



Rugby Report 2009 February

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STRATEGIC PLANNING PROCESS FOR RONDEBOSCH BOYS' HIGH SCHOOL RUGBY 2009

1. OVERVIEW

This section describes the strategic planning process followed by Rondebosch Rugby as it prepares its strategic plan for the period 2009 – 2012.

This section is organized under the following headings:

- Today to the Future
- Strategic Plan
- Planning Factors

1.1. Today to the Future

The strategic plan will provide the direction, priorities and framework to take Rondebosch Rugby from today to the future. It is in its 'out-of-the-box' mode, generally in the early stages, filled with imagination and creativity. The process requires a focus and pattern to stay on track and be productive.

It needs to look at suggestions and ideas as to what has worked before and what has not, which could contribute to rugby's success, and which could be detrimental.

1.2. Strategic Plan

One definition of "Strategy" is that it is the leader's (Head of Rugby's) sense of vision as to the overall course and direction of any endeavour. A "Strategic Plan" is a documented description of vision, mission, goals and objectives, the timeline, and key performance indicators that measure progress in reaching each objective, within each goal.

1.3. Planning Factors

The strategic planning process covers the entire spectrum of issues – from the view of the Headmaster, teachers, coaches, parents, old boy's, ground staff and the players. Perhaps more important, though, is the involvement of staff in the process, which assists in the alignment with the strategy, goals and objectives, and helps maximize communication and feedback.

2. PURPOSE OF THE INTERIM REPORT

The purpose of this interim report is to provide Rondebosch Boys' High school Board of Governors with a summary information of the progress to date for the 2009 season.

3. PROGRESS TO DATE

To date, rugby at Rondebosch considered a variety of verbal and written inputs and submissions from the rugby community, Bosch Rugby Supporters Club, Old Boys, parents, coaches and players.

The following work steps and deliverables have been completed:

3.1 Planning

- New Head of rugby for 2009 appointed.
- Numerous interviews held for Coach 1st XV.
- Coaching of 1st XV given to Head of Rugby.
- Rondebosch Game Play manual written, designed, printed and distributed to coaches
- Rondebosch Managers Handbook written, designed, printed and distributed to managers.

- Interviews for coaching held, appointed and completed.
- Interviews for technical staff held, appointed and completed.
- Interviews for medical staff held and appointed. (see appendix 1)
- KIA confirmed for second year of sponsorship.

3.2. Background Research

- Head of Rugby met several times with previous 'Head', staff, parents, Old Boy's, interested parents and coaches.
- SWOT Questionnaire completed.
- Review of existing Strategic Plans in RBHS Sport.
- Data collection and statistics reviewed.

3.3. Negotiations currently underway by Head of Rugby

- Exocet to sponsor the 1st XV team one set of kit for 2009 and to manufacture the second set.
- Large clothing and sporting goods company for 2010 clothing sponsorship.
- Gilbert for protective gear.
- New Balance for training shirts.
- Under Armour for recovery under armour.
- Leuko for medical strapping.
- Amalgamated Beverages for Powerade.
- EAS for Protein and recovery drinks.
- Hummel for cheaper rugby boots.
- Use of UCT fields for training.
- Referees from Eta.

3.4. Initial Building of the Strategic Plan

- Strengths, Weakness, Opportunities, Threats (SWOT) Analysis completed. responses received, analyzed and themes summarized from meetings.
- Matches played (stats compliments and thanks to Gustaf) and players analysis completed

4. CURRENT STATE SUMMARY

The table below summarizes some of the key points discussed;

SUMMARY OF THE SWOT ANALYSIS

Strengths	Weaknesses
Good rugby climate	Long schedule and difficult games
People are attracted to RBHS rugby	Inability to raise funds through sponsors
No need to travel far to play	Poor communication between parties
Top coaches live and reside in area	Lack of funds required to develop the game and for projects
Ability to attract young players	Poor provincial representation
Good financial school support	Lack of whole school support
Flexible management	Unable to tour overseas regularly
Creative and strong coaches	Lack of own festival
Adequate coaching resources	Poor field maintenance in off season
Willing help of parents transport	Lack of modernization of equipment
Good tradition of quality referees	Loss of Prof Heyns

Fair media coverage	No representation on WP board by staff
High density of players	Reliance on volunteers for match days
Bosch Rugby Supporters Club	Need more coaches and funding
Well organised events	New sponsors to be found
Building of a new stadium	Work load of teachers
Good Prep school base	Medical system poor
Small volunteer base	Loss of players to other sports
Rugby a lifestyle at RBHS	Lack of succession
Good marketing campaigns	Loss of support from sponsors
Partial sponsors	Costs and expensive sporting equipment
Parent support on match days	No Rugby events
BRSC for the numerous bursaries made available for new students	Lack of fundraising to ensure sustainability
Boarding facilities	Late start of rugby training
BRSC financial assistance	Changing demographics player loss
I.T. available for analysis	Limited number of referees
Boland Old Boys for recruiting and financial support	Lack of coaches incentives
Dedicated teachers	High cost of I.T. licence
	Lack of sms and e-mail ability

ENVIRONMENTAL ANALYSIS

Large community	Competition from other sports
Mature rugby supporters	Change in demographics
IT used to analyse games and players	Cost of field repair
Web site up date and refresh	Unpredictable weather
Strong committed teams and management	Resistant to change
Supportive BRSC, Old Boys	Costs of coaches fee
	No Elite programme
	Too few teacher involvement
	Cost of new gym equipment
	No transport of own

6. NEXT STEPS

Having completed the current state analysis, the following are the next steps in the process:

- **Build on the Strategic Plan** – a workshop will be held prior to and at the conclusion of each season to:
 - Check the vision, mission, key goals and objectives, performance measures and key strategic initiatives, including the identification of tactical plans (people resources, timings, etc.).
 - Create short and long-term implementation plans.

- **Communicate and seek feedback** – throughout the year.
- Forward plan to core group for feedback.
- Discuss with staff and members of the sport and amend if necessary.
- **Approve and circulate the strategic plan:**
- Present the strategic plan for endorsement from membership.

On the Field -

Seniors		Create mentor programme utilising ex players, senior players
		Consider personal development programmes offered by regional sport organisations for coaches & players
		Access IRB internet websites for coaching material and other pay web sites for coaching info
		Organise coaches to attend relevant Provincial Union coaching courses
		Link Senior & Junior players & coaches in a mentor capacity
		Organise Senior players to attend Junior practices 'Adopt a Team'
		Nominate players for representative teams
School		Appoint appropriate person to coach teams
		Identify coaches in area to liaise with
		Meet with school leavers and promote volunteering for coaching and refereeing
		Provide supervised work opportunities for students (gap year
		Build relationships in rugby fraternity
		Organise open day activities
		Present annual awards at school, hat-trick of tries, over 50 points scored, 50 games
		Donate prizes, trophies etc to school, top backline player, best forward
		Arrange pre season practice matches between schools
		Arrange visits to schools by high profile club players
		Send newsletters / communication to school
		Provide coaches / managers for school teams
		Get invites for school teams to UCT club trainings
		Allow school to use UCT club facilities / share facilities / home and away syndrome
		Coaches to assist with inter school matches, daily fitness, training programmes etc
	Organise coaches to attend school trainings	
	Host referee and coaching conferences	

		Upgrade visiting staff pre-match snack and drinks
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Financial -

Strategies	Select	Tasks
Fundraising		Identify and implement fundraising opportunities by utilising sponsors, BRSC members, social committee etc
		To provide opportunity and support for teams to host fundraising events i.e. parking and concerts
Sponsorship		Formulate sponsorship plan to grow revenue by incorporating current sponsors / donators, BRSC members. Additional consideration should be towards linking our sponsors and our membership base.
		Create & maintain sponsor management programme, chalet, triangles
		Provide financial members with tangible access to sponsors
		Committee to inform & align all coaches and managers with sponsors, clothing and training kit
Management		Coaches, Managers, Equipment & facilities & Social to provide a resource wish list so items can be approved, budgeted and funded accordingly
		Prepare a budget identifying all possible Income & expenditure
		Identify possible cost overruns and method of payment, gym and new scrum machines
		Produce Month end and Year to Date reports for committee meeting
		All expenditure to be approved
		Regularly review performance to budget and realign accordingly

Social -

Strategies	Select	Tasks
Tag		Use Tag as a means to recruit and develop players and volunteers, hosting tournaments
		Organise & assist summer based Tag competition
Functions		Create an event calendar based off key dates and potential event clashes e.g. Super 14 matches, Heineken Cup & Vodacom Cup, Currie Cup fixtures
		Plan key social events
		Create and implement fundraising opportunities
		Strive to uphold after match function and quality of snacks and bar
		Create opportunities for parents and mothers to socialise, 'Mothers Day Breakfast'

		Create and provide entertainment options
Communication		Agree on the purpose of communication 'To inform parents of the upcoming activities'
		Link with all committees to identify the upcoming events and inform parents
		Link with financial commitments to enhance sponsor relations
		To communicate pre season training & social functions schedule
		Establish regular & frequent communication with parents using various channels e.g. newsletters, emails, texting
		Create and maintain RBHS website, regularly update material to constantly refresh its image
		Provide programmes for home games, link with financial commitments to sponsors.

Facilities & Equipment -

Strategies	Select	Tasks
Repairs & Maintenance		Create maintenance plans for all aspects of the rugby resources e.g. scrum machine, including the storage and caring for equipment
		Evaluate plans and link into annual budget process
		Create better communication channels between on the field staff to identify on going breakages and needs
		Create weekly action plans for all users of the facilities i.e. Cleaning of changing rooms
		Ensure Building & facilities work with rugby needs
Purchasing		Create replacement plans for all aspects of training – On & Off the field, new kit, equipment
		Liaise with on the field committee to identify annual wish list requirements, cutting, preparation, painting
		Investigate major suppliers for up to date equipment
		Deliver annual plans and costing to the financial committee to get sign off
Development		Consider and investigate how we can be in a better position than we currently are
		Investigate rugby opportunities, festivals, tournaments, Classic Clashes
		Link with Social committee to enhance presentation of Chalet for functions

Volunteers -

Strategies	Select	Tasks
Development		Use mentors for new position holders
		Identify and use courses run by regional sports body as personal development for volunteers
Retention		Recognise work completed
		Ensure well structured meetings that meet the needs of rugby
		Ensure enjoyment factor is paramount
		Constantly review work load
		Regularly recognise family of position holder, tickets to games for husband and wife
		Ensure appropriate resources are available to do the job
		Acknowledge input of volunteers at the player of the day, end of year, prize giving functions
		Friday night / Saturday events & social events for all
	Recruitment	
		Create a Job description for all positions
		Approach prospective administrators early & explain requirements of position
		Advertise positions early throughout the newsletter & community
		Target university students for supporting administrator roles and sell the opportunity as experience for the future
		Target age group parental supporters as possible administrators
		Link in with other community rugby groups
		Appoint volunteer manager to look after volunteers i.e. Referees, referee assistants
		Extend BRSC member databases to include all A team players parents
Recognise & Reward		
		Friday night / Saturday events & social events for administrators
		Leverage any sponsorship benefits to volunteer contribution
		Coaches and managers should be given preference when allocating tickets for Super 14, Vodacom Cup and Currie Cup
		To acknowledge volunteers with thank you letter.

The Future

Process

Strategies

1. To have one game plan for the entire school to follow and be coached by.
2. To have teachers in each age group, not to be managers but to train players as well.
3. To work on the Game Play manual.
4. To finalise the Managers Handbook.
5. Teams to train with core basic skills and drills to enhance scaffolding learning.
6. To host Development Days, whereby all positions of all ages train together.
7. To have expert coaches deliver training sessions to teams.
8. To have training camps for all teams prior to their season.
9. To increase medical assistance and advise to players for better recovery and prevention of injury, through the use of medical experts.
10. To have players meet basic fitness tests.
11. To host our own tournaments.
12. Increase boarding opportunities for rugby players.
13. To build a new gym and fill it with correct equipment
14. To write a by-weekly newsletter for interested parties.
15. To introduce a mentor programme.
16. To have senior players 'Adopt a team' to build spirit and respect.
17. The introduction of a players committee.
18. To have greater number of Provincial player representation.
19. To increase win ratio for all teams.
20. To have a larger volunteer base.
21. To host coaching clinics for staff.
22. To develop a physiotherapy and recovery room for training days.
23. Host a derby when opening new pavilion.
24. To have all players on a 'concussion programme'.

Future

To have Rondebosch Boys' High rugby remain in the top 20 schools for the next five years.
To be the school of choice for rugby applications.
Post the plan on website, forward to all interested parties via email and distribute hard copies.

Vision

The creation of a unique learning environment that unites our students behind three goals: To be the best at improving their sporting performance, help our top players to succeed on the national stage and raise the levels of participation in rugby across the school each year.

Mission

By being strategic and recognising each players unique social, economic and environmental character develop a highly competitive rugby playing school. By working with a range of experts and connecting with a wider community, sharing expertise and developing a common approach to maximising opportunities, help overcoming barriers, provide opportunities and incentives for players to build their potential.

Commitment

Individual interest in and attention to each player

Excellent communication

Involvement of parents in the planning process

High performance coaching

Fitness and strength testing and training programmes under the direction and supervision of qualified personnel

Performance analysis and a supervised development programme

Dietary advice / support

Outstanding medical support at all sessions

Goals

Win all home matches

Beat Paarl Boys, Boland Landbou, Paul Roos, Bishops, SACS and Wynberg twice

All teams play same structure as the 1st team

Every side starts each practice with a core set of skills for 15-20 minutes

More expansive game plan for all teams

Each side to have a manager-preferably a staff member

Coaches to re remunerated accordingly

Coaches to be kitted out accordingly

1st xv 75% win ratio

Pool of experts

Winning Culture

Appendix 1

Staff	External Coaches	Technical	Medical
Gustaf Pienaar	Gareth Wright	Tom Dawson Squibb	Tarryn Povey
Johan Snijman	Robbie Kempson	Andrew	Kyle Dodds
Andre Fransman	Clinton v Rensburg		Clint Redhead
Sean Friedenthal	Divvie Maritz		
Duncan Smith	Johann Gerber		
Grant Paarman	Marcel		
Rowan Harmuth	Brad		
Haladay	John v/d Walt		
Dave Watt	Kallie Pretorius		
George Kairuz	Justin		
Neil Teubes	Brad		
John Whitehead	Rob		