

BRISTOL BISON'S RFC ANNUAL GENERAL MEETING

24th AUGUST 2011



TEAM STRENGTH UNITY

Bristol Bisons Rugby Football Club

Annual General Meeting

22th August 2011, Cotham Park RFC, 7 to 9 pm

Agenda

1. Welcome and apologies
2. Adoption of the revised constitution
3. Chairman's report (Michalis Sanidas)
4. Rugby Manager's report (Rhys Owen)
5. Treasurer's report (Keir Gravil)
6. Appointment of the Officers for 2011/12
 - Chairman
 - Rugby manager
 - Secretary
 - Treasurer
 - Membership Secretary
 - Social Secretary
7. Appointment of Team Captain and Disciplinary Committee
8. Union Cup 2013
9. Membership fees for 2011/12
10. Development plan
11. Skills Audit
12. Any other business at the Chairman's discretion

By direction of the Committee

Mark Fletcher, Interim Secretary
Bristol Bisons RFC

Bristol Bisons Rugby Football Club

Constitution (Version 1.3 as of 24th August 2011)

1. Club Name

1.1. The name of the club shall be:

The Bristol Bisons Rugby Football Club (the "Club").

2. Purpose

2.1. The purposes of the Club are to promote and provide facilities for the amateur sport of Rugby Football Union in the Bristol and surrounding area and community participation in the same.

2.2. The Club shall be a non-profit distributing organisation. All profits and surpluses from its activities must be used only for the purpose of achieving its objects and may not be distributed to members.

2.3. In pursuance of its purposes, the Club may, as may appear to be necessary or desirable to the committee, associate or affiliate other sporting organisations. Details of any associations or affiliations to external organisations may be displayed on the club's website.

3. Membership

3.1. Membership of the Club shall be open to anyone interested in the sport on application regardless of sex, age, disability, ethnicity, nationality, sexual orientation, **gender identity**, religion or other beliefs. However, limitation of membership according to available facilities is allowable on a non discriminatory basis.

3.2. The Club has two different classes of membership and subscription on a non-discriminatory and fair basis- full and associate. Full membership will be restricted to those who seek to play rugby for the Club. Associate membership will be available to anyone who wishes to support the aims and objectives of the Club.

3.3. Persons seeking to become members of the Club shall apply to the committee, stating whether they wish to become full or associate members. The committee shall have the power to admit any person as a full or associate member of the club. Membership is discretionary and may be denied by the committee.

- 3.4. Any person who owes any sum to the Club in respect of membership fees shall not be able to exercise any right or privilege reserved to members of the club, including voting at any meeting of the Club. Such persons may, at the discretion of the Rugby Manager or the Captain, be permitted to attend training or play in a match.
- 3.5. The Club Committee may refuse membership, or remove it, only for good cause such as conduct or character likely to bring the Club or sport into disrepute. Appeal against refusal or removal may be made to the members.
- 3.6. Full and associate membership fees are payable from September 1 to cover the following playing season. Fees will be approved at the Club's AGM and may be revised by an EGM. The Club will keep subscriptions at levels that will not pose a significant obstacle to people participating.
- 3.7. A meeting of the Club may confer life or honorary membership status on any person. Life members will be permitted to vote at meetings of the Club, but honorary Membership shall confer no voting rights. Neither life members nor honorary members shall be required to pay any membership fee. An honorary president may be appointed by a meeting of the Club. An honorary president shall hold office for one year, and shall not be a member of the committee by virtue of that office.
- 3.8. Organisations may apply to the committee for associate membership. The committee will determine whether such organisations shall be permitted associate membership and the appropriate fee payable for such membership.
- 3.9. Potential members who face financial difficulties in meeting the full membership fees can apply to the committee for a reduction. The committee, after satisfying itself of the potential member's situation, may offer reduced rate membership and/or payment by instalments.

4 Property and Funds

- 4.1 The property and funds of the Club cannot be used for the direct or indirect private benefit of members other than as reasonably allowed by the Rules and all surplus income or profits are reinvested in the club.

- 4.2 The Club may provide sporting and related social facilities, sporting equipment, coaching, courses, insurance cover, medical treatment, away-match expenses, post-match refreshments and other ordinary benefits of Community Amateur Sports Clubs as provided for in the Finance Act 2002.
- 4.3 The Club may also in connection with the sports purposes of the Club:
- sell and supply food, drink and related sports clothing and equipment;
 - employ members (though not for playing) and remunerate them for providing goods and services, on fair terms set by the Committee without the person concerned being present;
 - pay for reasonable hospitality for visiting teams and guests;
 - indemnify the Committee and members acting properly in the course of the running of the Club against any liability incurred in the proper running of the Club (but only to the extent of its assets).
- 4.4 The Club funds shall be held in a bank or building society account in the Club's name, and shall only be withdrawn on the signature of 2 authorised members of the Committee.
- 4.5 The financial year for the Club shall end on a date chosen by the Treasurer.

5. Management

- 5.1 A committee will manage the Club. Only full members of the Club may serve as members of the committee, excluding the position of Treasurer, **Social Secretary** and Membership Secretary which will be open to full or associate members
- 5.2 Members of the committee shall either be elected at a meeting of the Club or appointed pursuant to clauses 5.5 or 5.6 below.
- 5.3 All elected officers shall retire at each AGM, but are entitled to seek re-election. In the event that an AGM occurs during which the elected officers do not retire and during which no member proposes that they do so, the committee shall continue with the same members.
- 5.4 The elected officers of the committee shall be a Chairman, a Secretary, a Treasurer, a Membership secretary, Rugby manager and a Social Secretary.

- 5.5. The committee may co-opt, and remove additional officers and appoint, and disband sub-committees.
- 5.6. If an elected post falls vacant, the committee shall co-opt a member to hold that post until the next AGM, unless removed by a majority vote of the committee.
- 5.7. The secretary shall, give reasonable notice of meetings of the committee to all members of the committee save those whom it is not possible to contact.
- 5.8. Procedure at meetings of the committee shall be a matter for the officers of the committee. In committee meetings all elected members, with the exception of the chair, will have an equal vote in all matters. Co-opted members may, if appointed on that basis, be allowed a vote equal to the elected members. The chair of any meeting will, in the event of a tie, have the casting vote.
- 5.9. The necessary quorum for a meeting of the committee shall be four.
- 5.10 The committee shall meet at least six times a year
- 5.11 The AGM will appoint a discipline committee consisting of the Rugby Manager, Captain, and three Club members, at least one of whom must not be a committee member.
- 5.12 The discipline committee is responsible for investigating complaints, which may be referred to it by the main committee, a meeting of the Club, the team captain or upon the direction of an official rugby body to which the Club has directly or indirectly affiliated, related to a member's behaviour. The discipline committee has full powers to discipline members in any way the discipline committee sees fit, including by suspending or terminating their membership of the Club. A complaint may include (but is not limited to) an allegation of bringing the Club into disrepute.
- 5.13 A meeting of the Club may reverse a decision of the discipline committee.
- 5.14 The committee may delegate any of its powers to a sub-committee, or to one of its members, or to any other person. Meetings of a sub-committee of the committee shall follow the same rules as meetings of the committee.

5.15 Where it becomes apparent to a Club or any person concerned in the management of that Club that an Insolvency Event is likely to occur at that Club (or to an entity which in the RFU's opinion is connected or associated with the club in such a way that it is seen as being part of the Club) such Club must notify the RFU immediately and confirm such information in writing by letter e-mail or fax addressed to the Secretary of the RFU within 14 days.

Annual General Meetings (AGMs)

- 6.1. The Club must hold an AGM each calendar year.
- 6.2. Items for the agenda, and nominations for the elected officers of the committee, must be received in writing by the club secretary at least 28 days before the proposed date of the AGM. Any resolution having the support of at least ten per cent of members shall be put to the AGM.
- 6.3. A notice of the AGM containing details of the venue, date, time and agenda must be sent or given to members at least 3 weeks prior to the meeting. Members who are entitled to vote must also be sent proxy forms. Notices and proxy forms may be in electronic form.
- 6.4. Proxy forms shall be in a form to be decided by the secretary. Proxy forms must be registered with the secretary at least 48 hours before the start of the meeting.
- 6.5. The most recent annual accounts of the club shall be laid before the AGM.
- 6.6. At each AGM, a member shall be elected, from those nominated as set out in clause 5.4 above. No other members shall be elected to the committee save on a resolution to be proposed in accordance with clause 7.1.2.
- 6.7. At each AGM, three members shall be elected to the discipline committee. At least one of those members shall not be a member of the committee. The three members of those nominated to serve on the discipline committee receiving the highest number of votes shall be elected to the discipline committee.
- 6.8. The annual membership fee shall be approved at the AGM.

- 6.9. Only full members who do not owe the Club any sum in respect of membership fees on the day before the notice for an AGM or EGM is issued are entitled to a vote or proxy vote at an AGM or EGM. Associate members may vote for an associate's secretary at an associates meeting to be held immediately before the AGM. Full members may not vote for the associate's secretary.
- 6.10 The quorum for any AGM or EGM shall be a quarter of full members, including proxy votes. If a quorum is not present, the AGM may be adjourned to a time and place to be decided by the meeting, and the members present at the adjourned meeting shall constitute a quorum.
- 6.11 Election for the committee members and members of the discipline committee will be by secret ballot. Other voting will be by show of hands, unless any member requests a ballot.
- 6.12 On a show of hands, each member present and each person holding a proxy shall be entitled to one vote. On a ballot, each member present in person or by proxy shall be entitled to one vote.

7. Extraordinary General Meetings (EGMs)

- 7.1. An EGM shall be convened:
- 7.1.1. at the request of the committee; or
 - 7.1.2. on receipt of a written request by the club secretary, signed by not less than seven members of the Club, and containing the resolutions to be put before the meeting.
- 7.2. An EGM must be convened within 56 days of the secretary receiving a valid request.
- 7.3. An EGM should follow the procedures set out for AGMs, but shall the accounts are not required to be laid before it, it shall not be required to elect committee members or discipline committee members or approve membership fees.

8. Winding up

- 8.1. The members may vote to wind up the Club if not less than three quarters of those present and voting support that proposal at a properly convened general meeting.

- 8.2. The Committee will then be responsible for the orderly winding up of the Club's affairs.
- 8.3 After settling all liabilities of the Club, the Committee shall dispose of the net assets remaining to one or more of the following:
- to another Club with similar sports purposes which is a registered charity and/or
 - to another Club with similar sports purposes which is a registered CASC and/or
 - to the Club's governing body for use by them for related community sports

9. General

- 9.1. All decisions taken at an EGM or AGM are binding on the committee unless changed by a subsequent AGM or EGM.
- 9.2. Each member will receive a copy of the constitution in written or electronic form on request to the secretary.
- 9.3. This constitution can only be amended by a two thirds majority of the votes cast, including proxy votes, by full members at a meeting of the Club. Anything that could be done by way of an amendment to this constitution may be done with the approval of two thirds of the votes cast at a meeting of the Club.
- 9.4. The Committee will have due regard to the law on disability discrimination and child protection.
- 9.5. All data held centrally by the Club will be held under the Data Protection Act 1998 and only used for the purposes of running the club.
- 9.6. Where there is any conflict between any of the above Rules ("key Rules") and any other rule or rules the key Rule(s) will take priority. Interpretation of all the Rules must be consistent with the statutory requirements for CASCs (which means Community Amateur Sports Clubs as first provided for by the Finance Act 2002)

Chairman's report

Bristol Union Cup

"I think that the Bristol Bisons RFC should continue to be an integral part of the international gay rugby fraternity. We have gained a lot out of our links with the gay rugby clubs and I would like us to give something back. Imagine a weekend where we would welcome rugby players from across Europe- a total of 10 or 12 visiting teams. This would be one of the biggest if not the biggest rugby union event to be hosted in this city. Tonight, I would like to ask you for your support so that Bristol can be put forward as a candidate city for Union Cup 2013."

This is how I closed my report last October. The past ten months have been another exciting chapter in the life of the Bristol Bisons. We put forward a bid for the Union Cup in May and we found out that we were up against a club who had already experience of organising the Bingham Cup in 2008- Emerald Warriors. Preparing our bid documentation for Amsterdam and the feedback we received from the other teams, made me quietly confident that what seemed like a dream last year, could be happening in May 2013. We had some early indication by the number of people who liked our official Facebook page for the bid. During London Pride, the chairman of IGRAB congratulated me on the quality and professionalism on our bid.

And on July 5th the results came in: Bristol Bisons 10- Emerald Warriors 3. Bristol Bisons are now the official hosts of Union Cup for 2013.

May I use this opportunity to thank you each and every one of you: players, supporters and the committee members. Your enthusiasm and commitment has ensured a successful campaign for the Union Cup. During the Union Cup, we did not just put on a good show on the pitch by reaching the final of the 10s competition. We were also supporting other teams when they didn't have enough players to field for a game- I had my first ever game for a French side! But we did show everyone that we were also the life and soul of the party- literally being the last men standing!

Key Achievements

The successes at the Union Cup should not make us forget the other achievements that we had during this year:

- We strengthened our links with the local rugby community by becoming members of the Gloucestershire Rugby Football Union (GRFU)
- We had an away day and we have now drafted our club development plan for the next three years

- We were invited to attend the launch of the LGBT History Month in Twickenham and we also entered the Derby Panthers tournament as part of the history month celebrations in February 2011
- We won the Rugby clinic tournament in Edinburgh (October 2010) and we also entered the Hadrian Cup
- We had two matches against local rugby teams- Bredon Star and Cotham Park which helps us move towards playing 15s rugby more regularly
- We were again an integral part of Bristol Pride: we hosted a rugby and fitness day and we were also part of the Pride Parade and had a stall at the Community tent
- Having established strong links with the Bristol Pride, we visited Swindon Pride for the first time in August 2011
- We have secured a new training base for 2011/12 in Cotham Park.

Future plans

I am honoured to be re-elected tonight to continue serving as the chair of the Bisons for 2011/12. As we are still a developing club, we can build on our successes and the Union Cup gives us an opportunity to become an even stronger club.

Following the away day in March 2011, a working group of players, supporters and committee member came together to produce a development plan. I would like to thank Neil Loader from RFU for his assistance in developing this plan. The aim of the development plan is to make Bristol Bisons a stronger club and improve the experience not just for players but for everyone involved with the club. The new committee will make sure that the outcomes of the plan will be achieved.

In my view, the key priorities for the new season are:

- Entering **Bingham Cup 2012**- following a successful 10s campaign in Amsterdam, I think it is important for us as hosts of the Union Cup 2013 to enter the 15s competition in Manchester. Numbers at the training sessions recently have not been quite high as before; there is a busy schedule of fixtures ahead and we can only improve as a team by prioritising both training sessions and fixtures.
- Preparing for **Union Cup 2013**: following a successful campaign, I have become the interim chair of the Bristol Union Cup. Being the hosts of the Union Cup, means that we will be in the spotlight for the next couple of years. Our behaviour will be scrutinised on and off the pitch. In the next few months, we will look into setting up an organising committee who will be responsible for this event.
- **We are here for you !!!** I am a strong believer of the importance of working as a team, rather than as individuals. You are electing a committee tonight to work on your behalf and drive forward the club for all of us. Having said that, we need your views and there will be opportunities for getting involved in the running of the club as part of implementing the development plan.

- And last but not least... **Bisons needs you!** If each of us, persuaded one friend of ours to join as a player or a supporter, we would double the number of our members.

Michalis Sanidas

Chairman, Bisons RFC

Rugby Manager's report

Summary

This year the club has been able to grow from strength to strength. The member numbers have continued to grow and we are still getting new players, supporters and volunteers throughout the season.

As rugby manager I feel that we have been able to bring together some experienced rugby players as well as people that wanted to try out rugby for the first time or had not played since school, and this is what Bristol Bisons RFC is all about.

Achievements

- **Development day at Bristol Pride** – We hosted a development day this year which built on our experience of running one last year. We have been able to build stronger partnerships with both the Pride organising committee and two local rugby clubs (Old Redcliffians RFC and St Mary's Old Boys). Both clubs are still in contact and we will continue working in partnership with them. .
- **Fixtures-** this season has seen a rapid increase in the number of rugby fixtures the Bisons have played, though it was a hard start to the season with the fixture against Cotham Park. However I feel that we've continued to raise the players' ability throughout the season when playing against other teams.
- **Developing a team-** I think we have continued growing together as a group to form a strong rugby club.

Future Plans

- **Increase number of players** – if we can keep developing as a team and we are able to push forward in developing a better and bigger club, we can only do this by increasing the number of players within the squad. This will give us a stronger structure and more options for the future. We are currently working with the RFU to explore options to increase the number of players within the club.
- **Better training experience** – I am currently in talks with the local Universities to see if we can get an external coach to be part of the Rugby development team. This will bring more structure and routine into our training. We are looking at different ways of coaching and developing the training sessions; for example a buddying system and a welcome pack for new players.
- **Retain** – the better experience people have the more that they will want to play rugby and be part of the Bisons. There has been a lot of work done to make sure that we are open and give people a good playing and training experience. This will continue during the next season as part of the club development plan.

- **Build appropriate fixture list** – As you aware we have now played the first game of the current season and we have already sorted out a fixture list for this season, we want to make sure that we have enough games so that people are able to get the experience and enjoyment out of their rugby. We will also be looking at getting more fixtures throughout the season, so I would urge you to make sure that you are available for these games

Rhys Owen
Rugby Manager
Bristol Bisons RFC

Provisional list of fixtures- more to be added during the season:

4 September 2011	Bristol Telephones (away)
18 September	Avon and Somerset Police (home)
15 October	Minchinhampton 2nds (home)
28 to 30 October	Edinburgh Rugby Clinic
26 November	Kings Cross Steelers 2nds (home)
4 December	Great Western Ambulance (away)
14 January 2012	Thebans (home)
4 February	Minchinhampton 2nds (away)
18 March	Great Western Ambulance (home)
30 March	Hadrian Cup (Newcastle)
5 May	Thebans (home)

Provisional Statement of Accounts for 2010/2011 Season

Income	
Merchandise	£621.68
Deposits	£1,202.76
Membership	£487.31
Fundraising	£1,233.53
Insurance	£190.59
Miscellaneous	£311.98
Total Income	£4,047.85

Expenditure	
Dean Chapman (Pride sports day drinks)	£46.00
Dean Chapman (Edinburgh Hoodie Refund)	£17.50
Michalis Sanidas (Christmas Meal for Guests)	£72.00
Dean Chapman (Life members certificates)	£84.00
Hoodies & Polo's	£629.04
GRFU (Insurance/Membership)	£25.00
GRFU (First Aid Course)	£144.00
Dean Chapman (First Aid Kit)	£84.75
Tom Hawkins (Coach Payment)	£295.00
Union Cup 2011 Fees to Amsterdam Lowlanders	£1,941.44
Paid out to D. Chapman for Late Registration A'dam	£224.00
Amsterdam Money	£429.61
Imperial Sports (Hoodies, etc)	£371.64
Michalis Sanidas (A'dam Leaflets)	£64.00
Pride 2011 Payment	£60.00
Total Expenditure	£4,487.98

Opening balance:	£852.69
Closing balance:	£412.56
Change from 09/1	-£440.13

Notes:

1. Approximately £250 of fundraising from the Goldbrick House Auction has been reported to the police as being stolen. This is currently with Avon and Somerset Police and is under investigation.
2. Auction money: £325 is still owed and is not currently present in the above accounts.

Keir Gravil
Treasurer
Bristol Bisons RFC

Appointment of Officers

The following nominations have been received for the Bisons Committee for 2011/12:

Chairman:	Michalis Sanidas
Rugby Manager:	Rhys Owen
Secretary:	Mark Fletcher
Treasurer:	Luke Macfadyen
Membership Secretary:	David Aird
Social Secretary:	Ashley Longman Stuart Shardelow Dale Sheppard.

The following statements have been received by the candidates for the posts of the social secretary- appearing unedited in alphabetical order.

Ashley Longman

We did not receive a statement by the deadline of 22 August.

Stuart Shardelow

Dear Committee and Members

I am applying for the role of Social Secretary for the Bristol Bisons Rugby Club.

As you know i'm relatively new to the team so what i'm offering is energy, enthusiasm and lots of fresh ideas. I am sociable and great at networking with other groups of people and businesses. I have 10 years of involvement on and around the Bristol gay scene giving me lots of potential contacts. Also working within the hospitality industry I have the ability to utilise a lot of resources in straight venues, which would be beneficial in helping me organize social events both on and off the scene.

I have great personal skills. In my job I spend most of my time making sure the right people are in the right places at the right time. I'm sure it's a little more difficult in the Bisons as there is a diverse mix on the team and in Tom's words "it's like herding cats" but it's about listening to what everyone wants before making a solid decision and taking responsibility to make things happen in the right way.

I've been told in the past that this role has not been taken as seriously as it should and has not been realised to its full potential. I hope to work closely with the rest of the committee and make this role a very important aspect of the club.

I know that in some parts of the gay scene we are known as the 'life and soul of the party'. However there is also a lot of people that don't know who we are or what we are about and what our real message is, sadly in some cases we even have a bad reputation!

It would be great to have this opportunity to change people's perceptions of the Bisons, to gain more players, supporters and volunteers which will make the Bristol Bisons the amazing club it deserves to be.

Dale Sheppard

The reason I think I should stay as social sec because I've done it for the past year quite well

I've done social hoodies

I've done tour tops

I've arranged free entry to clubs and nights out

I've arranged a Eurovision night

I've got us a venue that will have us with meals and drinks after games

Drink deals

Plus If we go with the queenshilling on what they have offered we have loads of choice

Promoted the club in kit

Organised the raffle to help funds with Amsterdam and got a group together to sell raffle tickets

Helped raise the club profile

Found someone to design posters and advertisement and gave them ideas

Have a range of contacts within the scene to get us free entry and other deals

My plan for next year realistically is;

Score us more bars to come into the "bison deal"

Get us a social kit (plans have already started)

Maybe more merchandise

Get the team socks to make the kit (pink probably)

Make local prides a priority. Maybe get a stall there also I.e Swindon bath Cardiff

More social nights and fundraisers I.e raffles and auctions

And continue doing everything I have done this year

Bristol Bisons Development Plan (August 2011)

DEVELOPMENT STRAND: PEOPLE/PLAYERS			
Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
1) Increase number of players	1) recruitment campaign	HIGH	chairman/secretary
	2) Increase catchment area (geographically / universities etc)	HIGH	chairman/secretary
	3) development plan / welcome pack for players	HIGH	rugby manager
	4) Create player recruitment plan	HIGH	RDO / Rugby manager
2) Better training experience	1) External qualified coaches	HIGH	Rugby manager
	2) clearer training plan for each session & season	HIGH	Rugby manager
	3) coaching for beginners	MEDIUM	Rugby manager
	4) Train internal coaches to level 1	HIGH	Rugby manager
	5) One coach per session	HIGH	Rugby manager
	6) Constructive / positive feedback to players	HIGH	Rugby manager
	7) Access to decent facilities / ground	HIGH	Rugby manager
	8) Training record/playing profile for each player	MEDIUM	Rugby manager
	9) target universities for coaches training for qualifications	HIGH	Rugby manager
	10) training scheduled published well in advance to maximise participation	HIGH	Rugby manager
	11) training to cover nutrition / health not just playing skills	MEDIUM	Rugby manager
	12) Train twice weekly	LOW	Rugby manager
3) Retain	1) Communication strategy so players know what's happening in the club	HIGH	secretary
	2) Clearer offer of what we provide to players	HIGH	chairman/secretary
	3) More complete social programme	MEDIUM	social secretary
	4) Funding streams to provide tournament costs etc so people aren't priced out of the club	HIGH	treasurer
	5) Appoint "buddy" for 1st season	HIGH	rugby manager

Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
	6) Subsidise 1st year membership	MEDIUM	chairman/ treasurer
	7) After 3 months, players get team jersey	LOW	chairman/ treasurer
	8) Ensure websites / player information is reflective of the current squad, and encourages newcomers by honestly covering full spectrum of experience and fitness etc	HIGH	secretary
	9) Increase team identity - same strip for all (including socks!!) / Player names on shirts	MEDIUM	secretary

DEVELOPMENT STRAND: PEOPLE/COACHES			
Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
1) Improve coaching	1) Access to External coach	HIGH	Rugby manager
	2) train 2 Internal coaches to level 1	HIGH	Rugby manager
	3) Develop different coaching systems / training delivery (e.g. video review / whiteboard)	MEDIUM	Rugby manager
	4) Coaching plan / for each session / season	HIGH	Rugby manager
	5) Review rules / basics with beginners & inexperienced	HIGH	Rugby manager
	6) Training record/playing profile for each player	MEDIUM	Rugby manager
	7) target universities for coaches training for qualifications etc	HIGH	Rugby manager
	8) Use videos of training sessions and games as coaching tool	MEDIUM	Rugby manager

DEVELOPMENT STRAND: PEOPLE/REFEREES			
Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
1) Get some referees	1) Arrange contacts with referees	High	Rugby manager
	2) Train some people as referees	Low	Rugby manager
	3) Train some (3) supporters / volunteers / players as referees	Low	Rugby manager

DEVELOPMENT STRAND: PEOPLE/VOLUNTEERS			
Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
1) Recruit & retain volunteers	1) Appoint a volunteer co-ordinator	HIGH	secretary
	2) Better communication with volunteers	HIGH	secretary
	3) Organise a recognition event	LOW	Volunteer co-ordinator
	4) Welcome pack for volunteer supporters stating what they can expect from the club	MEDIUM	secretary
	5) Regular newsletter and updates	HIGH	secretary
	6) target certain requirements through our network of contacts (e.g. photographers etc)	MEDIUM	secretary
	7) Explore Supporters rewards (discounts / free BBQ/ Supporters polo shirt)	LOW	membership secretary

DEVELOPMENT STRAND: MEMBER SERVICES/PLAYING AND TRAINING			
Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
1) Build appropriate fixture list	1) Run development days quarterly (for example as part of pride)	HIGH	rugby manager
	2) Organise internal matches	HIGH	rugby manager
	3) Attend Pitch Beach 2012 in Lisbon	MEDIUM	rugby manager
	4) Plan tours in advance / looking at various cost options	HIGH	treasurer/ manager
	5) Make more use of the Bristol Combination Fixture exchange	HIGH	rugby manager
	6) Look into touch rugby leagues for summer	MEDIUM	rugby manager
2) Play 15's rugby more regularly	1) Attend Bingham cup 2012	MEDIUM	rugby manager
	2) Join a local league - 2013/2014	LOW	rugby manager
	3) Build better links with other Rugby clubs	MEDIUM	chairman
	4) Improve internal and external communications	HIGH	chairman/ secretary

DEVELOPMENT STRAND: MEMBER SERVICES/SOCIAL			
Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
1) More social events	1) Creation of diverse social calendar in advance (including union cup events)	High	social secretary
	2) Greater community involvement in social events	Medium	social secretary
	3) More timely promotion of social events - longer term planning	High	social secretary
	4) Annual dinner	Medium	social secretary
	5) annual xmas dinner / party	Medium	social secretary
	6) Summer BBQ	Low	social secretary
	7) Camping and rugby skills weekend	Low	social secretary
	8) bowling / cinema trips	Low	social secretary
	9) Recruitment and fundraising event around the World Cup	high	social secretary
	10) Attend Bristol / Bath rugby games	Medium	social secretary
	11) Create a social committee (not one person)	High	social secretary
	12) Award dinner / volunteer & sponsor thank you event (see recruit & retain volunteers)	Medium	social secretary
	13) Immediate after match gathering in club house (after each home game), for social mixing / bonding	High	social secretary

DEVELOPMENT STRAND: MEMBER WELFARE/EQUITY, MEDICAL AND WELFARE			
Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
1) Support for new players	1) Develop a welcome pack	HIGH	rugby manager
	2) Setup a buddying system	MEDIUM	rugby manager
	3) Appoint disciplinary committee	HIGH	Chairman/ AGM
	4) Drugs & conduct policies	HIGH	Chairman/ rugby manager
	5) Follow through on disciplinary rules	HIGH	Disciplinary Committee

Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
	6) Welcome pack to include "club rules" / "expected code of conduct"	HIGH	Membership secretary
2) Access to First aiders & physiotherapists	1) Assign first aider/s & physiotherapists per match	HIGH	rugby manager
	2) Link with UWE & Bristol physiotherapy departments	MEDIUM	rugby manager
	3) link in with Universities for students wanting to gain practical experience (Bath University - major sports University)	MEDIUM	rugby manager

DEVELOPMENT STRAND: COMMUNITY LINKS			
Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
1) Increase links with other parts of LGBT communities	1) Attend other groups' social events and invite them to join ours	MEDIUM	chairman/ secretary
	2) Maintain a better mailing list	HIGH	chairman/ secretary
	3) Advertise events better on the scene	MEDIUM	chairman/ secretary
	4) Nominate one local/national charity to raise funds for - gain publicity and increase links into local (gay) community	MEDIUM	chairman/ secretary
2) Links to other rugby clubs	1) Attend other clubs' social events	MEDIUM	chairman/ secretary
	2) Matches with other local clubs	HIGH	chairman/ secretary
	3) Invite other clubs to our social events	MEDIUM	chairman/ secretary
	4) suggest web links from each UK based gay rugby team to each other (showing next fixtures etc). To increase transient player involvement in gay rugby and improve pooling of resources, links etc	LOW	chairman/ secretary

Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
3) Strengthen links with GRFU/RFU	1) Web links to/from local rugby teams, with diversity policies- Increasing the flow of "hits" on our website etc	LOW	chairman/ secretary
	2) Register with Rugby First	HIGH	chairman/ secretary
	3) GRFU/RFU sponsor advertising in Bath/Bristol/Gloucester match program, as part of their diversity policy	MEDIUM	chairman/ secretary
4) Increased communication	1) See management \ promotion & publicity	High	chairman/ secretary

DEVELOPMENT STRAND: CLUB MANAGEMENT/FINANCE			
Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
1) Increase funding	1) Develop funding plan looking at various streams	MEDIUM	treasurer
2) Budget & forecast for 2011/2012	1) Structured yearly budget with balance sheet	HIGH	treasurer
	2) Separate funds for specific aspects of club	HIGH	treasurer
	3) Regular financial reports to committee	MEDIUM	treasurer
3) Membership fees	1) Set membership fees	HIGH	membership secretary
4) Secure on-going funding	1) Collect membership fees	HIGH	membership secretary
	2) Increase numbers of paid members (Players Supporters and Volunteers)	HIGH	membership secretary
5) Increase revenue streams	1) Grant applications	MEDIUM	treasurer
	2) Sponsorship - Kit/ PR materials/ ground	MEDIUM	treasurer
	3) Merchandise	LOW	treasurer
	4) Calendar of social/ fundraising events	MEDIUM	treasurer

DEVELOPMENT STRAND: CLUB MANAGEMENT/LEGAL AND ADMINISTRATION			
Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
1) Maintain a strong committee	1) Work on internal communications within the committee	HIGH	chairman
	2) Define roles properly so that people are able to act quickly and autonomously where appropriate or refer to committee when necessary	HIGH	chairman
	3) Publish a calendar of meetings (with locations) a month or more in advance	MEDIUM	chairman
	4) Create standard meeting agendas plus AOB to focus committee discussions	MEDIUM	chairman
	5) Create sub-committee structure that builds on all strengths and skills of volunteers, supporting the elected committee	MEDIUM	chairman
	6) Review committee structure	HIGH	chairman
	7) Complete skills audit	HIGH	secretary
	8) Delegate where appropriate	MEDIUM	chairman
	9) Possible bi weekly committee meeting / conference call to plan events / upcoming work?	MEDIUM	chairman
2) Complete incorporation	1) Research into required incorporation processes	HIGH	chairman/ treasurer
	2) Complete required paperwork	HIGH	chairman/ treasurer
	3) Adoption at EGM	HIGH	chairman/ treasurer

DEVELOPMENT STRAND: CLUB MANAGEMENT/FACILITIES AND EQUIPMENT			
Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
1) Home base for Bisons	1) Liaise with other clubs	HIGH	chairman/ rugby manager
	2) Build relationship with home club	MEDIUM	chairman/ rugby manager
	3) Negotiate on fees	HIGH	chairman/ rugby manager

Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
2) Management of equipment	1) Equipment audit and inventory	MEDIUM	secretary
	2) Identify and buy necessary equipment (e.g. water bottles, first aid supplies)	HIGH	rugby manager/ treasurer
	3) First aid kit maintained and refilled	HIGH	rugby manager
	4) Kit sponsorship	MEDIUM	rugby manager/ treasurer

DEVELOPMENT STRAND: CLUB MANAGEMENT/ PROMOTION AND PUBLICITY			
Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
1) Promotion / Publicity Strategy	1) Develop a new logos and brand look and feel	HIGH	secretary
	2) Marketing plan for the year (i.e. retaining similar look and feel for each yearly campaign).	HIGH	secretary
	3) Develop brand guidelines and style guides	MEDIUM	secretary
2) Campaigns	1) Properly planned campaigns	HIGH	secretary
	2) Look at promotional material	MEDIUM	secretary
3) Events	1) Promote the club at key events (fresher's / prides etc / GRFU AGM)	MEDIUM	chairman/ secretary
	2) Launch event for Union Cup	HIGH	chairman/ secretary
4) Press	1) Regular press releases including promotion and results	HIGH	secretary
	2) Create press list	HIGH	secretary
	3) Develop a PR Plan e.g. Key themes to promote and structure for the year	MEDIUM	secretary
5) Union Cup	1) Promotion of union cup 2013	MEDIUM	Union Cup chair

Objective - what are we trying to achieve	Actions - how are we going to achieve it?	PRIORITY (Low) (Medium) (High)	Who is going to do it?
6) Communication Strategy	1) Communication strategy (inc key messages / themes)	HIGH	secretary
	2) Audit current communications streams and apply fit for purpose tests	HIGH	secretary
	3) review of website / management	MEDIUM	secretary
	4) Use Teamer.net for player communication	MEDIUM	membership secretary
	5) Creation of complete calendar of events (training / comms requirements / social events etc) to help with communication & better planning.	HIGH	secretary
	6) Improve / agree communication processes	MEDIUM	secretary