Rockleaze Rangers Football Club
Senior Section Established 1976
Junior Section Established 1995
www.rockleazerangers.org.uk

Rockleaze Rangers Football Club
Development Plan

2011 – 2014
(last updated March 2011)
1. Introduction to Rockleaze Rangers FC

Rockleaze Rangers FC is a junior and senior football club based in Bristol for 5 to 65 year old boys and men.

The junior club was formed in 1995 by John Ponting (the current Chairman) with around 15 players and was based upon the Downs in Bristol, meeting on a Saturday morning near Rockleaze. The objective of the club’s founders was to develop the skills of the children via regular training and by playing informal friendly fixtures against other clubs.

The popularity of the club increased every year, with more and more coaching groups being formed. By 2003, the club had more than 120 members. However, issues of child safety and pitch provision led the club to look for more suitable facilities. In January 2004, the club obtained a base at Coombe Dingle Sports Centre in Westbury-on-Trym, Bristol and introduced dedicated girls coaching groups.

The club gained FA Charter Development Club Status in August 2007 and was awarded GFA Development Club of the Season by the GFA for season 2007-08.

In June 2008, the girls section of the club (approx 100 girls) was transferred to a new club, Bristol Ladies Union (BLU) FC. This new club was formed via an amalgamation of girls/ladies from Rockleaze, Shire Colts and Bristol University. Although it is envisaged that strong links between Rockleaze and BLU will be maintained, Rockleaze has now become a boys club.

In June 2009, the club undertook a partial merger with Bristol and West Avonside, a senior club also based at Coombe Dingle, playing in the Glos County League and Bristol Suburban League. In June 2010, the 2 sections fully merged under the name Rockleaze Rangers FC.

The club objective is to provide football opportunities for all age groups for the local community.

- At junior level, the objective is to provide football and social facilities in an enjoyable and supportive environment. In particular, we look to encourage participation in, and enjoyment of, football and to improve the fitness and skills of all players. We wish to leave a legacy of providing young footballers with the technical and social skills that will allow them to become successful players with a love for the game
- At senior level, the objective is to enable the 1st team to compete at the highest possible level, whilst also providing playing opportunities to as many players as possible via the other senior teams. Underpinning this policy is a drive to involve ex-junior club players once they have reached 16 years old, and provide them with a vehicle to continue playing football

2. Club Profile

2.1 Junior Club

Teams/Players

As of March 2011, the club runs groups/teams from under 6s to under 16s.

- We concentrate on skills development and inclusiveness from under 6s to under 9s, with weekly skills sessions and organised friendlies on an informal basis against other teams
- From under 10 upwards, the emphasis is on developing the skills of the players in a competitive league environment.

The club is over-subscribed, with waiting lists at most year groups. Many potential members join other local clubs instead of waiting for a place to become available. The club aims for around 30 players in each year group from U6 to U11, and this target is met. It is difficult to see how these numbers could be increased in the short term due to pressures on space and organisation.
Traditionally, numbers have dropped in the move from U11 to U12 as only 1 x 11 a side team (with a squad size of approx 16 players) has been entered into the local league. This has been addressed in 2010 with the introduction of 2 x teams at U12, and it is envisaged that this initiative will continue.

Volunteers

The junior club is fortunate to have an enthusiastic and skilful set of volunteers.

As at March 2011, the club has:
- 3 coaches qualified to FA Level 2
- 30 coaches qualified to FA Level 1
- approximately 30 other non-qualified coaches/helpers

Each team / coaching group has at least 1 FA Level 1 coach and all volunteers have been CRB checked.

Ethos

The junior club has published a club ethos (see Appendix 2) and all players, parents and volunteers are to be made aware of it.

2.2 Senior Club

Teams/Players

As of March 2011, the club runs 4 x senior teams:
- 1st team, currently in the Glos County League
- 2nd and 3rd teams in the Bristol Suburban League
- Veterans (over-35’s) team in the Bristol Casuals League.

Volunteers

The senior club has a manager for each team. All other volunteer roles are performed by the players.

2.3 Organisation and Structure

Committees

The club is organised into:
- an Executive Committee, comprising of the Chairman, Treasurer, Secretary, CWO (Child Welfare Officer) and 5 other club volunteers with at least one volunteer from the senior club
- a Junior Playing Committee, comprising of at least 1 volunteer from each team / coaching group

Each committee meets bi-monthly during the football season, and meeting minutes are recorded and kept.

The club has a website which can be seen at www.rockleazerangers.org.uk

Club Links

The club's main base is at Coombe Dingle Sports Centre, Westbury-on-Trym, Bristol BS9 2BJ, along with the adjacent site at Stoke Lodge Playing Fields. This is where the seniors and the junior U6 to U12 groups train and play matches. The junior U13 to U16 teams play at QEH Sports Ground, Failand, Bristol BS8 3TN.
The club is affiliated to the GFA and is a member of the following leagues

- Gloucester County League
- Bristol Suburban League
- Bristol Casuals League
- Avon Youth League
- Hanham Minor League
- Mid Glos Mini Soccer League

The junior club has created a formal link with Elmlea Junior/Infants School (the closest schools to the Coombe Dingle base) and an informal link with Clifton High School (a stakeholder at the Coombe Dingle site).

These links include

- Setting a target of allocating 33% of places in the introductory U6 to Elmlea pupils
- Setting a target of allocating 20% of places in the introductory U6 to Clifton High pupils

The senior club has an informal link with the Sports faculty of Bristol University, with a view to encouraging university students to train/play with the senior teams.

The club has an informal link with BLU (Bristol Ladies Union) FC.

**Tournament**

The junior club organises and runs an annual 7-a-side tournament at Coombe Dingle. The 2010 event involved over 1000 players from approx 90 teams. This tournament is widely regarded as one of the best (if not the best) tournament in the local area.

**Finance**

The club finances itself via membership fees and fund-raising. In general, the club is in a comfortable financial position, although the senior club struggles to break-even.

There is a recognition of the need for a ‘fighting fund’ to cope with unforeseen circumstances.

The club is also committed to providing help to underprivileged children, and sets aside an annual budget for this. Past projects have included providing support and funding to an orphanage in Thailand, a school in the Gambia and the CLIC charity in Bristol.

### 3. Club Constitution, Policies and Procedures

The Development Plan is supported by a number of policies and procedures which are attached as appendices as follows

- Appendix 1 – Club Constitution
- Appendix 2 – Junior Club Ethos
- Appendix 3 – Code of Conduct for Players, Parents, Managers and Officials
- Appendix 4 – Child Protection Policy

### 4. Club Vision

The Development plan is written within the context of our vision for the club which is to **increase football opportunities** to members and the local community in an enjoyable and supportive environment and to operate an ‘Open Door’ policy in relation to membership, regardless of race, religion, gender or ability.

We will strive to achieve this vision by:
• increasing our membership base
• working with parents, carers and the wider community to enable each player to achieve enjoyment and personal development through football
• ensuring that the quality of coaching and competition is of a high standard and meets the needs of our members
• encouraging equality, fair play and respect on and off the playing field
• supporting the development of football and sport in general in the local area
• working with our partners to improve facilities
• providing an exit route into senior football for our members once they reach 16 years old

5. Themes within the Development Plan

This Development Plan was originally put together in June 2007 following consultation with the Gloucestershire Football Association Football Development Officer, the Coombe Dingle Sports Centre Deputy Director of Sports, club officials and managers, parents and players.

It was revised in June 2008 following
• the transfer of the Rockleaze girls groups to a new club

The renewal of the club’s FA Charter Status Award in 2011 has prompted the committee to reconsider the development of Rockleaze Rangers Football Club within our local community

The Development Plan will follow a number of themes. These are outlined below;

Theme 1 - Community Development

This theme will focus on how we market and develop the club in our local community. We will go about this by
• building on our success in becoming a FA Charter Standard Development Club
• holding regular meeting and consultations with parents and carers to effectively communicate information on the development of the club
• providing charitable donations to worthwhile causes

Theme 2 – Growth and Retention

This theme will focus on sustaining and increasing the number of football players in our club, in line with the FA and GFA Strategies. We will go about this by
• establishing junior groups/teams at all ages from U6 to U18
• ensuring that players are retained when moving from U11 to U12
• providing U16 players with the option of moving to U18 football and/or senior football
• establishing more senior teams to cater for the increased flow from the junior club into the senior club

The following table will be used to monitor the number of players within the club at roughly the mid-point of the season

<table>
<thead>
<tr>
<th>Year</th>
<th>Junior U6 to U11</th>
<th>Junior U11 to U18</th>
<th>Senior</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009/10</td>
<td>178</td>
<td>92</td>
<td>88</td>
</tr>
<tr>
<td>2010/11</td>
<td>187</td>
<td>114</td>
<td>112</td>
</tr>
<tr>
<td>2011/12</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2012/13</td>
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<tr>
<td>2013/14</td>
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</tbody>
</table>

NB The total for senior players will include players playing regularly for the Vets team, who are not necessarily registered
The following table will be used to monitor the retention of players at the key transition times of
- U11 to U12
- U16 to U18/Senior

<table>
<thead>
<tr>
<th>Year</th>
<th>U11 Player Numbers</th>
<th>U12 Player Numbers the Next Season</th>
<th>U16 Player Numbers</th>
<th>U18 Player Numbers the Next Season</th>
<th>Ex Junior Club players playing Senior Football</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009/10</td>
<td>28</td>
<td>35</td>
<td>20</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2010/11</td>
<td>35</td>
<td>-</td>
<td>16</td>
<td>-</td>
<td>16</td>
</tr>
<tr>
<td>2011/12</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2012/13</td>
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<tr>
<td>2013/14</td>
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</tbody>
</table>

**Theme 3 – Developing Better Players**

This theme will focus on the development of players and coaches and, in line with the FA and GFA Strategies. We will go about this by
- recruiting new coaches and officials to work with our teams
- ensuring that all coaches and officials are appropriately qualified
- inviting external coaches to conduct coaching sessions within the club
- focusing on the development of mini soccer as an appropriate introduction to the game for our younger members
- ensuring that our junior players are suitably developed to make the move to 11-a-side football at U12 and senior football at U16

**Theme 4 - Facilities Development**

This theme will focus on how we improve our playing facilities. We will go about this by
- working with Coombe Dingle Sports Centre to attract funding to improve facilities from local and national sporting bodies
- providing secure long-term facilities for the club

**Theme 5 – Administration and Resources Development**

This theme will focus on the administration of the club. We will go about this by:
- appointing officers to fulfill key roles within the club
- reviewing our policies and procedures so that they are in line with current FA / GFA best practice
- ensuring that the club’s finances are open to scrutiny and provide a secure base for long-term development
- ensuring that the club explores and evaluates different income streams
- establishing appropriate sub committees to further develop the club over the next three years

**Conclusion**

We believe our plan will enhance the structure of our club as well as extending opportunities for footballers in our local community to avail themselves of high quality football coaching and competition

**6. Monitoring the Plan**

The following methods will be used to monitor the progress of the Development Plan
- Executive Committee meetings to include an ongoing agenda item to check the progress of the plan
- Executive Committee members to meet with County Football Development Officer annually
### Theme 1: Community Development

<table>
<thead>
<tr>
<th>Key Area</th>
<th>Actions</th>
<th>Timescale</th>
<th>Resources/Costs</th>
<th>Led By</th>
<th>Success Criteria</th>
</tr>
</thead>
</table>
| Working with Parents and Carers | - Hold regular parent / carer meetings and involve them with club/team activities  
                                | - Monitor the code of conduct for parents                                | Ongoing   | Managers and parents’ time | All team managers                     | Number of club volunteers             |
| Club Events               | - Stage a successful 7 a side annual junior tournament  
                                | - Hold an annual club presentation event  
                                | - Stage one-off club events                                    | Annually   | Committee member time     | Tournament Coordinator  
                                |                                           |           | Committee member time     | Executive Committee                   | Feedback from stakeholders and participants |
| Charitable Donations      | - Define an annual budget for charitable donations both at home and overseas  
                                | - Identify key charities for donations                                   | Annually   | To be defined              | Executive Committee                  | Approved charities identified and donations provided |
|                           |                                                                        | Ongoing   |                           |                            |                                       |

### Theme 2: Growth and Retention

<table>
<thead>
<tr>
<th>Key Area</th>
<th>Actions</th>
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<th>Resources/Costs</th>
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<th>Success Criteria</th>
</tr>
</thead>
</table>
| Plan in advance for following year’s U6 intake | - Appoint coach initially responsible for next season U6 group  
                                | - Open waiting list  
                                | - Run taster sessions for                                    | December each year  
                                |                                           | January each year  
                                |                                           | April each                        | Committee member time | Designated Playing Committee member | Number of players |
Development Plan

Rockleaze Rangers Football Club

Theme 3: Developing Better Players

<table>
<thead>
<tr>
<th>Key Area</th>
<th>Actions</th>
<th>Timescale</th>
<th>Resources/Costs</th>
<th>Led By</th>
<th>Success Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaching numbers</td>
<td>• Aim for a ratio of 1 suitably qualified coach per 8 players in each year group</td>
<td>Ongoing</td>
<td>Committee member time</td>
<td>Executive Committee</td>
<td>New coaches and volunteers appointed Varied and enjoyable coaching for the players</td>
</tr>
<tr>
<td></td>
<td>• Encourage new / existing parents to help in coaching</td>
<td>Ongoing</td>
<td>Ongoing from September 2011</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Liaise with local secondary schools to recruit students undertaking Duke of Edinburgh Award</td>
<td>Ongoing from September 2011</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Liaise with the university to</td>
<td>Ongoing from</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task</td>
<td>Description</td>
<td>Start Date</td>
<td>Cost</td>
<td>Responsible Party</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
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<td>---------------------------------------------------------------------------------</td>
<td></td>
</tr>
</tbody>
</table>
| **Coach Education**                                                  | • Ensure that each group/team within the club has a coach or manager qualified to at least FA Level 1 Certificate in Coaching Football  
• Increase the number of FA Level 2 (or higher) coaches in the club  
• Encourage senior players to become involved with junior club coaching  
• Ensure all coaches/volunteers are aware of the code of conduct and club ethos  
• Encourage coaches to attend FA/GFA led coaching sessions                      | Ongoing   | Approx £80 per Level 1 candidate and £185 per Level 2 candidate | Executive Committee  
  
  Four club coaches hold FA Level 2 by June 2012  
  All new coaches follow induction process |
| **Player Development**                                               | • Introduce club coaching standards (i.e. a minimum set of requirements for skills coaching) at lower age groups  
• Ensure that talented and skilful players are encouraged and nurtured  
• Rotate qualified coaches around groups  
• Ensure the club ethos is followed                                           | Dec 2011  | Committee member time | Coaching standards document  
  
  Number of ‘guest’ coaching sessions  
  Number of matches played by younger groups |
| **Ensure Players are Challenged**                                    | • Encourage friendlies against better local teams in U7 to U10                                      | Ongoing   | Committee member time | Designated Playing Committee member  
  
  Quality of opposition |
### Development Plan

#### Child Protection and Best Practice

- Encourage entry of U11 teams into Hanham Minor League
- Ongoing
- Designated Playing Committee member
- No of HML teams
- Entry level into AYL at U12

- Ensure that all coaches and volunteers who have responsibility for children have been cleared through the FA Enhanced Disclosure process
- Maintain a register of coaches
- Ongoing
- £12 per disclosure
- Child Welfare Officer
- All existing coaches and volunteers are CRB checked
- Register kept up to date

### Theme 4: Facilities Development

<table>
<thead>
<tr>
<th>Key Area</th>
<th>Actions</th>
<th>Timescale</th>
<th>Resources/Costs</th>
<th>Led By</th>
<th>Success Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coombe Dingle Football</td>
<td>Support Coombe Dingle Sports Centre in attracting funding to improve facilities from local and national sporting bodies</td>
<td>Ongoing</td>
<td>Committee member time</td>
<td>Executive Committee</td>
<td>Input into the Coombe Dingle bid for facilities improvement</td>
</tr>
<tr>
<td>facilities</td>
<td>Provide input into the facility improvement plans at Coombe Dingle Sports Centre</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security of Tenure</td>
<td>Work towards obtaining a tenure agreement at Coombe Dingle / Stoke Lodge</td>
<td>Ongoing</td>
<td>To be identified</td>
<td>Executive Committee</td>
<td>Security of tenure obtained</td>
</tr>
<tr>
<td></td>
<td>Investigate obtaining a secure tenure with a different facility provider</td>
<td>Ongoing</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Investigate acquiring a greenfield site</td>
<td>Ongoing</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Training Facilities</td>
<td>Identify suitable weeknight training facilities</td>
<td>Ongoing</td>
<td>One training session for each competitive league team</td>
<td>Playing Committee</td>
<td>A facility for one weekly training session for each competitive league team identified and agreed</td>
</tr>
</tbody>
</table>
## Theme 5: Administration and Resources Development

<table>
<thead>
<tr>
<th>Key Area</th>
<th>Actions</th>
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<th>Success Criteria</th>
</tr>
</thead>
</table>
| Appointment of Officers | • Appoint a Fundraising Officer / Committee  
  • Ensure that existing volunteer posts continue to be filled | September 2011  
  June/July each year | Committee and volunteer member time | Executive Committee | Positions filled with suitable volunteers |
| Administration and Website | • Annually review all policies and procedures  
  • Ensure policies and procedures are published on website  
  • Annually review Executive Committee roles  
  • Ensure that the requirements of outside bodies (leagues, GFA etc) are understood and monitored via regular liaison  
  • Revamp and refresh the club website  
  • Implement an online player registration and subs payment system | June/July each year  
  Ongoing  
  Ongoing  
  September 2011  
  September 2011 | Committee member time | Secretary | Policies, procedures and roles are reviewed and amended as necessary  
  New website developed  
  Online registration system implemented |
| Development Plan Monitoring | • Executive Committee to have ongoing agenda item to look at the progress of the plan  
  • Key club officers to meet with GFA officers annually to monitor progress | Sept/March each year  
  Annually | Committee member time | Executive Committee | Monitoring carried out and new priorities set if required |
| Finance           | • Produce an annual budget  
  • Ensure that all financial transactions are properly accounted for and audited | August each year | Committee member time | Treasurer | Budget approved by Executive Committee. Accounts approved by Executive Committee |
| Fund Raising, Sponsorship and Grants | • Identify funding opportunities  
• Continue to liaise with local businesses/organisations to attract sponsorship for the club as a whole and individual teams  
• Investigate fundraising on matchdays for senior club | Ongoing  
Ongoing | Committee member time | Fundraising Officer | Obtained increased levels of sponsorship  
Apply for external grants |
| Upgrading and Improving Equipment | • Perform an annual audit of equipment and resources needed for training and competitive matches  
• Review equipment suppliers to ensure that value for money is provided  
• Enable online equipment ordering | June/July each year  
Ongoing  
September 2011 | Committee member time | Executive Committee | Equipment audit and supplier review completed and recommendations made  
Online ordering system implemented |