



# Highland RFC

Development Plan

# Highland RFC (SCIO)

## Highland Development Plan

The current Highland Development Plan was produced in early 2020. It is a 5-year plan but we are currently under review.

The plan was developed in close consultation with the SRU, namely Sinclair Patience. A number of workshops were held over a 3-month period with the main focus being on developing a Vision, Mission and Values;

**Vision - More than a rugby club. Make a positive contribution to the wellbeing of our community.**

**Mission - A vibrant and ambitious club at the heart of our community which allows people to develop in a safe and positive environment through rugby, physical activity and social inclusion.**

**Values- Enjoyment, Respect, Integrity, Ambition, Commitment**

It took a lot of discussion to agree on these with varied views on what the Club represented and the standards expected from all involved.

The club also carried out a members survey to scope what was important to them so that this could feed into the plan.

When drafting the strategy we felt it was important to describe what the club was about, the test was to produce a document where somebody with no prior knowledge could get a real flavour for it. That is why we included sections such as History, Structure and Governance, etc.

Within the body of the document we broke it down to the key areas of business and identified our high level strategic priorities for each of these. In effect this produced an action plan. The action plan is still current and many areas have been addressed;

Good examples include;

*Action 1. Facilities - Annual review how our facilities, equipment, processes and procedures can be developed to improve training and playing for players and the match day experience and social enjoyment of all members, guests and corporate users.*

Significant effort put into this area in relation to playing and training. In consultation with the players the club, irrespective of progress has pledged to retain its amateur status but in all other aspects be as professional as possible. This is reflected by the support players are given. The match day experience for all is regularly described as one of the best in the country.

*Action 4. Business Development - Consider the appointment of a Business Development Manager to drive the clubs sponsorship and fundraising activities ....*

A business manager was appointed last year, we are hopeful that we will see the commercial benefits of this appointment in the coming year.

*Physical wellbeing - Improve Physiotherapy and Sports Therapist provision to senior teams and introduce a minimum standard of first aid at age grade levels.*

The club provides excellent Physio coverage in partnership with Robust Physio, additionally we are one of the very few clubs in National 1 who have a pitch side doctor available at most games.

*Action 11.1 Rugby Development - Continue to grow the girls/ladies game with the introduction of additional age groups and the establishment of a ladies development side.*

Ladies and girls rugby has exploded in the past year, an example being the senior ladies growing from 6 in number to over 30 being available for match day selection and u18's attaining national recognition.

These examples go some way to prove that the selection of the priorities in 2020 were reasonably accurate.

If asked to explain how the Development Plan contributes to the success of the club I would say it does at different times and in different ways e.g.

*When developing the plan the use of workshops and surveys allows you to include a wider audience and get the views from across the club, this consultation is key.*

*The mission Statement, Values etc. is a constant and whenever trustees/members are struggling with an issue going back to these helps focus what the club is about and decisions can be made adhering to these principles.*

*The document itself is informative and ideal for sharing with partners and sponsors. It also allows them consider areas of the club they may want to support.*

*The document is always in the background for reference. It should look as professional as possible if it is to be used to promote the club.*

*The strategic priorities should drive the business of the club, whilst not always 'in your face' they are in the background influencing decisions and the direction of travel.*

*Regular review is a challenge but important not just to keep it fresh, but to generate discussion as Trustees etc change.*

In summary we consider the Club Development Plan to be a key document, the development of it forces the club to look at its values, assess its commercial needs, focus on key areas both pitch side and off pitch and forms the basis for development and securing the future of the club.

**Club webpage:** [www.highlandrugbyclub.com](http://www.highlandrugbyclub.com)