address any concerns that may arise and that they have each participated in the RFL's prescribed Safeguarding and Protecting Children programme. She is the Club's liaison point for all safeguarding matters and ensures that any issues are addressed effectively, either through the RFL or through any other appropriate agency. She also ensures that all of our volunteers are

DBS checked and is an accredited verifier for the RFL for these purposes.

In addition, Lauren is our appointed Covid Officer and was responsible for ensuring that all prescribed safety measures were implemented across the Club throughout the pandemic and for facilitating the safe return to play for all of our teams. She became a Club Committee Member in 2020 when she was appointed to the Covid Officer role and became our Club Welfare Officer later the same year.

Lauren is also our Girls and Ladies' Secretary, looking after the fixtures for each of our Girls and Ladies teams, making sure that each has suitably appointed coaches and that all of our players are registered. She is herself the Head Coach of our Girls' Under 14s team (as well as being the Team Manager and First Aider!) and sees her role strongly as growing the Girls teams at the Club and building a clear pathway for them through from Cubs to Open Age. In addition, Lauren is also the Head Coach for our Under 8s mixed boys and girls team.

Lauren plays for our Open Age Ladies team and for Aspull Emus Women's rugby union team and has been a major influence in forging a partnership with Aspull Emus to provide consistent training and playing facilities and opportunities for our ladies and girls throughout the Winter months, which has had the added benefit of enabling them to play (and be successful too!) in another sport.

Lauren first arrived at Wigan St Patricks when she was 16 years old and, although she has had occasional spells away from the Club, she has been with us continuously now for over 7 years. Her family has a long history with the Club and her father, her brother, her sister and several of her uncles and cousins have all played here. Indeed, Lauren's late Grandfather, Jack Berry, who she names as the greatest influence upon her rugby career, played initially for the St Patricks School team and later for Wigan St Patricks, as well as being involved with Swinton Lions RLFC, and was well known amongst other local clubs and in local rugby circles.

In her career outside rugby league, Lauren is a Teamwear Co-Ordinator for Optimum Sports, particularly in relation to rugby kits, dancewear and gymnastics wear. Before this, she had a strong background in nursing, both in hospitals and in community care, particularly during the early stages of the Covid pandemic, and she specialised in providing independence to vulnerable adults and children whilst safeguarding their welfare. Lauren has also been a qualified hairdresser.

### **Cath Jones, Club Manager**



Cath is our Club Manager, with responsibility for the effective overall management of our Clubhouse and its day-to-day activities, ensuring that it has a regular and effective cleaning regime, and is decorated, maintained and furnished to the highest possible standards.

Cath has been with us now for around 23 years and started working in the Club kitchen over 20 years ago. Since then she has fulfilled a number of important roles within the Club, including kitchen, bar and cleaning work,

Team Manager for one of our junior teams and was captain of our Ladies team from 2012 for its first three seasons. Cath has more recently acted as our Catering and Bar Manager and has been a Committee member since 2010. She is widely seen as an essential part of our Club who always gives her best in whatever role she undertakes.

Cath is married to one of our great past players, Dave Jones, who also played with distinction at professional level for Wakefield Trinity, Oldham and Chorley Borough. Her eldest daughter played for our Ladies team and her youngest daughter played with our Girls' teams. Cath's son also played for the Club at junior and youth level and is now our Hospitality and Catering Manager.

Away from the Club, Cath has been the Company Secretary with her husband Dave's business, Dave Jones Plant Limited, since its formation in 2000 and also runs her own furniture repair, refurbishment and upholstery business, CJ Designs.

### **Danny Jones, Club Hospitality and Catering Manager**

Continuing the Jones family dynasty at Wigan St Patricks, Cath and Dave's son, Danny, is our Hospitality and Catering Manager. Danny has lived all of his life directly opposite our home ground, on Harper Street, and has been involved with the Club from a very young age. He started with our Cubs team at the age of 5 and, like his Mum and Dad and both of his sisters, played for the Club (up to and including the Under 13s age group). He then started working both in our kitchen and as a cleaner from the age of 13 and eventually extended this to bar work too.



In his role as Hospitality and Catering Manager, Danny is keenly aware of the importance of bar and kitchen revenue to the Club and of the need for our Bar and Kitchen to operate smoothly and effectively. He has responsibility for maintaining stock levels, undertaking stocktakes and stock reports, keeping up to date with prices and stock changes, meeting and liaising with our suppliers and maintaining an up-to-date awareness of the industry. He also has responsibility for ensuring that any necessary bar and kitchen maintenance is undertaken and completed effectively. Danny

led on our achievement of a 4 star Food Hygiene (“Good”) rating in early 2023 following external inspection and is focused on ensuring that the staff within his charge understand fully their day-to-day responsibilities in catering and bar work.

Danny holds a GCSE Distinction Star (DS\*) in Hospitality and Catering, a Level 2 qualification in Hygiene and Safety for Catering and a First Aid at Work qualification. He is a full-time second year Degree student in Biochemistry at Salford University and joined our Club Committee in May, 2021.

### **Louise Kay, Club Events and Hospitality Co-Ordinator**



Louise is our Events and Hospitality Co-Ordinator, looking after and organising our events, functions, fundraisers and entertainment at the Club, including our Children’s Christmas Party, our New Years Eve Party and our annual Marines Festival, and ensuring that these each run smoothly and efficiently and bring people into the Club. She has over 20 years’ experience in bar work and bar management and also in funding work and has been involved with our Club since 2017, becoming a member of our Club

Committee in January, 2023. Outside the Club, Louise is a mother of two boys (aged 18 and 14), her youngest son playing with our Under 14s team for which Louise is the Team Manager and her husband, Stuart, acts as fitness conditioner and also as the team’s First Aider.

## **Peter Murphy, Club Governance Manager**



Peter was a player with the former Whelley Rugby League club in Wigan when it combined with St Patricks under the “Wigan St Patricks” umbrella in 1977.

After playing for Wigan St Patricks, Peter moved on to coaching with our Under 17s team, a crucial developmental stage for young players in their transition from youth to Open Age and, in some cases, professional rugby league, and he qualified as an RFL Level 3 Coach under the RFL’s National Coaching Scheme in 1989.

Following a period away from the game due to professional and family commitments, Peter returned to the Club in 2010 as a Committee Advisor and became our Club Secretary (recently renamed Club Governance Manager) in 2015, focusing primarily upon Committee administration (including drafting and issuing an Agenda for each meeting and ensuring that the Club Committee’s considerations and decisions are reflected in clear and comprehensive minutes), policies and procedures (including drafting new Codes of Conduct for all levels within the Club, drafting and revising a new Club Complaints Procedure and new Club Policies in relation to Safeguarding, Equality, Health and Safety and the Video Recording and Photography of Young Players), conducting and completing successfully and to the Club’s best advantage negotiations with the local Council for a long-term lease of the Club’s premises and playing fields, leading upon and developing a new Club Development Plan to take the Club forward, preparation and submission of a successful bid for substantial funding from Sport England in 2011 in support of the Club’s development plans, representing the Club at meetings of the leagues to which we are affiliated and at meetings with our Governing Body, and providing general advice on policy, procedure and practice in the day-to-day management and administration of the Club. Peter also developed and drafted a new Club Constitution in 2011, which he continues to review and revise on a regular basis to ensure that it remains relevant and “fit for purpose” to our needs in driving the Club forward.

Peter qualified as a solicitor 41 years ago and was for some years the Head of Legal Services for a large public sector organisation, managing an annual budget of around £1.2 million, as well as the Chief Solicitor to the Merseyside Police Authority,

before retiring from practice. He holds a Masters Degree in Management Studies and Business Administration and is also an accredited leadership trainer and facilitator.

Peter is married and has 8 grandchildren, the youngest of whom plays for our Under 10s team.

### **Gill Rickard, Club Finance Officer**



Gill has been part of Wigan St Patricks since 2011 and became a Committee Member in October, 2014, when she was appointed Club Treasurer.

Gill has responsibility for managing the finances for the whole Club, including our Junior, Ladies and Open Age Sections. This involves primarily recording and paying into the Club's bank accounts all income received, ensuring that all payments and direct debits on behalf of the Club take place in full and on time and that the Club's bank accounts have sufficient credit to meet those payments, liaising with the Club's external accountants as necessary, issuing invoices on behalf of the Club, and supporting each of the Club's junior teams in monitoring the receipt of membership subscriptions and in ensuring that their records are current and up-to-date.

In her professional career, Gill is a Finance Manager with Insight Booking Solutions Limited, a leisure and travel company and hotel booking agency, and has many years experience in finance and accounting.

### **Jo Trumble, Club Junior Co-Ordinator**

Jo is our Junior Co-Ordinator, one of the most demanding voluntary roles in the Club, with responsibility for ensuring that all of our Junior teams, players, coaches and volunteers from Under 7s upwards are registered appropriately with the RFL and with the Leagues to which we are affiliated, attending team and League meetings, dealing with any transfer or disciplinary issues that may arise and advising team managers and coaches of all the necessary processes, policies and procedures they need to know and follow. Jo also co-ordinates pitch allocations and start times for all



of our teams, both on matchdays and for training sessions, and ensures that our playing fields are fit for play.

As if this isn't enough, Jo is also an experienced and accredited RFL Level 2 Coach and is our Open Age Ladies Assistant Coach and Team Manager, our Girls Under 16s Head Coach and the Assistant Coach to our Under 11s Mixed Boys and Girls team, having previously coached our Under 12s Boys team all the way through to Under 18s. She formerly played for our Open Age Ladies and currently

plays for the Aspull Emus Women's Rugby Union team.

Jo has been involved at Wigan St Patricks since 2012, first as a player and soon afterwards as a coach too, and she became a Club Committee member in 2020. She has been extremely influential in recent years in the development of our Ladies and Girls Section and is keen to progress this further, as well as seeing the Club establish an effective development pathway for our Club coaches.

Jo holds a Degree in Psychology from Manchester Metropolitan University and has worked in insurance since she left University in 2010. She is currently an Assistant Insurance Officer with Wigan Council, dealing primarily with personal injury, employers' liability and property claims.



## **Our Governance**

Underpinning the day-to-day management of our Club's affairs and our effective performance of Club business is a written Constitution, supplemented and supported by policies and procedures, which together provide a framework and foundation for our everyday activities.

### **Constitution and Club Rules**

Our Constitution and Club Rules describe who we are as a Club, sets out our powers, responsibilities and objectives and forms a binding agreement between all of our members as to the administration, decision-making and financial controls within the Club. Our Constitution was rewritten in its entirety in 2011 and is reviewed and revised at least annually to ensure that it is up-to-date and contemporary with the needs and aspirations of the Club and is supportive and flexible to our functions, aims and objectives as these develop and emerge.

The current version of our Club Constitution is available on the Club website at: [Constitution-2019.pdf](#) and may be seen at Appendix Four to this Plan.

### **Policies and Procedures**

Our Club Constitution is itself supplemented and supported by a series of policies and procedures, each approved by our Club Committee, governing specific activities and conduct within the Club. These currently consist of our:

- Codes of Conduct, which include specific Codes for our:
  - Adult Players
  - Club Officials and Volunteers
  - Coaches and Team Managers
  - Parents, Carers and Spectators
  - Young Players
- Complaints Procedure
- Data Protection Policy
- Equality Policy
- Financial Procedure and Property Rules
- Health and Safety Policy and Risk Management Guidance
- Open Age Disciplinary Procedures

- Policy on the Photography and Video Recording of Young Players
- Safeguarding Children Policy

These are each reviewed and revised on a regular basis to ensure that they remain up-to-date with current guidance and legislation and continue to support our everyday needs and objectives.

## Quality Accreditation

We were for several years accredited to the Gold Standard of Sport England's Clubmark quality scheme for community sports clubs until this was replaced by the RFL with its own, more specific, Club Accreditation scheme in 2014.

The RFL is currently in the process of developing a redesigned and updated Club Accreditation initiative as an equivalent to the Clubmark and Club Accreditation schemes so as to encourage and support the effective management and development of community rugby league clubs, particularly in the light of the opportunities presented by the Rugby League World Cup 2021, and we are committed to achieving recognition at the highest level of the new accreditation as soon as practicable following its introduction.



## **Our Financial Management**

The Club Committee's effective management of our finances and Club property is underpinned by robust procedures and practices contained within our Financial Procedure and Property Rules (shown at Appendix Five to this Plan) and built into our Constitution and Club Rules (at paragraphs 12 and 13 of Appendix Four). These procedures are followed in all cases and in all circumstances involving dealings with our Club funds and property and require that all such transactions are conducted by at least two designated signatories on behalf of the Club who are unrelated and who do not live at the same property.

Our Club Treasurer keeps accurate accounting records of all payments made and received by the Club, whether by cash, cheque, bank transfer or otherwise, facilitated by weekly meetings with our Chairperson (herself a former Treasurer of the Club) at which cash received is collected and recorded, payments are approved and made, bills are paid and the amounts to be deposited into the Club's bank accounts are agreed and noted. Our teams are not generally permitted to maintain their own separate bank or other accounts.

We hold five Club bank accounts, each at Barclays Bank, Victoria House, 6 Market Place, Wigan WN1 1QS, into which all sums received by the Club are deposited as appropriate by one of our designated signatories. These Club accounts consist of:

- a Business/Current Account for everyday banking and business purposes
- a Business Premium Account containing Club subscriptions (which are paid and recorded online, enabling them to be managed and identified separately)
- a Catering and Hospitality Account for all income and expenditure arising from our catering and kitchen facility
- a Savings Account for all grant and other funding received for current and future developments (including our Club Lotto funding)
- a Community/Development Account holding all sums deposited into individual team funds

Our formal Club accounts are kept and maintained in accordance with accepted accounting principles and procedures by our appointed independent chartered accountants, HullJady of 41 Bridgeman Terrace, Wigan WN1 1TT (with whom we have had a successful working relationship for over twelve years) and are presented by HullJady to Club members at our Annual General Meeting, alongside a Financial Management Report reflecting our current and projected financial position. These have consistently shown the Club to be in a healthy financial position over a number of years, as reflected both in the “Financial Performance” section below and in our most recent Club accounts for the financial year 1 July, 2021 to 30 June, 2022.

We have recently improved the efficiency of our banking processes still further by implementing the Xero Accounting software package to allow cashflow to be accessed and monitored in real time and funds received to be paid directly into our accounts. Alongside this, we are also working with our Club accountants to agree new and more effective account headings so that specific types of payments can be recorded and monitored separately, improving the effectiveness of our financial management and accounting processes.



## Our Volunteers

As a not-for-profit organisation, we rely heavily upon the support of unpaid volunteers in carrying out our functions and achieving our objectives. These amount to around 213 volunteer contributions in each week during the season ranging through a number of different roles, including coaching staff and Committee members, and commit significant amounts of time to ensuring that our Club runs effectively. Key volunteer roles within the Club (with current titles in brackets) are:

- Club President
- Club Chairperson
- Club Ambassador
- Club Treasurer (Club Finance Officer)
- Club Welfare Officer
- Club Secretary (Club Governance Manager)
- Club Legal Advisor (Club Solicitor)
- Club Facilities Manager (Club Manager)
- Club Development Officer
- Club Fundraising Officer
- Club Hospitality and Catering Manager
- Club Events Manager
- Club Merchandise Officer
- Club Marketing Manager
- Club Public Relations Officer
- Club Commercial and Sponsorship Officer
- Club Website Manager
- Club Junior Secretary
- Club Open Age Secretary
- Coach Co-Ordinator
- Open Age Mentor
- Team Coaches
- Team Managers
- Team Physiotherapists
- First Aiders
- Game Day Managers
- Grounds Maintenance Officer
- Matchday Co-Ordinator
- Programme Sellers
- Volunteer Co-Ordinator
- Litter Pickers
- Fundraisers

As in-kind contributions, the monetary value provided to our Club from these volunteer roles over each season may be identified and recognised as follows:

## Open Age Teams

| Number of People | Role               | £ Per Hour | Average Hours per Week | No of Weeks per Year | Value of Volunteer(s) per year |
|------------------|--------------------|------------|------------------------|----------------------|--------------------------------|
| 1                | Coach Mentor       | £25        | 6                      | 40                   | £6,000                         |
| 2                | Coach              | £25        | 8                      | 40                   | £16,000                        |
| 3                | Coach Assistant    | £20        | 6                      | 40                   | £14,400                        |
| 1                | Team Manager       | £20        | 6                      | 40                   | £4,800                         |
| 2                | Physio/First Aider | £20        | 4                      | 40                   | £6,400                         |
| 1                | Game Day Manager   | £15        | 2                      | 40                   | £1,200                         |
| 2                | Kit Man            | £15        | 2                      | 40                   | £2,400                         |
| 2                | Kit Washer         | £10.50     | 2                      | 34                   | £1,428                         |
| <b>Total</b>     |                    |            |                        |                      | <b>£52,628</b>                 |

## Ladies Open Age, Men's Masters Open Age and Junior Teams

| Number of People          | Role             | £ Per Hour | Average Hours per Week | No of Weeks per Year | Value of Volunteer(s) per year |
|---------------------------|------------------|------------|------------------------|----------------------|--------------------------------|
| 1                         | Coach            | £25        | 8                      | 40                   | £8,000                         |
| 1                         | Coach Assistant  | £20        | 6                      | 40                   | £4,800                         |
| 1                         | Team Manager     | £20        | 6                      | 40                   | £4,800                         |
| 1                         | First Aider      | £20        | 4                      | 40                   | £3,200                         |
| 1                         | Game Day Manager | £15        | 2                      | 40                   | £1,200                         |
| 1                         | Kit Washer       | £10.50     | 2                      | 34                   | £714                           |
| 5                         | Car Drivers      | £10.50     | 2                      | 20                   | £2,100                         |
| <b>Total (per Team)</b>   |                  |            |                        |                      | <b>£24,814</b>                 |
| <b>Total (x 17 Teams)</b> |                  |            |                        |                      | <b>£421,838</b>                |

## Club Management and Administration

| Number of People | Role                      | £ Per Hour | Average Hours per Week | No of Weeks per Year | Value of Volunteer(s) per year |
|------------------|---------------------------|------------|------------------------|----------------------|--------------------------------|
| 9                | Club Management Committee | £30        | 20                     | 52                   | £280,800                       |
| 1                | Working Members           | £15        | 16                     | 52                   | £12,480                        |
|                  |                           |            |                        |                      |                                |
| <b>Total</b>     |                           |            |                        |                      | <b>£293,280</b>                |

Our volunteers therefore contribute an average overall total of 906 unpaid hours to the Club each week during the season (34,964 hours in each year), amounting to a total “invisible” monetary value annually of £767,746.

It is this “unseen” contribution from our volunteers that drives the Club forward and pushes us towards achieving the level of development of our players and service to our community that has made Wigan St Patricks the world renowned club that we are today.

## **Our Employees**

In addition to our volunteer support, the Club employs 7 paid staff (3 bar staff, 3 kitchen staff and 1 cleaner) on a casual “as required” basis.

It is possible that if staff work sufficient hours and earn above a certain amount (currently £10,000 per year), they will automatically become entitled to be offered enrolment into a pension scheme. This aspect of the Club’s operations is managed by our accountants, HullJady, who monitor staff hours and wages and advise the Club should any staff member become entitled to be enrolled into a pension scheme.

## **Our Partners**

Alongside the huge volunteer contribution that is so vital to our role in developing real and sustainable opportunities and healthy and active lifestyle choices for our children and young people, we have a number of significant partnerships with organisations with similar aims to our own with whom we work in achieving those objectives.

Our partnerships with the RFL and with the leagues to which we are affiliated in delivering sporting opportunities in rugby league for our members, are underpinned by the following prominent partnerships:

- **T & JT Barton (Bottlers) Limited:** as well as providing an efficient and very responsive drinks sale and supply service, on excellent terms, T & JT Barton have contributed an outstanding level of support to our Club’s development by providing

loans at very short notice and upon very favourable terms to enable essential improvements to our facilities.

- **Surfacelux:** as a specialist sports floodlighting company, Surfacelux look after all of our floodlighting needs, providing an efficient maintenance, improvement and repair service to our floodlights and outdoor lighting at reduced rates and upon very favourable terms, most recently replacing and upgrading the lighting to our 2<sup>nd</sup> Team pitch and installing an external unit to allow our floodlighting to be operated and controlled externally.
- **O’Neills:** as a specialist sportswear manufacturer and supplier, O’Neills are the exclusive provider of playing kit and leisurewear for all of our teams and also provide a dedicated Wigan St Patricks online shopping facility for sportswear and leisurewear for our players, Club members and supporters.
- **Wigan Council:** our local Council provides us with “in kind” benefits in



recognition of the service and positive influence we inspire within our community and have assisted us in installing CCTV to improve security for the local area and address anti-social behaviour in the immediate vicinity. For our part, we provide significant voluntary assistance in the upkeep of our community

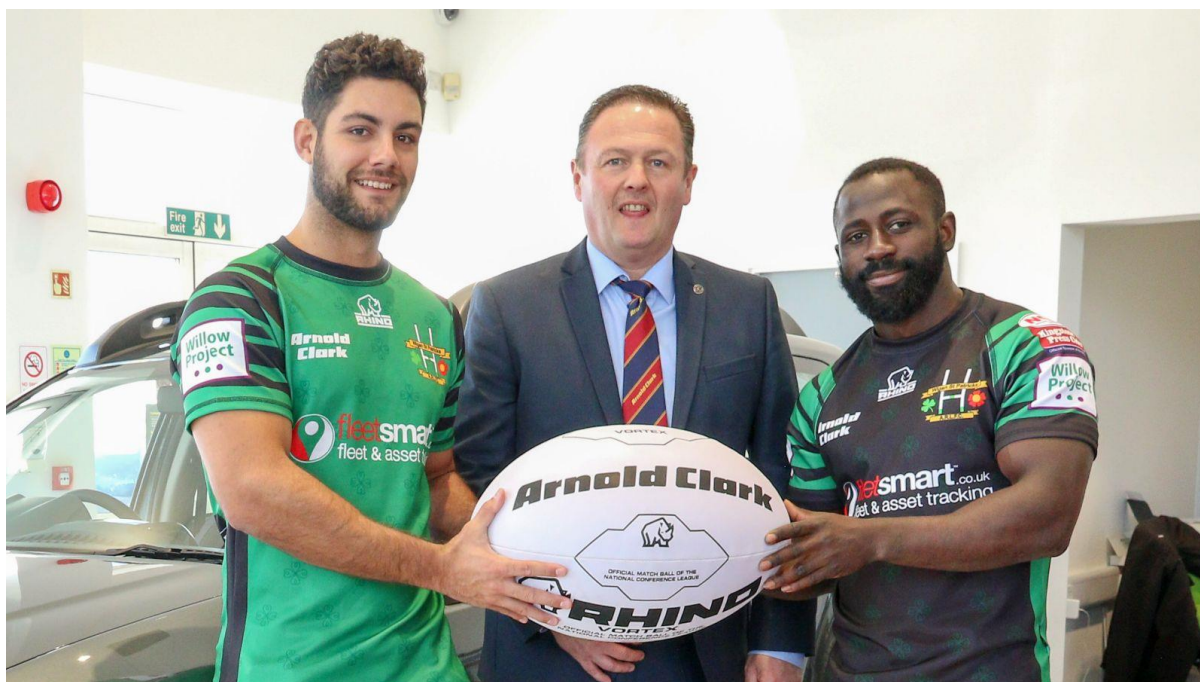
environment, including a regular “litter pick” programme. Our local Ward Councillors are regularly available for consultation and advice in support of our proposals for new and upgraded facilities for our members and community and provide occasional funding towards their development from the Council’s “Brighter Borough Fund”. In addition, Ward Councillor Maureen O’Bern regularly uses our facilities for community activities and events, including afternoon tea for senior citizens, children’s craft sessions and as a base for nature walks for children and families

- **Dave Jones Plant Limited:** Dave is a prominent former player who lives in the immediate locality and often provides us with groundwork and equipment services for improvement works around the ground and its surrounds.
- **The Deanery and St John Fisher High Schools:** we have active and co-operative relationships with both The Deanery and St John Fisher High Schools and regularly host their schools' games.
- **HM Prison Service:** we also have an active and ongoing relationship with HM Prison Service, regularly hosting their teams' games and providing their players, guests and supporters with post-match hospitality.
- **The Royal Marines Association:** the Royal Marines Association work with us in raising awareness and promoting Royal Marines charities through our annual Royal Marines rugby league festival, raising funds for the Association and regularly attracting our largest attendance of the season.

Each of these partnerships adds significantly to the achievement of our aims and objectives and ensures that we are as effective as we can be in delivering the high quality services to our players, members and community to which we aspire.



## Our Sponsors



Sponsorship is a key source of funding for our Club, amounting to £28,927 (2017/18), £22,980 (2018/19), £16,946 (2019/20), £7,419 (2020/21), and £16,538 (2021/22) in each of the last five financial years and representing 20.4%, 16.5%, 14.6%, 9.6% and 8.5% respectively of our total annual income. The recent coronavirus pandemic clearly had an impact upon the levels of sponsorship we received for both 2020/21 and 2021/22 and we are currently taking active steps to identify and attract greater, continuing and more lucrative sponsorship arrangements for the future, as outlined in our Development Priorities at pages 79 to 80 and Schedule Two to this Plan.

Our sponsorship is often sourced through personal or business relationships we already have with local businesses, who see this as an opportunity to promote their business, raise and develop awareness of their brand, name or image, increase their customer base, retain existing customers and build their reputation within the community by their support for community sport.

Our sponsors place crucial importance on being able to justify their investment in our Club by the business outcomes they achieve and we do all that we can to facilitate this by building a close relationship and working hard with our sponsors to give their business maximum advantage from the relationship. We promote our sponsors in

everything we do, publicising their business and providing advertising space in our matchday programme and on pitchside advertising boards, displaying their business name, brand and logo on our matchday kit and Club signage, publicising their business through our website and social media platform (for which we currently have 4,584 “likes” and over 5,000 followers on Facebook, 4,668 followers on Twitter and 1,040 followers on Instagram) and by offering an outstanding matchday experience and hospitality for our sponsors and their clients or guests whenever they visit us.

We have a throughput of almost 900 people visiting our facilities for sporting



purposes each weekend during the season, amounting to around 19,860 visits across the season, all of whom can see the clear commitment we have to promoting our sponsors’ brand name and logo on our Club signage and matchday kits. Our Open Age 1<sup>st</sup> team and our Open Age Ladies team also play extensively across the North of England, from Cumbria across to West Yorkshire and Humberside, whereas our Open Age 2<sup>nd</sup> team and our Junior, Youth and Girls teams play across the whole of the North West, including Cumbria, Lancashire, Merseyside and North Cheshire, and display on each occasion our

sponsors’ business name and logo both on our matchday playing kit and on our leisurewear, providing further exposure and publicity for our sponsors across the North and North West.

Our main Club sponsors are Fleetsmart Fleet and Asset Tracking and Steve Woods Limited, a local excavator undercarriage contractor, with whom we have had a sponsorship relationship over many years. In addition, Estate Research Limited, an estate and tracing service for both the public and private sector, provide funding to finance and subsidise all of our Open Age travel arrangements.

Further to this, we promote three additional types of sponsorship, each of which is detailed in full in our Corporate Package for Sponsors at Appendix 10 to this Plan:

- **Team Sponsorship:** sponsorship of our individual teams, each team sponsorship arrangement being detailed at Appendix Three to this Plan.

- **Individual Sponsorship:** specific to our Open Age Section, by which individual players source sponsorship to cover their registration fees, playing kit and expenses each season
- **Matchday Sponsorship:** sponsorship of a specific match or event.

In each case our sponsor's name is displayed alongside the team or individual player's profile on our Club website and on our social media platform, together with a link to their website, and, in relation to our Open Age Section, also appears in our matchday programme. In addition, details of our Club sponsors appear on our Open Age, Junior, Youth and Girls' teams' playing kits and on our Club signage and buildings.

Further potential sponsorship benefits come from our membership of the National Conference League, through the League's sponsorship arrangement with Rhino Sports, the League's recommended kit, teamwear and equipment supplier, and its partnership with Impact Performance, a specialist sports nutrition and performance supplement provider, which offers the possibility of exclusive contract pricing and discounts on all Rhino and Impact Performance products.



## Our Suppliers

Good, positive supplier relationships are essential to the effective functioning and management of our Club.

We need our suppliers to be responsive to our needs as a voluntary organisation operating mainly outside normal business hours and at weekends and to be flexible in providing us with their services at these times. The purchases we receive can generally be classified as either goods, services or works, categorised as:

| Function                | Product                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Bar Supplies</b>     | <ul style="list-style-type: none"><li>• Bar appliances, equipment and maintenance</li><li>• Bar supplies, glasses, etc</li><li>• Bar refrigeration</li><li>• Gas supply to bar installations</li><li>• Beer, wine, spirits and ancillary bar supplies</li><li>• Crisps, soft drinks, bar snacks and confectionery</li><li>• Slush dispenser and materials</li><li>• Electronic point of sale (EPOS) system and maintenance</li><li>• Cleaning equipment and materials</li><li>• Stocktaking services</li></ul>                                                                                                                                                                      |
| <b>Kitchen Services</b> | <ul style="list-style-type: none"><li>• Kitchen appliances, catering equipment and maintenance</li><li>• Food purchases and supplies</li><li>• Cleaning equipment and materials</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Club Maintenance</b> | <ul style="list-style-type: none"><li>• Supply and maintenance of windows and doors</li><li>• Provision and maintenance of roller shutters</li><li>• Maintenance of hygiene and restroom facilities</li><li>• Building maintenance and repairs</li><li>• Furniture and soft furnishings</li><li>• Fire extinguisher supply and maintenance</li><li>• Maintenance of fire alarm systems</li><li>• Club alarm and CCTV systems supply and maintenance</li><li>• Computer maintenance and materials</li><li>• Supplies of locks and keys</li><li>• Cleaning equipment and materials for both Clubhouse and toilets</li><li>• Electrical services</li><li>• Plumbing services</li></ul> |

|                                             |                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                             | <ul style="list-style-type: none"> <li>• Drain maintenance and repair service</li> <li>• Shower and water installations repair and maintenance</li> <li>• Waste management and disposal service</li> <li>• Supply of rubbish bins</li> <li>• Skip hire service</li> <li>• Paint supplies</li> <li>• Floodlighting and external lighting systems supply and maintenance</li> </ul> |
| <b>Utility Services</b>                     | <ul style="list-style-type: none"> <li>• Electricity supply and maintenance</li> <li>• Gas supply and maintenance</li> <li>• Water supply and maintenance</li> </ul>                                                                                                                                                                                                              |
| <b>Telecommunications and WiFi Services</b> | <ul style="list-style-type: none"> <li>• Satellite television service and subscription</li> <li>• Broadband and WiFi facilities and service</li> <li>• Club website hosting service</li> <li>• Television maintenance and repair service</li> <li>• Telephone line supply and maintenance</li> </ul>                                                                              |
| <b>Pitch and Grounds Maintenance</b>        | <ul style="list-style-type: none"> <li>• Pitches and grounds maintenance service</li> <li>• Plant and tree supplies</li> <li>• Groundwork services</li> <li>• Surveying services</li> <li>• Plant hire services</li> </ul>                                                                                                                                                        |
| <b>Printing and Signage</b>                 | <ul style="list-style-type: none"> <li>• Printing services</li> <li>• Club branding print service</li> <li>• Club signage supply and maintenance</li> </ul>                                                                                                                                                                                                                       |
| <b>Events and Functions</b>                 | <ul style="list-style-type: none"> <li>• Club entertainment and agency service</li> <li>• Marquee hire and supply service</li> </ul>                                                                                                                                                                                                                                              |
| <b>Licensing</b>                            | <ul style="list-style-type: none"> <li>• Television licence</li> <li>• Music licensing</li> </ul>                                                                                                                                                                                                                                                                                 |

|                                        |                                                                                                                                                                                                                                                                                                            |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Player Services</b>                 | <ul style="list-style-type: none"> <li>• Physiotherapy services</li> <li>• First Aid materials</li> <li>• Sports nutrition supplies</li> <li>• Indoor training facilities</li> <li>• Outdoor activity and teambuilding service</li> </ul>                                                                  |
| <b>Merchandise and Equipment</b>       | <ul style="list-style-type: none"> <li>• Playing kit and leisurewear</li> <li>• Training and matchday equipment</li> <li>• Junior team playing kit, leisurewear and training and matchday equipment</li> <li>• Club tie supplies</li> <li>• Club awards and trophies</li> <li>• Floral supplies</li> </ul> |
| <b>Coach Travel</b>                    | <ul style="list-style-type: none"> <li>• Coach travel to away fixtures</li> </ul>                                                                                                                                                                                                                          |
| <b>Training Courses and DBS Checks</b> | <ul style="list-style-type: none"> <li>• Coach education and training courses</li> <li>• Volunteer, Team Manager and Game Day Manager training courses</li> <li>• First Aid training</li> <li>• Safeguarding training</li> <li>• DBS checks for volunteers</li> </ul>                                      |
| <b>Financial Services</b>              | <ul style="list-style-type: none"> <li>• Club accounting and financial advice service</li> </ul>                                                                                                                                                                                                           |
| <b>Insurance Services</b>              | <ul style="list-style-type: none"> <li>• Insurance for all registered players</li> <li>• Insurance for Club buildings, contents and equipment</li> </ul>                                                                                                                                                   |

In all cases we ask for quotations for the goods, works or services we require and generally select the most economically advantageous arrangement, both to ourselves and, where appropriate, to our local community, in terms of both service and quality. We aim in particular to establish and confirm:

- the goods, works or services to be provided
- the price and appropriate discount to be applied in relation to the supply
- the timescale for delivery and/or performance
- any appropriate health and safety measures

- termination conditions and the recovery of any sums paid in advance or any losses incurred
- the social, economic or environmental benefit (or “outcome value”) to be delivered or achieved from the purchase
- performance expectations
- payment details and timescales
- compliance with British Standard Specifications, wherever appropriate

In addition, where an approved supplier is to be appointed for the ongoing supply of goods, works or services, we make appropriate checks as to their professional background, financial stability and technical ability before going ahead with the appointment.

We aim primarily to source our supplies locally so as to benefit the local economy, our first priority being to use local suppliers from within the Wigan area wherever possible or otherwise from within the wider Greater Manchester or North-West region, often looking to past players or to people or organisations with whom we already have a positive working relationship. In doing so, we look to add value to the purchase by encouraging our suppliers to achieve as much social, economic and environmental benefit as possible for both ourselves and our local community by recruiting, investing and providing employment opportunities locally that will make our community stronger and more resilient and encourage community pride, engagement and involvement in our facilities, activities and achievements.



# **Where We Are: Our Strategic Position**

## **Our Key Achievements**

The starting point for our Development Plan must be to consider where the Club stands today, initially by identifying and recognising our strengths and key achievements over recent years and using this as a base from which to plan our further development. Our key achievements during this period have been:

### **External Facilities**

- Assumption from Wigan Leisure and Culture Trust of responsibility for the maintenance of our playing fields
- Establishment and investment in an annual pitch maintenance plan, resulting in significant improvements to the quality and drainage of our playing fields
- Upgrade and maintenance of the floodlighting to our playing fields and training area
- Mini pitch established for the Club's junior teams following a successful funding bid to Sport England
- Installation and provision on-site of a fully equipped container gym facility
- Construction of a paved and covered external patio area adjacent to our Clubhouse
- Construction and successful establishment of a Memorial Garden on the Club site
- Installation and upgrade of CCTV to improve security to the Club site
- A 25 year Lease of our playing fields, training area, car parks and clubhouse successfully negotiated and achieved

### **Internal Facilities**

- Increase achieved in the use of our facilities as a venue for both private and Club functions
- Matchday catering improved and upgraded
- General upgrade and improvement of our kitchen facilities
- Installation of completely new female and male toilet facilities

- Installation of a new accessible toilet and baby changing facility
- Full refurbishment of the Clubhouse lounge area, with new fixed seating and new tables and chairs
- Replacement of all of the tables in the Clubhouse function room
- Installation and implementation of a new digital till facility in both the bar and kitchen areas by way of a touchscreen electronic point of sale system
- Installation of a new projector and screen within the Clubhouse for use in presentations and to view live sporting fixtures
- Upgrade of our WiFi facility to Virgin Media Broadband
- Installation and upgrade of CCTV to improve security to the Clubhouse premises

## **Events**

- Annual Royal Marines Festival introduced and established
- Annual Junior Rugby League Festival introduced and established
- Hosting Lancashire RL representative games
- Hosting Army, Navy, Police, Royal Marines and Prison Service representative games
- Hosting local schools RL games
- Hosting England Regional Lions against France Under 16s representative games
- Hosting the RFL's England Rugby League kit launch
- Hosting a televised Rugby League Challenge Cup draw
- Hosting a "State of Mind" seminar in conjunction with the State of Mind charity and the RFL to promote positive mental health among sportsmen and sportswomen
- Hosting the Willow Project counselling service and support groups for our children and young people
- Hosting and providing a Children's Christmas Party each year
- Hosting Senior Citizens' Christmas Dinner and Afternoon Tea events
- Hosting Royal Marines Cookery and Fitness demonstrations annually

## **Coaching and Teams**

- Increase in the number of our playing members and teams
- Ladies team and 3 Girls teams introduced and established
- Cubs team established for our younger players
- Masters Open Age team established for our more senior players and members
- Qualified Coach established with each of our teams and introduced as a formal Club requirement and Club policy
- Multiple female coaches established within the Club, the highest number in the local area
- Established DBS (Disclosure and Barring Service) checks for each of our Coaches, Team Managers, First Aiders and volunteers
- Our Club Welfare Officer established as a DBS Verifier for the RFL
- Established CPD conformity in relation to each of our Coaches
- All of our First Aiders successfully qualified to the RFL's First Aid Standards by attendance at an accredited First Aid course
- Successfully overcame the departure of our Head Coach
- Established a new Coaching Team for our Open Age Section

## **Administration**

- Consistently effective working relationships between the Club, our sponsors, our partners and the local Council
- Improved relationships within the Club, particularly between the Club's Committee and our teams
- Seamless transition achieved to a new Club Committee structure
- All volunteers now qualified to RFL standards
- Improved internal policies and procedures achieved generally within the Club
- Improved internal communications achieved within the Club
- Facebook, Twitter and Instagram sites introduced, establishing improved and more effective communications and information awareness with 4,584 "likes" and

over 5,000 followers on Facebook, 4,668 followers on Twitter and 1,040 followers on Instagram

- Won Wigan Warriors RLFC Community Club of the Year Award
- Won National Conference League Matchday Programme of the Year Award in 2012
- Improved Matchday programme introduced, with increased sales
- Supply of our merchandise and playing kit fully considered and evaluated and new supply contract approved and awarded
- Online merchandise shop introduced, selling regular shirts, polo shirts, etc as well as replica Club shirts

### **Financial Management**

- Improved and more effective financial procedures and controls introduced within the Club and established within our Constitution
- External auditors appointed and established, with audited accounts produced annually
- Online membership and subscription payments introduced
- Monthly payroll and auto-entitlement pension scheme for Club staff introduced
- Brewery loan paid off, freeing the Club to consider more competitive supplier relationships
- All Club debts paid off
- Trading consistently profitably now over several years
- Improved approach to sponsorship and sponsorship marketing introduced and established
- Pitchside advertising boards introduced and advertising space sold, increasing Club revenue

Further key achievements will be recognised and updated annually upon review of our Development Plan.

## Club and Community Consultation

To achieve the correct balance in establishing where the Club stands today, we also consulted a wide range of people who are part of, or who have experience of or an interest in the Club. These included players, coaches, parents and carers, supporters, sponsors, neighbours, Club volunteers and representatives of the Local Authority and of professional or other community clubs as well as the Leagues to which we are affiliated and in which we compete.

The purpose of this was to invite people to express their views on the level of quality we provide and how this might best be improved. This would gauge the degree of support for our current activities and give an informed view of where we can and should develop these further, as well as the additional activities and facilities we should be considering to serve both our members and the local community. It would further establish a greater understanding of the needs and priorities of those people to whom we provide our services, or who are affected by our activities, and give them a degree of influence and a voice in our strategic direction to inform future decisions.

The consultation took place primarily by questionnaire published on social media utilising the surveymonkey application ([www.surveymonkey.com](http://www.surveymonkey.com)) and was also circulated by email. The Consultation Questionnaire (which can be seen at Appendix Six) was designed to utilise a broad balance of open and closed questions so as to establish firm indicators of the background and interests of the persons replying to the Questionnaire and also to leave open the possibility of their expressing useful ideas which may either run contrary to our existing practice or which we had not previously thought of or proposed.

The Questionnaire was published on our FaceBook site and eventually closed two months later, with a number of reminders being sent out or posted inbetween. 321 people accessed the Questionnaire through social media, of which 104 (32.4%) responded. Of the 194 Questionnaires circulated by email, 81 were opened from which 17 (20.99%) received a reply. A total of 121 replies (30.1%) were therefore received by the closing date from the 402 people reached by the survey.

In analysing the replies received, careful consideration was given to each response. Although primarily it is only the most popular of these that have been taken forward, other interesting ideas emerging from the consultation were also identified and noted for further and future consideration.



The overall outcome of the consultation exercise could only be seen as very positive, reflecting a high degree of satisfaction with the Club. Over a quarter of respondents could not think of any area in which we do not perform well or in which improvement is necessary and expressed general satisfaction with our activities and facilities, with many remarking on the friendliness and “family feel” of the Club, the mutual respect and support between all ages and a great sense of community and community involvement, one respondent stating: “It is a fabulous club to be part of”. However, there was also a generally recognised need to improve and upgrade our facilities and the breadth of their use if we are to attract and retain players and increase our membership and it was particularly felt that we should be available more regularly for community use, provide more community facilities and activities for all ages and become more of a community sports club, with multiple sports. The Clubhouse in particular was seen as being dated and untidy with a poor standard of toilet, accessible and baby changing facilities and to require a significant upgrade, much of which we have now addressed and acted upon.

The Process and Analysis Report outlining the responses received to the consultation exercise may be seen at Appendix Seven to this Plan.

## **Our Competitive Advantage**

Having considered and taken into account the responses received to our consultation exercise, we were able to see why people come to us in preference to other clubs and what they generally talk about most if they recommend us. These are those aspects where Wigan St Patricks is considered to perform better than anybody else and that make us unique. As such, they are a benchmark for every

part of our Development Plan and build a strong foundation for our Club going forward.

Recognising those factors that give the Club its competitive advantage helps us to see the opportunities that we should take up and those that we should perhaps pass by. They define the direction in which we should prioritise and focus our resources and where we should utilise our unique abilities to implement a strategy that our competitors are unable to replicate or implement as effectively.

Those factors within Wigan St Patricks that give us our competitive advantage are:

- The Club has a worldwide fame and reputation.
- We produce more players for professional sport than any other community rugby league club and sustain this at a consistently high level year after year. We also produce more players for Super League than any other community rugby league club, as demonstrated by the RFL's own statistics.
- More professional club scouts come to our games than to any other community rugby league club, so our players are frequently in the "shop window" when demonstrating their skills.
- We have a fully operational, growing and developing Women and Girls section within the Club, consisting of a Women's Open Age team and Girls' teams at the Under 12s, Under 14s and Under 16s age groups, the largest in the local area.
- We have multiple female coaches within the Club, the highest number in the local area.
- We have over 100 years of history, with structures and processes that have been established and been proved effective over many years.
- The origins of the Club, combining both the church and the rugby club, have created a special bond within the local community, regardless of religion.
- There is a unique atmosphere within the Club, which genuinely feels like a family.
- There is a charisma about the Club which attracts and inspires people, with some of our Members travelling significant distances to be part of Wigan St Patricks.



- The friendly atmosphere within the Club readily encourages participation from all people within the community, irrespective of age or gender, with many of our female members stating how comfortable they feel within what, at some clubs, can often seem a male-centred or male-dominated environment.
- Many of our players who have moved on to the higher levels of the game frequently return to the Club to offer their expertise and support in driving the Club forward.

- We treat our staff as employees and have a fully professionally-run payroll.

In sustaining our competitive advantage, we need to make sure that our players, members and sponsors continue to see a clear difference between ourselves and other clubs and that we continue to perform to this level consistently over time. We achieve this by:

- Continuing to provide life chances through sport for children and young people within our community, no matter what their background or ability.
- Continuing to provide a fantastic and effective platform from which our players and coaches can move on to the highest levels of the game.
- Ensuring the delivery of a consistently high level of coaching to our players year on year.
- Encouraging our Club's coaches to grow and develop alongside their players by progressing together through the age groups.
- Continually encouraging our teams' coaches to enhance and improve their skills by consistently providing them with, and directing them towards, development sources and opportunities both within and outside the Club, including the regular Coach Education seminars conducted by the Club in conjunction with Wigan Warriors RLFC.

- Maintaining a high retention rate for our Club's coaches, year on year.
- Seeking to improve continually the facilities we offer to our players and to the community, as evidenced elsewhere within this Development Plan.
- Being mindful and committed towards driving our Club's values forward in everything we do.
- Ensuring that we maintain a welcoming atmosphere and environment for all of our Members and for everyone visiting our Club.
- Ensuring that players and coaches who have left the Club, whether to progress to a higher level within the game or otherwise, feel that they are always welcome to return in whatever capacity.
- Maintaining an honest and upfront approach towards people and encouraging a positive, supportive and transparent culture throughout the Club which ensures that everybody feels valued and appreciated.
- Ensuring that other like-minded people are and become involved in the Club, by actively identifying those people who would fit in and would take the Club forward, whether as Committee members, administrators, coaches or volunteers.
- Maintaining and ensuring an instantly recognisable brand and logo in relation to all of the Club's activities and taking pride in the brand and name of Wigan St Patricks in everything we do.
- Continuing to encourage and promote a passion for our sport amongst everyone involved in the Club and to sustain the principles of mutual appreciation and respect inherent throughout the game of rugby league.
- Continuing to maintain our staying power over time and performing at all times and in everything we do to the consistently high levels demanded by our history and heritage.

## **Our Financial Performance**

Continuous monitoring of the Club's financial dynamics has permitted increased accuracy in tracking our financial performance and has established benchmarks for the future.

As a not-for-profit organisation, our Constitution requires that all surplus income or profits are reinvested into the Club and applied exclusively towards our objectives and purpose. Our financial performance is not therefore evaluated primarily by profitability, as in the case of a commercial organisation, but more upon our liquidity and productivity (the use we make of our assets). Nevertheless, our most recent accounts, for the financial year 1 July, 2021 to 30 June, 2022, show an operating profit for the year of £6,174 and a net profit (after asset depreciation) of £3,447, indicating a generally satisfactory financial outcome. This is especially so in the light of the recent coronavirus pandemic, which saw our operations and facilities effectively closed down from 16<sup>th</sup> March, 2020 through to 22<sup>nd</sup> May, 2021.

### **Liquidity**

The ability to pay our bills on time every month is of primary importance to our financial performance and is demonstrated by comparing our current assets with our current liabilities (our "liquidity").

The finance we have available to meet current liabilities is established by dividing our current assets by our current liabilities, our accounts for the financial year 2021-22 showing a "current ratio" in this respect of 2.89. This means that for every £1.00 due in the next twelve months the Club can effectively expect to have £2.89 available to meet it, reflecting a generally healthy financial position.

A tighter test of liquidity, comparing our immediately convertible assets and current receivables against our current liabilities (where a target of 1.0 would be seen as a generally positive indicator), again shows a healthy financial situation for the Club with a ratio of 2.53.

## Risk Level

A comparison of our liabilities (including loans) with our equity, by dividing total liabilities by equity, demonstrates a debt to equity ratio in which our equity is not exceeded by liabilities, the ratio of the Club's liabilities to its equity being 0.27. Again this represents a very healthy financial position.

## Productivity

Consideration of our sales to assets ratio gives a picture of how productive we are in the use of our assets. By dividing gross income by total assets to arrive at the rate of return, we are again shown to be efficient in the use of our assets, with a ratio for the most recent financial year of 2.90 representing that for every £1.00 we invest in our assets we generate £2.90 in income.

## Our Funding Sources

Our major sources of funding over recent years have proved to be bar sales, membership/player subscriptions and sponsorships and donations (including playing kit donations), although the incidence of the coronavirus pandemic has, like many voluntary organisations, seen us become dependent also upon various support grants. These have contributed the following sums to our overall income:

|                                  | 2021/22             | 2020/21            | 2019/20            | 2018/19            |
|----------------------------------|---------------------|--------------------|--------------------|--------------------|
| Bar Sales                        | £100,421<br>(51.4%) | £11,010<br>(14.2%) | £61,090<br>(52.5%) | £79,372<br>(56.9%) |
| Membership/ Player Subscriptions | £36,106<br>(18.5%)  | £10,246<br>(13.2%) | £20,702<br>(17.8%) | £28,863<br>(20.7%) |
| Sponsorships and Donations       | £16,538<br>(8.5%)   | £7,419<br>(9.6%)   | £16,946<br>(14.6%) | £22,980<br>(16.5%) |
| Grants                           | £29,197<br>(14.9%)  | £43,846<br>(56.6%) | £14,506<br>(12.5%) | -                  |
| Other Income                     | £13,272<br>(6.8%)   | £4,923<br>(6.4%)   | £3,149<br>(2.7%)   | £8,322<br>(6.0%)   |
| <b>Total Income</b>              | <b>£195,534</b>     | <b>£77,444</b>     | <b>£116,393</b>    | <b>£139,537</b>    |

Income has tended to keep pace with, or has exceeded, rising costs over the same period and has seen the Club maintain a healthy financial perspective year on year.

However, to take the Club forward and progress our plans for the development of our facilities, significant further investment will be required. Potential sources for major funding into the Club have been identified as follows, each of which will be actively explored:

- the Rugby League World Cup 2021 Legacy Fund
- further and more lucrative sponsorship arrangements
- Sport England grants and funding
- the Wigan Council Deal for Communities Fund
- Wigan Council's Brighter Borough funding scheme
- The Big Lottery Awards for All Fund
- RFL grants and subsidies
- the Coalfields Regeneration Fund



## **Strategic (“SWOT”) Analysis**

In determining where the Club stands today, an analysis of our overall strategic position has helped to establish and evaluate our current capabilities, resources and processes in the context of the environment in which we are operating and identify those strengths, weaknesses, opportunities and threats that are significant to the Club and which we need to address and plan for to achieve our vision.

Our strengths in this context encompass everything that we do well, including our capabilities, skills and resources. Our weaknesses, meanwhile, comprise of those elements that may be holding us back, such as the assets or resources that we need to achieve our vision but do not currently have, or the improvements within the Club that can and should be made.

In evaluating our current position, we looked in particular at:

- Our People
- Our Resources
- Our Processes, and
- Our Environment

These elements are not, however, mutually exclusive and each have a varying degree of overlap.

We also considered and took full account of the responses received to the Club’s consultation programme and incorporated many of these into our analysis.

### **Our People**

The Club aims to recruit absolutely the best people available and to ensure that they have the correct skills and abilities to perform their roles effectively through appropriate training and ongoing development.

We recognise the need to retain good people, so that their knowledge and ability do not easily leave the Club and we achieve this primarily by ensuring that our people are not only developed with the right skills and abilities but that they also clearly see and feel how much they are appreciated.

## Our Resources

Our “resources”, those physical or quantifiable assets that we use to deliver our functions as a community rugby league club, include intangible resources such as our brand name, reputation and customer relationships.

In analysing our current position, we identified both those assets that the Club has right now (our “strengths”) and those that we do not currently have but need so as to maintain or exceed our current level of performance (our “weaknesses”, or areas in which we can or need to improve). These can be grouped into three main categories:

- **Financial Resources:** everything we have and need to finance our actions, such as cash balances, credit, sponsorship, loans, donations and credit agreements.
- **Physical Resources:** everything we have and use to deliver our services as a community rugby league club, including our buildings, external facilities (such as playing fields), equipment, investment and maintenance.
- **Intangible Resources:** everything else that is of value to the Club, including our goodwill, reputation, brand name, knowledge and intellectual property (or “knowhow”).

## Our Processes

Our internal processes and practices in delivering our services to members and the local community have to be both efficient and effective to achieve the desired outcome. Analysis of our practices and processes accordingly looked specifically at our current strengths, as well as the areas in which improvement could be made, in each of the following areas:

- **Operational Processes:** the way in which we deliver services and value to our members and to the community, the relationships we have with our suppliers, how we manage operational risk and the internal practices and procedures we have in support.
- **Customer Relationships:** the methods we have to select, acquire and retain the people who use our services, the effectiveness of those relationships in focusing

upon the services that members want and how we ensure that we provide satisfaction and value.

- **Relationship Management:** the relationships we have with our local community, the local authority, the sport's governing bodies, our sponsors and partners and our employees, including our environmental impact, community relationships and the welfare of our employees and volunteers.
- **Innovation Processes:** the methods we have for identifying new opportunities and new services that we can provide and how we evaluate, develop and market these.
- **IT and Communication:** the effectiveness with which our IT facilities and capabilities and our communications methods and processes enable our operations to run smoothly and efficiently and communicate effectively with everyone involved.
- **Financial Management:** the internal practices and procedures which ensure that our finances are managed efficiently and effectively.

## Our Environment

Our success or potential for success depends not only upon our internal strengths, capabilities and resources (our “strengths” and “weaknesses”), but also upon our anticipation of those forces, issues, trends and events outside our influence or control which could come to impact upon the Club (our “opportunities” and “threats”).

It is essential for the success of our Club that we are able to respond to these factors positively and proactively by identifying and being aware of what is happening in our environment and by being prepared to take advantage of any opportunities that may arise or meet any challenges that may be presented, whether in the short, medium or long term. Those factors that could foreseeably impact upon the Club in the short (1 to 3 years) or medium term (3 to 5 years) have therefore been identified and addressed.

A summary of those factors established by the Strategic Analysis under each of these headings is attached below, with the full Strategic Analysis being shown at Appendix Eight to this Plan.

## Strategic Analysis Summary

| Strengths                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Welcoming family atmosphere and environment.</li> <li>• Strong bond with the local community.</li> <li>• Club values of mutual appreciation and respect and a positive and supportive culture and environment.</li> <li>• High quality coaching by fully qualified coaches.</li> <li>• Club reputation and worldwide fame, particularly for producing professional players.</li> <li>• Effective recruitment, continuous development and high level of retention of coaches and players.</li> <li>• Teams at almost all age groups, including Open Age Ladies and Girls teams.</li> <li>• Good quality playing facilities.</li> <li>• Volunteers share the Club's values and beliefs and are trained and qualified to RFL standards.</li> <li>• All coaches and volunteers are DBS checked.</li> <li>• Strong Club brand and logo.</li> <li>• Strong presence on social media.</li> <li>• Effective financial performance with audited accounts and robust internal financial procedures and controls.</li> <li>• No outstanding loans or debts.</li> <li>• Regular income from bar takings and Clubhouse functions.</li> <li>• Membership subscriptions paid and monitored online.</li> <li>• Professionally administered staff payroll.</li> <li>• Strong and cost effective supplier relationships.</li> <li>• Strong relationship with sponsors.</li> <li>• Strong relationship with Club members, with a high degree of customer satisfaction.</li> </ul> | <ul style="list-style-type: none"> <li>• The Club could offer more community related activities by opening its facilities more regularly and more often for community use.</li> <li>• Publicising more widely the Club's core values as a rugby league club could attract further players, members, sponsors and volunteers.</li> <li>• The increase in female interest and involvement in the Club presents the opportunity to increase female membership by directing membership benefits and functions and events specifically towards women and girls.</li> <li>• A more settled Open Age playing squad within the Club should be better placed to challenge for success on the playing field.</li> <li>• Reduced opportunities elsewhere could see further players come to the Club.</li> <li>• An anticipated hybrid or unified rugby code may present new or further opportunities, both on and off the field.</li> <li>• The Club is in a position to seek the most financially advantageous drinks supply offers available and to reduce bar prices to increase sales and attract further business.</li> </ul> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Well established and robust internal policies and procedures.</li> <li>• Strong and robust relationships and communications at Team and Committee level.</li> <li>• Community events, such as the Royal Marines Festival and Junior Rugby League Festival.</li> <li>• Positive relationships with the local authority, our local MP, the Leagues to which the Club is affiliated and with professional and community clubs.</li> <li>• Security of tenure of our Clubhouse, Changing Rooms, playing fields, training area and car parks.</li> </ul>                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of success in recent years in attracting significant grant funding.</li> <li>• More lucrative sponsorship arrangements are necessary to progress Club development.</li> <li>• Neighbouring clubs have better and more spacious facilities.</li> <li>• All weather training area requires significant improvement.</li> <li>• Electricity, gas and water supplies are not utilised efficiently and are uneconomic.</li> <li>• Changing Rooms have no specific provision for female players or children.</li> <li>• Links with schools need to improve to facilitate the recruitment of players.</li> <li>• Frequency of players recruited to professional levels can weaken the Club's overall playing performance and its potential to achieve League and Cup honours.</li> <li>• A more structured approach to risk management is required.</li> </ul> | <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Funding from external sources is severely limited, restricting the Club's plans and prospects for development.</li> <li>• The socio-economic prospects locally are very low and could see players, sponsors and members move away from the area.</li> <li>• Other community clubs locally have newer, better or more spacious facilities which could attract players away from the Club.</li> <li>• A unified or hybrid rugby code could see players attracted away if the Club is not ready and prepared to meet the challenges presented.</li> </ul> |

Having established our strategic position, the Club's strengths can be utilised to take advantage of our opportunities and avoid any threats that we face and our weaknesses can be overcome in the same way. Matching our internal strengths and weaknesses with our external opportunities and threats, in the manner shown in the document headed "Strategic Analysis: Priorities for Action" at Appendix Nine enables us to plan how to use our strengths and opportunities to overcome any weaknesses or address any threats so that priorities for action can be identified and included in the Development Plan. The final page of this document also identifies further opportunities for action.



# The Way Forward: Our Strategies and Objectives

Having defined our strategic position by establishing:

- 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 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 when resources allow.

Action Plans and performance measures have been developed for each of these short-term actions to monitor progress and to ensure that they continue to be relevant and achievable and support our longer-term objectives. Each Action Plan 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 and are shown in Schedule One to this Plan.



## **Our Development Priorities**

Our competitive advantage, mission, vision and values build together the strategic foundation upon which our Club and our strategies, goals, objectives and actions are based (seen at Appendix Two to this Plan). From this, specific focus and direction is established by those high impact, high priority developments that will be crucial to our immediate priorities in driving the Club forward and in linking our Mission for the Club to the Vision we have for our future. These arise from those:

- potential improvements, modifications and enhancements we can make to our current products and services
- potential improvements we can make to our operational processes
- possible enhancements that can be introduced to our capabilities and resources
- possible actions that can be taken to eliminate unnecessary expense, enhance our income and improve the facilities, services and value we are able to offer to our members and to the local community

The Development Priorities established from this meet several of the more prominent aspirations expressed by our members and by the community and ensure that we have the high level ability, knowledge, business processes and funding to deliver high quality outcomes under this Plan, by:

- appointing a Development Plan Manager with the specific focus and primary responsibility of monitoring performance and ensuring the efficient and effective implementation and progress of our Development Plan
- appointing a Working Group of appropriately experienced and qualified people from within the Club with the specific focus and responsibility of identifying and attracting greater, continuing and more lucrative sponsorship, partnership and funding opportunities to facilitate and support the achievement of our development priorities, drawing on external expertise and contributions from outside the Club wherever necessary

- raising our media profile and increasing the prominence of the Club in the local and national media, with the specific aim of attracting increased and more lucrative sponsorships and partnerships, increasing club membership and promoting the recruitment of increased numbers of players, coaches and volunteers
- appropriate redevelopment of our existing hardstanding training area, including the construction, provision and maintenance of a suitable all-weather training surface, together with suitable fencing, floodlighting and security
- construction and provision on-site of a fully equipped gym facility, for use by players, Club members and by the local community
- construction and provision on-site of suitable changing accommodation with shower, washing and toilet facilities, specifically for the Club's female and younger players
- construction and provision on-site of a recreational facility (to include suitable and appropriate playground installations and equipment) for use by our younger members and visitors and by the local community
- ensuring that teams are established and maintained at every age group within the Club, by effective recruitment and retention of sufficient numbers of players, qualified coaches and support staff to ensure sustainability

Project Proposals for each of these Development Priorities are shown at Schedule Two to this Plan and serve to ensure that everyone within the Club understands clearly what we are aiming to achieve, where our energy, time and resources are focused and how their own role concentrates upon and contributes towards this achievement. Each Project Proposal identifies the purpose and projected outcome of the development, the method for delivering it, costings and funding for its achievement, performance measures for both its progress and outcome, and start, review and end dates for its completion.

# **Implementation of the Plan**

The implementation of our Development Plan to its best advantage requires all of our energy and resources to be focused exclusively upon the successful achievement of our Development Priorities and the fulfilment of our strategies and strategic objectives so that we maximise our competitive advantage and align the fundamental purpose of our Club (our “mission”) directly with the achievement of our vision for the future.

Each of our Development Priorities and Action Plans support and align directly with the strategies and strategic, longer-term objectives identified by the Plan as moving us towards the achievement and fulfilment of our vision. The financial viability of each of our action items is evaluated as they become current and an estimate and assessment of the costs associated with their implementation, together with the availability and source of the necessary funding, is identified at that time so that our budget may align with the costs and the finance required.

The Plan builds in regular reviews to ensure that we remain flexible to changing circumstances within both our internal and external environment so that all elements of the Plan continue to support each other and that we are able to see and highlight progress.

## **Performance Measures**

The achievement of our Development Priorities and our strategies and strategic objectives is monitored by tracking those aspects of performance that can be seen as indicators of how we are progressing towards the implementation and achievement of our goals and our intended and projected outcomes. These performance measures emphasise the high priority outcomes upon which all of our energy and resources are focused in fulfilling our vision for the future.

Each of our Development Priorities have performance measures highlighted within their specific Project Proposal to demonstrate their progress and outcome and show how their achievement will increase and improve the services and outcomes we are able to offer to our members and community, contributing directly towards the achievement and fulfilment of our vision. Our Development Plan Manager reports

overall progress and performance towards the achievement of our performance measures directly to our Club Committee at its monthly, quarterly and annual review meetings.



## **Risk Analysis and Risk Management**

A recognition and understanding of each of the potential risks that may occur in the implementation of our Development Plan allows effective strategies to be established for the mitigation or avoidance of each type of risk within both our internal and external environment.

Analysis of the various threats that may arise, accompanied by a realistic assessment of how often and how likely they are to occur (on a scale from high to low, where 5 is high and 1 is low) and the impact they each could potentially have permits contingency measures to be designed (as below) to avoid those risks holding the greatest threat or to mitigate their possible impact.

The identified risks and the risk management measures designed to address them are detailed in the Project Proposal for each of our Development Priorities, with those concerning the further items in our Action Plans being assessed and defined as they become current or of direct relevance. Those threats more associated with the general implementation of the Plan itself can, however, be defined as:

- economic issues that may cause delay to the Plan or to its implementation, including an absence of adequate funding for the effective implementation of key priorities
- an inability or failure through inaction to implement the Plan, either effectively or at all
- a failure to review and revise the Plan as necessary to ensure that it remains relevant and addresses key issues and emerging needs and priorities
- people issues, in which essential input or expertise is absent or becomes unavailable to the Club (e.g. through illness, resignation, maternity, pandemic, etc)

The potential impact of each of these risks or threats and the measures to address and mitigate or avoid their impact are identified below. Effective continuity planning will address many of these issues so that any delay or impact arising from the identified risk is minimised. This may, for example, include the further development of our staff and volunteers to build a knowledge base and spread knowhow and expertise across the Club should key people or skills become unavailable. The development of an effective Business Continuity Plan is addressed in this Plan at Action Plan 9 (“Administration and Volunteer Support”).

| Risk/ Threat                                                                                                                                                           | Risk Likelihood (A) | Potential Frequency (B) | Severity of Impact (C) | Overall Risk Rating (A x B x C) | Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------|------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Economic issues that may cause delay to the Plan or to its implementation, including an absence of adequate funding for the effective implementation of key priorities | 2                   | 1                       | 4                      | 8                               | <ul style="list-style-type: none"> <li>Attract effective and more lucrative sponsorship arrangements and relationships to facilitate funding of the Club's development plans</li> <li>Develop more efficient and effective grant funding expertise within the Club</li> <li>Appoint a Working Group of appropriately experienced and qualified people from within the Club with the specific focus and responsibility of identifying and attracting greater, continuing and more lucrative sponsorship, partnership and funding opportunities, drawing on external expertise and contributions from outside the Club wherever necessary</li> <li>Effective accounting and auditing of the Club's financial transactions and accounts</li> <li>An effective budget setting and budget management process to facilitate increased financial planning and control</li> <li>Monthly, quarterly and annual review by our Club Committee</li> </ul> |
| Inability or failure through inaction to implement the Plan, either effectively or at all                                                                              | 2                   | 2                       | 5                      | 20                              | <ul style="list-style-type: none"> <li>Appoint a Development Plan Manager with the specific focus and primary responsibility of monitoring performance and ensuring the efficient and effective implementation and progress of the Development Plan</li> <li>Monthly, quarterly and annual review by our Club Committee of the implementation and progress of the Development Plan</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

| Risk/ Threat                                                                                                                                                    | Risk<br>Likelihood<br>(A) | Potential<br>Frequency<br>(B) | Severity of<br>Impact<br>(C) | Overall<br>Risk Rating<br>(A x B x C) | Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------------------------|------------------------------|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Failure to review and revise the Plan as necessary to ensure that it remains relevant and addresses key issues and emerging needs and priorities                | 2                         | 2                             | 4                            | 16                                    | <ul style="list-style-type: none"> <li>• Appoint a Development Plan Manager with the specific focus and primary responsibility of monitoring performance and ensuring the efficient and effective implementation and progress of the Development Plan</li> <li>• Monthly, quarterly and annual review by our Club Committee of the implementation, relevance and effectiveness of the Development Plan</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| People issues, in which essential input or expertise is absent or becomes unavailable to the Club (e.g. through illness, resignation, maternity, pandemic, etc) | 3                         | 3                             | 3                            | 27                                    | <ul style="list-style-type: none"> <li>• Appoint a Development Plan Manager with the specific focus and primary responsibility of ensuring the efficient and effective implementation and progress of the Development Plan, including ensuring that the skills and expertise required are and remain available within the Club</li> <li>• Regular review by our Club Committee of the skills available within and across the Club to ensure the effective implementation and progress of the Development Plan</li> <li>• Develop a database of knowledge and a broad range of knowhow and expertise across the Club to ensure that essential knowhow and expertise remains available during the absence of key people</li> <li>• Ensure a broad knowledge throughout the Club of the requirements for successful implementation of the Development Plan, including further staff and volunteer training where necessary</li> </ul> |

## Plan Review

The implementation and progress of the Development Plan is reviewed by our Club Committee on a monthly, quarterly and annual basis and will fall within the responsibility of our Development Plan Manager, once appointed.

The monthly review takes place alongside and as part of our regular Club Committee meetings and:

- considers progress towards the achievement of our goals
- reviews performance against our performance measures
- receives a report upon progress from each of those persons having responsibility for the implementation of our Development Priorities and Action Plans, highlighting any difficulties or delays encountered and any changes necessary.

The quarterly review meeting is specific to the Development Plan itself and:

- considers and reviews progress towards the achievement of our goals
- identifies any changes within our operating environment and any revisions or modifications necessary to the Plan
- reviews performance against our performance targets.

Finally, our annual review meeting;

- conducts a full review of our mission, vision and values
- undertakes an up-to-date strategic (“SWOT”) analysis
- reviews and modifies (where necessary) our longer term strategic objectives
- sets and reviews our shorter term performance, actions and goals.



## Conclusion

We at Wigan St Patricks ARLFC are rightly and justifiably proud of our Club and of our significant successes and achievements over many years.

This Plan for the future progress and development of our Club over the next five years encapsulates where we see ourselves to be headed from a baseline of our history and our current facilities, membership, governance, management and resources to becoming widely recognised as the best community rugby league club in the country, both on and off the field, and a benchmark for others to follow. It summarises where we are now in terms of our values, our achievements, our competitive advantage, our financial performance, our strengths and opportunities and our ambition and identifies what we consider to be our potential, what we are aiming to achieve and how we are going to get there and ensures that all of our energy, effort and resources are aligned with this achievement.

The effective implementation of this Plan will ensure a healthy and sustainable future for our Club and that we become and remain rightly recognised as what we already believe to be the greatest community rugby league club in the game.



## Approval and Authorisation

This Development Plan for Wigan St Patricks ARLFC was accepted and approved by the Wigan St Patricks ARLFC Club Committee at its meeting on 30<sup>th</sup> August, 2023 and was ratified and adopted by Club members at our Annual General Meeting on XXXXXXXXXX. It replaces all previous editions or versions of the Club Development Plan prior to that date.





# SCHEDULE ONE

|                          |                                      |
|--------------------------|--------------------------------------|
| <b>Action Plan One</b>   | Player Development                   |
| <b>Action Plan Two</b>   | Playing Facilities                   |
| <b>Action Plan Three</b> | Training Facilities                  |
| <b>Action Plan Four</b>  | Changing Room Facilities             |
| <b>Action Plan Five</b>  | Matchday Experience                  |
| <b>Action Plan Six</b>   | Function and Conference Facilities   |
| <b>Action Plan Seven</b> | Community Facility                   |
| <b>Action Plan Eight</b> | Financial Management and Performance |
| <b>Action Plan Nine</b>  | Administration and Volunteer Support |
| <b>Action Plan Ten</b>   | Internal and External Relationships  |



## ACTION PLAN ONE: PLAYER DEVELOPMENT

|                    |                                                                                                                   |                                                                                                                                                                                                                                                                                               |                                                                                                               |                    |                        |                      |                                                                                                                                                 |              |
|--------------------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|--------------------|------------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <b>Strategy:</b>   |                                                                                                                   | <b>All Players have the Opportunity to Develop to their full Potential and Optimal Playing Level</b>                                                                                                                                                                                          |                                                                                                               |                    |                        |                      |                                                                                                                                                 |              |
| <b>Objectives:</b> |                                                                                                                   | <ul style="list-style-type: none"><li>• Effective recruitment, development and retention of players</li><li>• Excellent coaching at all levels within the Club</li><li>• Effective recruitment and retention of Club coaches</li><li>• Continuous development of the Club's coaches</li></ul> |                                                                                                               |                    |                        |                      |                                                                                                                                                 |              |
| <b>Action Plan</b> |                                                                                                                   |                                                                                                                                                                                                                                                                                               |                                                                                                               |                    |                        |                      |                                                                                                                                                 |              |
| <b>Objective:</b>  |                                                                                                                   | <b>Effective recruitment, development and retention of players</b>                                                                                                                                                                                                                            |                                                                                                               |                    |                        |                      |                                                                                                                                                 |              |
| <b>Priority</b>    | <b>Action Item:</b>                                                                                               | <b>How is this to be achieved?</b>                                                                                                                                                                                                                                                            | <b>Lead Responsibility</b>                                                                                    | <b>Start Date:</b> | <b>End Date:</b>       | <b>Progress (%):</b> | <b>Resources Required:</b>                                                                                                                      | <b>Cost:</b> |
| 1                  | Ensure that we retain teams at every age group within the Club to secure the long term sustainability of the Club | <ul style="list-style-type: none"><li>• Active and effective player recruitment by consistent social media advertising</li><li>• Link with Wigan Warriors Development Officers to publicise all vacancies through player camps, etc.</li></ul>                                                | <ul style="list-style-type: none"><li>• Team Head Coach</li><li>• Jo Trumble, Club Junior Secretary</li></ul> | Immediate          | Ongoing and continuous |                      | <ul style="list-style-type: none"><li>• Social media template</li><li>• Links with and input from Wigan Warriors Development Officers</li></ul> | 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                                                                           | <ul style="list-style-type: none"> <li>We have Girls' teams established at the Under 12s, Under 14s and Under 16s age groups, who are playing competitively</li> <li>Active and effective player recruitment and retention at all levels</li> <li>Link with Wigan Warriors to redirect players not required by Wigan Warriors to Wigan St Patricks</li> <li>Link with Aspull Emus Rugby Union club to provide consistent playing and training opportunities for our women and girls throughout the Winter months</li> </ul> | <ul style="list-style-type: none"> <li>Team Head Coach</li> <li>Team Manager</li> <li>Jo Trumble, Club Junior Secretary</li> </ul>                                | Ongoing and continuous | Ongoing and continuous |               | <ul style="list-style-type: none"> <li>Social media template</li> <li>Liaison with Wigan Warriors to redirect players to Wigan St Patricks from Wigan Warriors</li> <li>Link with Aspull Emus Rugby Union club to provide playing and training opportunities throughout the Winter months</li> </ul> | 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 | <ul style="list-style-type: none"> <li>Appropriate publicity circulated to parents/carers and players</li> <li>Team Managers and Team Head Coaches to liaise with parents/ carers to encourage player attendance</li> <li>Consistent social media advertising</li> </ul>                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Club Committee</li> <li>Team Managers</li> <li>Team Head Coaches</li> <li>Players' parents, guardians or carers</li> </ul> | July in each year      | Ongoing                |               | <ul style="list-style-type: none"> <li>Social media platform</li> <li>WhatsApp facility</li> <li>WhatsApp groups</li> <li>Spond facility</li> </ul>                                                                                                                                                  | 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 | <ul style="list-style-type: none"> <li>Social media publicity</li> <li>Local media publicity</li> <li>Cross-code relationship with local Rugby Union clubs</li> </ul>                                               | <ul style="list-style-type: none"> <li>Club Committee</li> <li>Team Managers</li> <li>Team Coaches</li> </ul> | Ongoing and continuous | Ongoing and continuous |               | <ul style="list-style-type: none"> <li>Social media platform</li> <li>Links with local media</li> <li>Links with local Rugby Union clubs</li> </ul>                                                                                     | Nil                                       |
| <b>Objective:</b> <p>Excellent coaching at all levels within the Club<br/> Effective recruitment and retention of Club coaches<br/> Continuous development of the Club's coaches</p> |                                                                                                                                                                                                 |                                                                                                                                                                                                                     |                                                                                                               |                        |                        |               |                                                                                                                                                                                                                                         |                                           |
| 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                                                                                                                          | <ul style="list-style-type: none"> <li>Ensure that all Head Coaches hold appropriate qualifications</li> <li>Already established within the Club</li> </ul>                                                         | <ul style="list-style-type: none"> <li>Jo Trumble, Club Junior Secretary</li> <li>Club Committee</li> </ul>   | Ongoing and continuous | Ongoing and continuous |               | <ul style="list-style-type: none"> <li>Database of qualifications held by the Club's coaches</li> <li>Adequate funding should Club assistance be required for appropriate qualification courses</li> </ul>                              | 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                                           | <ul style="list-style-type: none"> <li>The Club already supports and pays for our Coaches' initial qualifications, as required</li> <li>Circulate details of appropriate coaching courses as these arise</li> </ul> | <ul style="list-style-type: none"> <li>Jo Trumble, Club Junior Secretary</li> <li>Club Committee</li> </ul>   | Ongoing and continuous | Ongoing and continuous |               | <ul style="list-style-type: none"> <li>Adequate funding for Club assistance towards appropriate qualification courses</li> <li>Social media platform for publicity purposes</li> <li>WhatsApp groups</li> <li>Spond facility</li> </ul> | 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 | <ul style="list-style-type: none"> <li>Encourage attendance at Wigan Warriors Community Foundation Coach Development sessions</li> <li>Establish appropriate internal programme within the Club</li> </ul> | <ul style="list-style-type: none"> <li>Jo Trumble, Club Junior Secretary</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing and continuous</li> <li>End of 2023 season in preparation for 2024 season</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing and continuous</li> <li>Continuous</li> </ul> |               | <ul style="list-style-type: none"> <li>No direct Club resources required</li> <li>Database of qualifications held by the Club's coaches</li> <li>Social media platform for publicity purposes</li> <li>WhatsApp groups</li> <li>Coaching equipment and personnel already in place</li> </ul> | Nil                                                                                                                      |
| 1        | Initiate the video recording of matches as a training aid to facilitate match analysis and support player development                                         | <ul style="list-style-type: none"> <li>Open Age video analysis facility already in place</li> <li>Analysis software already purchased by the Club and available to Club teams</li> </ul>                   | <ul style="list-style-type: none"> <li>Club Committee for approval</li> </ul>       | <ul style="list-style-type: none"> <li>Ongoing and continuous</li> <li>As and when requested for Junior teams</li> </ul>            | Ongoing and continuous                                                                       |               | <ul style="list-style-type: none"> <li>Video analysis software</li> <li>Video equipment</li> <li>Appropriate elevation for video recording</li> <li>Adequate funding for software, updates and equipment</li> </ul>                                                                          | <ul style="list-style-type: none"> <li>Funding and maintenance cost of ongoing analysis software subscription</li> </ul> |



## ACTION PLAN TWO: PLAYING FACILITIES

| <b>Strategy:</b>   |                                                                                                                           | <b>Excellent Playing Facilities for All of the Club's Teams</b>                                                                                                                                                                                                                                |                                                                                 |                        |            |              |                                                                                                                                                                 |                           |
|--------------------|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|------------------------|------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| <b>Objectives:</b> |                                                                                                                           | <ul style="list-style-type: none"> <li>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</li> <li>A high grade floodlight maintenance programme</li> </ul> |                                                                                 |                        |            |              |                                                                                                                                                                 |                           |
| <b>Action Plan</b> |                                                                                                                           |                                                                                                                                                                                                                                                                                                |                                                                                 |                        |            |              |                                                                                                                                                                 |                           |
| <b>Objective:</b>  |                                                                                                                           | <b>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</b>                                                                                                   |                                                                                 |                        |            |              |                                                                                                                                                                 |                           |
| 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 | <ul style="list-style-type: none"> <li>Already established with specialist Grounds Maintenance contractors, with monthly visits to include grass cutting, pitch marking, draining, weeding, grass feed and vertidrainage services</li> </ul>                                                   | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> </ul> | Ongoing and continuous | Continuous |              | <ul style="list-style-type: none"> <li>Adequate funding (current cost £412 each month)</li> <li>All other necessary equipment provided by contractor</li> </ul> | 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 | <ul style="list-style-type: none"> <li>Obtain necessary and appropriate planning consent</li> <li>Hire of appropriate equipment (Cherry Picker)</li> </ul> | <ul style="list-style-type: none"> <li>Club Committee</li> </ul> | January, 2024 | January, 2025 |               | <ul style="list-style-type: none"> <li>Funding for necessary planning application</li> <li>Hire of appropriate equipment (Cherry Picker) to enable fencing to be erected</li> <li>Appropriate volunteer assistance</li> </ul> | <ul style="list-style-type: none"> <li>Equipment cost (£1,000 approx)</li> <li>Cost of necessary planning application (£500 approx)</li> </ul> |

| <b>Objective:</b> <p style="text-align: center;"><b>A high grade floodlight maintenance programme</b></p> |                                                                                                                                |                                                                                                                                                                                                                                  |                                                                |                        |           |               |                                                                                                                   |                                                                                      |
|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------|-----------|---------------|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| 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 | <ul style="list-style-type: none"> <li>Already established with a specialist sports floodlighting company, providing an efficient maintenance, repair and improvement service to our floodlights and outdoor lighting</li> </ul> | <ul style="list-style-type: none"> <li>Club Manager</li> </ul> | Ongoing and continuous | Ongoing   |               | <ul style="list-style-type: none"> <li>Adequate funding for contractors' costs, supplies and equipment</li> </ul> | <ul style="list-style-type: none"> <li>Variable according to requirements</li> </ul> |



### ACTION PLAN THREE: TRAINING FACILITIES

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

| Priority | Action Item:                                                                                                                      | How is this to be achieved?                                                                                                                                                                                                                                                                                       | Lead Responsibility                                                                                                         | Start Date:            | End Date:              | Progress (%): | Resources Required:                                                                                                                 | Cost:                                                                                                                                         |
|----------|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
|          |                                                                                                                                   | (...continued)                                                                                                                                                                                                                                                                                                    |                                                                                                                             |                        |                        |               |                                                                                                                                     |                                                                                                                                               |
|          |                                                                                                                                   | <ul style="list-style-type: none"> <li>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</li> </ul> |                                                                                                                             |                        |                        |               |                                                                                                                                     |                                                                                                                                               |
| 1        | Design, construct, fit out and equip a new on-site Gymnasium facility for use by players, coaches, Club members and the community | <ul style="list-style-type: none"> <li>Container gym recently installed on-site by the Club.</li> <li>Further provision to be considered if initial implementation is successful</li> </ul>                                                                                                                       | <ul style="list-style-type: none"> <li>Club Committee</li> <li>Open Age Coaches</li> <li>Northern Container Gyms</li> </ul> | Ongoing                | Ongoing and continuous |               | <ul style="list-style-type: none"> <li>None, as the gym is solar powered</li> <li>Ongoing maintenance and cleaning</li> </ul>       | <ul style="list-style-type: none"> <li>£6,495, fully funded by RLWC2021 Capital Grant</li> <li>Costs of possible further provision</li> </ul> |
| 1        | Develop the mini pitch on the Club site for use as a training area for the Club's junior teams                                    | <ul style="list-style-type: none"> <li>Already established</li> <li>Ongoing maintenance of the mini pitch by specialist Grounds Maintenance contractors as part of the Club's pitch maintenance programme</li> </ul>                                                                                              | <ul style="list-style-type: none"> <li>Jo Trumble, Club Junior Secretary</li> </ul>                                         | Ongoing and continuous | Ongoing and continuous |               | <ul style="list-style-type: none"> <li>No further resources required at present</li> </ul>                                          | <ul style="list-style-type: none"> <li>Already included within the Club's specialist Grounds Maintenance contract</li> </ul>                  |
| 1        | Initiate a regular stocktake and review of the Club's training and matchday equipment and facilities                              | <ul style="list-style-type: none"> <li>Regular stocktake already established and conducted on a quarterly basis</li> </ul>                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Jo Trumble, Club Junior Secretary</li> </ul>                                         | Ongoing and continuous | Ongoing and continuous |               | <ul style="list-style-type: none"> <li>Time and input from the Club's Junior Secretary</li> <li>Equipment tracker record</li> </ul> | 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                                                              | <ul style="list-style-type: none"> <li>• Appropriate resurfacing of the all-weather training area</li> <li>• Re-establish secure perimeter fencing to the all-weather training area</li> <li>• Upgrade current floodlighting as necessary to the all-weather training area</li> <li>• 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</li> </ul> | <ul style="list-style-type: none"> <li>• Club Committee</li> </ul> | End of 2023 season | End of 2025 season. Ongoing use thereafter |               | <ul style="list-style-type: none"> <li>• Appropriate finance to fund resurfacing works, upgraded fencing and appropriate floodlighting</li> </ul>     | <ul style="list-style-type: none"> <li>• To be established once appropriate resurfacing materials have been identified</li> <li>• To be established regarding fencing materials and installation</li> <li>• Estimate of £2,500 to £4,000 for upgraded floodlighting</li> </ul> |
| 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 | <ul style="list-style-type: none"> <li>• Dependent upon necessary improvements being achieved to current facilities</li> <li>• Appropriate partnership contribution towards use and improvement of current facilities</li> <li>• Already entered on Wigan Council's select list of approved providers for course venues, etc</li> <li>• Extend availability of the facility to local schools for sporting and other events</li> </ul>                                                                         | <ul style="list-style-type: none"> <li>• Club Committee</li> </ul> | End of 2023 season | Continuous from end of 2023 season         |               | <ul style="list-style-type: none"> <li>• Liaise with Wigan Council's Healthy Routes team to set up and arrange community access programmes</li> </ul> | Nil                                                                                                                                                                                                                                                                            |

| Priority | Action Item:                                                                                            | How is this to be achieved?                                                                                                                                                                                                                                                                                                        | Lead Responsibility                                              | Start Date:                                                  | End Date:                                                    | Progress (%): | Resources Required:                                                                                                                                                                                        | Cost:                                                                                                                                                                                                                  |
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|          |                                                                                                         | (...continued)                                                                                                                                                                                                                                                                                                                     |                                                                  |                                                              |                                                              |               |                                                                                                                                                                                                            |                                                                                                                                                                                                                        |
|          |                                                                                                         | <ul style="list-style-type: none"> <li>Explore community demand for use of the facilities for appropriate community activities (including, for example, walking football, walking rugby, etc)</li> </ul>                                                                                                                           |                                                                  |                                                              |                                                              |               |                                                                                                                                                                                                            |                                                                                                                                                                                                                        |
| 3        | Upgrade the Club site to integrate and establish an appropriate synthetic training and playing facility | <ul style="list-style-type: none"> <li>Identify and access adequate grant funding and commercial investment</li> <li>Identify and obtain appropriate costings</li> <li>Obtain all necessary planning and landlord's consents</li> <li>Establish an appropriate management and staffing structure to manage the facility</li> </ul> | <ul style="list-style-type: none"> <li>Club Committee</li> </ul> | Under review, subject to adequate finance becoming available | Under review, subject to adequate finance becoming available |               | <ul style="list-style-type: none"> <li>Adequate and appropriate finance, funding and investment</li> <li>Appropriate management and staffing structure for effective management of the facility</li> </ul> | <ul style="list-style-type: none"> <li>Costings for synthetic pitch installation, including ancillary facilities and upgraded floodlighting, to be established once the necessary finance becomes available</li> </ul> |



## ACTION PLAN FOUR: CHANGING ROOM FACILITIES

| <b>Strategy:</b> <b>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</b>                                                                                                                                                                                                                                                                   |                                                                                                                                                                            |                                                                                                                                                                                                                                                                                              |                                                                                                                                             |                        |            |               |                                                                                                                                                                         |                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| <b>Objectives:</b> <ul style="list-style-type: none"> <li>• Clean and well maintained changing room facilities for each of the Club's teams and for opposition teams and match officials</li> <li>• Clean and well maintained shower and washing facilities within the Club's changing rooms for all players and for match officials</li> <li>• Separate and appropriate changing room provision for the Club's female and younger junior teams</li> </ul> |                                                                                                                                                                            |                                                                                                                                                                                                                                                                                              |                                                                                                                                             |                        |            |               |                                                                                                                                                                         |                                                                                                                        |
| <b>Action Plan</b>                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                            |                                                                                                                                                                                                                                                                                              |                                                                                                                                             |                        |            |               |                                                                                                                                                                         |                                                                                                                        |
| 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 | <ul style="list-style-type: none"> <li>• Already established within the Club</li> <li>• Employment of Facilities and Maintenance Officer for deep cleaning and maintenance purposes</li> <li>• Annual maintenance contracts for boiler, showers and water supply already in place</li> </ul> | <ul style="list-style-type: none"> <li>• Cath Jones, Club Manager</li> <li>• Craig Mulqueeny, Facilities and Maintenance Officer</li> </ul> | Ongoing and continuous | Continuous |               | <ul style="list-style-type: none"> <li>• Adequate funding for cleaning services and cleaning materials</li> <li>• Adequate funding for maintenance contracts</li> </ul> | <ul style="list-style-type: none"> <li>• Cost of cleaning supplies</li> <li>• Cost of maintenance contracts</li> </ul> |

| Priority | Action Item:                                                                                                                                                                                                                                                                            | How is this to be achieved?                                                                                                                                                                                                     | Lead Responsibility                                                                                                                                                                           | Start Date:            | End Date:     | Progress (%) | Resources Required:                                                                                                                                                                                                 | Cost:                                                                                                                                          |
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| 1        | Establish appropriate modular changing facilities for the Club's younger and female players                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Identify cost and funding for appropriate modular changing facilities</li> <li>Obtain necessary and appropriate planning consent</li> </ul>                                              | <ul style="list-style-type: none"> <li>Club Committee</li> </ul>                                                                                                                              | May, 2023              | January, 2025 |              | <ul style="list-style-type: none"> <li>Expertise in grant funding applications</li> <li>Funding for necessary purchase and fitting out</li> <li>Funding for necessary planning application</li> <li>Time</li> </ul> | <ul style="list-style-type: none"> <li>Cost of necessary planning application</li> <li>Cost of modular facilities to be established</li> </ul> |
| 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 | <ul style="list-style-type: none"> <li>Home changing rooms have recently been upgraded</li> <li>Allocation of appropriate male and female accommodation already established by managing matchdays and kick-off times</li> </ul> | <ul style="list-style-type: none"> <li>Cath Jones, Club Manager</li> <li>Jo Trumble, Club Junior Secretary</li> <li>Joe Charnock, Club Fundraising Officer</li> <li>Club Committee</li> </ul> | Ongoing and continuous | Continuous    |              | <ul style="list-style-type: none"> <li>Funding for identified and necessary upgrade works</li> <li>Contribution of materials by local businesses</li> </ul>                                                         | <ul style="list-style-type: none"> <li>Cost of necessary materials, equipment and signage</li> <li>Ongoing costs</li> </ul>                    |



## **ACTION PLAN FIVE: MATCHDAY EXPERIENCE**

|                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategy:</b>   | <b>Tremendous Matchday Experience for All Players and Spectators</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Objectives:</b> | <ul style="list-style-type: none"><li>• Excellent pre-match, during the match and post-match communication with spectators and potential spectators</li><li>• Junior or Masters game to be played as a curtain raiser for each First Team game</li><li>• Excellent First Aid facilities for players and spectators during games</li><li>• Excellent post-match injury treatment facilities and expertise for players</li><li>• Excellent matchday programme, available in adequate numbers</li><li>• Excellent refreshment facilities for spectators, both during and after the game</li><li>• Excellent post-match catering facilities for all teams and for match officials</li><li>• Excellent after-match entertainment facilities for both players and spectators</li></ul> |

| 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 | <ul style="list-style-type: none"> <li>• 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</li> <li>• Ensure the appointment of a suitable and committed Club Media Officer</li> <li>• Liaise with the local media to ensure the regular publication of the Club's fixtures, match reports and Club news</li> <li>• Produce match reports for each team within the Club and publish on the Club's website and Facebook and Twitter pages</li> <li>• Ensure that our core values feature prominently on the Club's website and social media platform</li> </ul> | <ul style="list-style-type: none"> <li>• Club Committee</li> <li>• Club Media Officer, once appointed</li> <li>• Club Social Media Manager, once appointed</li> </ul>                                                                 | Continuous and ongoing | Continuous and ongoing |              | <ul style="list-style-type: none"> <li>• The Club's website and social media platform</li> <li>• Club Management Committee</li> <li>• Club Media Officer</li> <li>• Club Social Media Manager</li> <li>• Local Media</li> <li>• Club Team Managers</li> </ul> | 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                                                                | <ul style="list-style-type: none"> <li>• Regular updates and publicity to be published on the Club's website and social media platform. This is already in place.</li> <li>• Ensure the appointment of a suitable and committed Club Social Media Manager</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Cath Taylor, Club Chairperson</li> <li>• Chris Fairhurst, Club Legal Advisor</li> <li>• Joe Charnock, Open Age Team Manager</li> <li>• Jo Trumble, the Club's Junior Co-Ordinator</li> </ul> | Continuous and ongoing | Continuous and ongoing |              | <ul style="list-style-type: none"> <li>• Club website and social media platform</li> <li>• Time, to co-ordinate appropriate updates and Club news</li> </ul>                                                                                                  | Nil                                                   |

| Priority | Action Item:                                                                                                                                                                                   | How is this to be achieved?                                                                                                                                                                                                                                          | Lead Responsibility                                                                                    | Start Date:            | End Date:              | Progress (%): | Resources Required:                                                                                                                                                                                                                                   | Cost:                                                                                                                                              |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------|------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
|          |                                                                                                                                                                                                |                                                                                                                                                                                                                                                                      | (continued...)<br>• 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                                | <ul style="list-style-type: none"> <li>• Already established and ongoing</li> </ul>                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• Joe Charnock, Open Age Team Manager</li> </ul>                | Continuous and ongoing | Continuous and ongoing |               | <ul style="list-style-type: none"> <li>• Input from relevant Club sources for appropriate programme articles and material</li> <li>• Time to compile and ensure adequate and appropriate content for the matchday programme</li> </ul>                | 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 | <ul style="list-style-type: none"> <li>• Already in place as an RFL requirement</li> <li>• Each of our teams already has an appointed and qualified First Aider</li> <li>• First Aid qualification courses paid for by the Club</li> </ul>                           | <ul style="list-style-type: none"> <li>• Jo Trumble, the Cub's Junior Co-Ordinator</li> </ul>          | Continuous and ongoing | Continuous and ongoing |               | <ul style="list-style-type: none"> <li>• Ongoing relationship with First Aid training providers</li> <li>• Cost of external training provision</li> <li>• Register of qualifications held by the Club's appointed First Aiders</li> </ul>             | 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                                                                                        | <ul style="list-style-type: none"> <li>• Established and ongoing</li> <li>• Continuous review of appropriate catering provision and of essential kitchen equipment and utensils</li> <li>• Staff training towards appropriate Food Hygiene qualifications</li> </ul> | <ul style="list-style-type: none"> <li>• Danny Jones, Club Hospitality and Catering Manager</li> </ul> | Continuous and ongoing | Continuous and ongoing |               | <ul style="list-style-type: none"> <li>• Funding for appropriate staff training</li> <li>• Cost of suitable quality catering products and materials</li> <li>• Cost of, and cost of renewal of, appropriate kitchen utensils and equipment</li> </ul> | <p>Ongoing cost of products and materials</p> <p>Cost of maintenance, update and renewal of kitchen utensils and equipment.</p>                    |

| Priority | Action Item:                                                                                                                                     | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                               | Lead Responsibility                                                                                                                                                                         | Start Date:            | End Date:                         | Progress (%): | Resources Required:                                                                                                                                                                                                                                                               | Cost:                                                                                  |
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| 1        | Introduce post-match entertainment for all First Team home games (e.g. bands, discos, etc)                                                       | <ul style="list-style-type: none"> <li>Produce package of proposed post-match entertainment events for consultation</li> <li>Diarise dates and book functions</li> </ul>                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Danny Jones, Club Hospitality and Catering Manager</li> </ul>                                                 | Continuous and ongoing | Continuous and ongoing            |               | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>Time, to arrange and co-ordinate entertainment events</li> <li>Diary to co-ordinate function dates</li> <li>Budget for entertainment costs</li> <li>Budget for any associated catering costs</li> </ul> | 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 | <ul style="list-style-type: none"> <li>Review current speaker and PA provision</li> <li>Identify appropriate volunteer to provide consistent PA coverage</li> </ul>                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Club Committee</li> </ul>                                                                                                                            | Start of 2024 season   | Continuous and ongoing thereafter |               | <ul style="list-style-type: none"> <li>Funding for necessary and appropriate PA and speaker provision</li> <li>Appropriate volunteer support for consistent PA coverage</li> </ul>                                                                                                | 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                                                           | <ul style="list-style-type: none"> <li>Liaise with the Club's Junior Team Coaches, the Club's Junior Co-Ordinator and the Club's Masters Team Manager</li> <li>Liaise with opposition junior and Masters teams' management to agree dates and kick-off times for matches</li> <li>Establish referee availability for junior and/or Masters game curtain raiser</li> </ul> | <ul style="list-style-type: none"> <li>Jo Trumble, the Cub's Junior Co-Ordinator</li> <li>The Club's Junior and Masters Team Coaches</li> <li>Joe Charnock, Masters Team Manager</li> </ul> | Continuous and ongoing | Continuous and ongoing            |               | <ul style="list-style-type: none"> <li>Agreement of opposition teams' management to suitable dates and kick-off times to facilitate junior or Masters match curtain raisers</li> <li>Referee availability for junior and/or Masters game curtain raiser</li> </ul>                | 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                                                                         | <ul style="list-style-type: none"> <li>• Consult with the Club Management Committee upon initiatives to introduce loyalty cards for bar purchases</li> <li>• Identify the possibility of further discounts or other benefits from the Club's bar supplier to enhance a loyalty card scheme for bar purchases</li> <li>• Establish the financial benefits to patrons and any costs to the Club from the introduction of loyalty cards for bar purchases and market accordingly</li> </ul> | <ul style="list-style-type: none"> <li>• Gill Rickard, Club Finance Officer</li> <li>• Danny Jones, Club Hospitality and Catering Manager</li> <li>• Club Committee</li> </ul> | Start of 2024 Season | Continuous and ongoing thereafter |              | <ul style="list-style-type: none"> <li>• Club Management Committee</li> <li>• The Club's comprehensive cloud-based online subscription and membership database</li> <li>• Discussion and beneficial arrangements with the Club's bar supplier</li> </ul>                      | Nil, ideally                                                |
| 1        | Construct good standard footpaths on the Club site for the use of players, spectators, coaches and other visitors | <ul style="list-style-type: none"> <li>• Draft a specification for the works required</li> <li>• Place advertisement for expressions of interest</li> <li>• Obtain competitive quotations for the works</li> <li>• Award a contract for the works</li> </ul>                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Club Committee</li> </ul>                                                                                                             | During 2024 season   | End of 2025 season                |              | <ul style="list-style-type: none"> <li>• Satisfactory quotations for the works required</li> <li>• Adequate funding for the works required</li> <li>• Time, to draft the specification for the works, advertise for expressions of interest and award the contract</li> </ul> | 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:                                                                                                                                              |
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| 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 | <ul style="list-style-type: none"> <li>• Obtain any necessary permission from the local authority, as landowner</li> <li>• Draw up adequate scale plans for the design and construction of the facility, including measurements, dimensions, materials and fire prevention measures</li> <li>• Seek necessary planning permission from the local authority</li> <li>• Cost all aspects of the project, including materials, construction, fitting out and equipment</li> <li>• Identify all necessary funding for the project, including grant funding and any proposed commercial investment</li> <li>• Identify and source all necessary materials and contractors/workforce for construction of the facility</li> <li>• Draft a specification for the works required</li> <li>• Place advertisement for expressions of interest</li> <li>• Obtain competitive quotations for the works and award a contract for the works</li> </ul> | <ul style="list-style-type: none"> <li>• Cath Taylor, Club Chairperson</li> <li>• Joe Charnock, Club Ambassador and Funding Manager</li> <li>• Club Committee</li> </ul> | During 2024 season | End of 2025 season |               | <ul style="list-style-type: none"> <li>• All necessary funding to meet the cost of the project</li> <li>• Support from the Local Authority in all capacities (landowner, planning authority and building control authority)</li> <li>• Expertise in drawing up suitable scale plans for the design and construction of the facility and in costing the project</li> <li>• Materials and contractors/workforce for the construction of the facility</li> <li>• Time, to draft the specification for the works, advertise for expressions of interest and award the contract</li> <li>• Quotations for the works required and for all necessary equipment for the facility</li> <li>• Maintenance and servicing regime for the facility</li> <li>• Staffing to supervise the operation and use of the facility</li> <li>• Risk assessment relating to the operation and use of the facility</li> </ul> | <ul style="list-style-type: none"> <li>• Costs to be identified and established from costing of the project and the quotations received</li> </ul> |

| Priority | Action Item:                     | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Lead Responsibility | Start Date:        | End Date:          | Progress (%) | Resources Required:                                                                                                                                                   | Cost:                       |
|----------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------|--------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
|          |                                  | (...continued) <ul style="list-style-type: none"> <li>• Seek and obtain all necessary building regulation approval before, during and following construction</li> <li>• Identify and source all necessary equipment for the facility, obtaining competitive quotations in each respect</li> <li>• Identify all necessary staffing and supervision for operation of the facility</li> <li>• Conduct adequate risk assessments in each aspect relating to the operation of the facility</li> <li>• Obtain all necessary insurance cover for the structure and equipment and also for use of the facility</li> <li>• Identify and cost an adequate and satisfactory maintenance and servicing regime for the facility</li> </ul> |                     |                    |                    |              | (...continued) <ul style="list-style-type: none"> <li>• Adequate and appropriate insurance for the structure, equipment, operation and use of the facility</li> </ul> |                             |
| 3        | Facilitate smoke free touchlines | <ul style="list-style-type: none"> <li>• Introduce signage to promote smoke free touchlines</li> <li>• Existing provision of a specific outside smoking area</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | • Club Committee    | During 2024 season | Ongoing thereafter |              | • Appropriate signage                                                                                                                                                 | Cost of appropriate signage |



## ACTION PLAN SIX: FUNCTION AND CONFERENCE FACILITIES

| Strategy:   |                                                                                                                 | Excellent Function and Conference Facilities                                                                                                                                                                                                                                                                                                                                                                                                |                     |                                                                                                                          |                                                                                                                                |                                 |                                                                                                                                                                                                                               |                                                                                                                      |
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| Objectives: |                                                                                                                 | <ul style="list-style-type: none"><li>• Excellent IT and WiFi facilities</li><li>• Good standard of suitably sized tables and chairs</li><li>• Efficient electricity supply, with sufficient sockets for microphones, projectors, disco equipment, lights, etc</li><li>• Excellent catering facilities</li><li>• Excellent bar service and range of drinks</li><li>• Good standard of decoration and table dressing for functions</li></ul> |                     |                                                                                                                          |                                                                                                                                |                                 |                                                                                                                                                                                                                               |                                                                                                                      |
| 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 | <ul style="list-style-type: none"><li>• Achieved. 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</li></ul>                                                                                            | Club Committee      | Clubhouse upgrade complete. Ongoing maintenance required only.<br><br>During 2024 season for function room chair upgrade | Clubhouse upgrade complete. Ongoing maintenance required only.<br><br>Beginning of 2025 season for function room chair upgrade | Clubhouse upgrade 100% Complete | <ul style="list-style-type: none"><li>• Cost of materials for ongoing Clubhouse maintenance</li><li>• Funding for further Clubhouse upgrade works when available</li><li>• Funding for function room chairs upgrade</li></ul> | None at present, in relation to upgrade of the Clubhouse, save for ongoing maintenance<br><br>Cost of upgrade to the |

| Priority | Action Item:                                                                 | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                               | Lead Responsibility                                                                                  | Start Date:                         | End Date:                                    | Progress (%): | Resources Required:                                                                                                                                                                                                                             | Cost:                                                                                                                                                         |
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|          |                                                                              | <p>(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</p> <ul style="list-style-type: none"> <li>An upgrade of the chairs in the function room is now required</li> </ul> |                                                                                                      |                                     |                                              |               | <p>(continued...)</p> <ul style="list-style-type: none"> <li>Member goodwill</li> </ul>                                                                                                                                                         | <p>(continued...)</p> <p>function room chairs, once established</p>                                                                                           |
| 1        | Ensure effective and up to date IT and WiFi facilities within the Clubhouse  | <ul style="list-style-type: none"> <li>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.</li> </ul>                                                                                                | Club Committee                                                                                       | Complete. Ongoing maintenance only. | Complete. Ongoing maintenance required only. | 100% Complete | <ul style="list-style-type: none"> <li>Upgrade of the Club's WiFi facility and till facility has been completed</li> <li>Ongoing subscription costs required only</li> </ul>                                                                    | Ongoing subscription costs only (currently £56 per month)                                                                                                     |
| 1        | Ensure the availability of a projector and screen for business and other use | <ul style="list-style-type: none"> <li>The Club has recently upgraded its projector and screen provision</li> </ul>                                                                                                                                                                                                                                                                       | Club Committee                                                                                       | Completed                           | Continuous and ongoing                       |               | <ul style="list-style-type: none"> <li>Nil</li> </ul>                                                                                                                                                                                           | No further costs anticipated at this stage                                                                                                                    |
| 1        | Ensure good standard catering provision and review regularly                 | <ul style="list-style-type: none"> <li>Established and ongoing</li> <li>Continuous review of appropriate catering provision and of essential kitchen equipment and utensils</li> <li>Staff training towards appropriate Food Hygiene qualifications</li> </ul>                                                                                                                            | <ul style="list-style-type: none"> <li>Danny Jones, Club Hospitality and Catering Manager</li> </ul> | Continuous and ongoing              | Continuous and ongoing                       |               | <ul style="list-style-type: none"> <li>Funding for appropriate staff training</li> <li>Cost of suitable quality catering products and materials</li> <li>Cost of, and cost of renewal of, appropriate kitchen utensils and equipment</li> </ul> | <p>Ongoing cost of products and materials</p> <p>Cost of maintenance, update and renewal of kitchen utensils and equipment.</p> <p>Cost of staff training</p> |

| 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                           | <ul style="list-style-type: none"> <li>• Appropriate internal training</li> <li>• Identify suitable external training</li> <li>• Obtain costings for suitable external training provision</li> </ul>                         | <ul style="list-style-type: none"> <li>• Danny Jones, Club Hospitality and Catering Manager</li> </ul> | Already continuous and ongoing        | Continuous and ongoing |               | <ul style="list-style-type: none"> <li>• Costs of suitable external training provision</li> </ul>                                                                                                                     | To be identified from costings for suitable external training provision |
| 1        | Develop a comprehensive customer database to support future marketing of the Clubhouse facilities | <ul style="list-style-type: none"> <li>• Identify from the Club's online subscriptions database, extending to all Club members and persons hiring the Club's facilities</li> </ul>                                           | <ul style="list-style-type: none"> <li>• Danny Jones, Club Hospitality and Catering Manager</li> </ul> | Largely available already             | Continuous and ongoing |               | <ul style="list-style-type: none"> <li>• Comprehensive cloud-based online subscription and membership database</li> <li>• Time to compile and assemble database</li> </ul>                                            | Database transaction charge (minimal)                                   |
| 1        | Market and promote the use of the Clubhouse for business and social functions                     | <ul style="list-style-type: none"> <li>• Use of the Club's website and social media platform for advertising and publicity purposes</li> <li>• Identify and implement further appropriate publicity opportunities</li> </ul> | <ul style="list-style-type: none"> <li>• Cath Taylor, Club Chairperson</li> </ul>                      | Started at the end of the 2022 season | Continuous thereafter  |               | <ul style="list-style-type: none"> <li>• The Club's website and social media platform</li> <li>• Conva Design Tool for templates</li> <li>• Time to assemble appropriate marketing materials and publicity</li> </ul> | Annual Conva Design Tool subscription (currently £99pa)                 |



## ACTION PLAN SEVEN: COMMUNITY FACILITY

| <b>Strategy:</b> <span style="float: right;"><b>An Excellent Community Facility</b></span>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                       |                                                                                                                                                                                                                                                                                                                                |                     |                                                                                                                                               |                                                                                                                                                     |                                 |                                                                                                                                                                                                                                                              |                                                                                                                                                          |
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| <b>Objectives:</b> <ul style="list-style-type: none"> <li>• 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</li> <li>• Become more of a community sports club, providing multiple sports and community projects and activities</li> <li>• 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</li> </ul> |                       |                                                                                                                                                                                                                                                                                                                                |                     |                                                                                                                                               |                                                                                                                                                     |                                 |                                                                                                                                                                                                                                                              |                                                                                                                                                          |
| <b>Action Plan</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                       |                                                                                                                                                                                                                                                                                                                                |                     |                                                                                                                                               |                                                                                                                                                     |                                 |                                                                                                                                                                                                                                                              |                                                                                                                                                          |
| Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Action Item:          | How is this to be achieved?                                                                                                                                                                                                                                                                                                    | Lead Responsibility | Start Date:                                                                                                                                   | End Date:                                                                                                                                           | Progress (%)                    | Resources Required:                                                                                                                                                                                                                                          | Cost:                                                                                                                                                    |
| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Upgrade the Clubhouse | <ul style="list-style-type: none"> <li>• 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</li> </ul> | Club Committee      | Clubhouse upgrade complete for the present.<br>Ongoing maintenance required only.<br><br>During 2024 season for function room chairs upgrade. | Clubhouse upgrade complete for the present.<br>Ongoing maintenance required only.<br><br>Beginning of 2025 season for function room chairs upgrade. | Clubhouse upgrade 100% Complete | <ul style="list-style-type: none"> <li>• Cost of materials for ongoing Clubhouse maintenance</li> <li>• Funding for further Clubhouse upgrade works when available</li> <li>• Funding for function room chairs upgrade</li> <li>• Member goodwill</li> </ul> | None at present, in relation to upgrade of the Clubhouse, save for ongoing maintenance.<br>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:                                                                                                            |
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|          |                                                                                                                              | <p><b>(continued...)</b> (together with replacement of the tables and chairs), upgrade of the flooring, 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</p> <ul style="list-style-type: none"> <li>• An upgrade of the chairs in the function room is now required</li> </ul> |                                                                                                                                                                                                                 |                    |                        |               |                                                                                                                                                                                                                                                                        |                                                                                                                  |
| 1        | Introduce regular entertainment nights for all ages (e.g. curry nights, bands, discos, kids' discos, etc)                    | <ul style="list-style-type: none"> <li>• Produce initial package of proposed monthly entertainment events for consultation</li> <li>• Diarise dates and book functions</li> <li>• Volunteer celebration event to be organised</li> <li>• Free Christmas dinner for the elderly</li> </ul>                                                                                                                                             | <ul style="list-style-type: none"> <li>• Cath Taylor, Club Chairperson</li> <li>• Danny Jones, Club Hospitality and Catering Manager</li> <li>• Louise Kay, Club Events and Hospitality Co-Ordinator</li> </ul> | Started in 2022    | Ongoing and continuous |               | <ul style="list-style-type: none"> <li>• Time to arrange and co-ordinate entertainment events</li> <li>• Club social media platform</li> <li>• Diary to co-ordinate function dates</li> <li>• Budget for entertainment costs</li> <li>• Budget for Catering</li> </ul> | 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 | <ul style="list-style-type: none"> <li>• Meet with local community groups and representatives to discuss and agree a way forward</li> </ul>                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Club Committee</li> </ul>                                                                                                                                              | End of 2023 season | Ongoing thereafter     |               | <ul style="list-style-type: none"> <li>• Goodwill between the Club, local community groups and local community members and representatives</li> <li>• Time, to arrange and co-ordinate positive and progressive discussions</li> </ul>                                 | Nil                                                                                                              |

| Priority | Action Item:                                                                                                                                                                                              | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Lead Responsibility                                                                                                                                                | Start Date:                                                                                  | End Date:             | Progress (%): | Resources Required:                                                                                                                                                                                                                                                                                                                                                           | Cost:                                                                                                                                            |
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| 1        | Establish modified rugby league events, including male and female Masters teams                                                                                                                           | <ul style="list-style-type: none"> <li>Establish programme of modified rugby league events</li> <li>Attract appropriate participants and levels of participation by social media advertising and publicity and discussions with appropriate groups and organisations</li> <li>Male and Female Masters teams now established within the Club</li> <li>Establish a Disability Rugby League (PDRL and LDRL) package and programme within the Club</li> <li>Recruit necessary qualified coaches and support staff</li> <li>Publicity and marketing on the Club's website and social media platform</li> </ul> | Club Committee                                                                                                                                                     | End of 2022 season, with further time to allow for all necessary recruitment and development | Continuous thereafter |               | <ul style="list-style-type: none"> <li>Establish programme of modified rugby league events</li> <li>Identify/recruit appropriately qualified coaching and support staff</li> <li>Club's website and social media platform for publicity and marketing</li> <li>Time to arrange and establish programme and recruit players, coaches and support staff as necessary</li> </ul> | 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 | <ul style="list-style-type: none"> <li>Set out in detail in Action Plan Five, above</li> <li>Obtain all necessary permissions from the local authority</li> <li>Draft a specification for the works required</li> <li>Place advertisement for expressions of interest</li> <li>Obtain competitive quotations for the works</li> <li>Award a contract for the works</li> </ul>                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Joe Charnock, Club Ambassador and Funding Manager</li> <li>Club Committee</li> </ul> | During 2024 season                                                                           | End of 2025 season    |               | <ul style="list-style-type: none"> <li>All necessary funding to meet the cost of the project</li> <li>Support from the Local Authority in all capacities (landowner, planning authority and building control authority)</li> <li>Satisfactory quotations for the works required</li> </ul>                                                                                    | <ul style="list-style-type: none"> <li>Costs to be identified and established from costing of the project and the quotations received</li> </ul> |

| Priority | Action Item:                                                                                                                                                                                                                                                                                  | How is this to be achieved?                                                                                                                                                                                                                                                                           | Lead Responsibility | Start Date:        | End Date:             | Progress (%): | Resources Required:                                                                                                                                                                                                                                                                             | Cost:                                     |
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|          |                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                       |                     |                    |                       |               | (continued...)<br><ul style="list-style-type: none"> <li>Time to draft the specification for the works, advertise for expressions of interest and award the contract</li> </ul>                                                                                                                 |                                           |
| 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 | <ul style="list-style-type: none"> <li>Liaise with Wigan Council's Healthy Routes team on appropriate activities</li> <li>Liaise with local community groups as appropriate</li> <li>Rota for staff members to cover training night opening</li> </ul>                                                | Club Committee      | End of 2023 season | Continuous thereafter |               | <ul style="list-style-type: none"> <li>Time to arrange and co-ordinate appropriate arrangements and community activities</li> <li>Liaise with Wigan Council's Healthy Routes team</li> <li>Liaise with appropriate community groups</li> <li>Sufficient and available staffing</li> </ul>       | 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                                                          | <ul style="list-style-type: none"> <li>Liaise with Wigan Council's Healthy Routes team on appropriate programmes and activities</li> <li>Liaise with appropriate community groups</li> <li>Engage independent trainer to utilise our container gym and playing fields for outside sessions</li> </ul> | Club Committee      | End of 2024 season | Continuous thereafter |               | <ul style="list-style-type: none"> <li>Club website and social media platform</li> <li>Liaise with Wigan Council's Healthy Routes team</li> <li>Liaise with appropriate community groups</li> <li>Time to arrange and co-ordinate appropriate programmes and multi-activity sessions</li> </ul> | None at this stage                        |

| Priority | Action Item:                                                                                                                                            | How is this to be achieved?                                                                                                                                                                                                                                                                   | Lead Responsibility | Start Date:        | End Date:             | Progress (%): | Resources Required:                                                                                                                                        | Cost:              |
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| 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 | <ul style="list-style-type: none"> <li>Regular updates, offers and publicity on the Club's website and social media platform incorporating the Club's brand, logo and core values</li> <li>Post the Club's core values prominently on the Club's website and social media platform</li> </ul> | Club Committee      | End of 2023 season | Continuous thereafter |               | <ul style="list-style-type: none"> <li>Club website and social media platform</li> <li>Time, to co-ordinate appropriate publicity and marketing</li> </ul> | None at this stage |



## ACTION PLAN EIGHT: FINANCIAL MANAGEMENT AND PERFORMANCE

|                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <b>Strategy:</b>   | <b>Excellent Financial Management and Performance</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Objectives:</b> | <ul style="list-style-type: none"><li>• Adequate and effective funding for the Club's development plans</li><li>• Excellent and effective fundraising activities and capabilities</li><li>• Effective marketing of the Club's facilities and membership packages</li><li>• Efficient and effective events management within the Club</li><li>• Effective accounting and auditing of the Club's financial transactions and accounts</li><li>• Effective budget setting and budget management to facilitate the Club's financial planning</li><li>• Effective and robust financial procedures and controls within the Club</li></ul> |

## 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 | <ul style="list-style-type: none"> <li>Identify suitable candidates with relevant knowledge and experience to assist the Committee</li> <li>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</li> <li>Draft a Club sponsorship package, incorporating the input of Michael Sharkey, Commercial Advisor</li> <li>Incorporate and utilise the knowledge available from individual and Club business connections into the Club's sponsorship strategy</li> <li>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</li> <li>Advertise the Club widely and more intensively on social media to attract further interest from local businesses</li> </ul> | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Gill Rickard, Club Finance Officer</li> </ul> | End of 2023 Season | Continuous and ongoing thereafter |               | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>Club Sponsors</li> <li>Michael Sharkey</li> </ul> | Nil   |

| Priority | Action Item:                                                                                                                                                                                                 | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Lead Responsibility                                                                                                         | Start Date:            | End Date:                         | Progress (%) | Resources Required:                                                                                                                                                                                                                       | Cost:          |
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| 1        | Develop more efficient and effective grant funding expertise within the Club                                                                                                                                 | <ul style="list-style-type: none"> <li>Gather and circulate the advisory documentation available to the Club in relation to grant funding and make available in a central repository</li> <li>Establish and identify the relevant contacts for the Club's successful Big Lottery Awards for All bid(s)</li> <li>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</li> </ul>                                           | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Joe Charnock, Club Funding Manager</li> </ul> | Continuous and ongoing | Continuous and ongoing            |              | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>Joe Charnock, Club Funding Manager</li> <li>Wigan Council Community Partnership</li> <li>Council Leader</li> <li>Local Councillors</li> <li>Local MP</li> </ul> | 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 | <ul style="list-style-type: none"> <li>Review the Club's current offer in terms of the use and availability of the Club's facilities</li> <li>Consider where the facilities and use we offer currently could be further increased or enhanced</li> <li>Consider the availability of Sport England Community Asset funding (or equivalent) to enhance and increase community use of the Club's facilities</li> <li>Identify the availability of additional funding streams and funding providers to enhance community use of the Club's facilities</li> </ul> | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Joe Charnock, Club Funding Manager</li> </ul> | End of 2023 Season     | Continuous and ongoing thereafter |              | <ul style="list-style-type: none"> <li>Club Management Committee</li> </ul>                                                                                                                                                               | Nil, initially |

| <b>Objective(s):</b> <p style="text-align: center;"><b>Excellent and effective fundraising activities and capabilities</b><br/> <b>Efficient and effective events management within the Club</b></p> |                                                                                                |                                                                                                                                                                  |                                                                                                                                                                        |                 |                        |               |                                                                                                                                                                                                                                                                                                                   |                                                                                             |
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| 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 | <ul style="list-style-type: none"> <li>• Produce package of proposed monthly Club nights for consultation</li> <li>• Diarise dates and book functions</li> </ul> | <ul style="list-style-type: none"> <li>• Danny Jones, Club Hospitality and Catering Manager</li> <li>• Louise Kay, Club Events and Hospitality Co-Ordinator</li> </ul> | Started in 2022 | Continuous and ongoing |               | <ul style="list-style-type: none"> <li>• Club Management Committee</li> <li>• Time to arrange and co-ordinate entertainment events</li> <li>• Club social media platform</li> <li>• Diary to co-ordinate function dates</li> <li>• Budget for entertainment costs</li> <li>• Budget for catering costs</li> </ul> | Cost and budget for appropriate entertainment and catering to be identified and established |

| Objective: <b>Effective marketing of the Club's facilities and membership packages</b> |                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                    |                        |                        |              |                                                                                                                                                                                                                                                                                      |       |
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| 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 | <ul style="list-style-type: none"> <li>• 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</li> <li>• Ensure that a suitable Media Officer is appointed for the Club</li> <li>• Liaise with the local media to ensure the regular publication of the Club's fixtures, match reports and Club news</li> <li>• Produce match reports for each team within the Club and publish on the Club's website and Facebook and Twitter pages</li> <li>• 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</li> </ul> | <ul style="list-style-type: none"> <li>• Club Committee</li> </ul>                                                                                                                 | Continuous and ongoing | Continuous and ongoing |              | <ul style="list-style-type: none"> <li>• Club Management Committee</li> <li>• Club website and social media platform</li> <li>• Club Team Managers</li> <li>• Local Media</li> <li>• Club Media Officer</li> <li>• Time, to co-ordinate appropriate updates and Club news</li> </ul> | 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                           | <ul style="list-style-type: none"> <li>• 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</li> <li>• Ensure Data Protection compliance in utilising the Club's membership database for marketing of the Club's facilities and events</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• Gill Rickard, Club Finance Officer</li> <li>• Peter Murphy, Club Governance Manager, in relation to Data Protection compliance</li> </ul> | Continuous and ongoing | Continuous and ongoing |              | <ul style="list-style-type: none"> <li>• Club Management Committee</li> <li>• City Cash Systems</li> <li>• LoveAdmin cloudbased online membership subscription system</li> </ul>                                                                                                     | 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                    | <ul style="list-style-type: none"> <li>Establish current member numbers and membership details from the Club's membership database</li> <li>Review current membership packages and consult with the Club Management Committee upon initiatives to enhance current membership benefits and increase membership numbers</li> <li>Consider the benefits of annual memberships, with associated discounted offers and purchases</li> </ul>                      | <ul style="list-style-type: none"> <li>Gill Rickard, Club Finance Officer</li> <li>Club Committee</li> </ul> | Continuous and ongoing | Continuous and ongoing |              | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>City Cash Systems</li> <li>The Club's comprehensive cloud-based online subscription and membership database</li> </ul> | 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 | <ul style="list-style-type: none"> <li>Establish current female member numbers and membership details from the Club's membership database</li> <li>Review current membership packages and consult with the Club Management Committee upon initiatives to enhance current female membership benefits and increase female membership numbers</li> <li>Consider the benefits of annual memberships, with associated discounted offers and purchases</li> </ul> | <ul style="list-style-type: none"> <li>Gill Rickard, Club Treasurer</li> <li>Club Committee</li> </ul>       | Continuous and ongoing | Continuous and ongoing |              | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>City Cash Systems</li> <li>The Club's comprehensive cloud-based online subscription and membership database</li> </ul> | Nil   |

| Priority | Action Item:                                                                                                                                                                                                           | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Lead Responsibility:                                             | Start Date:                                                                                                                           | End Date:                                                                                                                              | Progress (%): | Resources Required:                                                                                                           | Cost:         |
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| 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 | <ul style="list-style-type: none"> <li>Review the Club's current offer in terms of the use of our facilities</li> <li>Consider where the current offer could be further increased or enhanced and identify further potential users</li> <li>Consider the availability of Sport England Community Asset funding (or equivalent) to expand and enhance community use of the Club's facilities</li> <li>Consider also the availability of additional or alternative funding streams and funding providers</li> <li>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</li> <li>Actively market the facilities the Club is able to offer to business partners and the local community</li> </ul> | <ul style="list-style-type: none"> <li>Club Committee</li> </ul> | 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. |               | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>Club's website and social media platform</li> </ul> | Nil initially |

| Objective: <b>Effective accounting and auditing of the Club's financial transactions and accounts</b> |                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                             |                                                                         |                        |              |                                                                                                                   |                                       |
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| 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 | <ul style="list-style-type: none"> <li>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.</li> <li>The independent chartered accountants appointed and commissioned by the Club are reviewed each year by the Club's Annual General Meeting.</li> </ul> | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Gill Rickard, Club Finance Officer</li> </ul> | Ongoing                                                                 | Continuous and ongoing |              | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>Club's appointed Accountants</li> </ul> | 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                                                                                                                                 | <ul style="list-style-type: none"> <li>Effective, regular and routine maintenance of proper accounting records is already established.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Gill Rickard, Club Finance Officer</li> </ul> | Ongoing                                                                 | Continuous and ongoing |              | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>Club's appointed Accountants</li> </ul> | Nil                                   |
| 1                                                                                                     | Update the Club's accounting codes to facilitate the tracking of any element the Club specifically wishes to monitor                                                                                                                                                             | <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>                                                                                                                                                     | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Gill Rickard, Club Finance Officer</li> </ul> | Ongoing. Start of 2024 season for updating the Club's accounting codes. | Continuous and ongoing |              | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>Club's appointed Accountants</li> </ul> | Associated accountancy fees and costs |

| Objective: <b>Effective budget setting and budget management to facilitate the Club's financial planning</b> |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                       |                          |                                   |               |                                                                                                                   |                                                                         |
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| 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                                                                                            | <ul style="list-style-type: none"> <li>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</li> <li>Consult the Club's appointed accountants to agree appropriate accounting codes and budgetary headings and the estimates proposed under each heading</li> <li>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</li> <li>Report the budgetary position to the Club Committee at each Club Committee meeting</li> </ul> | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Gill Rickard, Club Finance Officer</li> </ul>                                                           | Beginning of 2024 season | Continuous and ongoing thereafter |               | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>Club's appointed Accountants</li> </ul> | 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 | <ul style="list-style-type: none"> <li>Review the suppliers and utilities used by the Club</li> <li>Review the energy efficiency of the Clubhouse structure, installations and facilities to conserve energy and reduce usage</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Gill Rickard, Club Finance Officer</li> <li>Craig Mulqueeney, Facilities Maintenance Officer</li> </ul> | Continuous and ongoing   | Continuous and ongoing            |               | <ul style="list-style-type: none"> <li>Club Management Committee</li> </ul>                                       | 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: |
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| 1        | Establish and maintain strong, effective and economic relationships with each of the Club's suppliers                                       | <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> </ul> | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Danny Jones, Club Hospitality and Catering Manager</li> </ul>        | Ongoing                                                                                                                                                                        | Continuous and ongoing |               | <ul style="list-style-type: none"> <li>Club Management Committee</li> </ul>                            | Nil   |
| 1        | Conduct a regular and effective stocktake of the Club's equipment and facilities to ensure that these are efficient, effective and economic | <ul style="list-style-type: none"> <li>The Club already has established arrangements for a regular Bar stocktake.</li> <li>Kitchen requirements, in terms of equipment, facilities and food stock, are regularly reviewed by the Kitchen Managers</li> <li>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.</li> </ul>                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Danny Jones, Club Hospitality and Catering Manager</li> <li>Jo Trumble, Club Junior Co-Ordinator</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing and as required</li> <li>January and November (beginning and end of the playing season) for equipment and facilities</li> </ul> |                        |               | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>City Cash Systems</li> </ul> | Nil   |

| Priority | Action Item:                                                                                                                                                    | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                        | Lead Responsibility:                                                                 | Start Date: | End Date:            | Progress (%) | Resources Required:                                                                                         | Cost:                    |
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| 1        | Ensure that the Club maintains adequate and effective insurance cover for its facilities, employees, members, volunteers, guests, contractors and third parties | <ul style="list-style-type: none"> <li>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.</li> </ul> | <ul style="list-style-type: none"> <li>Gill Rickard, Club Finance Officer</li> </ul> | Ongoing     | Annual Renewal dates |              | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>RFL Club Insure scheme</li> </ul> | Annual Insurance Premium |

| Objective: Effective and robust financial procedures and controls within the Club |                                                                                                                              |                                                                                                                                                                                                                                                                                                                    |                                                                                                                             |             |                        |              |                                                                                                        |                     |
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| 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                                                      | <ul style="list-style-type: none"> <li>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.</li> </ul> | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Gill Rickard, Club Finance Officer</li> </ul> | Ongoing     | Continuous and ongoing |              | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>Barclays Bank plc</li> </ul> | Bank costs and fees |
| 1                                                                                 | Maintain weekly financial management and monitoring arrangements between the Club's Chairperson and the Club Finance Officer | <ul style="list-style-type: none"> <li>Management and monitoring of the Club's finances by the Club's Chairperson and Club Finance Officer already takes place on a weekly basis.</li> </ul>                                                                                                                       | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Gill Rickard, Club Finance Officer</li> </ul> | Ongoing     | Continuous and ongoing |              | <ul style="list-style-type: none"> <li>Club Management Committee</li> </ul>                            | Nil                 |

| Priority | Action Item:                                                                                                                                                                  | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Lead Responsibility:                                                                                                               | Start Date:            | End Date:              | Progress (%): | Resources Required:                                                                                                                                                                                                              | Cost:                                 |
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| 1        | Maintain a professionally administered staff payroll and automatic pension entitlement scheme                                                                                 | <ul style="list-style-type: none"> <li>The Club's staff payroll and automatic pension entitlement scheme are professionally administered and maintained in conjunction with the Club's appointed accountants.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Gill Rickard, Club Finance Officer</li> </ul>        | Ongoing                | Continuous and ongoing |               | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>Club's appointed Accountants</li> </ul>                                                                                                                | Associated accountancy fees and costs |
| 1        | Ensure the effective collection and monitoring of Club membership subscriptions by an online application and payment facility                                                 | <ul style="list-style-type: none"> <li>An electronic payment system is already established for the Club's Junior and Youth subscriptions</li> <li>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.</li> </ul>                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Gill Rickard, Club Finance Officer</li> <li>Jo Trumble, Club Junior Co-Ordinator</li> </ul> | Ongoing                | Continuous and ongoing |               | <ul style="list-style-type: none"> <li>Club Management Committee</li> </ul>                                                                                                                                                      | 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 | <ul style="list-style-type: none"> <li>Consider and assess the Club's current Financial Procedure and Property Rules against current requirements, guidance and best practice.</li> <li>Draft, approve and implement amendments or updates to the Club's Financial Procedure and Property Rules as necessary or appropriate</li> <li>Maintain a record of the implementation and review dates for all amendments and updates to the Club's Financial Procedure and Property Rules</li> <li>Incorporate all amendments to the Financial Procedure and Property Rules into the Club's Constitution and Club Rules</li> </ul> | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Peter Murphy, Club Governance Manager</li> </ul>     | Continuous and ongoing | Continuous and ongoing |               | <ul style="list-style-type: none"> <li>Knowledge and understanding of any necessary updates to comply with current financial requirements and best practice</li> <li>Time, to co-ordinate and add appropriate updates</li> </ul> | Nil                                   |

| Priority | Action Item: | How is this to be achieved?                                                                                                            | Lead Responsibility: | Start Date: | End Date: | Progress (%): | Resources Required: | Cost: |
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|          |              |                                                                                                                                        |                      |             |           |               |                     |       |
|          |              | (continued...) <ul style="list-style-type: none"> <li>Review at least annually and as frequently as required or appropriate</li> </ul> |                      |             |           |               |                     |       |



## ACTION PLAN NINE: ADMINISTRATION AND VOLUNTEER SUPPORT

| <b>Strategy:</b> <b>Excellent Administration and Volunteer Support throughout the Club, supported by Robust Practices, Policies and Procedures, with Appropriate Quality Accreditation at All Levels</b>                                                                                                                                                                                                                                                                                              |                                                                |                                                                                                                                               |                                                                  |                                                                                                |                    |              |                                                       |       |
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| <b>Objectives:</b> <ul style="list-style-type: none"> <li>Established and robust Club practices, policies and procedures which are up-to-date both with current requirements and with best practice</li> <li>All Club volunteers are trained and developed to appropriate RFL standards</li> <li>All Club volunteers are DBS checked and cleared to create a safe environment for children and young people</li> <li>Accreditation to the RFL's Club Accreditation Standard, or equivalent</li> </ul> |                                                                |                                                                                                                                               |                                                                  |                                                                                                |                    |              |                                                       |       |
| <b>Action Plan</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                |                                                                                                                                               |                                                                  |                                                                                                |                    |              |                                                       |       |
| <b>Objective:</b> <b>Established and robust Club practices, policies and procedures which are up-to-date both with current requirements and with best practice</b>                                                                                                                                                                                                                                                                                                                                    |                                                                |                                                                                                                                               |                                                                  |                                                                                                |                    |              |                                                       |       |
| 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 | <ul style="list-style-type: none"> <li>Identify an appropriate candidate or candidates for the role, by advertisement if necessary</li> </ul> | <ul style="list-style-type: none"> <li>Club Committee</li> </ul> | <ul style="list-style-type: none"> <li>Implementation date of Club Development Plan</li> </ul> | Ongoing thereafter |              | <ul style="list-style-type: none"> <li>Nil</li> </ul> | Nil   |

| Priority | Action Item:                                                                                                                                                                   | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Lead Responsibility                                                         | Start Date:                                                                 | End Date: | Progress (%): | Resources Required:                                                                                           | Cost: |
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|          | (...continued)<br>primary responsibility of monitoring performance and ensuring the efficient and effective implementation, progress and review of the Club's Development Plan | (...continued)<br><ul style="list-style-type: none"> <li>• Provide detailed terms of reference and/or a detailed written job description as to the requirements, responsibilities and expectations from the role</li> <li>• Provide all necessary administrative and other support, as required</li> <li>• Provide and encourage any appropriate training to enhance the postholder's knowledge and skills for the role</li> <li>• Review performance at least annually</li> </ul> |                                                                             |                                                                             |           |               |                                                                                                               |       |
| 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                          | <ul style="list-style-type: none"> <li>• Consider and assess current Club Practices, Policies and Procedures against current Guidance, requirements and best practice</li> <li>• Maintain a record of the Club's current Practices, Policies and Procedures together with implementation and review dates.</li> <li>• Assess the need for further Club Practices, Policies and Procedures and draft, approve and implement as necessary.</li> </ul>                                | <ul style="list-style-type: none"> <li>• Club Governance Manager</li> </ul> | <ul style="list-style-type: none"> <li>• Before AGM in each year</li> </ul> | Ongoing   |               | <ul style="list-style-type: none"> <li>• Time required to review, consult and update as necessary.</li> </ul> | Nil   |

| Priority | Action Item:                                                                                                                                                                                              | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Lead Responsibility                                                                                        | Start Date:                                                                                                                                            | End Date:          | Progress (%): | Resources Required:                                                                                                                 | Cost:                                                                            |
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|          |                                                                                                                                                                                                           | (...continued)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                            |                                                                                                                                                        |                    |               |                                                                                                                                     |                                                                                  |
|          |                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Review at least annually and as frequently as required or appropriate</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                            |                                                                                                                                                        |                    |               |                                                                                                                                     |                                                                                  |
| 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 | <ul style="list-style-type: none"> <li>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</li> <li>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</li> </ul> | <ul style="list-style-type: none"> <li>Club Committee</li> <li>Business Continuity Plan Manager</li> </ul> | <ul style="list-style-type: none"> <li>Implementation date of Club Development Plan to free up time to develop the Business Continuity Plan</li> </ul> | Ongoing thereafter |               | <ul style="list-style-type: none"> <li>Time required to review and consult as necessary.</li> <li>Appropriate technology</li> </ul> | <ul style="list-style-type: none"> <li>Cost of appropriate technology</li> </ul> |

| Priority | Action Item:                                                                                | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                   | Lead Responsibility                                                                                                                                                   | Start Date:                                                            | End Date:                         | Progress (%): | Resources Required:                                                                                                                                                                                                                                    | Cost:                                                                              |
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|          |                                                                                             | (...continued) <ul style="list-style-type: none"> <li>• Training of staff and volunteers upon the requirements of the Plan wherever appropriate</li> <li>• Update the Plan and the information required by the Plan regularly and at least annually, or as necessary or required</li> <li>• Test the effectiveness of the Plan regularly</li> </ul>                                           |                                                                                                                                                                       |                                                                        |                                   |               |                                                                                                                                                                                                                                                        |                                                                                    |
| 1        | Establish an effective approach to risk management and to Health and Safety within the Club | <ul style="list-style-type: none"> <li>• Co-ordinate existing provision provided by the Club's Insurers and consider any necessary consultation with a Health and Safety Advisor</li> <li>• Appoint a dedicated Club Health and Safety Officer</li> <li>• Consider, implement and communicate proposals and measures across the Club</li> <li>• Draft appropriate Risk Assessments</li> </ul> | <ul style="list-style-type: none"> <li>• Cath Taylor, Club Chairperson</li> <li>• Club Committee</li> <li>• Club Health and Safety Officer, once appointed</li> </ul> | <ul style="list-style-type: none"> <li>• During 2024 season</li> </ul> | Ongoing and continuous thereafter |               | <ul style="list-style-type: none"> <li>• Time required to review, consult and update the Club's Health and Safety practices and risk assessments as necessary.</li> <li>• Possible consultation and advice from a Health and Safety Advisor</li> </ul> | <ul style="list-style-type: none"> <li>• Health and Safety Advisor fees</li> </ul> |

| <b>Objective:</b> <div> <b>All Club volunteers are trained and developed to appropriate RFL standards</b><br/> <b>All Club volunteers are DBS checked and cleared to create a safe environment for children and young people</b> </div> |                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                |                        |                        |              |                                                                                                                                                                                              |                                                                                             |
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| 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 | <ul style="list-style-type: none"> <li>Assess the Club's volunteer workforce against current RFL standards and requirements</li> <li>Arrange and implement any necessary training</li> </ul>                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Club Welfare Officer</li> <li>Club Committee</li> </ul> | Ongoing and continuous | Ongoing and continuous |              | <ul style="list-style-type: none"> <li>Appropriate funding for all necessary course fees</li> </ul>                                                                                          | <ul style="list-style-type: none"> <li>Fees for all necessary volunteer training</li> </ul> |
| 1                                                                                                                                                                                                                                       | Ensure that all Club volunteers are DBS checked and cleared                                                      | <ul style="list-style-type: none"> <li>Assess the Club's volunteer workforce against DBS records</li> <li>Arrange any necessary training, including update training</li> </ul>                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Club Welfare Officer</li> </ul>                         | Ongoing and continuous | Ongoing and continuous |              | <ul style="list-style-type: none"> <li>Fees for any necessary volunteer training</li> </ul>                                                                                                  | <ul style="list-style-type: none"> <li>Fees for any necessary volunteer training</li> </ul> |
| 1                                                                                                                                                                                                                                       | Increase the number of Club volunteers to assist in the management of the Club                                   | <ul style="list-style-type: none"> <li>Assess current volunteer roles to ensure that all necessary activities are covered</li> <li>Assess current volunteer workforce and identify any further roles, skills or expertise required</li> <li>Consider and implement any necessary recruitment</li> <li>Maintain Club record of volunteers, together with areas of expertise and any training required, including update training</li> </ul> | <ul style="list-style-type: none"> <li>Club Committee</li> </ul>                               | Ongoing and continuous | Ongoing and continuous |              | <ul style="list-style-type: none"> <li>Time required to evaluate current volunteer roles, maintain a record of training and expertise and recruit further volunteers as necessary</li> </ul> | Nil                                                                                         |

| Priority                                                                                                     | Action Item:                                                                                                                                      | How is this to be achieved?                                                                                                                                                                                                                          | Lead Responsibility                                                                               | Start Date:                                                                  | End Date:                   | Progress (%): | Resources Required:                                                                                                      | Cost:                                                                                                                             |
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| 1                                                                                                            | Establish a Volunteer Celebration event to recognise volunteers' commitment and hard work and encourage an increase in those wishing to volunteer | <ul style="list-style-type: none"> <li>Determine and agree the nature of the event.</li> <li>Plan the event and co-ordinate all necessary input and supplies</li> <li>Reinstate Club Volunteer Awards</li> </ul>                                     | <ul style="list-style-type: none"> <li>Club Committee</li> </ul>                                  | <ul style="list-style-type: none"> <li>End of 2023 season</li> </ul>         | Ongoing annually thereafter |               | <ul style="list-style-type: none"> <li>Appropriate Clubhouse facilities</li> </ul>                                       | <ul style="list-style-type: none"> <li>To be identified and assessed once the nature of the event has been established</li> </ul> |
| <b>Objective:                      Accreditation to the RFL's Club Accreditation Standard, or equivalent</b> |                                                                                                                                                   |                                                                                                                                                                                                                                                      |                                                                                                   |                                                                              |                             |               |                                                                                                                          |                                                                                                                                   |
| 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                                  | <ul style="list-style-type: none"> <li>Completed Club Health Check already submitted to the RFL in April, 2020 in accordance with RFL guidance.</li> <li>Definitive guidance upon the new RFL Club Accreditation Scheme currently awaited</li> </ul> | <ul style="list-style-type: none"> <li>Club Committee</li> <li>Club Governance Manager</li> </ul> | <ul style="list-style-type: none"> <li>Introduction of RFL Scheme</li> </ul> | Ongoing from Start Date     |               | <ul style="list-style-type: none"> <li>Time required to assemble accreditation information and documentation.</li> </ul> | Nil                                                                                                                               |



## ACTION PLAN TEN: INTERNAL AND EXTERNAL RELATIONSHIPS

|                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <b>Strategy:</b>   | <b>Excellent Relationships both within the Club and with Governing Bodies, Leagues, Suppliers, Sponsors, the Local Authority, Local Schools and the Local Community</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Objectives:</b> | <ul style="list-style-type: none"> <li>• A positive, supportive and welcoming culture and environment within the Club</li> <li>• Effective and robust communications</li> <li>• A strong presence on social media</li> <li>• Strong relationship with Club members</li> <li>• High level of member satisfaction</li> <li>• Strong bond with the local community</li> <li>• Close working relationships with local service providers, such as schools, youth services, support groups, the Over 50s Forum and local community groups</li> <li>• 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</li> <li>• Strong relationship with Club sponsors</li> <li>• Strong and effective supplier relationships</li> <li>• Positive relationship with the local authority and with local Ward Councillors</li> <li>• Positive relationships with the RFL, the leagues to which the Club is affiliated and with professional and other community clubs</li> </ul> |

| Action Plan |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                    |                        |                        |               |                                                                                                        |       |
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| 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         | <ul style="list-style-type: none"> <li>• Publish our Club values prominently on the Club's website and on our social media platform</li> <li>• 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</li> <li>• Review the implementation of our Club values regularly and include their observance as part of our Club and Community Consultation programme</li> </ul> | <ul style="list-style-type: none"> <li>• Club Committee</li> </ul> | Summer, 2023           | Ongoing thereafter     |               | <ul style="list-style-type: none"> <li>• Club Website</li> <li>• Club social media platform</li> </ul> | Nil   |
| 1           | Publicise and emphasise our Club brand and logo in everything we do | <ul style="list-style-type: none"> <li>• Ensure that all communications by or on behalf of the Club feature the Club's logo</li> <li>• Ensure that the Club's brand and logo feature in all activities undertaken by or on behalf of the Club</li> <li>• Publish the Club's logo prominently on the Club's website and on our social media platform</li> </ul>                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Club Committee</li> </ul> | Continuous and ongoing | Continuous and ongoing |               | <ul style="list-style-type: none"> <li>• Club Website</li> <li>• Club social media platform</li> </ul> | Nil   |

| Priority | Action Item:                                                                                               | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Lead Responsibility                                                                                            | Start Date:            | End Date:              | Progress (%) | Resources Required:                                                                                                                                                                                                                               | Cost:                                                                        |
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| 1        | Improve communications within the Club, particularly those between parents, coaches and the Club Committee | <ul style="list-style-type: none"> <li>Effective use of the Club's cloudbased LoveAdmin membership subscription system to facilitate communication between coaches, parents and players</li> <li>Effective use of the Club's Coaches and Team Managers' WhatsApp and Spond groups</li> <li>Effective use of individual teams' WhatsApp and Spond groups to communicate between coaches, team managers, parents and players</li> </ul>                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Jo Trumble, Club Junior Co-Ordinator</li> <li>Club Committee</li> </ul> | Continuous and ongoing | Continuous and ongoing |              | <ul style="list-style-type: none"> <li>The Club's LoveAdmin online membership subscription system</li> <li>The Club's Coaches and Team Managers' WhatsApp and Spond groups</li> <li>The Club's WhatsApp and Spond group administrators</li> </ul> | 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                | <ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>Liaise with local community representatives and community groups to promote joint approaches to developing the Club as a</li> </ul> | <ul style="list-style-type: none"> <li>Club Committee</li> </ul>                                               | Summer, 2023           | Continuous thereafter  |              | <ul style="list-style-type: none"> <li>Club Website</li> <li>Club social media platform</li> <li>The Club's Spond groups</li> <li>Meeting with local community representatives</li> </ul>                                                         | Nil                                                                          |

| Priority | Action Item:                                                                                 | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Lead Responsibility                                                                                                                                                              | Start Date:            | End Date:              | Progress (%): | Resources Required:                                                                                                                                                                                       | Cost: |
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|          |                                                                                              | <p><b>[continued...]</b><br/>           facility for community activities and offering further community events and initiatives</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Maintain and enhance current community events, such as the Royal Marines Festival and Junior RL Festival</li> <li>• Improve membership offers and benefits packages, to include merchandise discounts and a loyalty card for bar purchases</li> <li>• Introduce regular entertainment nights for all ages (e.g. curry nights, bands, discos, kids' discos, etc)</li> </ul> |                                                                                                                                                                                  |                        |                        |               |                                                                                                                                                                                                           |       |
| 1        | Publish and publicise regular news items and updates on the Club website and on social media | <ul style="list-style-type: none"> <li>• 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</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• Cath Taylor, Club Chairperson</li> <li>• Chris Fairhurst, Club Legal Advisor</li> <li>• Jo Trumble, Club Junior Co-Ordinator</li> </ul> | Continuous and ongoing | Continuous and ongoing |               | <ul style="list-style-type: none"> <li>• Club website and social media platform</li> <li>• Club Team Managers</li> <li>• Time, to co-ordinate appropriate updates, match reports and Club news</li> </ul> | Nil   |

| Priority | Action Item:                                                                                                                                                                                            | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Lead Responsibility                                                                                                                                                                                                                                                              | Start Date:            | End Date:              | Progress (%): | Resources Required:                                                                                                                                                                                                                                                                     | Cost: |
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|          |                                                                                                                                                                                                         | <p><b>(continued...)</b></p> <ul style="list-style-type: none"> <li>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</li> <li>Produce match reports for each team within the Club and publish on the Club's website, Facebook and Twitter pages</li> <li>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</li> </ul> | <ul style="list-style-type: none"> <li>Craig Mulqueeney, Facilities Maintenance Officer</li> <li>Social Media Officer, once appointed</li> </ul>                                                                                                                                 |                        |                        |               |                                                                                                                                                                                                                                                                                         |       |
| 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 | <ul style="list-style-type: none"> <li>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</li> <li>Ensure that a suitable Media Officer is appointed</li> <li>Liaise with the local media to ensure the regular publication of the Club's fixtures, match reports and Club news</li> <li>Produce match reports for each team within the Club</li> </ul>                                                                                                                   | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Chris Fairhurst, Club Legal Advisor</li> <li>Jo Trumble, Club Junior Co-Ordinator</li> <li>Craig Mulqueeney, Facilities Maintenance Officer</li> <li>Club Media Officer, once appointed</li> </ul> | Continuous and ongoing | Continuous and ongoing |               | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>Club website and social media platform</li> <li>Club Team Managers</li> <li>Local Media</li> <li>Club Media Manager</li> <li>Time, to co-ordinate appropriate updates, match reports and Club news</li> </ul> | Nil   |

| Priority | Action Item:                                                                                                | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Lead Responsibility                                                                                                                                                                                                                                                | Start Date:            | End Date:              | Progress (%): | Resources Required:                                                                                                                                                                                                                | Cost: |
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|          |                                                                                                             | (continued...)<br>and publish on the Club's website, Facebook and Twitter pages                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                    |                        |                        |               |                                                                                                                                                                                                                                    |       |
| 1        | Work with local community groups to develop and promote joint approaches to community issues and activities | <ul style="list-style-type: none"> <li>Meet with local community groups and representatives to discuss and agree joint approaches to community issues and activities</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>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</li> </ul> | Continuous and ongoing | Continuous and ongoing |               | <ul style="list-style-type: none"> <li>Goodwill between the Club, local community groups and local community members and representatives</li> <li>Time, to arrange and co-ordinate positive and progressive discussions</li> </ul> | Nil   |
| 1        | Maintain a strong relationship with the local authority and with local Ward Councillors and the town's MP   | <ul style="list-style-type: none"> <li>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</li> <li>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</li> </ul> | <ul style="list-style-type: none"> <li>Club Chairperson</li> <li>Joe Charnock, Club Ambassador</li> </ul>                                                                                                                                                          | End of 2023 season     | Continuous thereafter  |               | <ul style="list-style-type: none"> <li>Time to co-ordinate with and consult the local authority and with local Ward Councillors and the town's MP</li> </ul>                                                                       | Nil   |

| Priority | Action Item:                                                                                                                                               | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Lead Responsibility                                                                                 | Start Date: | End Date: | Progress (%): | Resources Required:                                                                                                                                                                                       | Cost: |
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|          |                                                                                                                                                            | <b>(continued...)</b> <ul style="list-style-type: none"> <li>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</li> </ul>                                                                                                                                                                                                                                                                                                                                                   |                                                                                                     |             |           |               |                                                                                                                                                                                                           |       |
| 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 | <ul style="list-style-type: none"> <li>Ensure positive communication channels between the Club, the RFL, the Leagues, local professional clubs and all other community clubs</li> <li>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</li> <li>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</li> <li>Always be represented at RFL and League meetings and support positively RFL and League events and initiatives</li> </ul> | <ul style="list-style-type: none"> <li>Club Chairperson</li> <li>Club Governance Manager</li> </ul> | Ongoing     | Ongoing   |               | <ul style="list-style-type: none"> <li>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</li> </ul> | Nil   |

| Priority | Action Item:                                                                                                                                                                                                                                                                                                                              | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Lead Responsibility                                                                    | Start Date:            | End Date:              | Progress (%): | Resources Required:                                                                                                                                                                                                                                                                                                     | Cost: |
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| 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) | <ul style="list-style-type: none"> <li>The Deanery and St John Fisher High Schools already have occasional use of the Club's facilities</li> <li>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</li> <li>Discussions with local schools upon the availability of our facilities for schools matches, sports days and generally for school and out-of-school activities</li> </ul> | <ul style="list-style-type: none"> <li>Club Committee</li> </ul>                       | Continuous and ongoing | Continuous and ongoing |               | <ul style="list-style-type: none"> <li>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</li> <li>Availability of Club staff for discussions with schools</li> </ul> | Nil   |
| 2        | Establish 3,000 Facebook "likes"                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>The Club now has 4,584 "likes" on Facebook and over 5,000 followers</li> <li>Ensure that the Club's Facebook page remains interesting, engaging and up-to-date</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Social Media Officer, once appointed</li> </ul> | Continuous and ongoing | Ongoing                |               | <ul style="list-style-type: none"> <li>The Club's social media platform</li> <li>Time, to produce and publish interesting, engaging and newsworthy content</li> </ul>                                                                                                                                                   | Nil   |
| 2        | Establish at least 5,000 Twitter followers                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>The Club currently has 4,668 followers on Twitter</li> <li>Ensure that the Club website and social media platform is interesting and up-to-date</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Social Media Officer, once appointed</li> </ul> | Continuous and ongoing | Ongoing                |               | <ul style="list-style-type: none"> <li>The Club's social media platform</li> <li>Time, to produce, publish and ensure interesting, engaging and newsworthy content</li> </ul>                                                                                                                                           | Nil   |

| Priority | Action Item:                                                                                                                                                                                                                         | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Lead Responsibility                                                                                                                                                                                                                                          | Start Date:        | End Date:             | Progress (%): | Resources Required:                                                                                                                                                                                                                                                                                                                                            | Cost:              |
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| 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 | <ul style="list-style-type: none"> <li>• Liaise with Wigan Council's Healthy Routes team on appropriate programmes and activities</li> <li>• Liaise with appropriate community groups</li> <li>• Engage independent trainer to utilise our container gym and playing fields for outside sessions</li> </ul>                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Club Committee</li> </ul>                                                                                                                                                                                           | End of 2024 season | Continuous thereafter |               | <ul style="list-style-type: none"> <li>• Club website and social media platform</li> <li>• Liaise with Wigan Council's Healthy Routes team</li> <li>• Liaise with appropriate community groups</li> <li>• Time, to arrange and co-ordinate appropriate programmes and multi-activity sessions</li> </ul>                                                       | None at this stage |
| 2        | Engage potential users of the Club's facilities by actively marketing the benefits of the facility                                                                                                                                   | <ul style="list-style-type: none"> <li>• Review the Club's current offer in terms of the use of our facilities</li> <li>• Consider where the current offer could be further increased or enhanced and identify further potential users</li> <li>• Use of the Club's website and social media platform for advertising and publicity purposes</li> <li>• Provide regular updates, offers and publicity on the Club's website and social media platform</li> <li>• Develop a comprehensive membership and customer database to facilitate marketing of the Club's facilities</li> </ul> | <ul style="list-style-type: none"> <li>• Cath Taylor, Club Chairperson</li> <li>• Gill Rickard, Club Finance Officer</li> <li>• Club Media Officer, once appointed</li> <li>• Club Social Media Officer, once appointed</li> <li>• Club Committee</li> </ul> | End of 2023 season | Continuous thereafter |               | <ul style="list-style-type: none"> <li>• The Club's website and social media platform</li> <li>• City Cash Systems and LoveAdmin online membership subscription system to develop a comprehensive membership and customer database</li> <li>• Xero Accounting Software</li> <li>• Time to co-ordinate appropriate marketing materials and publicity</li> </ul> | None at this stage |

| Priority | Action Item:                                                    | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Lead Responsibility                                                                            | Start Date:        | End Date:             | Progress (%): | Resources Required:                                                                                                                                                                                                                                                                    | Cost: |
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|          |                                                                 | <p><b>[continued...]</b></p> <ul style="list-style-type: none"> <li>• Publish the Club's core values prominently on the Club's website and social media platform</li> <li>• Identify and implement further appropriate publicity opportunities</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                |                    |                       |               |                                                                                                                                                                                                                                                                                        |       |
| 1        | Maintain a strong relationship with each of the Club's sponsors | <ul style="list-style-type: none"> <li>• 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</li> <li>• Incorporate and utilise the knowledge available from individual and Club sponsors into the Club's sponsorship strategy</li> <li>• 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</li> <li>• 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</li> <li>• Introduce regular Club sponsors' events</li> </ul> | <ul style="list-style-type: none"> <li>• Club Chairperson</li> <li>• Club Committee</li> </ul> | End of 2023 season | Continuous thereafter |               | <ul style="list-style-type: none"> <li>• Time to consult the Club's sponsors and to co-ordinate and integrate their responses into the Club's sponsorship strategy</li> <li>• Club social media platform</li> <li>• Club Sponsorship, Partnership and Funding Working Group</li> </ul> | Nil   |

| Priority | Action Item:                                                                                                                | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Lead Responsibility                                                                                                                                   | Start Date:        | End Date:                         | Progress (%): | Resources Required:                                                                                                                                            | Cost: |
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|          |                                                                                                                             | <p><b>[continued...]</b></p> <ul style="list-style-type: none"> <li>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</li> <li>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</li> </ul>                                                                                                                                                                                                                                                                                          |                                                                                                                                                       |                    |                                   |               |                                                                                                                                                                |       |
| 2        | Attract increased support from local businesses by increasing and improving working relationships with businesses generally | <ul style="list-style-type: none"> <li>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</li> <li>Incorporate and utilise the knowledge available from individual and Club business connections into the Club's business relationship strategy</li> <li>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</li> <li>Advertise the Club widely and more intensively on social media to attract further interest from local businesses</li> </ul> | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Club Committee</li> <li>Social Media Officer, once appointed</li> </ul> | During 2024 Season | Continuous and ongoing thereafter |               | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>Club Social Media Officer, once appointed</li> <li>Club Business Partners</li> </ul> | Nil   |

| Priority | Action Item:                                                                                                           | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Lead Responsibility                                                | Start Date:          | End Date:          | Progress (%): | Resources Required:                                                                                                                                                                                                                                                                       | Cost:          |
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| 2        | Become more of a community sports club, providing multiple sports and facilities for community projects and activities | <ul style="list-style-type: none"> <li>• Review the Club's current offer in terms of the use and availability of the Club's facilities</li> <li>• Consider where the facilities and use we offer currently could be further increased or enhanced</li> <li>• Consider the availability of Sport England Community Asset funding (or equivalent) to enhance and increase community use of the Club's facilities</li> <li>• Identify the availability of additional funding streams and funding providers to enhance community use of the Club's facilities</li> <li>• Liaise with Wigan Council's Healthy Routes team on appropriate activities</li> <li>• Liaise with local community groups as appropriate</li> </ul> | <ul style="list-style-type: none"> <li>• Club Committee</li> </ul> | Start of 2024 Season | Ongoing thereafter |               | <ul style="list-style-type: none"> <li>• Club Management Committee</li> <li>• Time to arrange and co-ordinate appropriate arrangements and community activities</li> <li>• Liaise with Wigan Council's Healthy Routes team</li> <li>• Liaise with appropriate community groups</li> </ul> | Nil, initially |

| Priority | Action Item:                                                                                                                                                                                            | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Lead Responsibility                                                                                                                                                                     | Start Date:            | End Date:              | Progress (%): | Resources Required:                                                                                                                                                                                                                           | Cost:                                                         |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| 3        | Upgrade the Clubhouse provision to include conference facilities and a specific conference suite                                                                                                        | <ul style="list-style-type: none"> <li>Review the Club's current offer in terms of the use of our facilities for conference purposes and for business meetings</li> <li>Consider where the current offer could be further increased or enhanced and identify further potential users</li> <li>Consider the availability of funding streams and funding providers to expand and enhance the use of the Club's facilities for conference and business purposes</li> <li>Consider conversion of the lounge/meeting room area into a specific conference suite</li> <li>Actively market the facilities the Club is able to offer for conference and business purposes to business partners and across the local community</li> </ul> | <ul style="list-style-type: none"> <li>Cath Taylor, Club Chairperson</li> <li>Danny Jones, Club Hospitality and Catering Manager</li> <li>Club Committee</li> </ul>                     | End of 2023 season     | Ongoing thereafter.    |               | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>Funding for all identified upgrade works</li> <li>Club's website, social media platform and local business contacts for marketing and promotion purposes</li> </ul> | To be identified from initial scoping exercise                |
| 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 | <ul style="list-style-type: none"> <li>Review the Club's current offer in terms of the use and availability of the Club's facilities</li> <li>Consider where the facilities and use we offer currently could be further increased or enhanced</li> <li>Consider the availability of Sport England Community Asset funding (or equivalent)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Joe Charnock, Club Ambassador and Funding Manager</li> <li>Danny Jones, Club Hospitality and Catering Manager</li> <li>Club Committee</li> </ul> | Continuous and ongoing | Continuous and ongoing |               | <ul style="list-style-type: none"> <li>Club Management Committee</li> <li>Time to arrange and co-ordinate appropriate arrangements and community activities</li> <li>Liaise with Wigan Council's Healthy Routes team</li> </ul>               | Nil, other than heating, lighting and possibly staffing costs |

| Priority | Action Item:                                                                                                                                                                                       | How is this to be achieved?                                                                                                                                                                                                                                                                                                                                                                                                           | Lead Responsibility | Start Date: | End Date: | Progress (%): | Resources Required:                                                                                                                                                                                            | Cost: |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------|-----------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
|          |                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                       |                     |             |           |               |                                                                                                                                                                                                                |       |
|          | <p><b>[continued...]</b><br/>sessions, fitness classes, support and advice sessions, a youth club, a children's Christmas party and other social activities during the afternoons and evenings</p> | <p><b>[continued...]</b><br/>to enhance and increase community use of the Club's facilities</p> <ul style="list-style-type: none"> <li>• Identify the availability of additional funding streams and funding providers to enhance community use of the Club's facilities</li> <li>• Liaise with Wigan Council's Healthy Routes team on appropriate activities</li> <li>• Liaise with local community groups as appropriate</li> </ul> |                     |             |           |               | <p><b>[continued...]</b></p> <ul style="list-style-type: none"> <li>• Liaise with appropriate community groups</li> <li>• Goodwill between the Club and local community members and representatives</li> </ul> |       |



## SCHEDULE TWO

|                                   |                                                     |
|-----------------------------------|-----------------------------------------------------|
| <b>Development Priority One</b>   | Development Plan Manager                            |
| <b>Development Priority Two</b>   | Sponsorship, Partnerships and Funding Working Group |
| <b>Development Priority Three</b> | Media Prominence                                    |
| <b>Development Priority Four</b>  | Redevelopment of the All-Weather Training Area      |
| <b>Development Priority Five</b>  | Gym Construction and Provision                      |
| <b>Development Priority Six</b>   | Female and Junior Players' Changing Room            |
| <b>Development Priority Seven</b> | Recreational Facility Construction                  |
| <b>Development Priority Eight</b> | Team Sustainability at All Age Groups               |



## DEVELOPMENT PRIORITY ONE

**Mission:** *Providing our community with fantastic Rugby League experiences, on and off the field, at all levels of the game*

**Vision:** *To be recognised as the best community rugby league club in the country, on and off the field*

**Proposal:** Appointment of a Development Plan Manager

**Strategy:** Excellent Administration and Volunteer Support throughout the Club, supported by Robust Practices, Policies and Procedures, with Appropriate Quality Accreditation at All Levels

**Strategic Objective:** Established and Robust Club Practices, Policies and Procedures which are Up-To-Date to Current Requirements

**Source:** Action Plan Nine: Administration and Volunteer Support

**Focus:** Internal Processes

**Priority:** One

## Project Proposal

### 1 Description and Purpose of the Project

- *Intent, Aims and Objectives of the Project*
- *Background: the reasons and basis for the Project*
- *Link to Competitive Advantage factors (if any)*
- *The benefits and drawbacks of the Project: what does success look like?*
- *The community advantage for the Project*
- *Link to Consultation responses (if any)*
- *Support for the Project (e.g. Council, MP, RFL, etc)*
- *Link to SWOT Analysis (if any)*

## **2 Method for Delivering the Project**

- *How the Project is to be achieved and delivered*
- *Brief description of the method of delivering the Project*
- *Action Plan (with dates) for delivering the Project*

## **3 Start Date and Completion Date for the Project**

- *Include review dates and frequency of review*

## **4 Performance Measures for Progress of the Project**

- *Consider performance measures in respect of each of: financial, customer service, internal processes and staffing numbers, ability and expertise*

## **5 Projected Outcome of the Project**

- *What does success look like?*
- *Potential revenue generated by the Project*
- *Costs and ongoing expenses*
- *Overall financial evaluation of the Project*
- *Performance measures for the outcome and success of the Project*

## **6 Costings for the Project**

## **7 Funding for the Project**

- *Include ongoing funding for maintenance, repairs and expenses, where appropriate*
- *Include resources required for the Project and how these will be acquired*

## **8 Risk Evaluation and Risk Management for the Project**

*To include (where appropriate) risk in relation to:*

- *Costing and funding*
- *Implementation*
- *Progress through to completion*
- *Funding (continuing and ongoing)*
- *Measure of performance/success*
- *Risk from not taking the Project forward*
- *Risk from not completing the Project*

## **9 Managing the Project**

- *Person(s) Responsible/the Project Group (Committee Members/Working Members/External Advisors/Consultants and other involvement)*
- *Partnerships*



## DEVELOPMENT PRIORITY TWO

**Mission:** *Providing our community with fantastic Rugby League experiences, on and off the field, at all levels of the game*

**Vision:** *To be recognised as the best community rugby league club in the country, on and off the field*

**Proposal:** Appointment of a Sponsorship, Partnerships and Funding Working Group

**Strategy:** Excellent Financial Management and Performance

**Strategic Objective:** Adequate and Effective Funding for the Club's Development Plans

**Source:** Action Plan Eight: Financial Management and Performance

**Focus:** Financial

**Priority:** One

## Project Proposal

### 1 Description and Purpose of the Project

- *Intent, Aims and Objectives of the Project*
- *Background: the reasons and basis for the Project*
- *Link to Competitive Advantage factors (if any)*
- *The benefits and drawbacks of the Project: what does success look like?*
- *The community advantage for the Project*
- *Link to Consultation responses (if any)*
- *Support for the Project (e.g. Council, MP, RFL, etc)*
- *Link to SWOT Analysis (if any)*

## **2 Method for Delivering the Project**

- *How the Project is to be achieved and delivered*
- *Brief description of the method of delivering the Project*
- *Action Plan (with dates) for delivering the Project*

## **3 Start Date and Completion Date for the Project**

- *Include review dates and frequency of review*

## **4 Performance Measures for Progress of the Project**

- *Consider performance measures in respect of each of: financial, customer service, internal processes and staffing numbers, ability and expertise*

## **5 Projected Outcome of the Project**

- *What does success look like?*
- *Potential revenue generated by the Project*
- *Costs and ongoing expenses*
- *Overall financial evaluation of the Project*
- *Performance measures for the outcome and success of the Project*

## **6 Costings for the Project**

## **7 Funding for the Project**

- *Include ongoing funding for expenses, where appropriate*
- *Include resources required for the Project and how these will be acquired*

## **8 Risk Evaluation and Risk Management for the Project**

*To include (where appropriate) risk in relation to:*

- *Costing and funding*
- *Implementation*
- *Progress through to completion*
- *Funding (continuing and ongoing)*
- *Maintenance and ongoing maintenance costs*
- *Measure of performance/success*
- *Risk from not taking the Project forward (e.g. players/members going elsewhere, etc)*
- *Risk from not completing the Project*

## **9 Managing the Project**

- *Person(s) Responsible/the Project Group (Committee Members/Working Members/External Advisors/Consultants and other involvement)*
- *Partnerships*



## DEVELOPMENT PRIORITY THREE

**Mission:** *Providing our community with fantastic Rugby League experiences, on and off the field, at all levels of the game*

**Vision:** *To be recognised as the best community rugby league club in the country, on and off the field*

**Proposal:** Media Prominence and Promotion

**Strategy:** Excellent Relationships Both Within The Club and With Governing Bodies, Leagues, Suppliers, Sponsors, the Local Authority, Local Schools and the Local Community

**Strategic Objective:** Effective and Robust Communications

**Source:** Action Plan Ten: Internal and External Relationships

**Focus:** Internal Processes

**Priority:** One

## Project Proposal

### 1 Description and Purpose of the Project

- *Intent, Aims and Objectives of the Project*
- *Background: the reasons and basis for the Project*
- *Link to Competitive Advantage factors (if any)*
- *The benefits and drawbacks of the Project: what does success look like?*
- *The community advantage for the Project*
- *Link to Consultation responses (if any)*
- *Support for the Project (e.g. Council, MP, RFL, etc)*
- *Link to SWOT Analysis (if any)*

## **2 Method for Delivering the Project**

- *How the Project is to be achieved and delivered*
- *Brief description of the method of delivering the Project*
- *Action Plan (with dates) for delivering the Project*

## **3 Start Date and Completion Date for the Project**

- *Include review dates and frequency of review*

## **4 Performance Measures for Progress of the Project**

- *Consider performance measures in respect of each of: financial, customer service, internal processes and staffing numbers, ability and expertise*

## **5 Projected Outcome of the Project**

- *What does success look like?*
- *Potential revenue generated by the Project*
- *Costs and ongoing expenses*
- *Overall financial evaluation of the Project*
- *Performance measures for the outcome and success of the Project*

## **6 Costings for the Project**

## **7 Funding for the Project**

- *Include ongoing funding for expenses, where appropriate*
- *Include resources required for the Project and how these will be acquired*

## **8 Risk Evaluation and Risk Management for the Project**

*To include (where appropriate) risk in relation to:*

- *Costing and funding*
- *Implementation*
- *Progress through to completion*
- *Funding (continuing and ongoing)*
- *Ongoing costs*
- *Measure of performance/success*
- *Risk from not taking the Project forward*
- *Risk from not completing the Project*

## **9 Managing the Project**

- *Person(s) Responsible/ the Project Group (Committee Members/Working Members/External Advisors/Consultants and other involvement)*
- *Partnerships*



## DEVELOPMENT PRIORITY FOUR

**Mission:** *Providing our community with fantastic Rugby League experiences, on and off the field, at all levels of the game*

**Vision:** *To be recognised as the best community rugby league club in the country, on and off the field*

**Proposed Development:** Redevelopment of the Club's All-Weather Training Area

**Strategy:** Excellent and Cost Effective Training Facilities for All of the Club's Teams

**Strategic Objective:** A High Grade, Floodlit All-Weather Training Facility, Secured by Fencing

**Source:** Action Plan Three: Training Facilities

**Focus:** Financial/ Member Facilities

**Priority:** One

## Project Proposal

### 1 Description and Purpose of the Project

- *Intent, Aims and Objectives of the Project*
- *Background: the reasons and basis for the Project*
- *Link to Competitive Advantage factors (if any)*
- *The benefits and drawbacks of the Project: what does success look like?*
- *The community advantage for the Project*
- *Link to Consultation responses (if any)*
- *Support for the Project (e.g. Council, MP, RFL, etc)*
- *Link to SWOT Analysis (if any)*

## **2 Method for Delivering the Project**

- *How the Project is to be achieved and delivered*
- *Brief description of the method of delivering the Project*
- *Action Plan (with dates) for delivering the Project*
- *Is Planning Permission and/or Building Control approval required?*

## **3 Start Date and Completion Date for the Project**

- *Include review dates and frequency of review*

## **4 Performance Measures for Progress of the Project**

- *Consider performance measures in respect of each of: financial, customer service, internal processes and staffing numbers, ability and expertise*

## **5 Projected Outcome of the Project**

- *What does success look like?*
- *Throughput for the Project*
- *Potential revenue generated by the Project*
- *Costs and ongoing expenses*
- *Overall financial evaluation of the Project*
- *Performance measures for the outcome and success of the Project*

## **6 Costings for the Project**

## **7 Funding for the Project**

- *Include ongoing funding for maintenance, repairs and expenses, where appropriate*
- *Include resources required for the Project and how these will be acquired*

## **8 Risk Evaluation and Risk Management for the Project**

*To include (where appropriate) risk in relation to:*

- *Design and design costs*
- *Costing and funding*
- *Permissions/consents/authorisations*
- *Construction/implementation*
- *Progress through to completion*
- *Funding (continuing and ongoing)*
- *Maintenance and ongoing maintenance costs*

- *Throughput/use*
- *Measure of performance/success*
- *Risk from not taking the Project forward (e.g. players/members going elsewhere, etc)*
- *Risk from not completing the Project*

## **9 Managing the Project**

- *Person(s) Responsible/ the Project Group (Committee Members/Working Members/External Advisors/Consultants and other involvement)*
- *Partnerships*



## DEVELOPMENT PRIORITY FIVE

**Mission:** *Providing our community with fantastic Rugby League experiences, on and off the field, at all levels of the game*

**Vision:** *To be recognised as the best community rugby league club in the country, on and off the field*

**Proposed Development:** Gym Construction and Provision

**Strategy:** Excellent and Cost Effective Training Facilities for All of the Club's Teams

**Strategic Objective:** Suitable, Cost Effective and Appropriate Indoor Training Facilities for Each of the Club's Teams

**Source:** Action Plan Three: Training Facilities

**Focus:** Member Facilities

**Priority:** One

## Project Proposal

### 1 Description and Purpose of the Project

- *Intent, Aims and Objectives of the Project*
- *Background: the reasons and basis for the Project*
- *Link to Competitive Advantage factors (if any)*
- *The benefits and drawbacks of the Project: what does success look like?*
- *The community advantage for the Project*
- *Link to Consultation responses (if any)*
- *Support for the Project (e.g. Council, MP, RFL, etc)*
- *Link to SWOT Analysis (if any)*

## **2 Method for Delivering the Project**

- *How the Project is to be achieved and delivered*
- *Brief description of the method of delivering the Project*
- *Action Plan (with dates) for delivering the Project*
- *Is Planning Permission and/or Building Control approval required?*

## **3 Start Date and Completion Date for the Project**

- *Include review dates and frequency of review*

## **4 Performance Measures for Progress of the Project**

- *Consider performance measures in respect of each of: financial, customer service, internal processes and staffing numbers, ability and expertise*

## **5 Projected Outcome of the Project**

- *What does success look like?*
- *Throughput for the Project*
- *Potential revenue generated by the Project*
- *Costs and ongoing expenses*
- *Overall financial evaluation of the Project*
- *Performance measures for the outcome and success of the Project*

## **6 Costings for the Project**

## **7 Funding for the Project**

- *Include ongoing funding for maintenance, repairs and expenses, where appropriate*
- *Include resources required for the Project and how these will be acquired*

## **8 Risk Evaluation and Risk Management for the Project**

*To include (where appropriate) risk in relation to:*

- *Design and design costs*
- *Costing and funding*
- *Permissions/consents/authorisations*
- *Construction/implementation*
- *Progress through to completion*
- *Funding (continuing and ongoing)*
- *Maintenance and ongoing maintenance costs*

- *Throughput/use*
- *Measure of performance/success*
- *Risk from not taking the Project forward (e.g. players/members going elsewhere, etc)*
- *Risk from not completing the Project*

## **9 Managing the Project**

- *Person(s) Responsible/ the Project Group (Committee Members/Working Members/External Advisors/Consultants and other involvement)*
- *Partnerships*



## DEVELOPMENT PRIORITY SIX

**Mission:** *Providing our community with fantastic Rugby League experiences, on and off the field, at all levels of the game*

**Vision:** *To be recognised as the best community rugby league club in the country, on and off the field*

**Proposed Development:** Female and Junior Players' Changing Room Provision

**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

**Strategic Objective:** Separate and Appropriate Changing Room Provision for the Club's Female and Younger Junior Teams

**Source:** Action Plan Four: Changing Room Facilities

**Focus:** Member Facilities

**Priority:** One

## Project Proposal

### 1 Description and Purpose of the Project

- *Intent, Aims and Objectives of the Project*
- *Background: the reasons and basis for the Project*
- *Link to Competitive Advantage factors (if any)*
- *The benefits and drawbacks of the Project: what does success look like?*
- *The community advantage for the Project*
- *Link to Consultation responses (if any)*
- *Support for the Project (e.g. Council, MP, RFL, etc)*
- *Link to SWOT Analysis (if any)*

## **2 Method for Delivering the Project**

- *How the Project is to be achieved and delivered*
- *Brief description of the method of delivering the Project*
- *Action Plan (with dates) for delivering the Project*
- *Is Planning Permission and/or Building Control approval required?*

## **3 Start Date and Completion Date for the Project**

- *Include review dates and frequency of review*

## **4 Performance Measures for Progress of the Project**

- *Consider performance measures in respect of each of: financial, customer service, internal processes and staffing numbers, ability and expertise*

## **5 Projected Outcome of the Project**

- *What does success look like?*
- *Throughput for the Project*
- *Potential revenue generated by the Project*
- *Costs and ongoing expenses*
- *Overall financial evaluation of the Project*
- *Performance measures for the outcome and success of the Project*

## **6 Costings for the Project**

## **7 Funding for the Project**

- *Include ongoing funding for maintenance, repairs and expenses, where appropriate*
- *Include resources required for the Project and how these will be acquired*

## **8 Risk Evaluation and Risk Management for the Project**

*To include (where appropriate) risk in relation to:*

- *Design and design costs*
- *Costing and funding*
- *Permissions/consents/authorisations*
- *Construction/implementation*
- *Progress through to completion*
- *Funding (continuing and ongoing)*
- *Maintenance and ongoing maintenance costs*

- *Throughput/use*
- *Measure of performance/success*
- *Risk from not taking the Project forward (e.g. players/members going elsewhere, etc)*
- *Risk from not completing the Project*

## **9 Managing the Project**

- *Person(s) Responsible/ the Project Group (Committee Members/Working Members/External Advisors/Consultants and other involvement)*
- *Partnerships*



## DEVELOPMENT PRIORITY SEVEN

**Mission:** *Providing our community with fantastic Rugby League experiences, on and off the field, at all levels of the game*

**Vision:** *To be recognised as the best community rugby league club in the country, on and off the field*

**Proposed Development:** Construction and Provision On-site of a Recreational Facility (to include Suitable and Appropriate Playground Installations and Equipment) for Use by our Younger Members and Visitors and by the Local Community

**Strategy:** Excellent after-match entertainment facilities for players and spectators

Make best use of the Club's playing fields and Clubhouse as a community asset

**Source:** Action Plan Five: Matchday Experience  
Action Plan Seven: Community Facility

**Focus:** Member and Community Facilities

**Priority:** One

## Project Proposal

### 1 Description and Purpose of the Project

- *Intent, Aims and Objectives of the Project*
- *Background: the reasons and basis for the Project*
- *Link to Competitive Advantage factors (if any)*
- *The benefits and drawbacks of the Project: what does success look like?*
- *The community advantage for the Project*
- *Link to Consultation responses (if any)*
- *Support for the Project (e.g. Council, MP, RFL, etc)*
- *Link to SWOT Analysis (if any)*

## **2 Method for Delivering the Project**

- *How the Project is to be achieved and delivered*
- *Brief description of the method of delivering the Project*
- *Action Plan (with dates) for delivering the Project*

## **3 Start Date and Completion Date for the Project**

- *Include review dates and frequency of review*

## **4 Performance Measures for Progress of the Project**

- *Consider performance measures in respect of each of: financial, customer service, internal processes and staffing numbers, ability and expertise*

## **5 Projected Outcome of the Project**

- *What does success look like?*
- *Throughput for the Project*
- *Potential revenue generated by the Project*
- *Costs and ongoing expenses*
- *Overall financial evaluation of the Project*
- *Performance measures for the outcome and success of the Project*

## **6 Costings for the Project**

## **7 Funding for the Project**

- *Include ongoing funding for maintenance and expenses, where appropriate*
- *Include resources required for the Project and how these will be acquired*

## **8 Risk Evaluation and Risk Management for the Project**

*To include (where appropriate) risk in relation to:*

- *Costing and funding*
- *Implementation*
- *Progress through to completion*
- *Funding (continuing and ongoing)*
- *Maintenance and ongoing maintenance costs*
- *Throughput/use*
- *Measure of performance/success*
- *Risk from not taking the Project forward (e.g. players/members going elsewhere, etc)*

- *Risk from not completing the Project*

## **9 Managing the Project**

- *Person(s) Responsible/ the Project Group (Committee Members/Working Members/External Advisors/Consultants and other involvement)*
- *Partnerships*



## DEVELOPMENT PRIORITY EIGHT

**Mission:** *Providing our community with fantastic Rugby League experiences, on and off the field, at all levels of the game*

**Vision:** *To be recognised as the best community rugby league club in the country, on and off the field*

**Proposed Development:** Team Sustainability at All Age Groups

**Strategy:** All Players have the Opportunity to Develop to their Full Potential and Optimal Playing Level

**Strategic Objective:** Effective Recruitment, Development and Retention of Players

**Source:** Action Plan One: Player Development

**Focus:** Internal Processes

**Priority:** One

## Project Proposal

### 1 Description and Purpose of the Project

- *Intent, Aims and Objectives of the Project*
- *Background: the reasons and basis for the Project*
- *Link to Competitive Advantage factors (if any)*
- *The benefits and drawbacks of the Project: what does success look like?*
- *The community advantage for the Project*
- *Link to Consultation responses (if any)*
- *Support for the Project (e.g. Council, MP, RFL, etc)*
- *Link to SWOT Analysis (if any)*

## **2 Method for Delivering the Project**

- *How the Project is to be achieved and delivered*
- *Brief description of the method of delivering the Project*
- *Action Plan (with dates) for delivering the Project*

## **3 Start Date and Completion Date for the Project**

- *Include review dates and frequency of review*

## **4 Performance Measures for Progress of the Project**

- *Consider performance measures in respect of each of: financial, customer service, internal processes and staffing numbers, ability and expertise*

## **5 Projected Outcome of the Project**

- *What does success look like?*
- *Throughput for the Project*
- *Potential revenue generated by the Project*
- *Costs and ongoing expenses*
- *Overall financial evaluation of the Project*
- *Performance measures for the outcome and success of the Project*

## **6 Costings for the Project**

## **7 Funding for the Project**

- *Include ongoing funding for maintenance and expenses, where appropriate*
- *Include resources required for the Project and how these will be acquired*

## **8 Risk Evaluation and Risk Management for the Project**

*To include (where appropriate) risk in relation to:*

- *Costing and funding*
- *Implementation*
- *Progress through to completion*
- *Funding (continuing and ongoing)*
- *Maintenance and ongoing maintenance costs*
- *Throughput/use*
- *Measure of performance/success*
- *Risk from not taking the Project forward (e.g. players/members going elsewhere, etc)*

- *Risk from not completing the Project*

## **9 Managing the Project**

- *Person(s) Responsible/ the Project Group (Committee Members/Working Members/External Advisors/Consultants and other involvement)*
- *Partnerships*



# APPENDICES



# **APPENDIX ONE:**

## **WIGAN ST. PATRICKS ARLFC VALUES STATEMENT**



## WIGAN ST PATRICKS ARLFC

### VALUES STATEMENT

The Club's values represent the distinctive core beliefs to which we are passionately committed as a Club and which underlie everything we do. They are the guiding principles and deeply held convictions and priorities which represent what we stand for and, as such, are the foundations upon which our Club is built.

The values to which we are committed at Wigan St Patricks ARLFC are:

- **Opportunity:** to give children and young people within our community opportunities for lasting achievement through sport, whatever their background or ability
- **Inspiring:** to inspire children and young people within our community to achieve personal development by promoting and encouraging mutual appreciation and respect, both for themselves and for others
- **Belonging:** to encourage and promote within our Members and our community a sense of belonging that encourages personal development and the enjoyment of working and playing together as part of a team
- **Values:** to be committed to family values by being encouraging, welcoming and supportive to all members of the family or community, whatever their status or contribution, whenever they visit us
- **Enjoyment:** to encourage and promote pride and enjoyment for everyone in being part of our Club, whether as a player, coach, parent, spectator, sponsor, employee or volunteer
- **Friendship:** to encourage, promote and inspire friendships for life through our Club
- **Community:** to “go the extra mile” in giving our community a service and opportunities that they may not otherwise have
- **Standards:** to insist upon and be committed to high standards and a safe, secure environment at all times in everything we do
- **Equality:** to treat everyone fairly and equally and refuse to tolerate discrimination of any kind or in whatever form, whether on the grounds of age, sex, sexual orientation, race, colour, ethnic, national or regional origin, religion, belief, ability or disability, or for any other reason or of any other description whatsoever



## **APPENDIX TWO:**

### **WIGAN ST. PATRICKS ARLFC STRATEGIC FOUNDATION**



## STRATEGIC FOUNDATION

| <b>Competitive Advantage:</b><br><b>What We Do Best</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Vision Statement:</b><br><b>What We Intend To Become</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• The Club has a worldwide fame and reputation</li> <li>• We produce more players for professional sport than any other community rugby league club and sustain this at a consistently high level year after year. We also produce more players for Super League than any other community rugby league club, as demonstrated by the RFL's own statistics</li> <li>• More professional club scouts come to our games than to any other community rugby league club, so our players are frequently in the "shop window" when demonstrating their skills</li> <li>• We have over 100 years of history, with structures and processes that have been established and been proved effective over many years</li> <li>• The origins of the Club, combining both the church and the rugby club, have created a special bond within the local community, regardless of religion</li> <li>• There is a unique atmosphere within the Club, which genuinely feels like a family</li> <li>• There is a charisma about the Club which attracts and inspires people, with some of our Members travelling significant distances to be part of Wigan St Patricks</li> <li>• The friendly atmosphere within the Club readily encourages participation from all people within the community, irrespective of age or gender, with many of our female members stating how comfortable they feel within what, at some clubs, can often seem a male-centred or male-dominated environment</li> </ul> | <b>Vision Description:</b><br><b>What It Looks Like</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• To be recognised as the best community rugby league club in the country, on and off the field</li> <li>• All players have the opportunity to develop to their full potential and optimal playing level</li> <li>• Excellent playing facilities for all of the Club's teams</li> <li>• Excellent and cost effective training facilities for all of the Club's teams</li> <li>• 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</li> <li>• Tremendous matchday experience for all players and spectators</li> <li>• Excellent function and conference facilities</li> <li>• An excellent community facility</li> <li>• Excellent financial management and performance</li> <li>• Excellent administration and volunteer support throughout the Club, supported by</li> </ul> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Many of our players who have moved on to the higher levels of the game frequently return to the Club to offer their expertise and support in driving the Club forward</li> <li>We treat our staff as employees and have a fully professionally-run payroll</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>robust practices, policies and procedures, with appropriate quality accreditation at all levels</li> <li>Excellent relationships both within the Club and with governing bodies, leagues, suppliers, sponsors, the local authority, local schools and the local community</li> </ul> |
| <p><b>Mission Statement: Our Core Values</b><br/><b>Why We Exist</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                             |
| <ul style="list-style-type: none"> <li>Providing our community with fantastic Rugby League experiences, on and off the field, at all levels of the game</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                             |
| <p><b>Values Statement: Our Core Values</b><br/><b>What We Stand For</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                             |
| <ul style="list-style-type: none"> <li><b>Opportunity:</b> to give children and young people within our community opportunities for lasting achievement through sport, whatever their background or ability</li> <li><b>Inspiring:</b> to inspire children and young people within our community to achieve personal development by promoting and encouraging mutual appreciation and respect, both for themselves and for others</li> <li><b>Belonging:</b> to encourage and promote within our Members and our community a sense of belonging that encourages personal development and the enjoyment of working and playing together as part of a team</li> <li><b>Values:</b> to be committed to family values by being encouraging, welcoming and supportive to all members of the family or community, whatever their status or contribution, whenever they visit us</li> <li><b>Enjoyment:</b> to encourage and promote pride and enjoyment for everyone in being part of our Club, whether as a player, coach, parent, spectator, sponsor, employee or volunteer</li> <li><b>Friendship:</b> to encourage, promote and inspire friendships for life through our Club</li> <li><b>Community:</b> to “go the extra mile” in giving our community a service and opportunities that they may not otherwise have</li> </ul> |                                                                                                                                                                                                                                                                                                                             |

- **Standards:** to insist upon and be committed to high standards and a safe, secure environment at all times in everything we do
- **Equality:** to treat everyone fairly and equally and refuse to tolerate discrimination of any kind or in whatever form, whether on the grounds of age, sex, sexual orientation, race, colour, ethnic, national or regional origin, religion, belief, ability or disability, or for any other reason or of any other description whatsoever



## **APPENDIX THREE:**

### **WIGAN ST. PATRICKS ARLFC TEAM DETAILS**



## WIGAN ST PATRICKS ARLFC

### TEAM DETAILS

| Team                         | Head Coach                              | Assistant Coach(es)                                                                       | Team Manager                               | First Aider(s) | Other Team Personnel                                                                       | Sponsors(s)<br>(bold = Sponsor's name displayed on playing kit)                                                                                                                                                                                                                                | Training Schedules<br>(and Location)                                                                                                          | Player Numbers        |
|------------------------------|-----------------------------------------|-------------------------------------------------------------------------------------------|--------------------------------------------|----------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Cubs</b>                  | Connor Webb<br>(Tel: 07395 912663)      | -                                                                                         | Jen Williams<br>(Tel: 07931 208320)        | -              | -                                                                                          | -                                                                                                                                                                                                                                                                                              | • Monday: 6pm-7pm<br>[St Pats Mini Pitch]                                                                                                     | 15<br>(inc 9 Newbies) |
| <b>Under 7s:<br/>Newbies</b> | Richard Hart<br>(Tel: 07915 242429)     | Jake Ward                                                                                 | Beth Dunn<br>(Tel: 07452 826470)           | -              | -                                                                                          | <ul style="list-style-type: none"> <li>• Expac (Preston) Ltd</li> <li>• Blondys Sportz</li> <li>• PG Latham</li> <li>• AJR Installations</li> <li>• GPD Joinery &amp; Flooring</li> <li>• GR Property Services</li> <li>• Chunky Monkey</li> </ul>                                             | • Monday: 6pm-7pm<br>[St Pats Mini Pitch]                                                                                                     |                       |
| <b>Under 7s</b>              | Craig Mulqueeney<br>(Tel: 07757 961995) | <ul style="list-style-type: none"> <li>• David Walsh</li> <li>• Anthony Newton</li> </ul> | Victoria Mulqueeney<br>(Tel: 07710 017929) | Sarah Welsby   | <ul style="list-style-type: none"> <li>• Stevie Newton</li> <li>• Holly O'Neill</li> </ul> | <ul style="list-style-type: none"> <li>• Martins Whippy</li> <li>• Poundland</li> <li>• MAS-Security Ltd</li> <li>• Angry Bear Gym Wear</li> <li>• PPS Design and Build</li> <li>• 735 Catering Ltd</li> <li>• Salisbury Roofing</li> <li>• Laura Jennifer</li> <li>• Chunky Monkey</li> </ul> | <ul style="list-style-type: none"> <li>• Monday: 6pm-7pm<br/>[St Pats Pitch 1]</li> <li>• Wednesday: 6pm-7pm<br/>[St Pats Pitch 3]</li> </ul> | 22                    |

| Team             | Head Coach                               | Assistant Coach(es) | Team Manager                          | First Aider(s)  | Other Team Personnel                                                                                               | Sponsors(s)<br>(bold = Sponsor's name displayed on playing kit)                                                                                                                                                              | Training Schedules<br>(and Location)                                                                                                    | Player Numbers |
|------------------|------------------------------------------|---------------------|---------------------------------------|-----------------|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <b>Under 8s</b>  | Lauren Gibbons<br>(Tel: 07749 695074)    | Michaela Keenan     | Zoe Charnock<br>(Tel: 07932 365397)   | Lauren Gibbons  | -                                                                                                                  | <ul style="list-style-type: none"> <li>• LC Beauty and Aesthetics</li> <li>• Care Choice North West Ltd</li> </ul>                                                                                                           | <ul style="list-style-type: none"> <li>• Monday: 6pm-7pm [St Pats Pitch 1]</li> <li>• Thursday: 6pm-7pm [St Pats Mini Pitch]</li> </ul> | 15             |
| <b>Under 9s</b>  | Daniel Rowcroft<br>(Tel: 07817 467465)   | Daniel Mather       | Lisa Lunn<br>(Tel: 07894 461330)      | Stuart Boardman | Andrew Lunn                                                                                                        | <ul style="list-style-type: none"> <li>• Wainhomes</li> <li>• Pemberton Roofing</li> <li>• U Beauty</li> <li>• Ashcroft Guest Estate Agents</li> <li>• Livedale Foam and Sundries Ltd</li> <li>• LMW Spraying Ltd</li> </ul> | <ul style="list-style-type: none"> <li>• Monday: 7pm-8pm [St Pats Mini Pitch]</li> <li>• Thursday: 6pm-7pm [St Pats Pitch 2]</li> </ul> | 17             |
| <b>Under 10s</b> | Paul Charnock<br>(Tel: 07983 056223)     | -                   | Rachael Ward<br>(Tel: 07718 333010)   | Rachael Ward    | <ul style="list-style-type: none"> <li>• Tony Suffolk</li> <li>• Leanne Moffatt</li> <li>• Mark Hindley</li> </ul> | <ul style="list-style-type: none"> <li>• Liverpool Tattoo Academy</li> <li>• LHA Getaways Travel</li> <li>• MWH Electrical Services</li> </ul>                                                                               | <ul style="list-style-type: none"> <li>• Tuesday: 6pm-7pm [St Pats Pitch 2]</li> <li>• Friday: 6pm-7pm [St Pats Pitch 3]</li> </ul>     | 15             |
| <b>Under 11s</b> | Hannah Goulbourne<br>(Tel: 07496 512759) | Jo Trumble          | Trisha Gaskell<br>(Tel: 07309 070847) | -               | -                                                                                                                  | <ul style="list-style-type: none"> <li>• Alcedo Care</li> <li>• Joining Jack</li> <li>• Mind</li> </ul>                                                                                                                      | <ul style="list-style-type: none"> <li>• Monday: 6pm-7pm [St Pats Pitch 3]</li> <li>• Wednesday: 6pm-7pm [St Pats Pitch 1]</li> </ul>   | 19             |

| Team             | Head Coach                             | Assistant Coach(es)                                                                            | Team Manager                                                                                                                                | First Aider(s) | Other Team Personnel | Sponsors(s)<br>(bold = Sponsor's name displayed on playing kit)                                                                                                                                                                                 | Training Schedules<br>(and Location)                                                                                                      | Player Numbers |
|------------------|----------------------------------------|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <b>Under 12s</b> | Daniel Mather<br>(Tel: 07704 324280)   | Stu Robinson                                                                                   | Karen Prescott<br>(Tel: 07742 913151)                                                                                                       | James Murphy   | -                    | <ul style="list-style-type: none"> <li>• A. Peers Plastering</li> <li>• ABS Commercial Solutions</li> <li>• Italia Venetian Plastering</li> <li>• Lean and Mean Kitchen</li> <li>• ATMO Strength</li> <li>• D&amp;B Design Works Ltd</li> </ul> | <ul style="list-style-type: none"> <li>• Wednesday: 7pm-8pm [St Pats Pitch 3]</li> <li>• Saturday: 10am-11am [St Pats Pitch 3]</li> </ul> | 14             |
| <b>Under 13s</b> | Armani Sharrock<br>(Tel: 07719 062585) | <ul style="list-style-type: none"> <li>• Wayne Pritchard</li> <li>• Ellanor Purtill</li> </ul> | <ul style="list-style-type: none"> <li>• Jonny Fairclough<br/>(Tel: 07525 323999)</li> <li>• Rob Cassidy<br/>(Tel: 07901 741061)</li> </ul> | Lisa Rowbotham | -                    | <ul style="list-style-type: none"> <li>• Buckley Theatre School</li> <li>• KC Refrigeration Services Ltd</li> <li>• Bloomfields Accountants</li> <li>• JBJ IT Limited</li> <li>• Aunty Betty</li> <li>• SFC</li> </ul>                          | <ul style="list-style-type: none"> <li>• Monday: 6pm-7pm [St Pats Pitch 2]</li> <li>• Thursday: 6pm-7pm [St Pats Pitch 1]</li> </ul>      | 19             |
| <b>Under 14s</b> | Jonah Taylor<br>(Tel: 07368 957493)    | <ul style="list-style-type: none"> <li>• Ethan Rickard</li> <li>• James Maguire</li> </ul>     | Louise Kay<br>(Tel: 07889 475437)                                                                                                           | Stuart Kay     | Jane Robinson        | The Trade Centre                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Tuesday: 6pm-7pm [St Pats Pitch 3]</li> <li>• Thursday: 6pm-7pm [St Pats Pitch 3]</li> </ul>     | 17             |

| Team             | Head Coach                             | Assistant Coach(es)                                                                     | Team Manager                         | First Aider(s)   | Other Team Personnel | Sponsors(s)<br>(bold = Sponsor's name displayed on playing kit)                                                                                                                                                                                                            | Training Schedules<br>(and Location)                                                                                                  | Player Numbers |
|------------------|----------------------------------------|-----------------------------------------------------------------------------------------|--------------------------------------|------------------|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <b>Under 15s</b> | Steven Frost<br>(Tel: 07833 473885)    | <ul style="list-style-type: none"> <li>• Pete Woosey</li> <li>• Stuart Mason</li> </ul> | Kerry McGahey<br>(Tel: 07450 211677) | Becky Banks      | -                    | <ul style="list-style-type: none"> <li>• Mitchells Sewer and Drainage</li> <li>• Jackpots Of The World</li> <li>• Red Tree Building Contractor</li> <li>• KS Bulldogs</li> <li>• Total Environmental Compliance</li> <li>• 2Tek Electrical Integrated Solutions</li> </ul> | <ul style="list-style-type: none"> <li>• Tuesday: 6pm-7pm [St Pats Pitch 1]</li> <li>• Thursday: 6pm-7pm [St Pats Pitch 4]</li> </ul> | 27             |
| <b>Under 16s</b> | Armani Sharrock<br>(Tel: 07719 062585) | <ul style="list-style-type: none"> <li>• Tom Douglas</li> </ul>                         | Michael Parr<br>(Tel: 07583 065519)  | Michelle Melling | Janine Dervan        | <ul style="list-style-type: none"> <li>• R&amp;M Electrical</li> <li>• All Trades 4 U Ltd</li> <li>• Amelia Quigley Dance Company</li> </ul>                                                                                                                               | <ul style="list-style-type: none"> <li>• Monday: 7pm-8pm [St Pats Pitch 2]</li> <li>• Thursday: 7pm-8pm [St Pats Pitch 4]</li> </ul>  | 17             |

| Team                   | Head Coach                            | Assistant Coach(es)                                               | Team Manager                                                                                                                                  | First Aider(s) | Other Team Personnel                                                                                                     | Sponsors(s)<br>(bold = Sponsor's name displayed on playing kit)                                                                                                                                                                                                                                    | Training Schedules<br>(and Location)                                                                                                  | Player Numbers |
|------------------------|---------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <b>Girls Under 12s</b> | John Bowhay<br>(Tel: 07826 518184)    | <ul style="list-style-type: none"> <li>• John Holcroft</li> </ul> | <ul style="list-style-type: none"> <li>• Michelle Bowhay<br/>(Tel: 07824 471604)</li> <li>• Levi Halliwell<br/>(Tel: 07542 277099)</li> </ul> | Emma Martin    | <ul style="list-style-type: none"> <li>• Rob Livingston</li> <li>• Peter Williams</li> <li>• Vicky Fillingham</li> </ul> | <ul style="list-style-type: none"> <li>• Making A Difference Locally</li> <li>• FBW Engineering Services</li> <li>• Eloise Carr Memorial</li> <li>• Greenmount Projects</li> <li>• Wigan Council</li> <li>• Torque Limited</li> <li>• SVR Plastics</li> <li>• Action Station North West</li> </ul> | <ul style="list-style-type: none"> <li>• Monday: 6pm-7pm [St Pats Pitch 1]</li> <li>• Friday: 6pm-7pm [St Pats Pitch 4]</li> </ul>    | 26             |
| <b>Girls Under 14s</b> | Lauren Gibbons<br>(Tel: 07749 695074) | Chloe Hammond                                                     | Liz Carr<br>(Tel: 07801 060497)                                                                                                               | Lauren Gibbons | -                                                                                                                        | <ul style="list-style-type: none"> <li>• SED Services Ltd</li> <li>• FBW Engineering Services</li> <li>• Eloise Carr Memorial</li> <li>• Greenmount Projects</li> <li>• Wigan Council</li> <li>• Torque Limited</li> <li>• SVR Plastics</li> <li>• Action Station North West</li> </ul>            | <ul style="list-style-type: none"> <li>• Monday: 7pm-8pm [St Pats Pitch 1]</li> <li>• Wednesday: 7pm-8pm [St Pats Pitch 1]</li> </ul> | 20             |

| Team                   |  | Head Coach                            |  | Assistant Coach(es) |  | Team Manager                          |  | First Aider(s)    |  | Other Team Personnel |  | Sponsors(s)<br>(bold = Sponsor's name displayed on playing kit)                                                                                                                                                                                                                | Training Schedules<br>(and Location)                                                                                                  |  | Player Numbers |
|------------------------|--|---------------------------------------|--|---------------------|--|---------------------------------------|--|-------------------|--|----------------------|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|--|----------------|
| <b>Girls Under 16s</b> |  | Jo Trumble<br>(Tel: 07955 631444)     |  | Michelle Woodcock   |  | Leanne Moffatt<br>(Tel: 07910 378016) |  | Michelle Woodcock |  | -                    |  | <ul style="list-style-type: none"> <li>• Digivan</li> <li>• FBW Engineering Services</li> <li>• Eloise Carr Memorial</li> <li>• Greenmount Projects</li> <li>• Wigan Council</li> <li>• Torque Limited</li> <li>• SVR Plastics</li> <li>• Action Station North West</li> </ul> | <ul style="list-style-type: none"> <li>• Monday: 7pm-8pm [St Pats Pitch 3]</li> <li>• Wednesday: 7pm-8pm [St Pats Pitch 2]</li> </ul> |  | 24             |
| <b>Ladies Open Age</b> |  | Dan Goulbourne<br>(Tel: 07922 598852) |  | Jo Trumble          |  | Jo Trumble<br>(Tel: 07955 631444)     |  | Dan Goulbourne    |  | -                    |  | <ul style="list-style-type: none"> <li>• Global-13</li> <li>• The Silverwell</li> <li>• The Bowling Green</li> <li>• Auto Trader UK</li> <li>• Wigan Council</li> </ul>                                                                                                        | <ul style="list-style-type: none"> <li>• Monday: 7pm-8pm [St Pats Pitch 4]</li> <li>• Thursday: 7pm-8pm [St Pats Pitch 3]</li> </ul>  |  | 28             |

| Team                |            | Head Coach                                                                                                                                                                          |  | Assistant Coach(es) |  | Team Manager                                                                                                                      |  | First Aider(s)  |  | Other Team Personnel |  | Sponsors(s)<br>(bold = Sponsor's name displayed on playing kit)                                                                                                                            | Training Schedules<br>(and Location)                                                                                                                       |  | Player Numbers |
|---------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|---------------------|--|-----------------------------------------------------------------------------------------------------------------------------------|--|-----------------|--|----------------------|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----------------|
| <b>Open 1st</b>     | <b>Age</b> | <ul style="list-style-type: none"> <li>• David Ruddy (Tel: 07519 842043)</li> <li>• Ryan Baxter (Tel: 07597 770275)</li> </ul>                                                      |  | -                   |  | <ul style="list-style-type: none"> <li>• Joe Charnock (Tel: 07952 623330)</li> <li>• Paul Charnock (Tel: 07983 056223)</li> </ul> |  | Elizabeth Jones |  | Norman Parry         |  | <ul style="list-style-type: none"> <li>• Fleetsmart Fleet &amp; Asset Tracking</li> <li>• Steve Woods Limited, Undercarriage &amp; Plant Engineering</li> <li>• Estate Research</li> </ul> | <ul style="list-style-type: none"> <li>• Tuesday: 7pm-8pm [St Pats Pitches 1 &amp; 2]</li> <li>• Thursday: 7pm-8pm [St Pats Pitches 1 &amp; 23]</li> </ul> |  | 33             |
| <b>Open 2nd</b>     | <b>Age</b> | <ul style="list-style-type: none"> <li>• Shaun Boylan (Tel: 07835 176910)</li> <li>• Steve Prescott (Tel: 07935 139687)</li> </ul>                                                  |  |                     |  |                                                                                                                                   |  |                 |  |                      |  |                                                                                                                                                                                            |                                                                                                                                                            |  |                |
| <b>Open Masters</b> | <b>Age</b> | <ul style="list-style-type: none"> <li>• Damian Charnock (Tel: 07958 000366)</li> <li>• Tony Suffolk (Tel: 07533 185361)</li> <li>• Anthony Atherton (Tel: 07843 686992)</li> </ul> |  | -                   |  | Joe Charnock (Tel: 07952 623330)                                                                                                  |  | Norman Parry    |  | -                    |  | <ul style="list-style-type: none"> <li>• Quantum Car Workshop</li> </ul>                                                                                                                   | <ul style="list-style-type: none"> <li>• Saturday: 10am-11am [St Pats Pitch ?]</li> </ul>                                                                  |  | 26             |



## **APPENDIX FOUR:**

### **WIGAN ST. PATRICKS ARLFC CONSTITUTION AND CLUB RULES**



# WIGAN ST. PATRICKS ARLFC

## CONSTITUTION and CLUB RULES



# Contents

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# Constitution and Club Rules

## 1. Club Name

The Club shall be called **WIGAN ST. PATRICKS AMATEUR RUGBY LEAGUE FOOTBALL CLUB** (the "Club").

## 2. Objects and Purpose of the Club

The objects and purpose of the Club shall be to:

- promote participation and provide facilities for the sport of community Rugby League in the Wigan area;
- promote participation and provide facilities for the sport of disability Rugby League in the Wigan area;
- arrange matches and social activities for its members;
- offer coaching and competitive opportunities in both community and disability Rugby League;
- promote the Club within the local community and encourage community participation in its activities;
- provide for its members the means and facilities for social engagement and social activities;
- manage the sporting and social facilities of the Club; and
- provide facilities for and promote participation in such other sports and activities as may be considered appropriate.

## 3. Means of Advancing the Objects and Purpose

In order to advance the objects and purpose of the Club, the Club Committee and/or the appointed Trustees of the Club shall have power to:

- acquire and provide playing fields, equipment, training and playing facilities and a Clubhouse for the Club and its members
- provide coaching, training, transport, medical treatment and social and other related facilities

- acquire and provide insurance cover for the Club, its facilities, players, employees, guests, contractors and third parties
- raise funds by appeals, subscriptions, fundraising events, loans and charges
- borrow money and give security for any such borrowings
- open and maintain one or more bank accounts in the name of the Club
- buy, lease or license property and equipment and sell, let or otherwise dispose of the same
- make grants and loans, give guarantees and provide other benefits
- set aside or apply funds for special purposes or as reserves
- deposit and invest funds in a manner permitted by law
- employ and engage staff and others and provide services
- co-operate with or affiliate to any body regulating or organising the relevant league, sport or competition in which the Club is participating, any club or organisation involved in it and any relevant Government or related agency
- do all other things reasonably necessary to advance the objects and purpose of the Club

**PROVIDED ALWAYS** that the above powers may be used for no purpose whatsoever other than to advance the objects and purpose of the Club in a manner that is consistent with this Constitution and Club Rules and with general UK law.

#### **4. Club Affiliation**

The Club shall be affiliated to the Rugby Football League and to the British Amateur Rugby League Association ("BARLA") and its associated leagues, particularly the National Conference League, the North West Men's Rugby League, the Women and Girls Rugby League, the Women's Rugby League Association Winter League, the North West Counties Youth and Junior Rugby League and the Wigan Amateur Rugby League. In addition, or in substitution for the above, the Club may also become affiliated to such further or other leagues as, in the opinion of the Club Committee, are, or may become, appropriate.

#### **5. Status of the Club Rules**

The following rules (the "Club Rules") shall form a binding agreement between each member of the Club.

## **6. Club Rules and Regulations**

- (a) The members of the Club shall so exercise their rights, powers and duties and shall, where appropriate, use their best endeavours to ensure that others conduct themselves in such a way that the business and affairs of the Club are carried out in accordance with the Rules and Regulations for the time being in force of the Rugby Football League ("the RFL"), BARLA and those Leagues to which the Club is affiliated or the Competitions in which it participates.
- (b) No alteration to the Constitution or Club Rules shall be effective without the agreement of a two-thirds majority of the votes cast at an Annual General Meeting or Extraordinary General Meeting of the Club and shall not in any event have the effect of altering the requirements for dissolution of the Club and/or disposal of its assets upon dissolution.
- (c) The Club will at all times abide by the Safeguarding Policies and Procedures, Equality Policy and Codes of Conduct adopted or promoted by the RFL, BARLA or those Leagues or Competitions in which the Club participates and will comply with general UK law in these and in all other respects.

## **7. Club Membership**

- (a) The members of the Club shall be those persons listed in the record of members ("the Club Membership Record") maintained by the Club Treasurer.
- (b) Membership of the Club shall be open to anyone interested in sport on application, regardless of gender, age, sexual orientation, gender reassignment, marital, family or civil partnership status, pregnancy or maternity, race, nationality, ethnic origin, colour, religion, belief, ability, disability (including physical impairment, learning needs, mental health status or sensory impairment), class or social background, political persuasion, trade union membership or social or economic status. Membership may, however, be limited on a non-discriminatory basis according to the facilities available to the Club.
- (c) Any person who wishes to be a member of the Club should wherever reasonably practical apply by way of the Membership Application Form prescribed for this purpose and deliver this to the Club. Acceptance to membership of the Club shall at all times be at the discretion of the Club

Committee and shall be granted in accordance with this Constitution and Club Rules and with the anti-discrimination and equality policies relating to the Club, as varied or updated from time to time. Membership shall become effective upon the applicant's receipt of a Membership Card and payment of the required Club Membership fee.

- (d) No application for membership of the Club will be accepted during the period between notice of a Club AGM or EGM being given (in accordance with paragraph 11(f) below) and that AGM or EGM taking place. Any such application received within that period shall be considered and decided upon within a seven day period following the AGM or EGM.
- (e) Subject to the exclusion in paragraph 7(d), refusal of membership may only be for good reason and on non-discriminatory grounds relating to the best interests of the sports of community and disability rugby league or the good conduct and interests of the Club. The reasons for refusal of membership shall be clearly explained to the person concerned. Any appeal against refusal of membership may be made to the Club Committee in accordance with the Club Complaints Procedure in force at the relevant time.
- (f) The Club may have different classes of membership and subscription, though this will at all times be operated on a fair and non-discriminatory basis and the Club's facilities will remain equally available to all Club members.
- (g) The categories of membership offered by the Club shall be as follows:
  - Playing Members
  - Non-Playing Members
  - Volunteer Members
  - Honorary Members
- (h) Volunteer Members shall be deemed to be Club Members from the date of their appointment by, or on behalf of, the Club Committee to the date of cessation of their Volunteer role.
- (i) All members will be subject to the regulations contained in the Constitution and Club Rules and to all policies and Codes of Practice adopted by the Club and shall, upon becoming a member, be deemed to accept and agree to abide by those regulations, policies and Codes of Practice.

- (j) In the event that a member resigns, fails to renew their membership or is removed from membership of the Club by virtue of a decision of the Club Committee, their name shall be removed from the Club Membership Record.
- (k) All visiting teams, including their players, coaching staff, officials and supporters, shall be deemed to have been co-opted as honorary members of the Club for the duration of their stay.

## **8. Club Membership Fees**

- (a) An annual membership fee payable by each category of membership shall be determined from time to time by the Club Committee and shall be set at a level that will not pose a significant obstacle to community participation in the Club. Any fee set shall be payable annually by each member and shall be paid by any new member immediately upon their application for membership being accepted. Membership fees shall not be repayable.
- (b) The Club Committee shall have authority to levy such further subscriptions upon each category of membership as are reasonably necessary to fulfil the objects of the Club. Such subscriptions shall be paid over such annual, monthly, weekly or other interval as may be determined by the Club Committee and shall be set at such a level that would not prove a significant obstacle to community participation in the Club or in the use of its facilities.
- (c) A membership fee or subscription will not be payable by Volunteer Members or Honorary Members in recognition of their voluntary contribution to the Club.

## **9. Resignation and Removal of Club Members**

- (a) A member shall cease to be a member of the Club immediately upon giving notice to the Club Committee of their resignation. In addition, a member whose annual membership fee or further subscription is more than two (2) months in arrears shall be deemed to have resigned from membership of the Club.
- (b) The Club Committee shall have power to remove any person from membership of the Club should it believe on reasonable grounds that it is no longer in the interests of the Club or the sports of community or

disability rugby league for that person to remain a member or that their continued membership is likely to bring the Club or the sport into disrepute. An appeal against such a decision may be made to the Club Committee in accordance with the Club Complaints Procedure in force at the relevant time.

- (c) A member who resigns or is removed from membership of the Club shall not be entitled to claim any, or any share of, the income and assets of the Club (the "Club Property").

## **10. Club Committee**

- (a) The Club Committee shall be responsible for the management of all the affairs of the Club, including its property and funds.
- (b) The Club Committee shall at all times consist of no less than five or more than twelve Club Committee members and shall include the following Officers of the Club:
  - Chairperson
  - Treasurer
  - Club Secretary
  - Club Welfare Officer
  - Facilities Manager

In addition to the Officers of the Club, but subject to the overall maximum of twelve Club Committee members, the Committee may include up to seven further members of the Club, to be elected at the Club's Annual General Meeting.

- (c) Only Club Committee Members shall have the right to vote at meetings of the Club Committee. In addition, each Club Committee Member will have only one vote, irrespective of the number of positions they hold.
- (d) The Club Committee shall have the power to co-opt other Club members to advise and assist the Committee from time to time in relation to specific matters, although such members will act in an advisory capacity only and shall not have voting rights in relation to any decision to be made by the Club Committee.
- (e) No person will qualify to be appointed as an Officer of the Club or elected as a Club Committee Member unless they are a Club Member who has attained the age of eighteen years and has had a significant

involvement with the Club, either as a player, coach, volunteer, parent (including step-parent, grandparent or any other role acting substantially in the position of parent), sponsor or administrator.

- (f) Each Officer of the Club and Club Committee Member shall hold office from the date of their appointment until the next Annual General Meeting of the Club unless otherwise resolved by an Extraordinary General Meeting.
- (g) One person may hold no more than two positions as Officer of the Club at any one time. In addition, the positions of Club President, Chairperson, Treasurer and Club Secretary shall at all times be held separately, with no person holding more than one of these positions simultaneously.
- (h) Meetings of the Club Committee shall be chaired by the Chairperson or, in their absence, an Acting Chairperson nominated, seconded and selected by a simple majority of the Club Committee Members present. A minimum of five members of the Club Committee must be present to provide a quorum for the effective transaction of business.
- (i) Decisions of the Club Committee shall be made by a simple majority of those attending the Club Committee meeting and entitled to vote. In the event of an equality of votes, the Chairperson of the Club Committee meeting shall have a second or casting vote.
- (j) Decisions taken at meetings of the Club Committee shall be entered into the Minutes or other formal record of the meeting maintained by the Club Secretary.
- (k) The Club Committee shall meet as often as is required for the effective performance of the business of the Club and shall hold not less than four meetings in any calendar year. Any member of the Club Committee may convene a meeting of the Club Committee by giving not less than seven days' notice to all other members of the Club Committee.
- (l) The Club Committee may, for the effective and timely performance of its business and responsibilities, delegate any of its functions to a sub-committee or to one or more specified individuals, having first stated the scope and parameters of the powers delegated and the extent to which such sub-committee or individual(s) may bind or expend money on behalf of the Club Committee.

- (m) Any Club Committee Member having a personal or financial interest in the business of the Club Committee shall declare such interest and withdraw from any meeting or part of a meeting at which the matter in which they have an interest is to be discussed and shall have no vote in relation to the matter.
- (n) An outgoing Officer of the Club or Club Committee Member may be re-elected at the end of their term of office by a ballot of Club members at the Annual General Meeting of the Club. Any vacancy arising in the membership of the Club Committee may be filled between Annual General Meetings by a Club member being proposed by one and seconded by another of the remaining members of the Club Committee and being approved by a simple majority of the Club Committee.
- (o) Any Club Committee Member who fails to attend three consecutive meetings of the Club Committee without a reasonable excuse, accepted as such by the Club Committee, shall be deemed to have relinquished membership of the Club Committee. In addition, any Club Committee Member who ceases to be a member of the Club or who resigns by written notice from their position as Club Committee Member or is removed by the Club Committee shall cease to be a Club Committee Member with immediate effect.
- (p) The position of any Officer of the Club or Club Committee Member shall be vacated if the person holding such office becomes subject to a decision of the RFL, BARLA or any League to which the Club is affiliated that they be suspended from holding office or from taking part in any activity relating to the administration or management of a rugby league football club.
- (q) Except where provided by the Rules and Regulations of the RFL, BARLA or any applicable League or Competition in which the Club participates, the Club Committee shall have the power to decide all questions and disputes arising in respect of any issue concerning the Club Rules.

## **11. Annual and Extraordinary General Meetings**

- (a) An Annual General Meeting of the Club ("AGM") shall be held on or before 31<sup>st</sup> December in each calendar year and shall take place no later than 15 months after the previous AGM.
- (b) The purpose of the AGM shall be to:

- receive a report concerning the activities of the Club since the previous AGM;
  - receive a report concerning the Club's financial transactions since the previous AGM;
  - receive and approve an annual Financial Statement concerning the Club's accounts and its current and projected financial position for the forthcoming year;
  - receive a presentation from the Club's accountants upon the Club's accounts for the previous financial year
  - appoint Officers of the Club and elect Club Committee Members for the forthcoming year;
  - appoint Trustees of the property owned by the Club, should any vacancy have arisen;
  - appoint the Club's accountants for the forthcoming year;
  - discuss and vote upon any resolution put to the meeting, whether in relation to Club policy or to changes in the rules of the Club; and
  - consider any other business.
- (c) Any Club member who has attained the age of 18 years and has had significant involvement with the Club as either a player, coach, volunteer, parent (including step-parent, grandparent or any other role acting substantially in the position of parent), sponsor or administrator may seek to be appointed as an Officer of the Club or elected as a Club Committee Member at the AGM. Nominations for the appointment of Officers of the Club or the election of Club Committee Members must be submitted in writing to the Club Secretary not less than 7 days before the AGM and be proposed and seconded separately at the AGM by two existing members of the Club. The Club Secretary shall not be eligible to nominate or second the election of any person to the position of Chairperson of the Club.
- (d) Notice of any other resolution to be proposed at the AGM shall be submitted in writing to the Club Secretary not less than 7 days before the AGM.
- (e) An Extraordinary General Meeting ("EGM") of the Club may be called at any time by the Club Committee. An EGM shall also be called within 14 days of the receipt by the Club Secretary of a requisition in writing signed by not less than five Club members requiring a Meeting to be called and stating the purpose for which the Meeting is required and the resolutions to be proposed. An EGM may conduct any of the business of the Club that would otherwise have been transacted at an AGM.

- (f) The Club Secretary shall give written notice of the date, time and venue of an AGM or EGM, together with details of the resolutions to be proposed, by posting notice of these on the Club website at least 14 days before the date of the meeting.
- (g) All Club members who have attained the age of 18 years shall be entitled to attend and vote at an AGM or EGM.
- (h) A minimum of five Club members must be present to provide a quorum for the effective transaction of business at an AGM or EGM.
- (i) The Chairperson or, in their absence, a member selected by the Club Committee, shall take the chair at an AGM or EGM. Each member present shall be entitled to one vote and, unless otherwise provided by the Constitution and Club Rules, resolutions shall be passed by a simple majority. In the event of an equality of votes, the Chairperson of the Meeting shall have a second or casting vote. However, in the event that the resolution relates to the election of Chairperson of the Club, the second or casting vote shall lie with the Club Secretary and not with the Chairperson presiding at the meeting.
- (j) The Minutes of the AGM or EGM shall be kept as a formal record of the meeting by the Club Secretary or, in their absence, by a member of the Club Committee nominated for that purpose.

## **12. Club Finances**

- (a) A bank account shall be opened and maintained in the name of the Club (the "Club Account"). The designated signatories for any dealings with the Club Account shall be the Treasurer of the Club together with two others from the Chairperson, the Club Secretary and any other current Club Committee Member provided at all times that none of those persons are related to each other or live at the same property. All monies payable to the Club shall be received and properly recorded by the Treasurer and shall be deposited into the Club Account by one of the designated signatories.
- (b) No sum shall be drawn from the Club Account except by a cheque signed by two of the designated signatories. Details of the payee and the amount to be paid must be completed in each case before any of the designated signatories applies their signature to a cheque and in no circumstances

should a designated signatory sign any cheque before such details have been entered onto both the cheque and the cheque stub.

- (c) Should payment of any kind (other than bar sales, but including collections from fruit machines or other automated sources) be received by the Club in cash, this should be collected and counted by two Officers of the Club in the presence of each other and recorded in writing for entry into the Club accounts.
- (d) The Club Committee shall have the power to authorise the payment of remuneration and/or expenses to any member of the Club or to any other person or persons rendering services to the Club. The Club shall not, however, remunerate a member for playing for the Club or for undertaking the duties of Club Committee Member, Trustee or Officer of the Club, although the reimbursement of legitimate out-of-pocket expenses incurred on behalf of the Club or on Club business shall be permissible where these have been previously agreed and where original receipts have been provided.
- (e) The Club may provide for its members and guests the ordinary benefits of a Community Amateur Sports Club, as provided for by Section 660 of the Corporation Tax Act 2010 or any succeeding enactment. These include the reasonable provision of:
  - sporting and related social facilities;
  - the use of sporting equipment owned by the Club;
  - suitably qualified coaches;
  - reimbursement for the cost of coaching courses;
  - insurance cover;
  - medical treatment;
  - the reimbursement of necessary and reasonable travel or subsistence expenses incurred by players, coaches, first-aiders and Club officials in travelling to away matches;
  - post match refreshments for players and match officials;
  - the sale or supply of food or drink as a social benefit arising incidentally from the sporting purposes of the Club.
- (f) The Club may also, in connection with the sports purposes of the Club:
  - sell and supply food, drink and sports related clothing and equipment;
  - employ members and remunerate them for providing goods and services to the Club (although not for playing). Such employment and remuneration shall be on fair terms set by the Club Committee

- without the person concerned being present and shall be properly declared and accounted for to HM Revenue & Customs;
  - pay for reasonable hospitality for visiting teams and guests; and
  - indemnify the Club Committee, the Club's Trustees and Club members against any liability incurred in the proper running of the Club, but only to the extent of the Club's assets.
- (g) The Club Treasurer shall be responsible for maintaining proper accounting records of all payments made and sums received by the Club, whether by cash, cheque, bank transfer or other means, and shall be in a position to disclose at any time with reasonable accuracy its financial position, including its assets and liabilities. Such accounting records shall be retained by the Club for a minimum period of six years.
- (h) Should any team within the Club maintain its own bank or other account, this must be declared and made open to the Club for accounting purposes as and when required and on at least a quarterly basis to enable the Club Treasurer to maintain a proper and full accounting record in this respect.
- (i) The Club Treasurer shall ensure that an annual Financial Statement is prepared in such format as may be recommended from time to time under Company law and by generally accepted UK accounting principles and practice. The Financial Statement shall be examined by an independent, qualified accountant who is a current member of the Institute of Chartered Accountants ("ICAEW") or the Association of Chartered Certified Accountants ("ACCA"), who will prepare a report upon the Financial Statement for Club Members similar or equivalent to that suggested by the Charities legislation current at the time. The Financial Statement, accompanied by the accountant's report, shall be presented for the approval of Club members at the Club's AGM or at an EGM specifically convened for this purpose. A copy of the Club's Financial Statement shall be provided to any Club member on demand and the Club accounts and the supporting documentation upon which it is based shall also be open to inspection by any Club member.

### **13. Club Property**

- (a) All funds and property owned by the Club ("the Club Property") shall be applied exclusively in furtherance of the objects and purpose of the Club. Any profits or proceeds arising from the sale of any part of the Club Property shall also be used entirely for such purposes. Distribution to

members or third parties of profits or proceeds arising from the sale of any part of the Club Property is absolutely prohibited.

- (b) The property and funds of the Club are not to be used for the direct or indirect private benefit of Club members other than as reasonably permitted by these Club Rules and all surplus income or profits arising from the Club's activities shall be reinvested into the Club.
- (c) The Club Property, other than the Club Account, shall be vested jointly in not less than two and no more than four Trustees appointed by the Club ("the Trustees"). The Trustees shall be appointed by the Club at an AGM or EGM and shall hold office until death or resignation, unless removed by the Club by resolution passed at an AGM or EGM.
- (d) The Trustees may not delegate their role or responsibilities to any other person and shall deal with the Club Property only as directed by the Club Committee. An entry in the Club's Committee Minutes or other formal record of the decisions of the Club Committee shall be conclusive evidence of such a direction.
- (e) The Trustees shall not be liable, other than as Club members, for any loss to the Club or to the Club Property arising from the discharge of their duties and responsibilities as Trustees, except where such loss has been caused by their negligence or default, and shall be entitled to an indemnity out of the Club Property for all expenses and other liabilities reasonably incurred by them in carrying out their duties as Trustee.
- (f) Upon their removal or resignation, a Trustee shall execute a Conveyance transferring the property they hold on behalf of the Club to the remaining Trustees (including any newly appointed Trustee), as directed by the Club Committee. Upon the death of a Trustee, all Club Property held by them shall vest automatically in the remaining Trustees. If at any time there is only one remaining Trustee, an EGM shall be convened as soon as possible to appoint at least one further Trustee.

#### 14. Dissolution of the Club

- (a) Any resolution to dissolve the Club may only be proposed at a properly convened AGM or EGM and must be carried by a majority of at least three-quarters of the members present to become effective.
- (b) Dissolution shall take effect from the date the resolution is passed, following which the Club Committee shall be responsible for the orderly winding up of the assets and liabilities of the Club and of the Club's affairs.
- (c) Any surplus assets remaining upon dissolution following discharge of the Club's debts and liabilities shall be transferred for the sporting or charitable purposes of one or more of:
  - another Club with similar sports purposes which is registered as a charity by the Charity Commission
  - another Club with similar sports purposes which is registered as a Community Amateur Sports Club with HM Revenue and Customs
  - the RFL, BARLA or any other appropriate rugby league governing body for use by them for related community sports purposes.

#### 15. Declaration

**THIS CONSTITUTION** for regulating the conduct and actions of Wigan St. Patricks Amateur Rugby League Club and its members was accepted and adopted by an Annual General Meeting of the Club held on 4<sup>th</sup> December, 2019 and replaces all previous versions of the Constitution and Club Rules prior to that date.

Signed: ..... *CJ Taylor* .....

Name: Catherine Taylor  
Position: Club Chairperson  
Date: 4<sup>th</sup> December, 2019

Signed: ..... *P. Murphy* .....

Name: Peter Murphy  
Position: Club Secretary  
Date: 4<sup>th</sup> December, 2019



# **APPENDIX FIVE:**

## **WIGAN ST. PATRICKS ARLFC FINANCIAL PROCEDURE AND PROPERTY RULES**



## **WIGAN ST. PATRICKS ARLFC**

# **FINANCIAL PROCEDURE and PROPERTY RULES**

These Financial Procedure and Property Rules for Wigan St Patricks ARLFC are incorporated and included within the Wigan St Patricks ARLFC Constitution and Club Rules and have the authority of that instrument as the Governing document for the Club. These Rules shall be followed in all cases and in all circumstances in any dealings concerning the funds and property owned by the Club.

### **Club Finances**

1. A bank account shall be opened and maintained in the name of the Club (the "Club Account"). The designated signatories for any dealings with the Club Account shall be the Club Finance Officer together with two others from the Chairperson, the Club Governance Manager and any other current Club Committee Member provided at all times that none of those persons are related to each other or live at the same property. All monies payable to the Club shall be received and properly recorded by the Club Finance Officer and shall be deposited into the Club Account by one of the designated signatories.
2. No sum shall be drawn from the Club Account except by a transaction completed by two of the designated signatories. Wherever possible payments will be made by bank transfer. If a cheque is required, details of the payee and the amount to be paid must be completed in each case before any of the designated signatories applies their signature and in no circumstances must a designated signatory sign any cheque before such details have been entered onto both the cheque and the cheque stub.

3. Should payment of any kind (other than bar sales, but including collections from fruit machines or other automated sources) be received by the Club in cash, this should be collected and counted by two Officers of the Club in the presence of each other and recorded in writing for entry into the Club accounts.
4. The Club Committee shall have the power to authorise the payment of remuneration and/or expenses to any member of the Club or to any other person or persons rendering services to the Club. The Club shall not, however, remunerate a member for playing for the Club or for undertaking the duties of Club Committee Member, Trustee or Officer of the Club, although the reimbursement of legitimate out-of-pocket expenses incurred on behalf of the Club or on Club business shall be permissible where these have been previously agreed and where original receipts have been provided.
5. The Club may provide for its members and guests the ordinary benefits of a Community Amateur Sports Club, as provided for by Section 660 of the Corporation Tax Act 2010 or any succeeding enactment. These include the reasonable provision of:
  - sporting and related social facilities;
  - the use of sporting equipment owned by the Club;
  - suitably qualified coaches;
  - reimbursement for the cost of coaching courses;
  - insurance cover;
  - medical treatment;
  - the reimbursement of necessary and reasonable travel or subsistence expenses incurred by players, coaches, first-aiders and Club officials in travelling to away matches;
  - post match refreshments for players and match officials;
  - the sale or supply of food or drink as a social benefit arising incidentally from the sporting purposes of the Club.
6. The Club may also, in connection with the sports purposes of the Club:
  - sell and supply food, drink and sports related clothing and equipment;
  - employ members and remunerate them for providing goods and services to the Club (although not for playing). Such employment and remuneration shall be on fair terms set by the Club

Committee without the person concerned being present and shall be properly declared and accounted for to HM Revenue & Customs;

- pay for reasonable hospitality for visiting teams and guests; and
  - indemnify the Club Committee, the Club's Trustees and Club members against any liability incurred in the proper running of the Club, but only to the extent of the Club's assets.
7. The Club Finance Officer shall be responsible for maintaining proper accounting records of all payments made and sums received by the Club, whether by cash, cheque, bank transfer or other means, and shall be in a position to disclose at any time with reasonable accuracy its financial position, including its assets and liabilities. Such accounting records shall be retained by the Club for a minimum period of six years.
  8. Should any team within the Club be permitted with the full permission of the Club to maintain its own bank or other account, this must be declared and made open to the Club for accounting purposes as and when required and on at least a quarterly basis to enable the Club Finance Officer to maintain a proper and full accounting record in this respect. All such team accounts will be maintained jointly by both the Club Finance Officer and the relevant Team Manager.
  9. The Club Finance Officer shall ensure that an annual Financial Statement is prepared in such format as may be recommended from time to time under Company law and by generally accepted UK accounting principles and practice. The Financial Statement shall be examined by an independent, qualified accountant who is a current member of the Institute of Chartered Accountants ("ICAEW") or the Association of Chartered Certified Accountants ("ACCA"), who will prepare a report upon the Financial Statement for Club Members similar or equivalent to that suggested by the Charities legislation current at the time. The Financial Statement, accompanied by the accountant's report, shall be presented for the approval of Club members at the Club's AGM or at an EGM specifically convened for this purpose. A copy of the Club's Financial Statement shall be provided to any Club member on demand and the Club accounts and the supporting documentation upon which it is based shall also be open to inspection by any Club member.

## **Club Property**

10. All funds and property owned by the Club ("the Club Property") shall be applied exclusively in furtherance of the objects and purpose of the Club. Any profits or proceeds arising from the sale of any part of the Club Property shall also be used entirely for such purposes. Distribution to members or third parties of profits or proceeds arising from the sale of any part of the Club Property is absolutely prohibited.
11. The property and funds of the Club are not to be used for the direct or indirect private benefit of Club members other than as reasonably permitted by these Financial Procedure and Property Rules and all surplus income or profits arising from the Club's activities shall be reinvested into the Club.
12. The Club Property, other than the Club Account, shall be vested jointly in not less than two and no more than four Trustees appointed by the Club ("the Trustees"). The Trustees shall be appointed by the Club at an AGM or EGM and shall hold office until death or resignation, unless removed by the Club by resolution passed at an AGM or EGM.
13. The Trustees may not delegate their role or responsibilities to any other person and shall deal with the Club Property only as directed by the Club Committee. An entry in the Club's Committee Minutes or other formal record of the decisions of the Club Committee shall be conclusive evidence of such a direction.
14. The Trustees shall not be liable, other than as Club members, for any loss to the Club or to the Club Property arising from the discharge of their duties and responsibilities as Trustees, except where such loss has been caused by their negligence or default, and shall be entitled to an indemnity out of the Club Property for all expenses and other liabilities reasonably incurred by them in carrying out their duties as Trustee.
15. Upon their removal or resignation, a Trustee shall execute a Conveyance transferring the property they hold on behalf of the Club to the remaining Trustees (including any newly appointed Trustee), as directed by the Club Committee. Upon the death of a Trustee, all Club Property held by them shall vest automatically in

the remaining Trustees. If at any time there is only one remaining Trustee, an EGM shall be convened as soon as possible to appoint at least one further Trustee.

### **Dissolution of the Club**

16. Should any resolution be carried to dissolve the Club, dissolution shall take effect from the date the resolution is passed, following which the Club Committee shall be responsible for the orderly winding up of the assets and liabilities of the Club and of the Club's affairs.
17. Any surplus assets remaining upon dissolution following discharge of the Club's debts and liabilities shall be transferred for the sporting or charitable purposes of one or more of:
  - another Club with similar sports purposes which is registered as a charity by the Charity Commission
  - another Club with similar sports purposes which is registered as a Community Amateur Sports Club with HM Revenue and Customs
  - the RFL, BARLA or any other appropriate rugby league governing body for use by them for related community sports purposes.



## **APPENDIX SIX:**

### **WIGAN ST. PATRICKS ARLFC CONSULTATION QUESTIONNAIRE**



# **Wigan St Patricks ARLFC**

## **Consultation Questionnaire**

As a Club, we at Wigan St Patricks ARLFC take great pride in our role at the heart of our community in providing children and young people with fantastic rugby league experiences, both on and off the field, and a recreational and social facility for everyone. We are committed to giving people opportunities for lasting achievement through sport, whatever their background or ability, and to promoting within our members and our community a real sense of pride and belonging and an asset that we can all be proud of.

It is our intention to be recognised as the best community rugby league club in the country, both on and off the field, and to achieve this your views and opinions (whether as a player, coach, volunteer, sponsor, parent, carer, spectator or neighbour) are hugely important to us in making sure that we are taking the correct decisions, both for our Club and for our community.

We would be really grateful therefore if you could help us in this by sparing a few moments to think about and reply to the following questions about your experience and expectations of Wigan St Patricks and how you think that we can, and should, improve as a community facility.

Thank you for your help and for your valuable contribution towards the future of our Club.

**Catherine Taylor**  
**Chairperson**  
**Wigan St Patricks ARLFC**

# Consultation Questionnaire

## About You

Firstly, we would like to know a little about you. In this respect, please could you let us know:

1. Whether you are:

Male

☐

Female

☐

2. How old are you? (please tick box as appropriate):

Under 16

☐

51-70

☐

17-30

☐

Over 70

☐

31-50

☐

3. Tell us how you're involved with Rugby League and Wigan St Patricks ARLFC:

Player

☐

Team First Aider

☐

Coach

☐

Club Volunteer

☐

Parent or Carer

☐

Representative of a professional club

☐

Neighbour

☐

Representative of a Community club

☐

Supporter

☐

Representative of the RFL

☐

Sponsor

☐

Representative of a League

☐

Committee Member

☐

Representative of a Local Authority

☐

Team Manager

☐

Other (please state below):

☐

4. Tell us whether you currently participate in any sport or other social activity:

Rugby League

☐

General Gym/Fitness

☐

Rugby Union

☐

Bowling

☐

Football

☐

Dancing

☐

Athletics

☐

Bingo

☐

Martial Arts

☐

Other (please state below):

☐

## About Our Club

5. What do you see as the main purpose of Wigan St Patricks ARLFC?

|  |
|--|
|  |
|--|

6. How were you first introduced to Wigan St Patricks ARLFC? Was this through:

A Friend

A Neighbour

Your School or College

A Work Colleague

|  |
|--|
|  |
|  |
|  |
|  |

The Media

By living nearby

Other (please describe below):

|  |
|--|
|  |
|  |
|  |

7. What do we do that you like? What do you think that the Club does well?

|  |
|--|
|  |
|--|

8. What **doesn't** the Club do well? In what ways would you like to see us improve?

|  |
|--|
|  |
|--|

9. Is there anything that Wigan St Patricks ARLFC is not currently providing that you would like to see from us? What else do you think that we can, or should, be doing?

10. If you are a Member, Volunteer or Sponsor of Wigan St Patricks ARLFC, what do you see as the main differences between Wigan St Patricks and other clubs? Why do you choose us?

11. If you are **not** a Member, Volunteer or Sponsor of Wigan St Patricks ARLFC but you are of another community rugby league club, what do you see your club as having that Wigan St Patricks doesn't?

12. If a friend was in search of a rugby league club to join or a function venue, would you recommend us? Why, or why not?

13. If you would recommend us, what part of our Club would you talk most about?

14. Would you support any proposal to improve facilities at Wigan St Patricks ARLFC?

Yes

☐

No

☐

15. Would you or a friend, neighbour or relative use such improved facilities, if you do not use our facilities already?

Yes

☐

No

☐

16. If you were to describe Wigan St Patricks ARLFC in just a few words, how would you describe us?

### About Our Local Community

Finally, we would like to know how you see the facilities available within our local community.

17. What other community facilities do you feel are needed in the area that are not already there and that you think that Wigan St Patricks ARLFC could, or should, provide?





# **APPENDIX SEVEN:**

## **WIGAN ST. PATRICKS ARLFC CONSULTATION PROCESS AND ANALYSIS REPORT**



## **WIGAN ST. PATRICKS ARLFC**

# **CONSULTATION PROCESS AND ANALYSIS REPORT**

To achieve the correct balance in deciding upon the way forward for the Wigan St Patricks ARLFC Development Plan, the Club consulted a wide range of people who are part of, or who have experience of or an interest in the Club. These included players, coaches, parents and carers, supporters, sponsors, neighbours, Club volunteers and representatives of the Local Authority and of professional or other community clubs as well as the Leagues in which the Club competes.

The purpose of this consultation was to invite people to express their views on the quality of the services the Club currently provides and how these might best be improved. This would gauge the degree of support for the Club's current activities and give an informed view of where the Club can and should improve, as well as the further activities and facilities it should be considering to better serve both its members and the local community. This would further establish a greater understanding of the needs and priorities of those to whom the Club provides its services, or who are affected by its activities, and give them a degree of influence and a voice in the future direction of the Club so as to inform future decisions.

### **Methodology**

The consultation took place primarily by questionnaire published on social media utilising the surveymonkey application ([www.surveymonkey.com](http://www.surveymonkey.com)) and was also circulated by email.

The Consultation Questionnaire (which can be seen at Appendix Six) was designed to utilise a broad balance of open and closed questions so as to establish firm indicators of the background and interests of the persons replying to the Questionnaire and also to leave open the possibility of their expressing useful ideas which may either run contrary to existing practice within the Club or which the Club has not previously thought of or proposed.

The Questionnaire was first published on the Club's FaceBook site on 24 October, 2016 and eventually closed at midnight on 31 December, 2016, with a number of reminders being sent out or posted inbetween. 321 people accessed the Questionnaire through social media, of which 104 (32.4%) responded. Of the 194 Questionnaires circulated by email, 81 were opened from which 17 (20.99%) received a reply. A total of 121 replies (30.1%) was therefore received by the closing date from the 402 people reached by the survey.

In analysing the replies received, careful consideration was given to each response. Although primarily it is only the most popular of these that are highlighted below, other interesting ideas emerging from the consultation were also identified and noted for further consideration.

## **The Respondents to the Survey**

**[Questions 1 to 4 and 6]**

Of the 121 Respondents to the Consultation Questionnaire, 63 (52.07%) were male and 58 (47.93%) were female.

As the overall proportion of male to female members within Wigan St Patricks ARLFC is roughly 80:20, the extent of female responses demonstrates an increasing degree of female interest and involvement in the Club even though not necessarily reflected by the number of females who have taken up membership. Certainly this compares favourably to the previous consultation exercise in 2009, when the percentage of female respondents (37.79%), was a full 10% below the current proportion.

Of the females responding to the Questionnaire, most (58.62%) were in the 31 to 50 age group with the same proportion (58.62%) being a parent or carer of a player and a further 22.41% describing themselves purely as a supporter of the Club. 75.86% of female respondents were over the age of 30.

The male respondents were also mainly in the 31 to 50 age group (47.62%), with a further 23.81% being aged over 50, making a total of 71.43% of male respondents over the age of 30. Of the overall male response, 23.81% were a parent or carer of a player, 19.05% (12) were current players (41.67% (5) of whom were under 16) and a further 19.05% (12) described themselves as simply a supporter of the Club.

Perhaps the most significant aspect of the above is, therefore, the number of females who have shown a sufficient interest in the Club to respond to the Consultation Questionnaire but who have not taken up Club membership. This perhaps highlights a significant potential to increase Club membership by attracting more females to membership of the Club by enhancing the benefits specifically for female members.

Of the sports or other social activity in which respondents to the consultation currently take part, General Gym/Fitness was by far the most popular (41.75%) with Rugby League, unsurprisingly, being the second most preferred with 20.39% across both males and females and across all age groups. Amongst males, Rugby Union (12.07%) and Football (10.34%) showed significant popularity, whilst among females Bingo (13.33%) was also popular. The "Other" responses received ranged over a variety of other sports or activities, including golf, running, walking, cycling, martial arts, boxing, squash, cricket and dancing.

Respondents predominantly described themselves as having been first introduced to Wigan St Patricks ARLFC through friends (43.90%), family (18.70%) or by living nearby (21.14%), with no significant disparity between males and females or across

age groups. Of some concern, however, is that only a very small percentage (3.25%) of respondents overall (none of whom were within the predominant “playing age” of 30 years and under), described themselves as having first been introduced to the Club through school or college and only 1.63% had been introduced through the local media. This surely highlights a need for the Club to increase its work with schools and to advertise and publicise itself more prominently within the local media.

## **The Current Position of the Club**

### **The Purpose of the Club**

#### **[Question 5]**

Unsurprisingly, by far the most popular response to the question: “What do you see as the main purpose of Wigan St Patricks ARLFC” (with 55.15%), was to provide players of all ages, but mainly children and young people (38.66%), with organised sport and to promote the development of their skills in a safe and enjoyable environment. As one respondent put it: “To give ALL kids an opportunity to play rugby league and to provide an environment where the best can progress and all others can still enjoy the game...by giving everyone the same opportunity”.

Also significantly important (with 37.63%), is Wigan St Patricks’ role within the community as a friendly, family orientated club that develops life skills of mutual respect, teamwork, appreciation and lasting friendships within children and young people.

### **The Benefits and Deficiencies in the Club’s Activities**

#### **[Questions 7 and 8]**

Respondents to the Questionnaire considered that the Club performs well over a wide range of areas and does particularly well in the following respects:

- Providing “fantastic support” and teaching life skills to the many children of all ages, both boys and girls, who play for and who are part of the Club, with the Club providing teams at almost all age groups (22.81%)
- Actively promoting and ensuring a welcoming family atmosphere within the Club, which “promotes respect and friendship amongst everyone who visits” (21.64%)
- Ensuring that “every youngster is given the same time and effort by the coaching staff, no matter what their ability” (14.03%)
- Being well organised, particularly on match days, and creating an enjoyable atmosphere, with members generally being very positive about the Club (10.53%)
- Providing a good quality, safe facility for players and spectators alike, the playing fields in particular being seen to be maintained to high standards (8.77%)
- Providing a high standard of coaching and fully qualified coaches at all age groups and at all levels (7.02%)

- Maintaining a great spirit within the Club, with a strong bond between the Club, the players and the supporters (6.43%)

The Club is not, however, seen to perform quite as well in the following areas:

- The Club needs to improve its facilities generally, including the size and appearance of the Clubhouse and changing rooms, the provision of accessible facilities, baby changing and improved toilet facilities, a gym and indoor training facility for the players, an all-weather training and playing area, outside seating for spectators and a play area for younger children (23.02%)
- The Club's facilities should be open more regularly and for longer to be more available to the local community for all types of events and to develop and establish greater community use, involvement and relationships (12.23%)
- The Club should advertise its facilities and its successes more prominently and widely so as to attract increased membership, sponsorship, strategic partnerships and increased funding (10.79%)
- Communications within the Club are seen by some to need improvement, particularly between the parents, the teams and the Club Committee (5.75%)
- The Club should provide better, more balanced meals for players and consider the introduction of a buffet style service (5.04%)

That said, over a quarter (25.18%) of respondents could not think of any area in which the Club does not perform well or in which improvement is necessary, which can only be a positive indication and an endorsement of the general levels of satisfaction within the Club.

## **The Competitive Advantage of Wigan St Patricks over other Community Clubs**

[Questions 10, 11, 12 and 13]

When members, volunteers or sponsors of the Club were asked what they see as the main differences between Wigan St Patricks and other community clubs, their responses were predominantly as follows:

- Wigan St Patricks is primarily a friendly, family club where a warm welcome is always assured and which promotes mutual respect and support between all ages, with a great sense of community and community involvement (38.04%)
- The Club provides teams for everyone at all age groups, whether men, women, boys or girls, and has a reputation for producing first class players and a high standard of disciplined rugby (33.69%)

- The Club is well run and has good principles and standards (7.61%)
- The Club's coaches are encouraging and committed (4.38%)
- The Club's playing fields are of a good quality and the Club's facilities are good generally (4.38%)

Of those 15.60% of respondents to the survey who belong to another community club and are not a member, volunteer or sponsor of Wigan St Patricks ARLFC, the main reasons for their choice of club were that their own club has newer or better training and social facilities than Wigan St Patricks, including gym facilities, an indoor training area, an all-weather training and playing area and more modern and more spacious clubhouse facilities, with better accessible facilities, toilet facilities and a children's play area. Other reasons were that the respondent's own club holds more events and, in some instances, includes more community activities such as a fishing club and a bowling club.

93.58% of respondents stated that they would recommend Wigan St Patricks as a rugby league club and/ or as a function venue. The main reasons given for recommending the Club were:

- The friendliness and family feel of the Club, with a real sense of community, one respondent stating that: "It is a fabulous club to be part of" (43.58%).
- The standard and location of the Club as a good and convenient function venue, with one respondent describing the function room as having been "beautifully dressed" and "absolutely stunning" as a wedding venue (24.36%).
- Having "everything a player would need: good club, good pitches and good coaches", providing great opportunities and having a high success rate in developing players for the professional ranks (14.10%).

The aspects that people would talk most about in recommending the Club were mainly described as:

- The overall development of young players and the history and reputation of the Club in developing players for the professional levels of the game (20.83%)
- The quality of coaching provided in developing players (19.44%)
- The friendliness and family atmosphere within the Club (19.44%)
- The quality of the Club's facilities, particularly the high standard of the Club's playing fields and function room (16.67%)
- The staff and people within the Club generally and their desire to do their best for everyone involved (10.42%)

However, although the Club received a high degree of compliments from some respondents (17.43%) as a function venue, it was also subject to criticism from a significant number (11.92%) as not being big enough, not being fitted out to a high enough standard and being dated and untidy, with a poor standard of toilet facilities. Indeed, of the 93.58% of people who would recommend the Club, 7.84% stated that they would recommend the Club only as a rugby league club and not as a function venue

## **The Potential for the Future Development of the Club**

[Questions 9, 14, 15, 17 and 18]

Respondents were asked whether there is anything that the Club is not currently providing that they would like to see. The largest percentage of replies (34.88%) felt that there was nothing further that the Club could or should be doing and expressed general satisfaction with the Club's current activities and facilities. However, of the remainder, the following suggestions were offered:

- The Club should be open for longer hours (including on training nights) and should be providing more community activities for all ages, including a youth club, coffee mornings and a children's Christmas party (13.95%).
- The Clubhouse facilities should be updated, with improved accessible facilities, toilets and baby changing facilities (10.85%).
- The Club should have an indoor or all-weather pitch for winter and bad weather training (8.53%).
- The Club should increase its advertising and promotion of upcoming matches, improve its website and publish teamsheets and regular updates and news items on social media (6.20%).
- The Club should construct gym facilities, both for the players and for use by the local community (5.43%).

98.35% of respondents supported the proposal to improve the Club's facilities and 97.30% stated that they, or a friend, neighbour or relative, would use the improved facilities where they do not do so currently.

When asked whether there are other community facilities needed in the area that could, or should, be provided by the Club, around a quarter (24.49%) of respondents stated that the Club works well as it is. However, of the other responses, a number of people (14.89%) would like to see the Club become more of a community sports club that, as well as promoting community projects, also provides multiple sports and activities such as wrestling, netball, running (with a running track), boxing, rugby union during the winter months, bingo, pool, darts, dominoes, dance classes and slimming and exercise classes. They would also like the Club to have all-weather training facilities, including an indoor training facility and a 3G or 4G pitch, and a gym, for use by the players and by the local community

Respondents did not generally see any problems or difficulties arising from the Club providing an improved facility, although funding for such a facility was recognised as a major obstacle along with the availability of space and the need for more volunteers within the Club.

## **Criticisms of the Club**

It should be noted that one of the respondents to the survey, who described herself as a neighbour of the Club, complained that the Club is a nuisance to its neighbours and stated that the Club and its members have little regard or consideration for the people living in the immediate vicinity. Although this was raised as an issue by just one person, it is a serious concern that the Club needs to take on board and take action to address.

Other people felt that the Club is not reaching its full potential, particularly in terms of its facilities off the playing field, and is in need of a facelift, whilst one respondent described the Club as “successful, but arrogant and parochial”.

## **Conclusion**

[Question 16]

In conclusion, the overall outcome of the consultation exercise can only be seen as very positive and reflects a high degree of satisfaction within the Club. However, as highlighted above, there is also generally recognised to be a need to improve and upgrade the Club’s facilities and the breadth of their use, as well as addressing the Club’s impact upon its neighbours.

In being asked to describe the Club and what it means to them in just a few words, the significant majority of respondents saw Wigan St Patricks as a friendly, family orientated club, which is welcoming to everyone, with others also commenting upon the Club’s history and reputation and its commitment to high standards, high quality and to being the best.

It is now therefore for the Club to ensure that it retains those values and qualities in moving forward and in developing its facilities further for the better use of its members and for the local community as a whole.



## **APPENDIX EIGHT:**

### **WIGAN ST. PATRICKS ARLFC STRATEGIC ANALYSIS:**



## **WIGAN ST PATRICKS ARLFC**

### **STRATEGIC ANALYSIS**

The starting point for the Club Development Plan must firstly be to determine where the Club stands today.

Analysis of the Club's overall strategic position helps to establish our current capabilities, resources and processes in the context of the environment in which we are operating and identify those strengths, weaknesses, opportunities and threats that are significant to the Club and which we need to address and plan for to achieve our vision.

The Club's strengths encompass everything that we do well, including our capabilities, skills and resources. Our weaknesses, meanwhile, comprise of those elements that may be holding us back, such as the assets or resources that we need to achieve our vision but do not currently have, or the improvements within the Club that can and should be made.

In evaluating the Club's current position, we looked in particular at:

- Our People
- Our Resources
- Our Processes, and
- Our Environment

These elements are not, however, mutually exclusive and they each have a varying degree of overlap.

We also considered and took full account of the responses received to the Club's most recent consultation survey and incorporated many of these into the analysis below.

## Our People

The Club aims to recruit absolutely the best people available and to ensure that they have the correct skills and abilities to perform their roles effectively through appropriate training and ongoing development.

We recognise the need to retain good people, so that their knowledge and ability do not easily leave the Club and aim to achieve this primarily by ensuring that our people are not only developed with the right skills and abilities but that they also clearly see and feel how much they are appreciated.

Consideration of our recruitment, development and retention of people established the following:

### Strengths

- The Club ensures a welcoming family atmosphere and environment for all of our members and for everyone visiting the Club, which readily encourages participation from everyone within the community irrespective of age or gender.
- Our principles, values and beliefs encourage and promote mutual appreciation and respect and a positive and supportive culture and environment within the Club, inspiring loyalty, dedication and commitment and consistently high levels of performance from everyone involved, particularly those holding key positions.
- We deliver a consistently high quality of coaching to our players year on year, whatever their ability, with each of our teams having a fully qualified coach in accordance with RFL requirements and expectations.
- The recruitment process for the Club's coaches requires applicants to complete a written application form setting out their skills, qualifications and motivation for coaching and tends to attract coaches with particular ambitions to progress within the game.
- Conformity with the RFL's Continuous Professional Development (CPD) scheme is expected from each of our coaches and we continually encourage our coaches to enhance and improve their skills by directing them towards development opportunities both within and outside the Club, particularly the regular Coach Education seminars conducted by the Club and by Wigan Warriors RLFC.
- The impact our coaches have upon developing young players is recognised throughout the Club and coaches are encouraged to grow and develop alongside their teams by progressing together through the age groups.
- We maintain a high retention rate for our coaches year on year, with the quality of players within the Club, the opportunities that coaches are given to progress

their careers and the respect and appreciation they receive all combining to encourage them to stay.

- Our reputation and track record, having consistently produced more players for Super League and professional rugby league than any other community rugby league club, tends to attract players with particular ambitions to progress within the game.
- The high quality of our coaches, the high level at which the Club plays and the quality of our playing facilities also encourages players to want to come to the Club.
- We have teams established at almost all age groups, from Under 6 to Open Age, and actively promotes female participation by fielding an Open Age Ladies team and three Girls' teams. In addition, we provide opportunities for "Cubs" players of between 4 and 6 years old to become involved in the Club and learn the skills of the game in an organised and safe environment.
- The quality of coaching within the Club, the opportunities for players to become involved in coaching our younger teams and the unique family atmosphere and active emphasis upon friendship, mutual respect and enjoyment encourage players to stay with the Club.
- The people recruited as volunteers have already been actively identified within the Club as sharing our values and beliefs and as having the ability and aptitude to take the Club forward, whether as a Committee member, administrator, coach, team manager or more general volunteer.
- All of our volunteers, particularly our First Aiders and Game Day Managers, are qualified to RFL standards, with the Club providing the appropriate Game Day Manager, First Aid and Safeguarding courses.
- The Club has Disclosure and Barring Service (DBS) Checks for each of our coaches and volunteers.
- Several of our volunteers have been with the Club for a significant period and have developed a great depth of knowledge and knowhow, being respected, appreciated and trusted to do the job to which they are appointed.
- All of our bar and kitchen staff receive appropriate training from experienced staff before they are offered work, several staff now having been with the Club for a lengthy period.

## **Weaknesses**

- The frequency with which players are recruited to play at professional levels within the game can weaken the overall playing performance of the Club at Youth and Open Age levels and impact upon the Club's potential to achieve League and Cup honours.
- Better and improved links are required with schools to facilitate a more effective recruitment of players, perhaps by developing further the Club's links with the Wigan Warriors Community Foundation in the development of schools players.
- The Club is presently unable to offer regular hours for bar and kitchen work and is restricted to offering casual work only, which occasionally impacts upon staff commitment and reliability.
- A dedicated bar steward would promote the Club's potential as a function and conference venue, but would require the Club firstly to identify the necessary financial resources from which to offer an acceptable salary.
- The Club is otherwise run entirely by volunteers who invariably have other commitments outside the Club. Time and energy are often limited therefore in the opportunities to take the Club forward.
- Further training of our volunteers is constrained by the availability both of time and financial resources.
- The autonomy that people are given in their appointed roles within the Club can occasionally cause difficulty if they have neither the time, energy or aptitude to perform to expectations.

## Our Resources

Our “resources” are those physical or quantifiable assets that we use to deliver our functions as a community rugby league club, including intangible resources such as our brand name, reputation and customer relationships.

In analysing our current position, we identified both those assets we have right now (our “strengths”) and those that we do not currently have but need so as to maintain or exceed our current level of service (our “weaknesses”, or areas in which we can or need to improve). These can be grouped into three main categories:

- **Financial Resources:** everything we have and need to finance our actions, such as cash balances, credit, sponsorship, loans, donations and credit agreements.
- **Physical Resources:** everything we have and use to deliver our services as a community rugby league club, including our buildings, external facilities (such as playing fields), equipment, investment and maintenance.
- **Intangible Resources:** everything else that has value to the Club, including our goodwill, reputation, brand name, knowledge and intellectual property (or “knowhow”).

Analysis of the resources currently available or required within the Club identified the following:

### Financial Resources

#### Strengths

- The Club has established effective financial performance over a number of years, with audited accounts produced annually by independent external accountants and robust financial procedures and controls within the Club.
- We receive regular income from our membership subscriptions and from established sponsorship arrangements and have no outstanding loans or debts.
- We receive further regular income from bar takings, our catering facility and the hire of our Clubhouse for functions.
- We receive income on matchdays from programme sales, pitchside advertising, collections and donations.
- Our membership subscriptions are paid through an established and effective online system which tracks and allocates payments to individual membership accounts.

- Each of our teams has its own sponsorship arrangements in addition to the Club's overall sponsorship, and holds its own fundraising activities. Each team's finances are managed and monitored centrally, however, establishing an integrated Club rather than simply a collection of teams.
- We pay our employees monthly through an established, professionally administered payroll and pension auto-entitlement scheme.

## **Weaknesses**

- We need more lucrative business and sponsorship arrangements to take forward our development plans.
- We need to recruit further fundraising volunteers to expand our fundraising activities and to enhance our expertise and effectiveness in grant submissions and applications.
- The introduction of an internal budget and budget management system would strengthen the Club's financial management and control.
- Current disrepair to the Clubhouse is incurring high maintenance and remediation costs, which are ultimately not cost effective
- We need to ensure so far as possible that our teams hold team functions within the Clubhouse, rather than at external facilities.

## **Physical Resources**

### **Strengths**

- We have two full-sized pitches and a mini pitch for use by our more junior teams, all of which are in good condition and are maintained by the Club to a high standard under a defined maintenance programme, ensuring a high quality, safe facility for both players and spectators.
- Our two full-sized pitches benefit from recently improved floodlighting.
- We have our own Changing Room and Clubhouse facilities.
- We also have an all-weather training area and four car parks to accommodate visitors.
- The Club site and buildings are fenced and are protected by CCTV for increased security.
- Our Clubhouse attracts a high and increasing level of business for both private and Club functions and has a convenient location as a function venue.

- We have WiFi facilities and two Club laptops.
- The Club premises, including our playing fields, Clubhouse, Changing Rooms, training area and car parks, are held on a secure lease from the local Council for a period of 25 years from 2012.

## **Weaknesses**

- Some community rugby league clubs locally (particularly Wigan St Judes, Hindley and Wigan St Cuthberts) have better, newer and more spacious facilities, which could attract players away from the Club. We therefore need to move rapidly to improve our facilities to compete and maintain our pre-eminent position amongst local clubs.
- Our Changing Rooms have no separate or defined provision for use by female players or children.
- More effective use of the land held by the Club is needed to accommodate essential improvements to the Clubhouse and Changing Rooms and to facilitate more pitch space for training purposes.
- More efficient use of the boilers within the Clubhouse would reduce cost and improve efficiency.
- The electric cabling and gas pipe to the Changing Rooms are above soil level and are exposed to weather damage and potential vandalism.
- Our all-weather training area requires significant improvement and active consideration as to its more effective future use.
- A new synthetic all-weather pitch would improve our training and playing facilities and enhance our ability to generate increased revenue from the hire and use of our facilities.
- We could usefully provide more community related activities for all ages (including a youth club, coffee mornings, dancing, slimming and exercise classes) and further sports and pastimes (such as netball, boxing, bingo, pool, darts and dominoes), by opening our facilities regularly and more often for community use.

## **Intangible Resources**

### **Strengths**

- The Club has been established for over 100 years and has a worldwide fame and reputation.

- We have a strong brand name, with a widely recognised logo which is extensively utilised in the Club's activities.
- We have a special bond with our local community which attracts and inspires extensive goodwill both within and towards the Club.

### **Weaknesses**

- Our presence on social media would benefit from the appointment of a Social Media Officer to promote our achievements, activities, fixtures and facilities.

## Our Processes

The Club's internal processes and practices in delivering our services to members and the local community have to be both efficient and effective to achieve the desired outcome. We accordingly have to ensure that we are both "doing things right" and "doing the right thing".

Analysis of our practices and processes looked specifically at our current strengths, as well as the areas in which improvement could be made, in each of the following areas:

- **Operational Processes:** the way in which we deliver services and value to our members and to the community, the relationships we have with our suppliers to enable us to achieve this, how we manage operational risk and the internal practices and procedures we have in support.
- **Customer Relationships:** the methods we have to select, acquire and retain the people who use our services, the effectiveness of those relationships in focusing upon the services that members want and how we ensure that we provide satisfaction and value.
- **Relationship Management:** the relationships we have with our local community, the local authority, the sport's governing bodies, our sponsors and partners and our employees, including our environmental impact, community relationships and the welfare of our employees and volunteers.
- **Innovation Processes:** the methods we have for identifying new opportunities and new services that we can provide for our members and for the community and how we evaluate, develop and market these.
- **IT and Communication:** the effectiveness with which our IT facilities and capabilities and our communications methods and processes enable our operations to run smoothly and efficiently and communicate effectively with everyone involved.
- **Financial Management:** the internal practices and procedures which ensure that our finances are managed efficiently and effectively.

## Operational Processes

### Strengths

- Relationships and teamwork are strong across the Club, both in terms of getting teams on the field and in the recruitment and training of players.
- The Club operates a strong, robust and effective Committee structure.

- Our written policies, procedures and practices are well-established, robust and meet (and often surpass) RFL standards, guidelines and best practice.
- We have strong relationships with our suppliers, primarily in terms of our drinks and food supplies and our Club kit and merchandise, with new arrangements having been established in recent months with new, more efficient and more cost effective suppliers.

## **Weaknesses**

- We experience difficulty occasionally in the availability of sufficient numbers of players, impacting mainly at Open Age 2<sup>nd</sup> Team level, and need to establish a recognised and agreed process by which players can be called upon from other teams within the Club to ensure sufficient support and numbers for all teams.
- A more effective working relationship with schools would assist the Club in our recruitment of players directly from schools.
- The Club requires increasingly efficient and reliable kitchen and bar staff to enable us to be marketed successfully as a function, social and conference facility.
- The Club has occasionally used suppliers for convenience purposes rather than in the financial best interests of the Club. It is anticipated, however, that the newly established supplier relationships will address this and improve the effectiveness and financial efficiency of our supply arrangements.
- The Club has previously tended to adopt a “firefighting” approach towards risk management rather than a more formal process. This needs to be addressed and a more rigorous approach introduced.
- We need to be more rigorous in ensuring that there is a defined and specific purpose for all meetings and communications within the Club, to ensure that these are always to the Club’s overall benefit.

## **Customer Relationships**

### **Strengths**

- The Club has effective recruitment processes for acquiring players and coaching staff with members, particularly playing members, receiving a high degree of value from the Club.
- Relationships with members and those using the Club’s services are generally good (including those with visiting teams), as evidenced by the very low level of complaints received and by the very positive responses to our consultation

programme, in which over a quarter of respondents expressed a high degree of satisfaction with the Club and could not think of any area in which we do not perform well or in which improvement is necessary.

- The Club generally has, and promotes, effective working relationships and communications between the Committee and the Club's teams.
- We actively promote the RFL's "State of Mind" programme to address and safeguard the mental wellbeing of our players and members.
- The Club is generally good at retaining both our playing and social members with a high degree of customer loyalty evident across the Club.

## **Weaknesses**

- We need to advertise and publicise ourselves more prominently within the local media to promote the recruitment of players, members and volunteers.
- Communications between the Club Committee, the teams, volunteers and players' parents can always be improved.

## **Relationship Management**

### **Strengths**

- We generally have a good relationship with the local community, with few complaints and some very positive comments having been received concerning the Club's contribution.
- We hold various community events throughout the season, including our Royal Marines Festival and our Junior Rugby League Festival, which attract significant attendances both from within the local community and from further afield.
- We regularly host representative games for Lancashire Rugby League, the Army, Navy, Royal Marines, the Police, HM Prison Service and schools.
- We have a strong, positive relationship with partners and sponsors, which has proved effective in attracting new or further sponsorship.
- We have a good, positive relationship with the local authority, particularly with Ward Councillors, and with our local MP.
- The Club has a generally good and positive relationship with local schools.
- We have the trust and respect of the Leagues to which we are affiliated, including the National Conference League, the North West Counties Men's and

Junior Leagues and the Women's and Girls' Rugby League, and we are widely recognised and respected as promoting and operating to consistently high standards.

- We have an equally healthy relationship both with local professional and community rugby league clubs.

## **Weaknesses**

- We already provide a number of community related activities, functions and events for all ages. However, we need to improve on this by opening our facilities more often and more widely for community use in order to become more recognised as a community asset.
- The Club was described by one resident in their response to the consultation programme, as a nuisance to our neighbours. Although this was raised as a concern by just one person, we need to take positive action to address this to ensure that we maintain goodwill and a positive image within the local community.
- Relationships between the Club and the RFL are unfortunately unsatisfactory, with the little active communication received being primarily through individuals rather than through the RFL in its capacity as the game's Governing Body.

## **Innovation Processes**

### **Strengths**

- The Club has regularly shown itself to be open to innovation and to exploring new opportunities as these arise.

## **IT and Communication**

### **Strengths**

- The Club has strong and effective communications and information awareness, both internally and externally, through our IT systems and capabilities, including our WhatsApp Groups for teams and coaches, our Club website, our Club Facebook site, Facebook and Spond Groups for individual teams, Club Twitter and Instagram accounts, Club WiFi and Club email facilities, with 4,584 "likes" and over 5,000 "followers" on Facebook, 4,668 "followers" on Twitter and 1,040 "followers" on Instagram.
- Our Facebook site and Twitter facility provide ongoing publicity for emerging news concerning the Club, as well as our forthcoming fixtures.

- Our online payment system for membership subscriptions is consistently monitored and receives a high rate of return.
- We hold regular and minuted meetings of our Club Committee and any Sub-Committee meetings as necessary and widely communicate the outcome of these throughout the Club.
- We host regular meetings and seminars for the Club's coaches, as well as regular meetings for our individual teams.

### **Weaknesses**

- The appointment of a Social Media Officer would promote increased and more prominent publicity concerning our fixtures, news and facilities, both through local media and through our Facebook site and Twitter facility, and would increase the marketing potential of the Club and promote the wider recruitment of players, members, sponsors and volunteers.

## **Financial Management**

### **Strengths**

- The Club continually monitors cash flow and expenditure and holds formal finance meetings on at least a weekly basis.
- The strength of the Club's financial management is reflected in consistently positive balances in each of our bank accounts and the absence of any debts or loans.
- The Club has rigorous and robust financial procedures and controls which are built into our Constitution.
- We are very competitive in our membership fees in comparison with other clubs locally, and our online payment system has proved very effective in the collection of membership subscriptions.

### **Weaknesses**

- Although the Club has been successful in obtaining more cost effective utility contracts, the recent surge in energy prices has continued to have an impact. With no competitive fixed price contracts available, we still need to seek more competitive and more economic arrangements from our utility services to be cost effective.
- More active marketing of our conference, function and social facilities could be achieved by greater publicity of their availability and terms, both online and through the local media.

## **Our Environment**

The Club's success or potential for success depends not only upon our internal strengths, capabilities and resources (our "strengths" and "weaknesses"), but also upon our anticipation of those forces, issues, trends and events outside our influence or control which could come to impact upon the Club (our "opportunities" and "threats").

It is essential for the success of the Club that we are able to respond to these factors positively and proactively by identifying and being aware of what is happening in our environment and by being prepared to take advantage of any opportunities that may arise or meet any challenges that may be presented, whether in the short, medium or long term.

The following factors have been identified that could foreseeably impact upon the Club in the short (1 to 3 years) or medium term (3 to 5 years):

### **Opportunities**

- The Club is well established and recognised as a rugby league club and a lot of people are attracted to the Club by our core values as a rugby league club. Communication and publicity of our core values, as encapsulated by our Values Statement, could therefore attract further people to the Club, whether as players, members, sponsors or volunteers.
- The increasing female interest and involvement in the Club, evidenced by the responses received to our consultation programme, give a clear opportunity to increase female membership by enhancing membership benefits and aiming functions and events specifically towards women and girls.
- The increasing acceptance and entrenchment of summer rugby in the mindset of players has opened up more opportunities to the Club, as we now have a more settled playing squad and are better able to challenge for success on the playing field.
- The decline in organised sport and participation locally could well see opportunities reduce elsewhere and attract further players to strengthen the Club.
- With the increasing number of public houses that are closing locally, the improved arrangements established with our drinks supplier could give the Club scope to increase our use as a venue and social facility by reducing bar prices and increasing bar sales.
- The Club needs to anticipate the possibility of a new organisation for the sport under a possibly unified or hybrid rugby code within the next 5 to 10 years and be ready to take advantage of this.

## Threats

- Some community rugby league clubs locally (particularly Wigan St Judes, Hindley and Wigan St Cuthberts) have better, newer and more spacious facilities than Wigan St Patricks, which could attract players away from the Club to play elsewhere. We therefore need to move rapidly to improve our facilities to compete with other local clubs.
- The funding available to the Club from external sources has been severely limited in recent years, effectively restricting our plans for the development of our facilities.
- The socio-economic opportunities across the Wigan Borough community are very low and could see players move away from the local area to work, and play, elsewhere at a higher, different or more lucrative level.
- The possibility of a unified or hybrid rugby code is seen as increasingly realistic and could see players attracted towards a different form of the game. The Club accordingly needs to be in a position to address this and move forward within such an environment and be flexible to new or different player demands in order to continue our success.



## STRATEGIC ANALYSIS SUMMARY

| Strengths                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| <ul style="list-style-type: none"> <li>• Welcoming family atmosphere and environment.</li> <li>• Strong bond with the local community.</li> <li>• Club values of mutual appreciation and respect and a positive and supportive culture and environment.</li> <li>• High quality coaching by fully qualified coaches.</li> <li>• Club reputation and worldwide fame, particularly for producing professional players.</li> <li>• Effective recruitment, continuous development and high level of retention of coaches and players.</li> <li>• Teams at almost all age groups, including Open Age Ladies and Girls teams.</li> <li>• Good quality playing facilities.</li> <li>• Volunteers share the Clubs values and beliefs and are trained and qualified to RFL standards.</li> <li>• All coaches and volunteers are DBS checked.</li> <li>• Strong Club brand and logo.</li> <li>• Strong presence on social media.</li> <li>• Effective financial performance with audited accounts and robust internal financial procedures and controls.</li> <li>• No outstanding loans or debts.</li> <li>• Regular income from bar takings and Clubhouse functions.</li> <li>• Membership subscriptions paid and monitored online.</li> <li>• Professionally administered staff payroll.</li> <li>• Strong and cost effective supplier relationships.</li> <li>• Strong relationship with sponsors.</li> <li>• Strong relationship with Club members, with a high degree of customer satisfaction.</li> <li>• Well established and robust internal policies and procedures.</li> <li>• Strong and robust relationships and communications at Team and Committee level.</li> </ul> | <ul style="list-style-type: none"> <li>• The Club could offer more community related activities by opening its facilities more regularly and more often for community use.</li> <li>• Publicising more widely the Club's core values as a rugby league club could attract further players, members, sponsors and volunteers.</li> <li>• The increase in female interest and involvement in the Club presents the opportunity to increase female membership by directing membership benefits and functions and events specifically towards women and girls.</li> <li>• A more settled Open Age playing squad within the Club should be better placed to challenge for success on the playing field.</li> <li>• Reduced opportunities elsewhere could see further players come to the Club.</li> <li>• An anticipated hybrid or unified rugby code may present new or further opportunities, both on and off the field.</li> <li>• The Club is in a position to seek the most financially advantageous drinks supply offers available and to reduce bar prices to increase sales and attract further business.</li> </ul> |

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| <ul style="list-style-type: none"> <li>• Community events, such as the Royal Marines Festival and Junior Rugby League Festival.</li> <li>• Positive relationships with the local authority, our local MP, the Leagues to which the Club is affiliated and with professional and community clubs.</li> <li>• Security of tenure of the Clubhouse, Changing Rooms, playing fields, training area and car parks.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of success in recent years in attracting significant grant funding.</li> <li>• More lucrative sponsorship arrangements are necessary to progress Club development.</li> <li>• Neighbouring clubs have better and more spacious facilities.</li> <li>• All weather training area requires significant improvement.</li> <li>• Electricity, gas and water supplies are not utilised efficiently and are uneconomic.</li> <li>• Changing Rooms have no specific provision for female players or children.</li> <li>• Links with schools need to improve to facilitate the recruitment of players.</li> <li>• Frequency of players recruited to professional levels can weaken the Club's overall playing performance and its potential to achieve League and Cup honours.</li> <li>• A more structured approach to risk management is required.</li> </ul> | <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Funding from external sources is severely limited, restricting the Club's plans and prospects for development.</li> <li>• The socio-economic prospects locally are very low and could see players, sponsors and members move away from the area.</li> <li>• Other community clubs locally have newer, better or more spacious facilities which could attract players away from the Club.</li> <li>• A unified or hybrid rugby code could see players attracted away if the Club is not ready and prepared to meet the challenges presented.</li> </ul> |



## **APPENDIX NINE:**

### **WIGAN ST. PATRICKS ARLFC STRATEGIC ANALYSIS: PRIORITIES FOR ACTION**



## Strategic Analysis: Priorities for Action

|  | Strengths                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Weaknesses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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|  | <ul style="list-style-type: none"> <li>• Welcoming family atmosphere and environment.</li> <li>• Strong bond with the local community.</li> <li>• Club values of mutual appreciation and respect and a positive and supportive culture and environment.</li> <li>• High quality coaching by fully qualified coaches.</li> <li>• Club reputation and worldwide fame, particularly for producing professional players.</li> <li>• Effective recruitment, continuous development and high level of retention of coaches and players.</li> <li>• Team at almost all age groups, including Open Age Ladies and Girls teams.</li> <li>• Good quality playing facilities.</li> <li>• Volunteers share the Clubs values and beliefs and are trained and qualified to RFL standards.</li> <li>• All coaches and volunteers are DBS checked.</li> <li>• Strong Club brand and logo.</li> <li>• Strong presence on social media.</li> <li>• Effective financial performance with audited accounts and robust internal financial procedures and controls.</li> <li>• No outstanding loans or debts.</li> <li>• Regular income from bar takings and Clubhouse functions.</li> <li>• Membership subscriptions paid and monitored online.</li> <li>• Professionally administered staff payroll.</li> <li>• Strong and cost effective supplier relationships.</li> <li>• Strong relationship with sponsors.</li> </ul> | <ul style="list-style-type: none"> <li>• Lack of success in recent years in attracting significant grant funding.</li> <li>• More lucrative sponsorship arrangements are necessary to progress Club development.</li> <li>• Neighbouring clubs have better and more spacious facilities.</li> <li>• All weather training area requires significant improvement.</li> <li>• Electricity, gas and water supplies are not utilised efficiently and are uneconomic.</li> <li>• Changing Rooms have no specific provision for female players or children.</li> <li>• Links with schools need to improve to facilitate the recruitment of players.</li> <li>• Frequency of players recruited to professional levels can weaken the Club's overall playing performance and its potential to achieve League and Cup honours.</li> <li>• A more structured approach to risk management is required.</li> </ul> |

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• Strong relationship with Club members, with a high degree of customer satisfaction.</li> <li>• Well established and robust internal policies and procedures.</li> <li>• Strong and robust relationships and communications at Team and Committee level.</li> <li>• Community events, such as the Royal Marines Festival and Junior Rugby League Festival.</li> <li>• Positive relationships with the local authority, our local MP, the Leagues to which the Club is affiliated and with professional and community clubs.</li> <li>• Security of tenure of the Clubhouse, Changing Rooms, playing fields, training area and car parks.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Opportunities</b> <ul style="list-style-type: none"> <li>• The Club could offer more community related activities by opening its facilities more regularly and more often for community use.</li> <li>• Publicising more widely the Club's core values as a rugby league club could attract further players, members, sponsors and volunteers.</li> <li>• The increase in female interest and involvement in the Club presents the opportunity to increase female membership by directing membership benefits and functions and events specifically towards women and girls.</li> <li>• A more settled Open Age playing squad within the Club should be better placed to challenge for success on the playing field.</li> <li>• Reduced opportunities elsewhere could see further players come to the Club.</li> <li>• An anticipated hybrid or unified rugby code may present new or further opportunities, both on and off the field.</li> </ul> | <b>Strengths/ Opportunities</b> <ul style="list-style-type: none"> <li>• The welcoming family atmosphere, Club values of mutual appreciation and support and strong bond with the local community readily lend themselves to expanding the Club's role within the community by offering more community-related activities. DBS checked volunteers within the Club who already share these values would clearly assist with this also and attaching the Club's brand and logo to such activities could attract further or enhanced sponsorship for such activities.</li> <li>• The Club's core values and welcoming atmosphere, together with its strong bond with the local community, its brand and worldwide reputation and the high level of member satisfaction, should all combine to recruit and retain increased numbers of players, members, sponsors and volunteers through wider publicity of these facets.</li> <li>• Female membership of the Club could be increased by enhanced membership benefits and functions and events specifically for women and girls, as well as by strong emphasis upon the Club's welcoming family atmosphere, its core values of mutual appreciation and respect, its role within the local community, worldwide fame and</li> </ul> | <b>Weaknesses/ Opportunities</b> <ul style="list-style-type: none"> <li>• Opening the Club's facilities more regularly and more often for community use, could attract grant funding which is currently not available to the Club purely as a rugby league club and attract more lucrative sponsorship arrangements, all of which would assist in improving the Club's facilities and development of the Clubhouse for use as a function, social and conference facility.</li> <li>• Publishing the Club's core values more widely could assist in attracting further grant funding and sponsorship arrangements which would assist in progressing the Club's development plans and would facilitate the recruitment of players, members, sponsors and volunteers.</li> <li>• Increased female membership of the Club could assist in attracting further grant funding and sponsorship arrangements to assist in progressing the Club's development plans and in the improvement of our Changing Rooms to make specific provision for female players and children.</li> <li>• A playing squad that enables the Club to challenge for success on the playing field could also attract more lucrative sponsorship arrangements together with further players from neighbouring clubs to replace those players who are recruited to the</li> </ul> |

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| <ul style="list-style-type: none"> <li>• The Club is in a position to seek the most financially advantageous drinks supply offers available and to reduce bar prices to increase sales and attract further business.</li> </ul> | <p>reputation, its women and girls' teams and the quality of its playing facilities. These could all attract more girls and women to the Club, as could the Club's strong presence on social media and the high degree of customer satisfaction expressed.</p> <ul style="list-style-type: none"> <li>• The high quality of the Club's playing facilities combined with a more settled Open Age playing squad within the Club, a consistently high quality of coaching and a high retention level of coaches and players should place the Club in a better position to challenge for success on the playing field.</li> <li>• The Club's reputation for high quality players and coaches, good quality playing facilities, the strong Club brand and its strong presence on social media, together with reducing opportunities elsewhere and combined with greater publicity of the Club's core values, should see further players attracted to the Club.</li> <li>• The Club's reputation, effective recruitment, development and retention of its coaches and players, the high quality of its coaching, its strong brand and logo and its positive relationship with the leagues and with professional and other community clubs, should combine to enable the Club to take advantage of any opportunities arising from the development of a hybrid or unified rugby code.</li> <li>• The effectiveness of the Club's financial performance, its strong relationship with its suppliers and its strong presence on social media should place the Club in a prime position to increase sales and attract further business by seeking the most financially advantageous drinks supply offers.</li> </ul> | <p>professional ranks.</p> <ul style="list-style-type: none"> <li>• Further recruitment of players would increase the Club's income from membership subscriptions and give greater flexibility in its financial resources to improve facilities, also enabling the replacement of those players who are recruited by professional clubs.</li> <li>• The development of a unified or hybrid rugby code could well open the Club up to further grant funding and more lucrative sponsorship arrangements and enable the Club to improve its facilities.</li> <li>• An increase in Club business would attract increased revenue to the Club and enable it to improve its facilities.</li> </ul> |
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| Threats                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Strengths/Threats                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Weaknesses/Threats                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Funding from external sources is severely limited, restricting the Club's plans and prospects for development.</li> <li>• The socio-economic prospects locally are very low and could see players, sponsors and members move away from the area.</li> <li>• Other community clubs locally have newer, better or more spacious facilities which could attract players away from the Club.</li> <li>• A unified or hybrid rugby code could see players attracted away if the Club is not ready and prepared to meet the challenges presented.</li> </ul> | <ul style="list-style-type: none"> <li>• The Club could meet the challenge of restricted and reducing external funding by emphasising and capitalising on its reputation for producing professional players, its strong brand and bonds with the local community, its strong presence on social media, its effective financial performance, procedures and controls, its relationships with its suppliers and sponsors and its high degree of Member satisfaction, to attract outside funding and sponsorship.</li> <li>• The Club could look to overcome the challenge from low socio-economic prospects locally and the potential loss of players, members and sponsors by building upon its welcoming family atmosphere, its reputation and core values and its strong bond with the local community, the quality of its playing facilities, the effectiveness of its financial performance, strong relationships with its suppliers and sponsors and the high level of member satisfaction, to recruit, develop and retain further players, coaches, members and sponsors</li> <li>• The family atmosphere within the Club, the Club's reputation, brand and core values, its strong bond with the local community, strong presence on social media and close links with professional and community clubs, together with the quality of its playing facilities, coaching and its teams at almost all levels and all ages, should interact with the high level of member satisfaction to recruit and retain players, coaches and members, despite the attractions of other clubs with newer or better facilities and the challenges from the development of a unified or hybrid code of rugby.</li> </ul> | <ul style="list-style-type: none"> <li>• The Club needs to act to attract significant grant funding and more lucrative sponsorship arrangements in order to progress developments within the Club, compete with neighbouring clubs who currently have newer or better facilities and meet any challenge from the development of a unified or hybrid code of rugby by avoiding the loss of players, members and sponsors.</li> <li>• The Club needs to build upon and improve its relationships and links with local schools to facilitate and increase the recruitment and development of players.</li> </ul> |

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| <ul style="list-style-type: none"> <li>Improvement and Modifications to our Current Products and Services</li> </ul>  |  | <ul style="list-style-type: none"> <li>Introduce regular entertainment nights for all ages (e.g. curry nights, bands, discos, kids' discos)</li> <li>Develop and enhance membership offers (e.g. merchandise discounts, etc.)</li> <li>Develop membership offers specifically attractive to women.</li> </ul>                     |
| <ul style="list-style-type: none"> <li>Improvements to our Operational Processes</li> </ul>                           |  | <ul style="list-style-type: none"> <li>Improve financial regulation by a formal budget setting and management process.</li> <li>Develop a comprehensive membership and customer database.</li> <li>Online membership payments.</li> <li>Update accounts codes specifically to those elements the Club wishes to track.</li> </ul> |
| <ul style="list-style-type: none"> <li>Enhancements to our Capabilities and Resources</li> </ul>                      |  | <ul style="list-style-type: none"> <li>Introduce a formal Health and Safety and Risk Management regime.</li> <li>Further and enhanced training for kitchen and bar staff.</li> </ul>                                                                                                                                              |
| <ul style="list-style-type: none"> <li>Action to Eliminate Unnecessary Expenses and Improve Revenue</li> </ul>        |  | <ul style="list-style-type: none"> <li>Regular reviews of expenditure on installations (e.g. floodlight cost and efficiency).</li> <li>Weekly financial management meetings.</li> <li>Regular review and stocktake of equipment condition and numbers.</li> </ul>                                                                 |
| <ul style="list-style-type: none"> <li>Ideas to Improve Current Customer Value, Retention and Loyalty</li> </ul>      |  | <ul style="list-style-type: none"> <li>Improve Membership packages.</li> <li>Introduce loyalty cards for bar purchases.</li> </ul>                                                                                                                                                                                                |
| <ul style="list-style-type: none"> <li>Opportunities and Threats in the Environment</li> </ul>                        |  | <ul style="list-style-type: none"> <li>Reduce reliance upon public funding, particularly from Sport England.</li> </ul>                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>Developing New Products or Services and Serving New Customer Groups</li> </ul> |  | <ul style="list-style-type: none"> <li>Work more with the local community on community issues (e.g. homelessness, elderly people, etc.)</li> <li>Liaise with local community groups to promote joint approaches.</li> </ul>                                                                                                       |



## **APPENDIX TEN:**

### **WIGAN ST. PATRICKS ARLFC SPONSORSHIP AND ADVERTISING PACKAGES**

# Wigan ST Patricks

SPONSORSHIP & ADVERTISING PACKAGES

ESTD  1910

Packages are available at Wigan St Patricks for Matchday hospitality. For further information please contact Danny Jones, Hospitality & Catering Manager, on 07719 431369 or via email [stpatshospitality17@gmail.com](mailto:stpatshospitality17@gmail.com)

## Matchday Options ~ Maximum 10 People

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| <h3>Gold Package</h3> <p>Reserved onsite parking for 2 vehicles</p> <p>Your business promoted across the club's social media channels</p> <p>Complimentary drink on arrival &amp; at half time</p> <p>Account and cash bar</p> <p>Name and award the man of the match</p> <p>Complimentary programme for all guests</p> <p>Receive a gift from the club</p> <p>Food included - hot &amp; cold buffet</p> <p><b>£275.00</b></p> <p>ADDITIONAL GUESTS £3.50 PER HEAD</p> | <h3>Silver Package</h3> <p>Reserved onsite parking for 1 vehicle</p> <p>Your business promoted across the club's social media channels</p> <p>Complimentary drink on arrival</p> <p>Account and cash bar</p> <p>Name and award the man of the match</p> <p>Complimentary programme for all guests</p> <p>Receive a gift from the club</p> <p>Food included - cold buffet</p> <p><b>£175.00</b></p> <p>ADDITIONAL GUESTS £3.50 PER HEAD</p> | <h3>Bronze Package</h3> <p>Your business promoted across the club's social media channels</p> <p>Complimentary drink on arrival</p> <p>Account and cash bar</p> <p>Name and award the man of the match</p> <p>Complimentary matchday programme for all guests</p> <p>Receive a gift from the club</p> <p>Food included - Food tokens provided for use in the club kitchen</p> <p><b>£150.00</b></p> <p>ADDITIONAL GUESTS £3.50 PER HEAD</p> |
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## Advertising & Sponsorship Options

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| <h3>Match Ball Sponsorship</h3> <p>Social media promotion</p> <p>Account &amp; cash bar - complimentary drink included</p> <p>Receive signed match ball</p> <p><b>£75.00</b></p> | <h3>Advertising</h3> <p>Programme Full Page<br/>£100.00</p> <p>Programme - Half Page<br/>£50.00</p> <p>Pitch Side Advertising Board<br/>£200.00</p> <p>Package 1<br/>Full Page Programme Ad &amp; Pitch Side Board<br/>£275.00</p> | <h3>Sponsorship</h3> <p>JUNIOR KIT SPONSORSHIP</p> <p>Your Logo - Front &amp; Back - Shirt<br/>£1000.00</p> <p>Your Logo - Front or Back - Shirt<br/>£500.00</p> <p>Your Logo - Shorts or Sleeves<br/>£250.00</p> <p>OPEN AGE PLAYER SPONSORSHIP<br/>£100.00 per season</p> <p>Advert in programme<br/>Social media coverage for your company</p> |
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