

**Racing Club Warwick FC
Community Football Ground
Townsend Meadow, Hampton Road**



**Artificial Pitch (MUGA) Business Plan
21st March 2018**



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1 Introduction

In 2015 Racing Club Warwick was on its knees, its performance on the field was of a relegation fight nature and its performance off the field was worse. However, 2015 brought a change. A new Executive Committee took over and immediately sought to re-establish better relations with Warwick District Council which is also its landlord.

The results of that change and improved relationships speak for themselves.

The Club has already secured over £200k investment in the Ground, removing a fire hazard of an old portacabin; replacing its changing rooms and floodlighting; installing a new covered stand and dug-outs; improvements were made to the clubhouse and community room. These changes have brought in badly needed income earning activities; increased the number of community groups using the facilities from seven to over 20; increased the diversity of sporting activities to include netball, girls football; and of community groups to widen the scope to include various types of fitness and self-defence, dancing, music and a wide range of creative activity. The Club will now be the home of the Royal Naval Association Club of Leamington Spa.

This change off field has percolated through to performance on the field which in turn has further strengthened performance off the field. The Club achieved its highest league standing in the 16/17 season and currently stands on the brink of promotion to the Premier Division of the Midland League and an FA Cup place. Attendances have grown at matches from an average 30 to over 150. The number of people being involved in the various teams has grown from 50 to over 500. The Club is now being asked to host cup finals. At the end of this season the Club will host over 10 local Junior and adult cup finals and the Midland Football League has chosen Racing Club Warwick as the host for their Division Three cup final, which is an accolade that the Club and the District Council can be very proud of.

The improvements of the Club on and off the pitch have been driven by a Business Plan which was prepared originally in 2015/6 and has enabled the physical improvements to be delivered alongside the improved running of the Club. The Business Plan supported the addition of a MUGA. The Business Plan has now been updated to bring forward the MUGA component for funding. Aside from some smaller alterations to the Community Room this is the last item of the Business Plan needing to be implemented.

The installation of the facility is also part of the overall Master Plan for St Mary's Lands which the District Council adopted in 2017. The Masterplan is based on 4 themes which this proposal would help to achieve and make real for the local community. They are:

- Protecting St Mary's Lands for People and Nature
- Improving Access and Enjoyment for All
- Supporting the Local Economy
- Investing in the Future

The MUGA will help take the Club to a new height but importantly will also help to support the local community in a variety of ways, not least being able to develop a partnership with Aylesford School for an Academy for local children.



The aims of the project are:

- a) To install a sports facility (a MUGA) as part of the Master Plan for St Mary's Lands.
- b) To create a new community football facility to enhance the development of football in Aylesford and Warwick more broadly.
- c) To deliver priority outcomes for Birmingham County FA and retaining and creating pathways for Racing Club Warwick Football players of all ages, developing skills and workforce, encouraging new participation (women/girls, mental and physical disability), and development of adult, small-sided and 9v9 football.
- d) To generate wider community benefit through greater access to and involvement with football, sport and non-sport activities, particularly in the areas of health and well-being, education skills and employment, social inclusion and volunteering.
- e) To add to the sustainable community business model for ongoing delivery of the club's aims long term.

To achieve these aims, Racing Club Warwick propose a series of improvements and new developments leading to the creation of an artificial football and sports pitch – a MUGA:

Improved Community Sports Pitch and all-weather facilities comprising:

- A new 'third size' floodlit Artificial Pitch (MUGA) for Junior, Academy and Senior team training
- Facilities for the local Junior and adult teams to hire for training
- A secure and purpose-built area for school holiday clubs for football and multi sports
- A purpose-built space to host FA courses for coaches, volunteers, first aiders of local clubs

As mentioned previously, the new Committee since 2015 has worked hard to establish a new working partnership with Warwick District Council and has also improved the Club's links with local community groups, charities, colleges and businesses. On top of the improved facilities previously mentioned, we have received new sponsorship and the local community has started to show a renewed interest and engagement with the Club. Racing Club Warwick now welcomes new members and sports teams (indoor and outdoor) - and there is a real sense of a community feeling about the Club – shown by the letters and emails of thanks the Committee has received this year. The Club intends to build on this, thus providing a sustainable income stream and becoming a dynamic location for community sports and social activities in West Warwick.



The Club has applied for various funding streams for the MUGA but to an avail. An application for funding from landfill organisations, Sita and Biffa, were both declined, and this has delayed the intended progress.

The Club remains ambitious – and wishes to further develop the ground facilities (owned by Warwick District Council WDC and leased for 21 years to Racing Club Warwick FC). This Business Plan supports the application for funds to add to the main playing pitch, clubhouse and changing facilities by turning a fenced grassed area at the front of the clubhouse into a new all-weather artificial pitch. The Club had applied to WDC to include this land within the Club's 21-year lease and this was accepted in the Summer of 2017.

The Club is committed to increasing community use of the Hampton Road site by working in partnership with the Football Association (FA), WDC and other sports organisations such as 'Sky Blues in the Community' (letter of support included), whilst also extending the Club's now flourishing Junior section, building on the League success of its senior teams.



The Club has good contacts with local schools, colleges and community groups in the town including Leek Wootton and Woodloes Primary Schools, Aylesford Secondary and Warwick Cricket and Tennis Club. The Club contacted all current and prospective schools and groups to assess need and demand and identified a critical need for this all-weather facility. The Club gathered letters of support from schools and other education and sports group for its proposed community activities – included within the Appendix.

The activation of this plan and the required various funding support will ensure that Racing Club Warwick develops as a genuine community sports centre that will encourage significantly increased participation from a wider local user group, especially young people, and provide greater access to football, sports and non-sports educational and social facilities for the West Warwick community.

The support that has been offered by Warwick District Council (financial and professional expertise) has been really welcomed and is crucial to the survival and growth of the Club. This support has given real hope to the local community that things are 'back on track' and the Club has a real future ahead, by ensuring the football team retained its FA league status, to maximise the opportunities for all our junior players, our social games teams and club members through the introduction of new and refurbished facilities for the stadium, clubhouse and ground.

Obtaining the investment for the MUGA would take the club to the next level in so many ways.

2. Current Position

2.1 Why is the Project Needed?

Following major re-organisation of the management of Racing Club Warwick in 2015, a huge amount of work has gone into establishing the need for new development of the football and wider sports and community facilities. This has been undertaken in partnership with Birmingham County FA, the Football Foundation, Warwick District Council, the West Warwick Community Partnership Team and the local community in the Aylesford area.

The case for further development is as follows:

- Racing Club Warwick is committed to creating a hub for football development in Warwick District, including FA key targets of retaining and creating pathways for players (especially at 16+), developing skills and workforce, encouraging new participation (women/girls and disability football), and development of small sided, 7v7 and 9v9 football.
- There is good evidence that at 16+ many players drop out from the game as there is little opportunity to progress. Due to Leamington FC's higher league status, very few local young adults continue playing at that Club. Improved ground and sports and training facilities will enable Racing Club to work with Leamington to ensure all abilities are catered for across the District.
- The plan is to meet a shortage of all-weather community sports facilities in the West Warwick area (WDC) by establishing a new artificial sports pitch on land adjacent to the site.
- Following several years of stagnation, the new Club Committee has built a robust working partnership with WDC and other local organisations and will work jointly to develop this exciting facility and the continual redevelopment of the whole site for long term benefit for club members and the wider West Warwick community.

Furthermore, discussions with the Community Partnership Team (Berni Allen WDC) have confirmed the Aylesford area incorporating the Forbes Estate suffers from significant deprivation and lacks proper facilities, especially for young people. With new housing developments nearby and with centres such as Chase Meadow already very occupied, the addition of the artificial sports pitch is crucial for ensuring community sports, education and social facilities continue to provide an important part of the West Warwick community facilities. The MUGA will offer the opportunity of developing an Academy with Aylesford School to create a new route to learning via sporting activities.

2.2 Implications

As part of the club's overall Business Plan developed and implemented from 2016, the Club has benefitted from Football Foundation grant funding of £100k via the Football Stadia Improvement Fund - which received £50k match funding from WDC to cover the balance of the stadium improvements, improving the security and safety of the site, and additional community sports and social facility improvements. Within the Business Plan was an outline of the further plans to develop a multi-use games area (MUGA) to provide all-weather surface for playing, practice and coaching, especially for youth teams. The proposal is also part of the St Mary's Lands Masterplan.





The Club's all-weather pitch (MUGA) project indicates an overall requirement of £80,000 to implement the sports pitch and floodlighting. It should be noted that the area allocated already has steel security fencing installed – thanks to the kind support of the Council. The Club has already sourced the cost of implementing floodlighting costing £20,000 and will seek planning permission before implementation.

2.3 Aims and Objectives

The aims of the project are:

- i. To deliver priority outcomes for Birmingham County FA and retain and create pathways for players (especially at 16+), developing skills, encouraging new participation (women/girls, mental and physical disability), and development of adult small sided, 9v9 and walking football.
- ii. To create a new community football and all-weather sports facility to enhance the development of football in Aylesford and Warwick District more broadly.
- iii. To generate wider community benefit through football, sport and non-sport activities, particularly in the areas of health and well-being, education skills and employment, social inclusion and volunteering.



These aims will require further investment in club infrastructure and the Improvements planned are: a new third size floodlit artificial grass pitch (MUGA); and, a new viewing and warm-up area on the remaining land outside of the pitch area.

The project is built upon a new partnership between the semi-professional football club (Racing Club Warwick FC, the junior section (Racing Club Warwick Juniors) and Warwick District Council.

The project will enable and enhance the further development of Racing Club Warwick's Community Programme as the principal delivery vehicle for the club's football development plan and wider sports and community development work, including partnerships with local schools and smaller community organisations.



3. Racing Club Warwick in the Community

3.1 Catchment Area

The main catchment area for the site is the CV34 postcode area and Aylesford Ward including the Forbes Estate but the site will also attract people from all over Warwick town and Warwick District.

3.2 Population Breakdown (Aylesford Ward)

The Aylesford ward (previously Warwick West) has 4,390 people. Of these:

- 60.3% are economically active
- 28% of 16-24-year olds are unemployed
- One of the highest levels of Income Deprivation Affecting Children Index (IDACI) ¹
- 8% of 16-74-year olds have never worked
- 10.2% are permanently disabled

3.3 National Sports Context

The development will support key national agendas of both the Football Association and Sport England as follows:

i) Football Association National Game Priorities

We will work with partners in Warwick District Council and Birmingham County FA and with SkyBlues in the Community to meet strategic objectives in football, including:

- Growth and retention – increase the numbers of people playing football at the site and retaining players at both 16+ and adult levels by creating new pathways for ongoing participation.
- Raising standards and addressing abusive behaviour – develop club welfare, support the Respect campaign and develop mentoring
- Developing better players – access coach education programmes and skills training for Club coaches
- Running the game – implement best practice in running clubs
- Workforce development – recruit, train and improve outcomes from volunteering

ii) Sport England

The Club will also provide a broader sports offer that, along with football will seek to meet Sport England's strategic priorities which are to:

- **Grow** – the club plans to increase the numbers of people taking part in sport and physical activity. Club records show that present site usage is around 2,000 people per annum – our growth plans are to increase participation to 5,000 per annum.
- **Sustain** – RCW will work with young people aged 16 and over to address the high drop-out rates at this age. We will do this through combined sports, education and volunteering approach and working with football, rugby, cricket, tennis, hockey and netball organisations.

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- **Excel** – the club will create pathways to elite sport, notably through the RCW first team but also through the club’s excellent contacts in the game. We will also work with other sports to create a first-class community offer in the area.

3.4 Community Football and Sports Plan

The proposed development will allow the Club to achieve long term sustainability and to realise its ambitions in terms of community development through sports-based activity. Only the development of additional sports and social facilities will allow the full realisation of the club’s objectives to **‘promote, develop and respect the rights of members of the community served by the club’**.

RCW acknowledge that the key context for WDC support is that the development must deliver public benefit:

- to the people of Aylesford and Warwick District by providing an enhanced sports facility to encourage increased participation in football and sport, with associated health benefits.
- to the Aylesford and Warwick District area by providing new investment and development, with some new job creation (paid/voluntary), as well as increased footfall and spending in the area.
- to the communities of Warwick District through the provision of new, non-sporting community facilities and activities within the stadium itself.

The RCW project will also provide a catalyst for other external investment by bringing investment to the site. In doing so the intention is also to establish a facility, which becomes a recognised, valued and sustainable venue within the local community. The pitch will act as the focus in the area for the use of sports as a driver for wider community regeneration.

3.4.1 RCW and Community Access

Racing Club Warwick is committed to using a sports-based community development approach in addressing the social problems faced in the area (see Appendix). This is based on both the Club’s own experience as well as study of research reports such as the Supporters Direct studies ‘The Social and Community Value of Football’² and ‘The Social Value of Football’³ as well as documented good practice developed across the UK. The Club is acutely aware of the local need not only for football and other indoor and outdoor sports but also the importance of providing a safe and secure environment especially for young people – giving them purpose, friendship and teamwork all under experienced adult supervision. RCW already provides a wide range of sports and social activities through the Club and using existing facilities. These include table tennis, darts, dominos, and cribbage all competing in local leagues.

The Club will:

- Provide opportunities for increased sports participation in the area for people of all ages and use sports participation as a way of addressing health problems by increasing physical activity.
- Make specific efforts regarding:

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<http://www.supporters-direct.org/wp-content/uploads/2012/08/svoff-summary-report.pdf>

3

<http://www.supporters-direct.org/wp-content/uploads/2012/08/4.-SD-Social-Value-Working-Paper-How-Can-We-Value-The-Social-Impact1.pdf>



- The participation of young people in their late teens, addressing the nationally recognised problem of youth drop-out in 16+ age groups. Drop-out rate in football is like other sports, such as rugby union, which can lose 76% of players between the ages of 13 and 16⁴.
 - Opportunities for older people to be more active as part of an 'active ageing' agenda and the FA's Extra Time initiative e.g. 'walking football' with now more than 400 clubs in the UK⁵
 - Provide ways of engaging young people with developmental pathways so that they are not at risk of being involved in crime or anti-social behaviour.
- Provide opportunities for education, training and employment to combat the problem of young people not in education, employment or training (NEET) through:
 - Building on the hugely successful work of the Club in 2015
 - A developing partnership with Schools and Colleges – especially Aylesford to develop an Academy
 - Opportunities for local schools to use facilities, such as for pre- or after-school clubs.
 - Provide opportunities for skill development in sports, administration and other areas.
 - Provide volunteering opportunities across the operation of the club.
 - Work with health agencies to promote good health, healthy eating, non-smoking and well-being. □ Create local employment through part time and voluntary job opportunities.

3.4.2 Current Football Participation and Local Football Development Demand

As referenced, there is a problem with drop-out rates particularly in the 16+ age group. This is something that is reflected across the county but is a problem in this area of Warwick. This is supported by Racing Club Warwick Juniors who operate junior teams to 16 years but have been seeking to create pathways to U18 and U21 football, as well as adult teams (small-sided and 11-a-side), something that this Business Plan will help to deliver.

Racing Club Warwick also plans to develop more small-sided adult and innovative 7v7 and 9v9 football programmes and wish to make this site a focus for the ongoing development in this form of the game in Warwick District. The proposed artificial pitch (third size) will be an important addition to the Club's facility base to achieve this plan and responds to interest in use from several Warwick sports groups (Appendix).

Another national focus of work is the growth of the 11-a-side game. As stated above, this category has the highest target of teams to develop and arguably along with female 11 a-side, is the most difficult category in which to achieve growth.



Alan Shearer and Harry Kane play a game of walking football

4

<http://www.bbc.co.uk/sport/football/35054310>

5

<http://www.telegraph.co.uk/men/active/11830698/Walking-football-its-no-walk-in-the-park.html>



3.4.3 Football Development Plan

RCW has adopted the Football Development Goals headings⁶ for this project as outlined in the Football Development Tool Kit. The main points are as follows:

i) Vision

This project will provide new and improved facilities to encourage the development of football in Warwick in a partnership with Racing Club Warwick Juniors (RCWJ). It will help young footballers realise their full potential by providing improved coaching, retention of participation particularly at 16+, volunteering opportunities and coaching training, as well as assist developing adult participation.

RCW will work closely with Sky Blues in the Community, RCWJ, other clubs and community groups to ensure the facility is at the heart of the local community and offers football opportunities to all ages and abilities in their locality. Redevelopment of the club house will provide a real community hub for residents; community groups and clubs combining sporting and social interests and uses.

The new artificial pitch proposed will ensure all community groups have access to high quality training and playing facilities, reducing barriers to participation and transport issues. The new facilities will support club development raising standards, developing better players and increasing participation through growth and retention.

ii) Growth and Retention

The project will allow RCW to create new teams (U21, U18, U16, women's and disability) as well as new adult small-sided leagues to retain participation and develop new pathways from junior to adult football. This will support key objectives of RCW, RCWJ and WDC to retain players at 16+, create exit routes from junior football and increase adult participation. Fundamental to this is the dovetailing of RCW's provision at 16+ and RCW's junior structure and development. This is a landmark partnership and one the District Council and County FA are keen to see succeed.

iii) Raising Standards and Addressing Behaviour

RCW will work closely with BCFA to maintain FA Adult Charter Standard status, improve club welfare and continue to support the 'RESPECT' and 'Kick It Out' campaigns. However, the club will also continue to work with other junior clubs, including RCWJ, to assist them in achieving FA accreditation and addressing issues of poor behaviour. Using our volunteers, we can assist clubs with less resources to implement good practice.

iv) Better Players

The project will allow the Club to develop better players, both at RCW as well as with our partner junior club, RCWJ and other local clubs in the area. This will be achieved through an ongoing programme of coach development, including delivery of elite coaching badges for coaching staff as well as other continued professional development including people management and youth mentoring courses.

This will also be a hub site for BCFA to deliver Level 1, 2, Youth Awards, Goal Keeping, Emergency Aid, Safeguarding, Welfare, other related Sports Coaching Courses.

4. The Project Proposal

4.1 Implementation of the artificial pitch

The proposal is for the Club to continue its long-term lease with WDC. The area in scope for the MUGA has already been agreed to be added to the Club lease:

- Adding to the lease, the adjacent land previously under the Clubs lease - Completed
- Gain funding from the council, to implement a 1/3 sized football pitch
- Implementing a new 'third sized' artificial pitch (MUGA)

The Club will increase community use of the site through an active campaign to promote facilities and activities in the local area.

4.2 Changes to RCW leased area

To enable the new initiative, it was proposed that RCW take over the grassed area site to the front of the club house, currently WDC owned and now fenced and managed by the club, on the basis that a new Multi Use Ground Area (MUGA) can be built – linking up with the new changing rooms and the Club House – aimed at bringing in new sports teams e.g. women's football, disabled sports and delivering significant public benefit for the communities of Aylesford and Warwick.



The Council agreed to extend the lease to incorporate the grassed area in question – located to the front of the Club House and adjacent to the racecourse. The Club understands that this area was in fact part of a previous lease document, so has now been returned to the Club. RCW will apply for planning permission for the new MUGA.

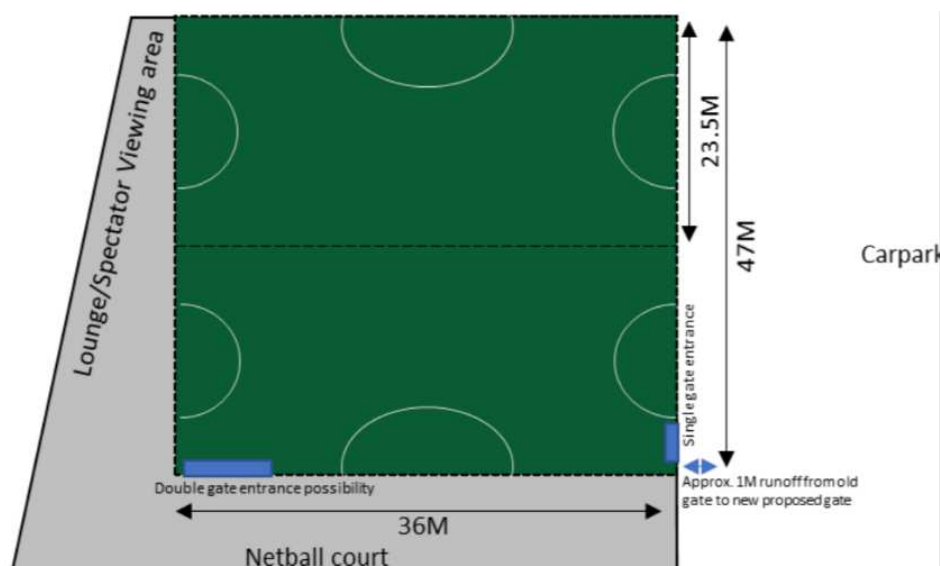
4.3 Capital Works

The club will undertake the following capital works on the site:

Phase 1 – Level the existing ground in preparation for the new surface to be installed.

Phase 2 - Redevelop the area for the artificial surface:

- New floodlights
- New artificial surface with shock pads
- New internal fencing for ball retention
- New spectator/viewing area





4.4 Match day restrictions

The Hampton Road stadium and facilities are used for RCW first team home games. These total 12-14 per season on Saturdays and 6-8 per season in midweek. Youth team games total around 10 midweek dates. Due to this demand profile, use of changing playing areas by adults, concerns about health and safety and child protection, the MUGA community facilities will not be available from 6pm on midweek match days and 12 noon for Saturday games. Although this means some usage is lost, the benefits of having facilities on one site outweigh this for several reasons, notably reducing project capital cost and creating a sustainable business plan that produces reinvestment of RCW revenue into the community facilities. Furthermore, there is added value to junior teams (RCWJ in particular) and community groups using a site along with a semi-professional team (role models, inspiration, pathways to elite football).

4.5 Access and Washrooms

The Racing Club Warwick site, including the main buildings and the area allocated for the all-weather pitch are now security fenced and gated. Access to the MUGA will be via the Club House side of the pitch and not off the Council-owned carpark. Spectators will be able to use washrooms near the Club House, or alternatively and where appropriate within the Club House building (including disabled toilet provision).

4.6 Improvements to pitches and playing surfaces. This Business Plan includes plans for a new floodlit, third-size artificial grass pitch (Multi Use Games Area) for adult 5-a-side football (men and women's games) and divisible into two small size junior football pitches. It will also allow playing of 7v7 football and be constructed as a FIFA 2* pitch with shock pads to allow playing of other sports.

The pitch will provide a focus of football development activities including the football development plans of RCW. It will also be used for delivery of RCW's community sports programme and takes account of the Council's Playing Pitch Strategy and existing all weather pitch provision in the area (Appendix). Local demand for a new all-weather sports facility in this part of Warwick town is evidenced by Letters of Support from sports clubs collected by RCW (Appendix C).



5. The Project Work Programme

The work programme is planned in a single implementation phase (following the successful implementation of Phases 1 and 2 2016-17 and listed as Phase 3a in the original Business Plan 2016):

Community Project 2 – Improvements to St Mary’s Lands football pitches and the construction of the new ‘third size’ Multi Use Games Area (MUGA) adjacent to the clubhouse and main stadium (see below) which will provide an important floodlit, all-weather surface for club members, local sports teams and community users.



Delivery Programme

The implementation of the Work Programme Phase 3a will take place during the summer of 2018 – subject to WDC funding approval and the necessary planning approvals. A 12-16-week programme is envisaged.

Month 1 – Grant received, planning permission sought, tenders sought

Month 3 – Planning permission granted

Month 3 – Construction of the new surface to include floodlighting and appropriate fencing

Month 4 – Open for use

6. RCW Management & Organisation



6.1 Corporate Governance Structure

RCW is a Private Members Club. The Club is an existing community benefit organisation with powers wide enough to be able to carry out the stadium development and run the stadium.

The Club's Objects are as follows:

- To strengthen the bonds between the Club and the community which it serves and to represent the interests of the community in the running of the Club;
- To benefit present and future members of the community served by the Club by promoting encouraging and furthering the game of football as a recreational facility, sporting activity and focus for community involvement;
- To ensure the Club takes proper account of the interests of its supporters and of the community it serves in its decisions;
- To further the development of the game of football nationally and internationally and the upholding of its rules;
- To promote, develop and respect the rights of members of the community served by the Club and people dealing with the Club as set out in the Charter of Fundamental Rights of the European Union, having regard to the need to provide information to members and conduct the affairs of the Club in accessible and appropriate ways.

The club has an elected committee of 9 members. Committee members serve a term of one year before they need to seek re-election. The Rules of the Club are available at: <http://www.rcwfc.co.uk>

6.2 Management and Reporting Procedures - Ensuring Community Benefit

There will be three 'layers' of site management that will oversee delivery of local community benefit:

1. **RCW Committee:** The facility will be redeveloped, owned and managed by Racing Club Warwick committee. The committee of RCW will take overall management responsibility and be responsible for any future on-site development. It will be owned by the club's members and membership will remain open.
2. **Operations Advisory and Monitoring Board:** There will also be an Operations Advisory and Monitoring Board to ensure that outcomes sought by all partners are met. It is proposed that membership of this will be: RCW, RCWJ, WDC and grant funder representatives.
3. **Community Forum:** We will establish a Community Forum which will meet regularly during each year to deal with any problems that might be caused by the running of the site and allow a voice for community groups and individuals in the area and input into the programming of activities on site.

We will use sport to lead to ongoing personal and collective development in education, volunteering and physical activity and as an aid to community cohesion. We are committed to building on the outreach work that the club is renowned for, becoming an integral part of the Warwick area, contributing to its ongoing regeneration and helping to change local lives for the better.

Every aspect of the development will be made with our fan and local communities in mind, to make a tangible difference to those we engage. Regardless of age, race, gender, sexuality or ability, we will involve people and put their interests at the heart of what we do.

Our promises will be underpinned by:



- An irreversible Asset Lock that is in place in RCW's constitution means that the site cannot be sold to distribute surpluses to its members/co-owners.
- A partnership agreement with Warwick District Council that specifies the delivery of community benefit in the form of a community access agreement.
- A partnership agreement with Racing Club Warwick Juniors delivering a unique football development plan for the area
- Grant funding agreements which will specify community sports outcomes to be delivered
- Regular reports on community use and outcomes made publicly available
- An Annual Report outlining performance and Statement of Accounts. This is a holistic, state-of-the-art system that will enable monitoring, evaluation and reporting of:
 - Total numbers, demographics and attendance of users
 - Progression and development in key areas (such as youth inclusion)
 - Individual and group outcomes (such as employment, training and volunteering) and qualifications (e.g. FA coaching certificates)
 - Other key performance indicators for funders and partners
 - Qualitative case study evidence
 - Financial accountability

6.3 Marketing and Local Communication Plan

The project is already in 'the public domain' and has received considerable publicity to date. Racing Club Warwick has also undertaken consultation, leafleting homes and opening discussions with other prospective user groups. The club has an active residents and supporters group in the area who are continuing this consultation as the project develops.

In terms of the redevelopment of the site, much will depend on the build schedule which in turn is dependent on funding. However, the club will:

- Conduct an extensive PR and marketing campaign using the extensive experience within its ranks to gain local, regional and national media, including newspaper, television and radio.
- Utilise its in house volunteer web team to promote the facility using innovative 3D imaging, the well-used Club website, partner sites and other forums.
- Deliver key messages via social media, including its very popular Twitter feed and Facebook pages.
- Use print media and 'door knocks' to communicate directly with residents about the opportunities on offer.
- Speak at local resident meetings, schools, colleges and community group meetings to keep them updated about developments and inform them about opportunities on site.
- Hold quarterly local community and resident meetings to communicate about ongoing operation and deal with any issues that may be raised.
- Provide communication avenues using Social Media such as Twitter and Facebook which has proved very successful so far.

6.4 Maintenance Plan Outline/Sinking Fund Projections (see Section 8)

Our annual maintenance budget includes:

- Community pitches / MUGA maintenance fund of £2500 in Yr. 1 increasing by £500 pa for 3 years.
- Sinking Fund budget of £7k in 2019 with annual incremental increase of £1k to cover major item replacements.



The pitch and maintenance fund for Year 1 is to cover:

- Maintenance cost of the MUGA as recommended by the Football Foundation for the items detailed Appendix B. Our estimated annual cost for the MUGA is £2,000 annually.

Note: A detailed care and maintenance plan is included as Appendix B in this Business Plan

The Sinking Fund allows for:

- £40,000 ring fenced funding toward replacement of the MUGA in 10 years recommended by FA Foundation.
- £1,000 provision per year for other item replacements, grass pitch surface renewal and improvements.

6.5 Health and Safety

The facility has been designed to current building regulations, which will be overseen by RCW site manager with professional support from WDC.

6.6 Training and Development of Staff

Our Football Development Plan (Section 3.4.3) outlines the need for Continued Professional Development for club staff and volunteers, including development of coaching staff. It also includes ongoing training for RCW's volunteers and young people engaged on our Community programme, several whom continue to volunteer for the club. This includes football courses, First Aid, Fire, health and Hygiene and referees' courses. RCW has been promised full support by SkyBlues in the Community (Guy Rippon) who will provide staff training support through their Education and Health CPD Programmes (Appendix G). We will employ professionally trained grounds people who are skilled to maintain both grass and artificial pitches and/or provide Warwickshire College with the opportunity to train students on pitch and ground maintenance via our successful partnership with them. Bookings for the facility will be undertaken at the club office by club staff. We are exploring several technical solutions to assist in facility booking, which will interface with the monitoring and evaluation system.

6.7 How Will the Project be Measured?

The Project will be measured against key outcomes relating to:

- **Football Development outcomes** – improved results, attendance figures, greater numbers of soccer players especially youth/ladies; active partnership with 'SkyBlues in the Community' activated.
- **Sports development outcomes** – range of sports extended including netball, women's football, 5-a-side; number of clubs and individuals using facilities increased, coaching programmes improved.
- **Community programme outcomes** – events (sporting and non-sporting) increased; venue attracts private hire; clubhouse revenue increased.

This will be reported utilising the 'Views' monitoring and evaluation software. We will also monitor the financial performance of the site monthly at RCW Board meetings as part of our monthly management accounts review. Overall performance will be reported on a quarterly basis to the Operations Board, on a twice-yearly basis to members and to funders as required.



7. Risks and Mitigation

Risk	Risk Level	Mitigation
WDC funding fails to materialise	Medium	Initial discussions have taken place with WDC who have indicated a willingness to continue to assist the excellent work the club now provides. Without the funding, RCW consider it is highly unlikely that they would be able to access sufficient additional grant from anywhere else to cover the necessary costs for completion.
Income levels (as included within 5-year Financial Plan) do not increase as anticipated.	Low	The main increase in revenue is based around the MUGA and the Nursery. Since the original Business Plan, the Nursery is now 'in situ' and in operation – and going very well. It is on target to exceed the income forecasts. To achieve the anticipated MUGA income local clubs and organisations, businesses will be invited to visit, view the facilities and encouraged to book the MUGA.
Planning permission or other statutory consents for MUGA are not forthcoming.	Medium	Pre-planning application advice has been sought from WDC to ensure the MUGA application conforms to requirements.
RCW find community hard to engage leading to reduced income streams and potential financial losses	Low	RCW planning to issue doorstep notification of community plans to local communities. Promotion events planned at RCW for schools, clubs and businesses. RCW already working with SkyBlues in the Community, schools and other community groups.



8. Financial Plan - Capital

Artificial Pitch Community Sports (all-weather third size court)

MUGA Inc. fencing, surface and floodlights	£80,000
Total	£80,000

Proposed funding sources:

Racing Club Warwick	£10,000
WDC Council	£70,000

MUGA Community Sports funding required	£80,000
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VAT note: The total project cost estimate is £80,000 excluding VAT. Racing Club Warwick is VAT registered and will therefore claim back the VAT on capital expenditure. To ease cash flow an arrangement has been made between the Club and the Club Chairman whereby the VAT will be loaned to the club on a short-term basis by the Chairman and claimed back during the next quarterly VAT return. A discussion has been held with WDC Finance to confirm this arrangement. The 5-year Income and Expenditure Plan included within the 2016 Business Plan along with notes is reproduced overleaf to demonstrate the income generation and the maintenance costs of the MUGA. The Club is confident of achieving its annual income target of £50,000 by 2021.

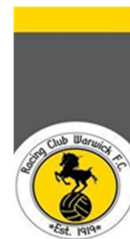


9. Financial Plan ~ Income and Expenditure Forecast (Scenario 1~Nursery and MUGA)

	APR15-JULY16	JULY16-JULY17	JULY17-JULY18	JULY18-JULY19	JULY19-JULY20	JULY20-JULY21
INCOME						
Stock food and drinks	59450	41688	28800	33000	35000	40000
Junior section subs	12000	13766	14000	5000	5500	5800
Sponsorship (Football)	3000	7167	3375	4000	4500	5000
VAT Rebate	6600	2986	3680	3700	4000	4100
MUGA				35000	40000	50000
Nursery		27780	30000	32500	32500	32500
Room Hire	2800	880	6800	7500	8000	9000
Gate Receipts	3667	5450	8500	10000	12000	14000
Town Council grant	5000	2500	5500	5000	5000	5000
FA Receipts	2300		3375	3000	3400	3500
WDC Grant	5000					
Membership Subs	970	700	840	1000	1500	1600
Insurance Claim	2688					
TOTAL INCOME	103475	102917	104870	139700	151400	170500



EXPENDITURE						
Stock food and drink	£28,500	£20,755	£19,450	£26,000	£28,000	£29,000
Electricity	£11,254	£10,051	£9,000	£10,300	£11,500	£12,000
Players Expenses	£9,232	£14,349	£16,000	£17,000	£18,000	£19,000
Kits/Ball /Bibs	£8,077	£4,576	£9,102	£1,600	£6,000	£3,800
Pitch Hire	£5,600	£11,064	£5,600	£600	£700	£800
Insurance	£4,785	£1,762	£3,000	£4,500	£4,800	£5,000
Rent	£4,500	£3,600	£3,600	£3,600	£3,600	£3,600
Rates	£4,246	£4,520	£3,450	£4,320	£4,500	£4,600
League Fees	£2,737	£2,753	£1,785	£2,000	£2,200	£2,400
Bar Wages	£2,375	£3,518	£2,200	£2,500	£2,700	£3,000
Gas	£2,356	£1,122	£1,200	£1,500	£1,700	£2,000
Match Day Of cials	£2,248	£3,148	£3,500	£3,600	£3,800	£4,000
Repairs	£2,114	£5,432	£5,800	£6,000	£6,400	£6,800
Legal Fees	£1,647	£160				
Water Rates	£1,427	£341	£1,600	£1,500	£1,600	£1,700
Trophies	£1,411	£876	£860	£900	£1,000	£1,200
Waste Disposal	£929	£770	£770	£800	£840	£880
Licenses	£836	£830	£560	£580	£600	£620
Kit wash	£834	£726	£940	£400	£450	£500
Telephone/ Broadban	£673	£912	£940	£1,000	£1,200	£1,400
Alarm/CCTV	£490	£320	£260	£500	£520	£550
Planning Application:	£770					
Salaries (MUGA)				£12,000	£14,000	£15,000
Muga Management				£1,800	£2,000	£2,200
Muga Maintenance				£2,500	£3,000	£3,500
Sink Fund Capital				£7,000	£8,000	£9,000
Bank Charges	£512	£297	£220	£240	£250	£260
Cleaning Materials	£170	£140	£160	£200	£220	£240
Of ce	£154	£180	£65	£100	£120	£140
TV Licence	£145	£145	£145	£145	£160	£160
Pitch Maintenance		£2,869	£4,500	£6,000	£6,500	£7,000
Sponsorship (Football)		£2,420	£3,675	£1,000	£1,400	£1,800
Fire Extinguishers		£825	£925		£1,000	
Training Courses			£450			
TOTAL EXPENDITURE	£98,022	£98,461	£99,757	£120,185	£136,760	£142,150
PROFIT/LOSS	£5,453	£4,456	£5,113	£19,515	£14,640	£28,350



Notes to Income & Expenditure Forecast (Scenario 1 - includes Nursery and MUGA)

1. MUGA income based on opening July 2018(Phase 3b) on average usage of 30 hrs per week x £25 per hr and increasing 3hrs per week each year to 40hrs a week. (The current junior/ youth and 1ST team would use for training Oct - March at a usage of 20 hrs per week and summer camps would contribute 250 hrs per year)
2. Current Pitch hire costs (Council) would reduce by use of training winter months on the MUGA.
3. Maintenance and Sinking Fund related to main ground facilities and MUGA.
4. Any surplus made would be re-invested in the facilities for the benefit of the members and the community.
5. Assumes club house and community centre refurbished mid 2018 (Phase 3a)
6. Current rent based upon agreed 'subsidised' rent i.e. below current open market value of £7.5k. Rent review planned for 2019 – Plan assumes change to OMV rent in 2019.
7. Plan recognises for a part-time Coordinator/Manager of the community sports facilities Inc. MUGA.
8. Includes expenditure on planning fees, legal advice etc
9. 2018 summer camps targets 25 children x £8 per day x 5 days =£1000 per week. We would hope to increase this every year.
10. There are no current outstanding loans as at April 2018.



Appendix A – RCW Business and Community Use

This document helps to highlight the benefits to the local community that Racing Club Warwick and its Community Plan, which has been evidenced throughout this Business Plan. As is clear from the numbers below, the local area has significant levels of deprivation in comparison with the Warwick District and Racing Club developments will help to address some of these issues, through employment, training, activities, community spirit and well-being.

Population Breakdown (Aylesford Ward)

The Aylesford ward (previously Warwick West) has 4,390 people. Of these:

60.3% are economically active (10% under the local average)

- 28% of 16-24-year olds are unemployed (9% over the local average)
- One of the highest levels of Income Deprivation Affecting Children Index (IDACI) ⁷
- 8% 16-74-year olds have never worked 16-74 (Over the local and national average)
- 10.2% are permanently disabled (3% higher than the national average)

Social Return on Investment

RCW has identified from several research studies e.g. Supporters Direct⁸ Football Foundation¹⁰ that there is a positive social return on investment (SROI) for an average community football club – for example on the Foundation's

Extra Time study of the benefits of football club activity for over 55's, for every £1 invested into providing facilities, £5.22 is created in social value (2011 figures) in terms of increased social connectedness, wellbeing, and mental health status; personal development; physical health; civic pride and support of other community groups.

Social Outcomes

The Football League amongst other organisations have listed the social benefits of local clubs and the sport in general as:

- Football clubs provide an environment where people are more socially connected at every age group compared to other sports
- Football clubs are 3 times more useful for developing social networks than work, education or other community group networks. Football clubs provide club members greater social support than through their other social networks

7

<http://dclgapps.communities.gov.uk/imd/idmap.html>

8

<http://www.supporters-direct.org/wp-content/uploads/2012/08/4.-SD-Social-Value-Working-Paper-How-Can-We-Value-TheSocial-Impact1.pdf>

9

<http://www.supporters-direct.org/wp-content/uploads/2012/08/svoff-summary-report.pdf>

10

http://londonfunders.org.uk/sites/default/files/images/FootballFoundation_presentation_Extra%20Time%20SROI.pdf



- Football clubs can help people develop skills in public speaking, problem solving, decision making, conflict resolution, and dealing with people from diverse backgrounds.
- Football clubs provide individuals, particularly those aged 15 to 24, with significantly increased chances of securing employment via the social networks provided by the club
- Football clubs are large consumers within their own communities, supporting local businesses such as nurseries, catering, sports and local trades people

Within our current programme, the Club has provided a home for not only eight senior and junior football teams but also several non-football groups and teams all playing in local sports leagues including:

- table tennis
- darts
- dominos
- cribbage
- Netball

The Club plans to increase the numbers of people taking part in sport and physical activity. Club records show that present site usage is around 2,000 people per annum – our growth plans are to increase participation to 5,000 per annum.

The club has recently added the following activities after undergoing function room refurbishment:

- Judo, Kung-Fu, self-defence classes
- Male Choir
- Country Roads Country and Western evenings
- Latin and Ballroom dancing

Health Outcomes

Football clubs are important and effective vehicles for delivering health and safety campaign messages for young people

Individuals associated with a football club have a greater level of self-reported wellbeing at every age group compared to the average population

Individuals associated with a football club have higher levels of self-reported physical and mental health at most age groups compared to the average population

The self-reported good mental health of people aged 18-24 associated with a football club is substantially higher than the general population; given the higher incidence of mental health issues among young people, it could be argued that football clubs help those at greatest risk of poor mental health

Community Outcomes (ref Football Association)

Football clubs harness the collective energy of players, coaches, administrators, volunteers and supporters to not only deliver sport and social activities for members, but for their respective communities

Football clubs are increasingly engaged with their communities, delivering a range of services such as school holiday clubs and health awareness programs in schools, while supporting other community groups' events and fundraising efforts, supporting health awareness and education campaigns, and helping and supporting socially disadvantaged members of the community to participate in football and other activities



A football club's reach is significant and extends beyond its players, coaches, administrators and volunteers; for every 1 player, football clubs reach 10 people in their community, generating increased Community pride

Football clubs are considered the hub of a community, are a focal point for community efforts in times of crisis and celebration and are considered by club and community members as central to shaping the identity of a town/area.

Sponsors typically support community football clubs to assist them deliver community benefits rather than for commercial gain

Football club leaders, on and off the field, are usually considered as role models in their local communities.

Gary Vella ~ Racing Club Warwick November 2017

UPDATE



Appendix B – Maintenance Schedule for MUGA

Description of Maintenance Work for MUGA

i) Routine Care and Maintenance

- Light brushing possibly with powered rotary brush
- For small areas, a 1m medium bristle broom with a vigorous pushing action.
- Removal of autumn leaves, twigs, litter and other debris is considered in this category on daily basis during autumn.

ii) Weeds, Moss and Algae

- Deal with windblown seeds, moss and algae.
- An annual preventative weed treatment through application of herbicide containing Diuron or other suitable chemical.
- Deal with moss and algae through periodic treatment using for example Copper Sulphate, Hypochlorate or Sodium Salt of Dichlorophene (e.g. Panacide) solutions

iii) Snow Removal

In cases of light to moderate snow fall, a snow blower will suffice for clearing the surface. After snow blowing surfaces will be brushed to remove the bottom layer of snow. In extreme cases use of mini-snow plough, followed by blower, shovels and brushing

Use of fine salt for normal frost conditions but limited to prevent affecting the playing surface

iv) Cleaning

Remove all foreign matter that encounters the turf as soon as possible with a recommended solution as follows:

Water-born and Miscellaneous Markings: Acid, Alcohol, Alkali, Blood, Chocolate, Coffee, Cola, Dye, Fruit Juice, Glue, Ice Cream, Latex, Paint, Milk, Mustard, Rust, Soot, Tea, Urine, Water-colours: Sponge with a non-film forming detergent and cold water. Rinse thoroughly.

- Persistent Markings: Chewing Gum Spray with Freon aerosol and scrape. Metal Polish Sponge with dry cleaning solvent. Oil Paints Blot immediately, with turpentine or paint remover. Blot with detergent and water. Re-sponge with cold water to remove detergent scrape excess. Sponge with dry cleaning solvent. Tar Scrape excess. Sponge with dry cleaning solvent.
- Emulsified Markings: Cosmetics, Ink, Shoe Polish. Sponge with detergent and cold water. Apply solvent. Clean solvent residue with soap and water. Re-sponge with cold water removes detergent.

v) Surface tears and damaged field markings

In the case of tears in the turf of field markings with raised corner, mark the damaged section off and seek professional input to repair.

vi) Fire

In those cases where another material is burnt on top of the turf surface causing the fibres to melt, or discoloration, the affected area can be removed and replaced with new material.

vii) Floodlighting Maintenance

- All floodlighting installations require regular maintenance and cleaning to ensure the maximum light output is achieved throughout the installation life.
- All floodlights breathe; therefore, particles of dirt will collect on the polished aluminium reflector assemblies, and due to the very high operation temperatures, this will through a period burn onto the reflector surface and therefore reduce the percentage of light directed on to the pitch.
- Regular cleaning on a yearly basis will reduce this process and allow the maintained illumination level to be achieved over a very much longer period. Additionally, discharge lamp performance reduces with time and all floodlighting schemes are designed to produce a nominal performance within a three to five-year cycle depending on frequency of use. Consideration must be given to replacing lamps so that the performance of the system may be maintained through life.



viii) Sports Pitch Fences

- Bottom of boards (if applicable) to be kept free from build-up of dirt on carpet.
- Inspect boards every six months and re-seal any edges as necessary using a suitable sealant.
- Inspect boards regularly for damage/vandalism to faces of boards. Any scratches, grooves must be treated/sealed with sealant to prevent ingress of water.
- Remove ball marks from board facia using a damp nonabrasive cloth
- Check bolts/nuts on rebound/kickboards regularly basis and retighten if necessary.
- Make good damage to ironwork by rubbing, primer and repaint.
- Shut and bolt gates properly to prevent damage in wind.
- Pitch divider nets to be used always with both cables and the free-standing support posts in place.

Appendix C – Warwick West – Current Sports Pitch Provision

Warwick West – Sports Provision

Venue	Public access Y/N	Football	Cricket	Hockey	Tennis	Rugby	Other
Aylesford School – Shelly Rd.	Yes – hire facilities	3 adult pitches 1 junior pitch All weather pitch	2 cricket squares		3 tarmac courts	1 senior pitch	sports hall, changing facilities
Warwick Sports Club – Hampton Rd.	Have a club membership scheme, but allow public access	2 junior grass pitches	Yes – 1 grass square & 1 artificial pitch	No pitches on site but have a hockey section within the club	5 floodlit tennis Courts (3 artificial clay & 2 artificial grass) & 1 unlit court	No	Changing, toilet, shower facilities & club house.
Racing Club Warwick – Hampton Rd.	Club facility	1 stadia grass pitch	No	No	No	No	Changing, toilets, shower facilities, club house.
St Marys Lands	Yes	2 grass football pitches	No	No	No	No	9-hole golf
Central Ajax FC – Hampton Rd.	Club facility	3 full size pitches. 7 mini soccer pitches. Floodlit training area.	No	No	No	No	Club house, toilets, ref's room,
Warwickian RUFC, Hampton Rd.	Club facility	1 pitch	No	No	No	2 pitches	?

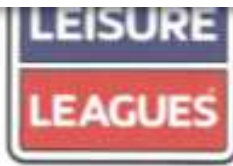
Newburgh Primary School, Kipling Avenue.	Yes – hire facilities	2 pitches (1x9-aside & 1 x 5-aside)	Grass area available	Grass area available	Playground courts	Grass area available	Multi use games Area Court. Netball Courts.
Westgate Primary School/ Westgate Children’s Centre, Bowling Green Street.	Yes – hire facilities	No	No	No	No	No	Small playground and small grass area

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Chase Meadow Community Hall, Narrow Hall Meadow.	Yes – hire facilities	Indoor hall which could be used for coaching/small sided games	Indoor hall that could be used for activities such as quick cricket	Indoor hall that could be used for activities such as Unihoc	Indoor hall that could be used for activities such as short tennis	No	Sports hall (size of 2 badminton courts), meeting hall, 3 meeting rooms of different sizes, changing, toilet & shower facilities, kitchen
Warwick Show Band, Hampton Road.	Yes – hire facilities	No	No	No	No	No	2 large halls, kitchen.

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Appendix D – Letters of Support for Phase 3b MUGA



Mr Gary Vella
Racing Club Warwick FC
Townsend Meadow
Hampton Road
Warwick
CV34 6JP

28th September 2017

Dear Gary,

I am writing to express an interest in making a block booking on the proposed 7 a side 4G pitch which is being laid at Racing Club Warwick.

We currently run two successful 6 a side football leagues in Warwick, held at Aylesford School on a Monday and Tuesday evening, which have ran in the area since 2009. Both leagues have 16 teams participating on each evening, meaning we have around 300 people per week participating locally.

Due to the ongoing success of these leagues, we would be very keen to try and set up on another night as we are confident that with our reputation, and the quality of your new pitch, we could get even more people in the community involved weekly.

In order to complement our current leagues we would ideally be looking to secure a block booking on a Sunday evening, between the times of 6pm-9pm and would be confident we could get ample numbers signed up.

I very much look forward to hearing from you and hope that we can forge a very successful partnership in the future.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Shaun Biggs".

Shaun Biggs
Executive Area Manager

Active8 Sports

14 Barnack Drive
Woodloes Park
Warwick
CV34 5TY

30th November 2017

Dear Gary,

I am writing in response to our recent conversation concerning the proposed Multi Use Games Area for Racing Club Warwick FC.

My company would definitely be interested in renting space in the evenings (Monday to Friday), weekends and during school holidays, subject to availability. As we mentioned, available space at both Myton and Aylesford is very difficult to obtain, especially during the winter months from October to March and I feel this would be something positive for this area of Warwick.

I am currently involved in PPA cover at two schools in Warwick, however, I am also looking to offer multisport clubs in the evenings and during the school holidays and your new facility would be perfect for this. I would also be happy to work alongside Racing Club, to offer local children the opportunity to improve their health and well-being through sporting activity. Hopefully, this is something we can discuss when you have more information available.

In the meantime, I would appreciate it if you would keep me informed as to the progress of your application and look forward to speaking to you in the near future.

Kind regards,

Phil Haycock
Active8 Sports

WARWICK LADIES NETBALL

Nicki Duffy

Warwick Ladies Netball

12 Hickmans Green Close

Chase Meadow

Warwick

CV34 6LJ

12th March 2018

Dear Gary

Firstly, may I just say how grateful I am for providing Warwick Ladies with a netball court. Since we have moved to the Racing Club, our numbers have tripled, and we now have over 30 ladies signed up. I did not envisage so many new members and I am overwhelmed at the commitment these ladies have shown.

I now have enough ladies to enter 3 teams next season and we will again be entering many summer tournaments, charity games and netball events over the summer as Racing Club Warwick Ladies.

Racing Club Warwick Ladies Netball club is growing rapidly. I have recruited a club coach and will need to recruit another due to the numbers that we have. I have also been approached to start juniors as part of the club of which I already have a waiting list of young ladies wanting to play for Racing Club Warwick 'Gems'.

We are now at a stage where we are in desperate need of 2 courts to accommodate the number of players we have. We will be given an opportunity to host league games once Team 1 move up into the higher league next season and to do so, we will need a home court which is according to league requirements.

We have so much more potential as a Club to grow. I have new enquiries every day and if we are given the 2 courts, we can then introduce Warwick Gems Juniors which I already have coaches lined up to join.

Having Warwick Ladies Netball Club operating in partnership with the Football Club promises to bring more spectators and awareness of the Club itself. It is guaranteed to dramatically improve the use of the club's facilities and attract more memberships.

In all honesty, if we are not given another court, I am not sure what we can do as the club is now that big that it is crucial we find somewhere by next season with 2 courts that can accommodate our numbers and the ability for us to host our league games and juniors club.

I shall be applying for funding to help cover our affiliation costs, however, we are proud to wear the club badge and therefore are grateful for any support or guidance that the club can offer us as we migrate to an official Netball Club.

I have been approached to officially publish our success story in the England Netball magazine as our transformation in such little time has caught the attention of the NDO in our area and I really hope that we can continue with the Racing Club in our journey.

Racing Club Warwick Ladies Netball Club is grateful for all the club's support as without you, we would simply not be where we are now.

If you have any questions, please do not hesitate to contact me and I look forward to seeing you at our meeting on 25th March at 6pm. The NDO for the area is also coming to the meeting and she will be presenting the options for our club going forward based on our current performance.

Kind regards,

Nicki Duffy

RC Warwick Ladies Netball Club Manager

RACING CLUB WARWICK JUNIOR FOOTBALL CLUB

Racing Club Warwick Football Club



Gary Vella,
Racing Club Warwick Football Club,
Townsend Meadow, Hampton Road,
Warwick,
CV34 6JP.

Dear Mr. Vella,

RE. Requirement for Multi Use Games Area

With recent developments indicating the possible addition of a MUGA area to the site, the Junior section of the club would like to state it's interest in using the area for their training requirements.

Our existing requirement amounts to over twenty hours per week and currently consists of inappropriate times due to the demand for facilities.

It would also allow the Junior section to contribute to the main site as parents and guardians can stay whilst the children train.

Many thanks in advance

Ruth Vella
Racing Club Warwick Junior Secretary



104 Wathen Road
Warwick
CV34 5BB
4th January 2018

To Whom it may concern,

My name is Simon Arnold I run my own business called FITT4KIDS where we run School time sessions as well as running holiday clubs.

The reason for this letter is because I have heard that Racing Club Warwick are putting a proposed bid for a multi use game area which I would love to use and think it's a great idea. As mentioned we run holiday clubs mainly for primary school age but I would like to offer a sports camp for secondary school children which I would like to be able to run at Racing Club Warwick as it would give them an opportunity to be activate in the school holidays instead of staying at home. I have had parents say to me in the past there is not much opportunities for older children so I would like to give them that opportunity.

Having an indoor sports hall of some sort would be great to use in case it gets to wet outside or a possibility of running two camps one for primary and one for secondary school children.

I hope to hear from you soon regarding my proposal of using your facilities.

Kind regards

Simon Arnold
FITT4KIDS

07731639980
www.fitt4kids.org.uk
fitt4kids@gmail.com

**DYNAMO LEAMINGTON FC
88 KELVIN ROAD
CUBBINGTON
LEAMINGTON SPA
WARWICKSHIRE
CV32 7TQ.**

E-mail: dynamo.leafington@gmail.com

2nd March 2018

G Vella Esq., *Chairman*,
Racing Club Warwick Football Club,
Townsend Meadow, Hampton Road,
Warwick,
CV34 6JP.

Dear Mr. Vella,

RE: Hire of Multi Use Games Area

The news that you plan to extend your facilities to include a Multi Use Games Area (MUGA) is of great interest to our football club. As we have used other facilities at Racing Club Warwick, we would very much like to understand the options to increase our involvement with the Club.

We currently train throughout the year, usually twice a week depending on fixtures during the football season, but regularly struggle to find a suitable venue for the winter months. If your facilities were to be extended to include an all-weather floodlit playing surface, we would be very keen to increase our involvement with RCW to include all-year training. This would also be of interest to our "sister-club" with whom we regularly train (Liberal Club FC), so it would be of significant benefit to us if we could consolidate all our training within the facilities provided by the Club, and allow us to continue to develop our sporting and social association with Racing Club Warwick.

Many thanks in advance – and I look forward to hearing from you in due course.

Yours sincerely,

ROBERT J. DENT.

(SECRETARY, DYNAMO LEAMINGTON FOOTBALL CLUB: FAN/NPD#1254855)



Community Education Support

Football clubs and football stadiums can be a fantastic and attractive way to engage people of all ages in learning activities, whether through promoting coach education courses, or using football as the medium to promote numeracy and literacy skills. Our education objective is to **‘Provide inspirational learning and personal development opportunities to raise aspirations, attainment and achievement’**.



To us, education is a broad term. With all programmes and activities that we deliver, we consider how we help people to fulfil their potential. This may be through achieving formal education qualifications, or taking mentoring and leadership roles amongst their peers.

We have a range of programmes and schemes of work that promote educational attainment in primary, secondary and further education establishments – but we also look to promote attainment amongst those who access our community-based activities.

We work with partner organisations who are specialists in their areas of work, to provide information and guidance, advocacy and support relevant to a particular target group we may be working with. We also actively seek to identify ‘exit routes’ into further education, training or development opportunities for people who take part in our schemes.

Currently our education offer consists of:

- PPA (Planning, preparation and assessment) curriculum cover
- PE lessons
- Lunchtime clubs
- After school clubs
- Numeracy and literacy skills
- Schools respect workshop
- Fit 4 Life healthy schools project
- Secondary schools ‘Leadership Academy’
- Alternative education mentoring scheme
- Sports coaching and leadership qualifications
- Employability skills (young people and adults)
- BTEC Sports Academy (in partnership with Henley College)



As with all of our work, we are always keen to hear from schools or partners who are interested in working with us. We have a number of schemes of work that are ‘off the shelf’, but we can also design and deliver bespoke programmes to suit the needs of your organisation and target group.

Healthy Lifestyles through Sport

Sky Blues in the Community are committed to providing opportunities for people in and around Coventry to adopt healthier lifestyles. It is well documented that regular participation in sport and physical activity can play a key role in promoting health and wellbeing, as well as improving physical, mental and social development.

Traditionally our work has seen the promotion of a healthy lifestyle as a by-product of our sports activity delivery. More recently we have developed interventions with defined objectives to address specific health needs and priorities amongst target groups and communities.

Our future direction will see us further develop our health offer using prevention, intervention and information to address local priorities including obesity, substance misuse, mental wellbeing, gender, ethnic and geographical inequalities.

Our main objective for health is *'To promote an active, healthy and informed lifestyles – helping to reduce health inequality in our community.'*

Our health projects provide an informative, enjoyable and supportive environment to help people make educated decisions about the lifestyle they lead. They offer an opportunity to get active for free with the guidance of qualified coaches and those involved gain professional advice and support from qualified advisors.



Our current health projects include:

Fit 4 Life – Multi-sport activities and healthy lifestyle lessons for primary school children

Schools healthy eating – Delivering an eight-week programme of games and exercises to promote an awareness of healthy eating amongst primary age children

InForm – Weekly football sessions for Adult Males (18+) delivered at a number of sites in Coventry, along with information on health conditions that are prevalent amongst adult men

Health week – Working with secondary schools in Coventry and Warwickshire, providing information on diets for young people

Coventry CHIP – Delivering a series of bespoke health workshops to different target groups including – smoking and shisha, drugs and the law, alcohol and substance misuse, sexual health and young women and trafficking.

Match day events – During the 2012-13 season we ran a number of promotional events on CCFC match days in and around the Ricoh Arena, offering health checks, information on sexual health and smoking cessation.

We are continuously looking to develop new, exciting and innovative ways of promoting the benefits of physical activity, health and wellbeing to people of all ages.

For more information on our health projects or to discuss your ideas, please contact Heidi Sloan on 024 7678 6313 or email heidi.sloan@ccfc.co.uk <http://www.sbitc.org/>