

**SUSSEX RUGBY FOOTBALL UNION
FACILITIES STRATEGY**

FOR

**THE CONSTITUENT BODIES
FACILITY DEVELOPMENT PLAN
2009 - 2012**

**ADAPTED FROM THE RUGBY FOOTBALL UNIONS
NATIONAL FACILITIES STRATEGY FOR RUGBY UNION IN ENGLAND
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SECTION 1: INTRODUCTION

In 2008 the Rugby Football Union presented a document entitled “National Facilities Strategy for Rugby Union in England” for all Constituent Bodies in order that a national plan may be developed to enhance the sport of rugby through the provision of better facilities at all levels of the game.

Their Facilities Strategy states:

“Right Reasons, Right Facilities, Right Places, Right Way”

THIS STRATEGY PROVIDES A FRAMEWORK FOR THE SUSTAINABLE DEVELOPMENT OF FACILITIES FOR RUGBY UNION IN SUSSEX

The framework enables clubs, Constituent Bodies (CB’s), the Rugby Football Union (RFU) and the Rugby Football Union for Women (RFUW) and other partners to:

- Identify Priorities for development to meet the various needs of the sport.
- Identify what facilities are required to meet the needs of the Government sports policy, the RFU’s Strategic Plan and the CB’s Facilities Development Plan for the next three years.
- Support the prioritisation of investment and funding through a detailed set of developments criteria, technical requirements, management / operational structures and potential financial viability which will be critical to the provision of quality rugby facilities.
- Prioritise future investment to ensure that the right facilities are provided in the right location within the County and for the right reasons.
- Identify and deliver a minimum standard for all facility provision.

The Facilities Strategy says that the number and type of facilities a club needs has a direct relationship with the number and range of activities on offer. This strategy shows clubs what facilities are needed to provide these different programmes, from grass roots through to the professional game. It will help answer the following questions:

- | | | |
|---|-----------|----------------------|
| * Why are facilities important? | Context | The Right Reasons |
| * What facilities are needed? | Rationale | The Right Facilities |
| * Where should facilities be located? | Priority | The Right Places |
| * How might the facilities be provided? | Process | The Right Way |

The strategy will not identify specific sites, clubs or geographical areas where priorities lie nor will it identify gaps in provision other than in general terms. This is the remit of local CB facility development groups whose plans reflect this strategy at local level in South West, South, Central and in East Sussex.

The strategy has been developed through research and consultation with all levels of the game including: mens and womens games, Local Authorities, Sports England, the RFU Clubs Questionnaires, reviews of development plans and strategies, case studies, and individual meetings with key organisations.

The strategy should also be used in conjunction with Local Authorities Policies and Strategies, Sports England regional Investment Strategies, County Sports Partnership Strategies the CB Strategic and Facility Plans for the County, 'Fit for Rugby' The Case for Increased Government Investment in Rugby available from the RFU and 'Building for the Future'; Capital Funding Requirements for Rugby Union also available from the RFU.

SECTION 2: SETTING THE SCENE

To Support the delivery of this Facilities Strategies Strategy it is important to understand where it fits within the context of the sport, and the wider role of rugby in supporting Government objectives.

- ❖ The RFU Strategic Plan (2005/6 – 2012/13) sets out objectives and policies for the community game through to elite rugby. Investment in facilities will reflect the critical success factors (CFSs) outlined in the Strategic Plan as part of the IMPACT Strategy outlined below.

The RFU also has a Whole Sports Plan (WSP) which is based on the RFU Strategic Plan. The WSP document has been written for the sport as a whole and acts to serve as a clear and succinct investment proposal for the Government and Sports England.

The RFU Impact Strategy

Community Rugby's role is to promote and develop the sport by encouraging and supporting all those who want to participate through administrating, coaching, playing, refereeing, spectating, or volunteering.

Through its four strategic themes, More People (more games), Better Places, Access for All and Enjoyment, Community Rugby has identified the outcomes needed to grow the sport and as such has adopted the IMPACT Strategy whose key themes include:

- ❖ **Inclusive participation** - providing opportunities and pathways for all participants.

- ❖ **Modernisation** - participation in a safe modern environment.
- ❖ **Partnerships** - work in partnerships to achieve shared community rugby objectives.
- ❖ **Appropriate facilities and funding** - modern facilities to grow participation and create sustainable clubs.
- ❖ **Club and education links** - support education and club links to aid retention.
- ❖ **Training and education** - Increase the number of effective volunteers supporting the players of the game.

The delivery of these themes through Critical Success Factors (CFS's) will both directly and indirectly impact on facility development.

CLUB DEVELOPMENT

The RFU seeks to develop a dynamic, co-ordinated and sustainable infrastructure of clubs at national, regional, and local level, that provide rugby opportunities for all.

The club development process will identify a range of programmes and rugby opportunities that are delivered through the Rugby Development Partnership and clubs and as such will be identify the need for particular facility requirements.

As part of the club development process, clubs will be identified by the RDP and the CB according to specific criteria relating to the following hierarchy. The club will have a development plan that represents the vision for its longer term development and how it will achieve its goals.

Accredited Club

A thriving and sustainable club that achieves good practise in all aspects of club development and demonstrates this against set criteria. The criteria are due to be agreed and adopted by the RFU Council not later than June 2008.

Sustainable Club

A club that continually meets its own objectives and is 'the club it wants to be.'

At Risk Club

A club that is at risk of stopping playing within the next four years, this may be for a large variety and combinations of reason which contribute to a declining number of players and the inability to fulfil fixtures.

BACKGROUND DATA

The 2006 RFU Questionnaire and CB facility audits have identified a number of areas of required facility development, these include:

- Improved quality and quantity of natural grass pitches.
- Improved quality and quantity of changing rooms for men, women and young people.
- Improved access to artificial turf training facilities.
- Increased quantity and quality of floodlit areas.
- Improved standard of social facilities.
- Enhanced and increased provision for spectators.

There are many examples of how poor quality facilities can be a barrier to participation in rugby or used as a reason by players to change clubs.

Real or perceived barriers to participation and facility development have come to light, namely security of tenure involving issues regarding freehold and or leasehold of pitches and clubhouses, compliance with new legislation such as the Disability Discrimination Act (2004) and Child Protection where statutory requirements are mandatory for all new or extensions to clubhouses and finally by clubs that are single sports and do not meet Government and Sport England agenda of investment.

Investment to date

For the benefit of clubs the RFU facility programme uses both a targeted and open approach the former allowing the RFU to identify key priorities and manage the investment to ensure delivery of the key outcomes for all stakeholders, for example, where a large number of projects is managed by a small number of contractors. For smaller projects that can be managed by the club and proceed at their own pace, the RFU has an open application route via the Rugby Football Foundation (RFF) whereby clubs are able to apply to the RFF for small grants and loans up to £100,000 interest free.

There are two main funding sources, the RFU Community Club Development Programme (CCDP) and the RFF the former having invested £10.61m in 161 projects with an additional £6m partner funding via the targeted approach. The RFF has

granted £6.68m loans and £1.99m grants attracting an additional £16.46m partner funding.

FUTURE INVESTMENT

Investment is targeted at priorities and areas of greatest need through the 28 Constituent Body Facility Plans such as ours in Sussex. **These local plans prioritise projects where activity dictates the investment, not vice versa.**

‘Building for the Future’ (2006) outlines the scale of estimated facilities expenditure required in order for the RFU to make significant progress on its targets to assist the Government in achieving its goal of a 1% increase in overall participation levels per annum. It also targets a 6% increase in participation or an additional 500,000 new people to the sport over the next 10 years. Key priorities will focus upon artificial turf pitches, floodlighting, changing room improvements and pitch improvements rather than simply developing new pitches. In order to achieve this £605m will be spent over the next 10 years.

The facility investment priorities for rugby will be in clubs through projects that underpin and support the overall aims and objectives and critical success factors of the Strategic Plan.

Total facilities requirements in England are as follows:

* Playing pitches	New outdoor grass	1000
	3G rubber crumb pitches	75
* Floodlighting	Training areas	1225
	Match pitches	495
* Pitch improvements	Drainage	1791
	Levelling	795
	Irrigation Systems	395
	Tractors/aerators	35
	Storage areas	50
* Changing facility	Upgrades	980
* Disabled access	Upgrades for DDA compliance	1225
* Other facilities	Social / community area upgrades	650
	New clubhouse	25

The total cost of the above new facilities amounts to: £604.9m

It is necessary to set criteria to prioritise strategic investment because sufficient financial resources will not be available to meet all requirements over the 10 year plan, also resources will not be available to allow every club and rugby venue to be improved, upgraded and extended within the timeframe of this Facilities Strategy.

In order to achieve maximum benefit areas of the sport where there is most need will be targeted.

SECTION 3: WHAT FACILITIES ARE NEEDED – ACTIVITY & FACILITIES

There is an important relationship between the activity that takes place at the club and the facilities which the club has. ‘Activity’ should be viewed as the delivery of playing, administration, funding, legal and social aspects of the club. The activity levels at a club or venue are driven by the facilities required to sustain that activity. If a club seeks investment to increase / improve their facilities, then their activity must take place at a certain level. If there is an under-capacity then the club does not require facility investment.

If a club has a good range of activities which exceeds the level of facilities required to sustain it then it will qualify for investment in additional facilities.

If a club has a good range of facilities that are over and above its requirements for the current level of activity it provides then that club requires improvements to its business / rugby development to ensure the club is sustainable.

SECTION 4: PRIORITIES FOR INVESTMENT- THE CRITERIA

The first stage in the prioritisation of investment is the identification of **local need** based on the relationship of Facility and Activity, the next stage is based on two other key issues, RFU ‘Critical Success Factors’ and ‘Readiness Factors’.

Clubs need to recognise how their future development aims and objectives impact on their facility needs to ensure that additional facilities are needed and deliver the right facilities in the right place and for the right reasons.

The RFU Strategic Plan identifies Critical Success Factors to be the key measures of performance. The CFSs that impact on facility development and on which prioritisation of investment will be based include.

- increase number of adult participants
- increase number of U17 to U24
- increase number of U13 to U16
- increase in the number of volunteers
- increase number of women and girls sections
- increase the number of under-represented groups
- clubs to achieve club accreditation

- clubs are registered as Community Amateur Sports Club (CASC) if possible
- increase club, higher education and further education links
- increase club and school links
- training for volunteers
- appropriate coach and referee ratios

Readiness Factors

Clubs wishing to develop their facilities need to address the following 'Readiness Factors'.

- be sustainable and continually meet objectives in all directions
 - have development and management plans in place to meet realistic objectives outlined in the Strategic Plan
 - have security of tenure
 - demonstrate a commitment to sports equity principles and the improvement of access to all sections of the community
 - have skilled people to support the programmes.

Who is aware of the project?

- Is it included in the CB's Facility Plan?
- Is the club working with the County RDO?
- Does the LA know of the clubs plans?
- Is the club working with the other relevant organisations?

What is the clubs track record?

- Can the club prove that it is run soundly both financially and administratively?
- Is the club involved in rugby development work?
- Has the club managed previous investments well?

- Is there a financial need?

What is the regional / strategic significance?

- Will the facility be used for local / county / regional RFU programmes?
- Can the project provide an adequate level of partnership funding?
- Is there no similar / alternative facility nearby?
- Are other appropriate partners involved in the project?

Facility Priorities

The following facility improvements and developments have been set as priorities that will impact upon the CSFs identified earlier:

- Increase the provision of integrated changing facilities that are child friendly and can sustain concurrent male and female activity in the club.
- Improve the quality and quantity of natural turf pitches.
- Increase the number of Artificial Turf Pitches (ATPs).
- Improve the quality and quantity of community use floodlighting.
- Improve the quality and quantity of competition floodlighting.
- Provide a safe environment for all rugby and sporting activity.
- Support central venues for player, coach and volunteer training.
- Support the development of multi-sports clubs.
- Other projects that assist clubs to become sustainable.

SECTION 5: HOW MIGHT THE FACILITY BE DELIVERED?

The investment opportunities outlined in the RFU's Facility Strategy will depend on funding, expertise, knowledge, skills and experience of a range of people.

This section focuses on the resources necessary to deliver the Facilities Strategy and highlights potential sources of funding that may be accessed to support development and improvement of rugby clubs, grounds and stadia at all levels of the game in Sussex.

Delivery: By People and Organisations

The objectives and priorities of this Facility Strategy will be delivered locally through CB's, RFU Rugby Development Officers, RFU Funding and Facilities Managers, and others at Regional level which are listed in the National Facilities Strategy document.

Information gathered from Sussex clubs will be used to inform the CB and the process should highlight any shortfalls in the provision of facilities required to bring Sussex clubs up to the appropriate level or balance of facility/activity. It will also support the identification of potential local partnership funding.

It is not thought that there will be any new facilities with a regional or national significance in Sussex, if however there is, then that facility will involve Regional CB Group investigation.

The RFU will provide advice and technical guidance, review initiatives, encourage and support CBs and clubs and evaluate new proposals and promote, implement and monitor the Facilities Strategy. The RFUW will provide support and monitor the building of 'dual use buildings'.

The CBs will audit rugby facilities, produce or co-ordinate the CB Facility Plans identify priorities and evaluate proposals. They will support and promote proposals to the RFU and RFUW.

Local Authorities through their Planning Departments will play a big part in the development of new proposals.

Sports England regions are responsible for ensuring effective partnership working at a regional level between all key partners. The Regional Sports Boards are accountable for Sport England's Lottery and exchequer funding.

County Sports Partnerships are partnerships of agencies committed to providing a high- quality delivery system in their area for people to benefit from sport and active recreation.

Developing and Funding Your Clubs Project

It is recommended that in the first instance clubs and other providers contact their CB's and the RFU Funding and Facilities Manager for the region to discuss facility development plans and the potential to access more localised funds and their eligibility.

DO....

- Involve the RFU in the process as early as possible.
- Start by revisiting and developing your whole club plan.

- Be clear on what you want to achieve as a club in the short, medium and long term. The CB is particularly interested in the next 3 years i.e.2009 - 2012 as the County Facility Plan covers that period of time.
- Be clear on what resources you need in order to achieve this.
- Form a facilities project team to provide your ambitions forward.
- Prioritise your facility needs.
- Submit all facility needs to your relevant annual CB Audit.

DO NOT....

- Attempt to move forward in isolation.
- Complete speculative application forms without seeking advice.
- Drive a major facility project as an individual or as an agenda item on the main committee meetings.
- Pay for architects drawings without consulting relevant specifications.
- Think of facilities as the end product – what will they enable you to do.

CONCLUSION

Rugby union remains one of the most popular sports in England and is ideally placed to deliver against Government increased participation targets. The RFU's Facilities Strategy provides for a similar framework to be developed within its own parameters for the Constituent Bodies own strategy and eventually the County Plan for the years 2009 – 2012.

This Facilities Strategy for Sussex should be used to support your club and your facility development and ensure minimum standards of new facilities across the different levels of the sport. As importantly it will enable both the RFU the CB and your club to prioritise future investment and maximize opportunities.

AIDE MEMOIRE IN RESPECT OF POSSIBLE SOURCES OF FUNDING TO CLUBS

1. Rugby Football Foundation (RFF)
2. Rugby Football Union (RFU: CCDP)
3. Sussex County Playing Fields Association
4. Landfill Tax via Viridor etc
4. Sussex Police Fund
5. Bank Charity Funds
6. Smith's Charity
7. Awards for All
8. Sportmatch
9. Sport England
10. Foundation for Sports and Arts
11. Football Foundation
12. Councils: Parish
District
County
13. 106 Agreements
14. Co operative Community Fund
15. Specific Local Charities
16. Service Clubs; Rotary
Round table
Lions

Peter R Mercer
CB Facilities Manager

Graham Thompson
RFU Representative

CLUB QUESTIONNAIRE

SUSSEX RUGBY wants to ensure that the rugby clubs within its jurisdiction receive an appropriate share of any available facilities funding and in order to do so it needs to do a number of things. Firstly, Sussex Rugby has to establish exactly what facilities exist in the County by updating previous research carried out in 2004/05. Secondly, identify what facilities the County need and for the Constituent Body to try and prioritize those needs in some way. Lastly, where the needs are appropriate, assist member clubs in achieving those needs.

NAME OF CLUB:

RCDP Area:

CONTACT NAME:

Position in Club:

Telephone No:

Email:

PART ONE: ANALYSIS OF CLUBS' EXISTING FACILITIES

Security of Tenure:

1. Do you own the freehold of your clubhouse?
2. Do you lease your clubhouse, if so for how many years?
3. Is rental on an annual or monthly basis?
4. Do you own the freehold on your pitches?

5. Do you lease your pitches, if so for how many years?

6. Is rental on an annual or monthly basis?

7. Generally is your clubhouse fit for purpose?

Pitches, Lights and Training Areas

8. How many pitches do you have?

9. Are the pitches in good condition?

10. Are the pitches well drained?

11. Do you have occasional flooding?

12. Do you have a separate training area?

13. Do you have adequate training lights?

14. If so on how many pitches?

15. Do you have match standard floodlights?

16. If so on how many pitches?

Multi Purpose Synthetic Pitches and / or Multi Use Games Areas (MUGA)

17. Do you have either type of the above synthetic pitches?

18. If so how many pitches do you have?

19. Do you have sole use of the pitch?

20. If not who shares the pitch(s) and how much rental do they pay?
21. Do you regularly maintain the pitch and is it in good condition?

Clubhouses

22. Do you have modern changing room facilities?
23. Do you provide separate female changing rooms?
24. Do you provide dedicated changing rooms for juniors?
25. Do you provide adequate toilet facilities for both genders?
26. Do you have a kitchen with adequate cooking and food preparation facilities?
27. Do you have adequate internal storage facilities?
28. Do you have adequate external storage facilities?
29. Does your clubhouse have adequate Invalid Access?
30. Does your clubhouse have adequate security arrangements?

PART TWO; IDENTIFICATION OF NEEDS BY THE CLUBS.

Clubs are required to list what improvements or new facilities are needed and planned for either their clubhouse or grounds within the next three years i.e. 2009, 2010 or 2011.

1. CLUBHOUSE.

2. PITCHES AND GROUNDS