



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 publication of the FA National Game Strategy 2008-2012 and the GFA Strategy 2008-2012

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

NB The total for senior players will include players playing regularly for the Vets team, who are not necessarily registered

Year	Junior U6 to U11	Junior U11 to U18	Senior
2009/10	178	92	88
2010/11	187	114	112
2011/12			
2012/13			
2013/14			

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

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

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

7. Operational Plan – Rockleaze Rangers Football Development Plan 2011 to 2014

Theme 1 : Community Development

Key Area	Actions	Timescale	Resources/Costs	Led By	Success Criteria
Working with Parents and Carers	<ul style="list-style-type: none"> ▪ 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
		Ongoing			
Club Events	<ul style="list-style-type: none"> ▪ 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	Feedback from stakeholders and participants
		Annually	Committee member time	Executive Committee	
		Ongoing	Committee member time	Executive Committee	
Charitable Donations	<ul style="list-style-type: none"> ▪ 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
		Annually			

Theme 2 : Growth and Retention

Key Area	Actions	Timescale	Resources/Costs	Led By	Success Criteria
Plan in advance for following year's U6 intake	<ul style="list-style-type: none"> ▪ Appoint coach initially responsible for next season U6 group ▪ Open waiting list ▪ Run taster sessions for 	December each year	Committee member time	Designated Playing Committee member	Number of players
		January each year			
		April each			

	prospective new members	year			
Retain more players at U12 and above	<ul style="list-style-type: none"> Continue to enter 2 teams per year group in AYL 	Ongoing	Committee member time	Designated Playing Committee member	Number of U12 teams / players
Exit routes for U16 players	<ul style="list-style-type: none"> Establish an U18 team Encourage U16 players to join senior teams 	September 2011 Ongoing	Committee member time	Designated Playing Committee member	Number of ex-junior players in club
Encourage interaction within the club	<ul style="list-style-type: none"> Encourage junior players / parents / coaches to watch senior club teams Encourage support at 'big' matches 	Ongoing	Committee member time	Designated Playing Committee member	No of 'event' games publicised No of supporters attending
Links with Primary and Secondary schools	<ul style="list-style-type: none"> Continue links with Elmlea Junior/Infant School and Clifton High School Identify and set up formal links with a local secondary school Appoint a club liaison officer for each school 	Ongoing September 2011 September 2011	Committee member time	Designated Committee member	Links maintained Link formed Officers appointed

Theme 3 : Developing Better Players

Key Area	Actions	Timescale	Resources/Costs	Led By	Success Criteria
Coaching numbers	<ul style="list-style-type: none"> Aim for a ratio of 1 suitably qualified coach per 8 players in each year group Encourage new / existing parents to help in coaching Liaise with local secondary schools to recruit students undertaking Duke of Edinburgh Award Liaise with the university to 	Ongoing Ongoing Ongoing from September 2011 Ongoing from	Committee member time	Executive Committee	New coaches and volunteers appointed Varied and enjoyable coaching for the players

	<p>recruit potential / qualified coaches</p> <ul style="list-style-type: none"> Introduce coaching sessions from external coaches 	<p>September 2011 Ongoing from March 2011</p>	<p>Approx £20 per session</p>		
Coach Education	<ul style="list-style-type: none"> 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 	<p>Ongoing</p> <p>Ongoing</p>	<p>Approx £80 per Level 1 candidate and £185 per Level 2 candidate</p>	<p>Executive Committee</p>	<p>Each group/team within the club has at least one (but preferably 2) coach qualified to FA Level 1</p> <p>Four club coaches hold FA Level 2 by June 2012 All new coaches follow induction process</p> <p>No of coaches attending external sessions</p>
Player Development	<ul style="list-style-type: none"> 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 	<p>Dec 2011</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Committee member time</p>		<p>Coaching standards document</p> <p>Number of 'guest' coaching sessions Number of matches played by younger groups</p>
Ensure Players are Challenged	<ul style="list-style-type: none"> Encourage friendlies against better local teams in U7 to U10 	<p>Ongoing</p>	<p>Committee member time</p>	<p>Designated Playing Committee member</p>	<p>Quality of opposition</p>

	<ul style="list-style-type: none"> Encourage entry of U11 teams into Hanham Minor League 	Ongoing		Designated Playing Committee member	No of HML teams Entry level into AYL at U12
Child Protection and Best Practice	<ul style="list-style-type: none"> 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

Key Area	Actions	Timescale	Resources/Costs	Led By	Success Criteria
Coombe Dingle Football facilities	<ul style="list-style-type: none"> Support Coombe Dingle Sports Centre in attracting funding to improve facilities from local and national sporting bodies Provide input into the facility improvement plans at Coombe Dingle Sports Centre 	Ongoing	Committee member time	Executive Committee	Input into the Coombe Dingle bid for facilities improvement
Security of Tenure	<ul style="list-style-type: none"> Work towards obtaining a tenure agreement at Coombe Dingle / Stoke Lodge Investigate obtaining a secure tenure with a different facility provider Investigate acquiring a greenfield site 	Ongoing Ongoing Ongoing	To be identified	Executive Committee	Security of tenure obtained
Training Facilities	<ul style="list-style-type: none"> Identify suitable weeknight training facilities 	Ongoing	One training session for each competitive league team	Playing Committee	A facility for one weekly training session for each competitive league team identified and agreed

Theme 5 : Administration and Resources Development

Key Area	Actions	Timescale	Resources/Costs	Led By	Success Criteria
Appointment of Officers	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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 Ongoing September 2011 September 2011	Committee member time	Secretary	<p>Policies, procedures and roles are reviewed and amended as necessary</p> <p>New website developed</p> <p>Online registration system implemented</p>
Development Plan Monitoring	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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 Ongoing	Committee member time	Fundraising Officer	Obtained increased levels of sponsorship Apply for external grants
Upgrading and Improving Equipment	<ul style="list-style-type: none"> ▪ 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