



Strathmore Community Rugby Trust

'DEVELOPMENT OF OUR 20/20 VISION'

Strategic Plan 2020-2023

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Strathmore Community Rugby Trust

Registered Scottish Charity: SC047475



Section 1 – Introduction

1.1 Chairperson's Introduction

The first three years of the Trust has seen rapid growth as staff, volunteers and partners have embraced our vision and helped to drive forward our projects and aims. It is important to not only celebrate what has been achieved but to look forward and to strive for further developments ensuring the organisation becomes sustainable for the long term. This document sets out planned developments to achieve that goal along with expected outcomes to measure our progress.

1.2 Vision

"Developing people through rugby"

1.3 Mission Statement

Strathmore Community Rugby Trust believes rugby has the power to enhance people's lives. We aim to instil the rugby ethos into participants, coaches and volunteers of all ages so they can develop and enjoy the physical and mental health benefits of rugby, play an active part in their local community and have a lifelong involvement in rugby.

1.4 Charitable Purpose

The advancement of public participation in sport, in particular rugby union & rugby league.

1.5 Values

Rugby - Rugby is renowned for its values of respect, leadership, teamwork, discipline, integrity and inclusivity. The Trust aims to instil the rugby ethos into its players, coaches and volunteers to engage them and encourage lifelong participation in rugby.

Health - Rugby offers mental health as well as physical health benefits. The Trust aims to improve the health of our community by using rugby to provide opportunities for people to be physically active - creating a safe, social and supportive environment for people of all ages and abilities to get involved.

Community - Rugby provides a way of making friends and becoming more involved in the community. The Trust will develop the knowledge and skills of participants, coaches and volunteers to help build community capacity, and provide individuals with opportunities to become more engaged in the communities they live in.

Image Credit ASM Media and PR

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Section 2 – Our People

2.1 Board of Trustees

The Trust is a Scottish charity (SC047475) registered with the Office of Scottish Charity Regulator (OSCR) and governed by a constitution. The Board of Trustees is responsible for overseeing that the Trust fulfils its charitable purpose, providing strategic guidance and direction to ensure the Trust’s vision and mission are delivered. The Trustees are also responsible for keeping abreast of current relevant legislation and advice and ensuring the Trust remains financially viable. The Trustees oversee the management and administration of the organisation. The constitution requires that the Trust must maintain a minimum of three Trustees and there can be a maximum of nine.

2.2 Employees, Consultants, Volunteers

The employed staff and self-employed consultants are required to report to the Board of Trustees on a quarterly basis. Reports include performance against KPIs, successes, challenges and opportunities. The current structure and roles and responsibilities are presented in Appendix 1.

2.2 Royal Patron & Ambassadors

The Royal Patron for the Trust is His Royal Highness Prince Edward, Earl of Wessex & Forfar, KG, GCVO, CD, ADC.

The Trust has a number of Ambassadors whose role it is to promote and support the work of the Trust and provide excellent role models for our participants. The Ambassadors are all from Angus, and currently include:

- Suzie Newton, former Strathmore RFC Women’s player and Scotland Women’s Rugby Union international.
- Zander Fagerson, Glasgow Warriors player and Scotland Rugby Union international
- Matt Fagerson, Glasgow Warriors player and Scotland Rugby Union international
- Murray Mitchell, Strathmore Silverbacks player and Scotland Rugby League international
- Sam-Grove White, Scotland Rugby Union international referee

Section 3 – Our Vision for the Future

We would like to achieve the following strategic goals by 2023. These goals are based around our vision, mission and values.



TO BE AN EXCELLENT
ORGANISATION



TO DELIVER
INSPIRATIONAL
PROJECTS



TO DEVELOP GREAT
PEOPLE & PARTNERS.



RAISE AWARENESS OF
RUGBY FOR ALL

To achieve these goals, we will:

To be an Excellent Organisation – We will operate to the highest standards of governance to maintain a robust and sustainable organisation so that we can achieve our goals by 2023.

To Deliver Inspirational Projects - In line with the Trusts vision and purpose, we will support brilliant people to grow our sport through innovative and inclusive projects that introduce more people to rugby in order to achieve our goals by 2023.

To Develop Great People and Partners - We will develop our Trustees, staff and volunteers to their full potential which in turn will help inspire and develop our programme participants. We will seek out positive, mutually beneficial partnerships with external agencies.

Raise Awareness of Rugby for All - We will promote a culture of inclusivity within the rugby community and promote “the rugby way”.

For more details of how we will achieve these goals see Appendix 2.

Section 4 – Our Projects

In order to help us achieve our organisational goals, the Trust currently delivers a number of projects;

- Autism Friendly Rugby
- Rugby Academy
- Brechin Community Campus Project
- Unified Rugby – The Strathmore Clan
- Walking Rugby

For details of our projects and their outcomes please see Appendix 3.

Section 5 – Proposed Future Projects & Development

Overview

The Trust will continue to explore additional projects that fit within our vision, mission and values, providing funding can be secured and adequate staff to support the project are employed or can be recruited.

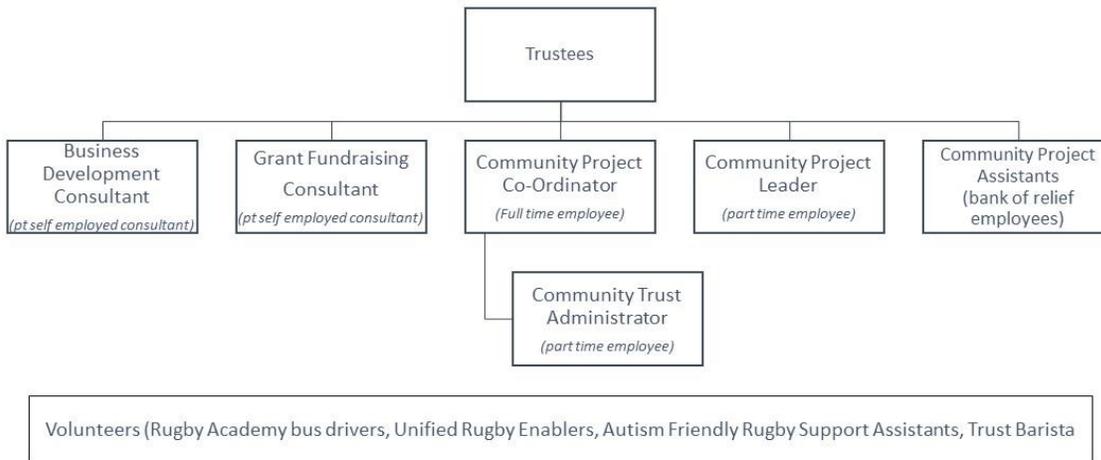
A number of future projects are listed in Appendix 4, along with the amended organisational structure required to deliver these future projects.

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Appendix 1 – Current Structure and Roles and Responsibilities



Appendix 2 – Our Vision for the Future



To Be An Excellent Organisation

We will operate to the highest standards of governance to maintain a robust and sustainable organisation so that we achieve our goals by 2023.

Outcomes:

- Achieve high quality governance award
- Diversify and increase sources of income
- Ensure projects delivered to a high standards
- Improve financial planning and forecasting

To achieve our excellent organisation goals we will:

- Use the Good Governance framework as our model of reference to ensure standards remain high
- Create a strategy to ensure a minimum of 25% of income comes from sources other than grants by 2025
- Ensure reporting at all levels is complete, timely and accurate



To Deliver Inspirational Projects

In line with the Trusts vision and purpose, we will support brilliant people to grow our sport through innovative and inclusive projects that introduce more people to rugby in order to achieve our goals by 2025

Outcomes:

- increase community capacity
- improve health
- increase physical activity
- improve wellbeing

To achieve our inspirational projects goal we will:

- Ensure our communities have the right knowledge and skills to support, deliver and develop projects
- Develop project standards and measures
- Regularly gather and evaluate feedback from participants, parents, volunteers and coaches



To Develop Great People and Partners

We will develop our Trustees, staff and volunteers to their full potential which in turn will help inspire and develop our programme participants. We will seek out positive, mutually beneficial partnerships with external agencies.

Outcomes:

- Increase participation in programmes
- Increase coaches and volunteers
- Increase knowledge and skills of our community
- Increase partnership working

To achieve our great people and partners goals we will:

- Develop a commitment culture within the Trust
- Create new and develop existing partnerships to deliver rugby to more people
- Ensure the workforce has the skills to cope with the different needs of the community



Raise Awareness of Rugby For All

We will promote a culture of inclusivity within the rugby community and promote “the rugby way”.

Outcomes:

- increase opportunities for rugby for all
- reduce loneliness and isolation
- increase communication
- increase training opportunities

To achieve our rugby for all organisation goals we will:

- Carry out a review to develop a PR and communications strategy
- Cater for different audiences across our media platforms and seek new ways to promote our messages
- Work with partners to develop standards for inclusive rugby thus creating more opportunities for others

Appendix 3 – Our Projects

Autism-Friendly Rugby

Autism Friendly Rugby is a physical activity and personal development programme for children between 5 and 12 with a diagnosis of Autism. The programme aims at engaging young people with autism into the team sport of rugby. This is achieved by delivering simple games and drills that are planned around the participants needs. We also have specialist training equipment to ensure the participants are able to have fun in a safe and caring environment. All of our coaches have had specialist training in working with autistic children.

Project Outcomes:

- Autistic children will be more physically active
- Autistic children will improve their social skills
- Autistic children will improve their emotional skills
- Coaches and volunteers will increase their skills
- Parents/carers will feel less isolated

Rugby Academy

The Rugby Academy is a physical activity and personal development programme for youths aged 11 to 18 years old. The programme runs after school on a Friday afternoon and aims at engaging youths through the team sport of rugby (union and league), developing them both as rugby players and as people. It also aims to give them the skills and confidence to have a lifelong involvement in rugby (playing, coaching, officiating and volunteering). This is achieved by delivering rugby training alongside personal development sessions which aim to improve the physical, mental and emotional wellbeing of the Academy members. The Rugby Academy works with young people from Forfar Academy, Brechin High School and Webster High School, Kirriemuir.

Project Outcomes:

- Young people will be more physically active
- Young people will have improved wellbeing
- Young people will increase their knowledge and skills
- Young people will have increased opportunities
- Women and girls will be more physically active

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Brechin Community Campus Project

Brechin HS Project is a Targeted Pupil Programme which uses rugby as a vehicle to re-engage disengaged pupils at school. It is an extension of the Rugby Academy that runs during curricular time in partnership with the school's teaching staff.

Project Outcomes:

- Young people will be more physically active
- Young people will be more engaged at school
- Young people will increase their knowledge and skills
- Young people will increase their links in the community
- Young people's lives will be more enriched

Unified Rugby – The Strathmore Clan

The Unified Rugby team, known as the Strathie Clan, is a physical activity programme for adults. It offers controlled contact rugby for both disabled (need to be able to walk unaided) and able-bodied people and aims to create a fully inclusive, adult rugby environment. The Clan trains fortnightly, but throughout the traditional 'off season' regional training and matches are arranged with other Clan's throughout Scotland. The programme aims to provide an inclusive environment taking cognisance of any individuals specific needs.

Project Outcomes:

- Disabled adults will be more physically active
- Disabled adults will have improved wellbeing
- Disabled adults will have increased opportunity to take part in sport
- Coaches and Volunteers will increase their skills
- Disabled Adults will improve their social skills

Walking Rugby

Walking Rugby is a slower, non-contact version of rugby for adults who are looking to increase their levels of physical activity. It is suitable for those recovering from illness or injury, retired players and older people looking to stay fit and active. The programme aims at engaging adults

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through the team sport of rugby and addressing issues of both physical inactivity and social exclusion. Participants then have the opportunity to meet for a 'cuppa' and cake after each session.

Project Outcomes:

- Older people/Adults with health issues will be more physically active
- Older people/Adults with health issues will feel less isolated
- Older people/Adults with health issues will feel more confident
- Older people/Adults with health issues will lower their risk of injury and illness
- Older people/Adults with health issues will improve their wellbeing

Appendix 4 – Future Projects and Development

The following projects are being explored for future development with a view to creating a pathway within our current projects. It should be noted though that their delivery will be subject to securing funding.

Unified Rugby Youth Team

This project would replicate of the Strathmore Clan for Under 18s. The youth team would provide an opportunity, where appropriate, for Autism-Friendly Rugby participants to continue to be involved with the Trust and create a bridge to the current adult team.

Young Leaders

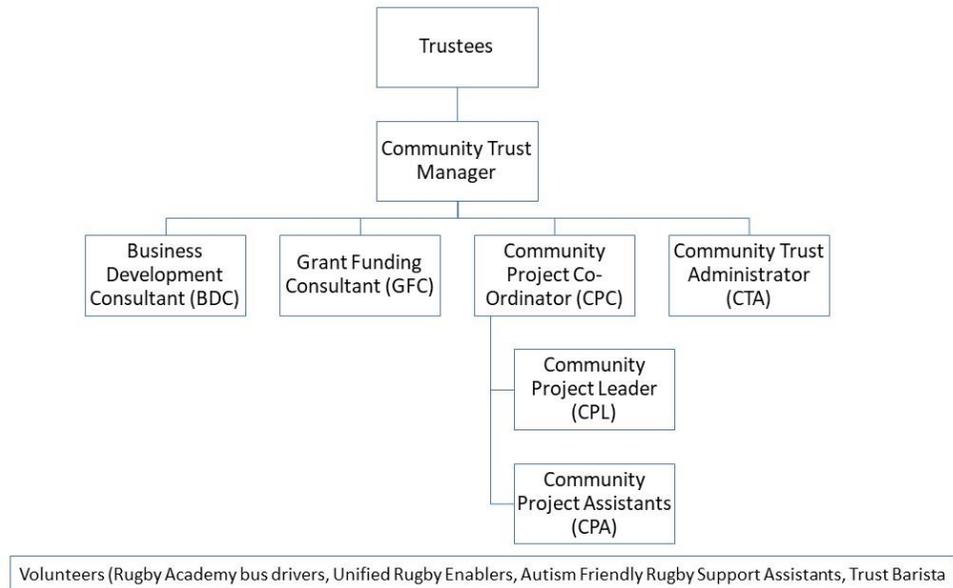
Our Rugby Academy pupils volunteer for our autism and unified projects to further their experience before/after gaining coaching qualifications. We would like to formalise this and provide further opportunities for the young people to gain qualifications. The young people will be invited to contribute to the direction of the project and lead on the delivery and development of existing projects.

Future Structure

As the Trust looks to grow, as to will its future staffing requirements. In order to meet the needs of the planned increase in projects the following organisational structure is being proposed:

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The key changes are as follows. Other roles would as a minimum remain at current levels.

Introduction of a Community Trust Manager responsible for managing the partnerships and stakeholders, identifying new and maximising existing income streams, grant and organisational reporting, adhering to and reviewing internal and external policies and legislation, budget monitoring, achieving strategic aims and management of the CPC, CTA, BDC and GFC. This role is currently split between the Chairperson and CPC. This would be a full-time employee position.

Introduction of a full-time Community Project Leader: responsible for the delivery of all projects and ensuring all information is gathered to comply with monitoring and evaluation protocols.

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