Macclesfield Rugby Union Football Club

Strategic Plan

Summer 2013

Version 0.3

Draft for consultation

<table>
<thead>
<tr>
<th>Version</th>
<th>Author(s)</th>
<th>Comments</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.1</td>
<td>Strategy Development Group</td>
<td>Version 1 draft for circulation to strategy group</td>
<td>26/7/13</td>
</tr>
<tr>
<td>0.2</td>
<td>Strategy Development Group</td>
<td>Version 2 – amendments suggested by Strategy Development Group</td>
<td>31/7/13</td>
</tr>
<tr>
<td>0.3</td>
<td>Strategy Development Group</td>
<td>Completion of Executive Summary Finalisation into a single document Approval for release</td>
<td>22/08/13</td>
</tr>
</tbody>
</table>
Working together to create a National One playing club with a large proportion of local talent, where all members are contributing to the success and achievements of the club in a sustainable way for the next generation.
Acknowledgements

This document summarises the work of the strategy development group that has met and developed the analyses and recommendations described here. The membership of the group is:

Jeremy Bostock
Rob Davies
Clive Hammond
Charles Halle
Pete Harper
Paul Jaini (Manchester Metropolitan University Business School)
Mike Keeling
Tony King
David Mair
Tim Peakman
Bill Roberts
Danny Sheratte

This group would like to acknowledge the contribution of the many club members in the different sections that offered information, advice and feedback during the course of this initiative and especially the assistance of Paul Jaini from the MMU business school. We would also like to acknowledge Mr Alan McCale (Rotherham RUFC) for providing a great deal of information on the requirements of running and maintaining a championship club
**Executive summary**

- Macclesfield rugby club has grown from a successful town club playing in the northern leagues to fielding a semi-professional first team playing at the national level.

- In doing so, it has retained many of the characteristics of a local club that have made it successful. In addition to the first team, the club runs four adult sides and has a thriving mini, junior and youth section.

- Despite this, the club is facing significant challenges across all of the various parts of the organisation. If it is to continue to prosper, it must address these in a systematic and planned way. It must clearly define where the club wants to be in the medium term (five years) and how it will get there. To continue to operate in an *ad hoc* way, responding to issues and opportunities as they arise, risks a slow decline from which the club may not be able to recover to its former position.

- To this end, the Executive Committee began a process to develop a proper strategic plan. A Strategy Development Group (SDG) has worked over the first half of 2013 to produce a set of recommendations for consultation with the broad membership of the club. This document describes those recommendations and the process that was followed in their development.

- The SDG followed a standard and well-tried methodology: it completed a detailed analysis of the environment in which the club operates from both an external viewpoint (looking at societal factors and issues in rugby in general) and an internal viewpoint (specifically matters affecting the club). These data were supported with a detailed questionnaire sent to all sections of the club. This approach gave a clear view of the club and the general operating environment.

- This analysis enabled the SDG to identify and develop a number of possible options for the club. Detailed data were gathered to properly examine these; on the basis of this analysis, a single development pathway for the club was identified.

- This structure consisted of three elements:
  - Restructure the rugby organisation into a single club with a semi-professional first team at its apex
  - Substantially increase external revenue streams
  - Re-build the social side of the rugby club – increasing post-match social events

- The SDG formed sub-groups to develop detailed recommendations for each of these elements. This process included data gathering and analysis and consultation with different sections of the club and external parties. Although the recommendations were developed by separate groups, the importance of ensuring an overall
coherence was recognised at the outset. The following recommendations were made:

- Re-structure the rugby organisation:
  - Integrate all of the teams into a single club
  - Maintain the first team as a semi-professional side
  - Have a clear player pathway with development and transition through the teams.
  - Institute a playing/selection committee with a clear mandate to support the overall rugby plan
  - Improve liaison with local schools
  - Maintain and enhance the mini, junior and youth sections and develop a clear youth selection policy
  - Identify (and possibly pay) a Director of Youth rugby to who will be responsible for all aspect of junior rugby including harmonising standards of coaching and identifying and supporting talented young players to ensure a good route from the juniors and youth teams to the adult teams and on to representative rugby where appropriate. He will liaise closely with the Director of Rugby in all his activity to ensure a much higher degree of coordination that at present.

- Substantially increase external revenue streams
  - Increase annual revenue from external sources in a sustainable way to increase cash flow and cash reserves
  - Identify a multi funder/multi sponsor income approach
  - Focus on increased and enhanced and novel sponsorship packages, increased use of club facilities by members and external groups
  - Increase attendance at first team games
  - Re-institute club activities for club members
  - Identify discrete low-risk stand-alone projects that may bring additional revenue into the club

- Re-build the social side of the rugby club – increasing post-match social events
  - Improve the post-match social environment
  - Re-initiate social events on Saturdays or at other times
  - Increase ownership of the club by individual member

- This document will be available for consultation by the entire club membership for 1 month. The feedback received will be considered by the SDG and where appropriate, incorporated into the strategy. This strategy will be used as the basis for a detailed implementation plan to put in place the recommended approach.

- Implementation of this plan will require the support of the members – it cannot be delivered by the Executive Committee and club officers by themselves.
Table of contents.

Executive summary 4
Introduction 8
Methodology 9
2.1 Environmental analysis 10
2.2 Options generation and data analysis 11
2.3 Identification of key themes and recommendations 11
Analysis of current position 11
3.1 Analysis of the external environment 12
3.2 Analysis of the internal environment 13
Analysis of responses to the questionnaire distributed to all members 16
Generation of options for development of Macclesfield Rugby Club 19
5.1 Stay as we are 19
5.2 The club as a Community Amateur Social Club (CASC) 20
5.3 The club as a sports and community centre 20
5.4 Push for championship rugby 24
The preferred strategy 25
6.1 Introduction 25
6.2 Barriers to successful implementation of the strategic plan 26
6.3 Controlled growth and evolution – the way forward 27
6.3.1 Restructure the rugby organisation into a single club with a semi-professional first team at its apex) 27
6.3.2 Substantially increase external revenue streams 34
6.3.3 Re-build the social side of the rugby club – increasing post-match social events 38
Next steps 40
Summary 42

List of figures
1 Summary of the approach taken in data gathering and development of recommendations for the strategic plan 9
2 Integrated playing structure proposed for Macclesfield rugby club 28
3 3.1 Proposed playing structure required to deliver the rugby structure at Macclesfield RUFC 30
3.2 Configuration and responsibilities of the section committee 31
3.3 Summary of the youth selection scope and policy 32
4 Outline for consultation and implementation of the strategic plan 41

List of tables
1 Summary of the strengths and weaknesses and the opportunities and threats facing Macclesfield Rugby Club based on the analysis of the internal and external environments 14
## List of appendices

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a-1d</td>
<td>Tabular data responses to web-based questionnaire distributed to all members</td>
<td>43</td>
</tr>
<tr>
<td>1e-1h</td>
<td>Free text responses to web-based questionnaire distributed to all members</td>
<td>61</td>
</tr>
<tr>
<td>2</td>
<td>Root cause analyses of problem statements</td>
<td>120</td>
</tr>
</tbody>
</table>
1. **Introduction**

In common with many volunteer-run community organisations, Macclesfield rugby club is at a critical point in its existence. Since winning the Cheshire cup in the nineties, it has had an unbroken run of success working its way through the nascent league structure to a high point of National League One. In doing so, it has moved from a wholly amateur ethos of a local club to running a semi-professional first team with salaried staff and players whilst maintaining the social rugby and the thriving mini, junior and youth rugby section. The transition of the game at the senior level to full professionalism has affected the game across all levels and the challenges of maintaining and developing the club in a way that reflects the wishes of all its members are exacerbated by widespread changes in society and the current economic environment. If the club fails to recognise these changes, it risks a gradual but steady decline that becomes increasingly difficult to reverse.

Over the course of the 2011-2012 season, the management committee at the rugby club recognised that the structure and approaches that had served the club for the past 30 years were no longer appropriate for the future and that new skills and personnel needed to be introduced if the club was to maintain its position as the premier sports club in Macclesfield. To this end, they invited a group of members to make proposals for re-structuring the way the club was managed and run. This exercise culminated in the election of a new Executive Committee for the 2012-2013 season. Whilst this committee addressed a number of urgent operational matters they also committed to the development of a long-term strategic plan for the club. This initiative would develop a structured plan based on proper data gathering and analysis and broad consultation that would identify the goals and aspirations of the club over the next five to ten years and then develop a plan of how this would be achieved. The strategy development group was established in January 2013 and, through a combination of workshops and individual activities, developed the recommendations described in this document. In its final form, it is intended that it is distributed for consultation with the entire membership of the club. Nothing described here will be implemented without the approval of the majority of members.
2. **Methodology**

The overall approach to developing the recommendations described in this document is summarised in figure 1.

*Figure 1: summary of the approach taken in data gathering and development of recommendations for the strategic plan.*
The group used a standard and well-developed strategy planning methodology that identified the current environment in which the club operates. This enabled the discussion that focussed on characteristics of the rugby club and the subsequent development of options for further analysis to be framed in a realistic context. Finally, this approach was used to test the recommendations to ensure robustness, feasibility (financial and practical) and adherence to the wishes of the majority of the membership of any proposed strategy:

2.1. Environmental analysis

- **External environment**: addressed both rugby and non-rugby related factors outside of the control of the club that have an important impact on any organisation. They allow proper understanding of the current situation and can be used as a reference point for proposals. These included the effect of the current difficult economic conditions, changes in societal values, its attitude to engagement in voluntary settings, its attitude to risk and competition for people’s leisure time and discretionary expenditure. From a rugby-focussed perspective, the analysis centred on the impact of professionalism and a separation of the semi-professional and professional game for the grass-roots sides. The difficulties faced by all rugby clubs in maintaining their existence, regardless of their historic status, was also discussed. The environmental analysis was developed by the whole strategy development group in facilitated workshops.

- **Internal environment**: two approaches were taken to developing detailed picture of the rugby club. The strategy development group used part of their first workshop to address the strengths and weaknesses of all aspects of Macclesfield Rugby Club from the U6 mini team to the large constituency of retired past players. In parallel, a web-based questionnaire was distributed to the entire membership in January that was used to collect their views on the current state of the club and how they would like to see it develop. Four broadly similar versions of the same instrument were developed to reflect the
different constituencies in the club\textsuperscript{1}. These two activities generated a detailed picture of the characteristics of the club at all levels and allowed the strategy development group to begin to properly understand some of the principle issues and challenges and their root causes.

2.2. Options generation and data analysis: the detail generated by the environmental analysis was used to identify a number of options for how the club could develop in the future. Small working groups were formed to do background research and generate complete and informative data that could be used to assess the value and feasibility of each scenario. The activity included discussions with individuals in other sports clubs in the area and an assessment of the relevance and potential of their approach to Macclesfield rugby club.

2.3. Identification of key themes and recommendations: the options generation exercise and the data associated with it allowed the identification of three main themes to develop the detailed planning and recommendations\textsuperscript{2}. The challenge for the working groups formed to deliver these recommendations was to produce robust and detailed plans but to avoid doing so in isolation from the other groups. Development and integration of these recommendations involved a substantial amount of offline work and analysis by the groups and their leads and have been used to form the detailed recommendations presented in section six of this document.

3. Analysis of the current position

Before any recommendations for the future direction of an organisation can be developed, it is important to understand the current position. This will substantially increase the chance of the plan being feasible and achievable. The first stage of this is to understand the environment in which the rugby club is operating both from an external (outside of Macclesfield RUFC) and internal perspective.

\textsuperscript{1} Youth players (U6-U18), parents of youth players, playing members, non-playing members

\textsuperscript{2} The three themes were Rugby, Commercial, Social
3.1. Analysis of the external environment

An analysis of the external environment was completed to understand trends, issues, constraints and opportunities that are not specific to Macclesfield Rugby club but would be relevant to any large sports club:

- **Low profile of rugby in the town** – rugby is not the main sport in the town. The local newspaper covers football in preference to rugby (despite the relatively lower position of the football club). Macclesfield is not a traditional rugby town and rugby is not seen as a necessary part of the community.

- **Decrease in willingness to volunteer and a trend towards individualism** - generally individuals are less willing to volunteer their time free of charge for community projects and clubs. Those that do tend to be older and retired. People in their mid-thirties to early fifties may have family commitments and consider themselves time poor.

- **Current economic climate** - for business of all sizes and individuals results in less disposable income for sponsorship and lower levels of discretionary expenditure.

- **Focus on Premiership and Championship leagues by RFU** – the current focus on the two top leagues by the RFU means that it costs clubs money to compete in the national leagues. The situation is exacerbated in National One where the travel commitments are the same as those of a championship side but with nowhere near the equivalent subsidy. There is also a general lack of focus on grass roots rugby by the funding bodies and the amounts allocated to grant awards are insufficient at the very least.

- **Demographics** – the population density in East Cheshire is relatively low but relatively affluent. There is a number of large rugby clubs in the area as well as a high number of premier league football clubs that compete or people’s support. The choice of sport available is much wider than a generation ago, albeit sport is not supported in many state schools.

- **Image of the sport** – the recent successes of the Lions in Australia and the gradual re-building of the strength and image of the England senior team should encourage a greater interest in rugby. This is likely to be heightened
in the run up to the World Cup in England in 2015. Balanced against this is the
perception of rugby as an elitist sport with a high risk of serious injury
and potential litigation. In addition, the professionalization of the game and
the purchase of broadcast rights by Sky has reduced its exposure to the
wider population (especially juniors). The increasing commercialisation of
the game has created the sense of the professional players no longer being
part of the community with the result that they may not be the heroes for
young children to emulate.

3.2. Analysis of the internal environment

An analysis of the internal environment identified those factors that are specific to
the rugby club:

- **Facilities** – the ground at Priory Lane, its location, size and layout are a real
  asset for the club. However, at the moment, the clubhouse is not ideal for
  functions or for large crowds at first team games on a Saturday and is not
  visitor-friendly in its layout. The facilities for women and children are below
  those of many other clubs in the national leagues. The clubhouse and
  grounds are only really used on a Saturday with occasional, one off functions
  such as weddings, funerals or school examinations where local schools have
  insufficient space. The club has an excellent reputation but only as a rugby
  club. We have no links (formal or otherwise) with other sports clubs or
  sections. This adds to the low utilisation of the facilities. Despite the
  excellent grounds, the mini and junior section still has to rent the Derby
  Fields grounds from the King’s school.

- **Rugby for all** – the club is able to offer a very broad range of adult rugby
  from the semi-professional first team to the veterans’ side all in one club. On
  top of this, the mini, junior and youth section is a real strength for the club in
  terms of participation, community profile and playing success. A real
difficulty is encountered bringing the players into adult rugby as part of the
broader club as the players get to U16-U18 level. This is increased for a
handful of the better players by demands from county, division and Sale
Sharks academy.
• **Club identity** – despite all the strengths listed above, the identity of the club is not clear especially within the broader community. Many in the town probably do not know of the existence or location of the club (despite the standard that the first team play at) and this is not helped by a lack of a proactive, planned marketing approach to individuals and businesses. This low visibility of the club does not encourage local businesses to see sponsorship as anything other than a donation.

• **Clubs within a club** – over time there has been a gradual drift towards segregation of sections with the club. This separation has not been a conscious move and does not result in any hostility or overtly political behaviour. Rather it produces a lack of integration between the sides with a resultant lack of a sense of belonging to one club. This is particularly acute with the mini and junior section which, although fantastically successful and supported, is not sufficiently and actively encouraged to become part of the activities on Saturdays. Many of the parents in this section do not play rugby but are extremely supportive and could be encouraged to become more involved with the right environment for them and their children. There is also a lack of connection between the third, fourth and veterans’ side and the first and second team despite willingness in all teams to change this.

These analyses can be used to summarise the current position of the club in a standard SWOT (strengths, weakness, opportunities and threats) figure (Table 1).

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Large membership with high playing numbers</td>
<td>• Clubs within club – lack of integration between sections</td>
</tr>
<tr>
<td>• Commitment of core members is strong</td>
<td>• Communication with all sections of the club</td>
</tr>
<tr>
<td>• High member retention</td>
<td>• No member resource database</td>
</tr>
<tr>
<td>• Mini, junior and youth section and commitment of parents</td>
<td>• Lack of exploitation of facilities for revenue generation outside</td>
</tr>
</tbody>
</table>
- Inclusive culture at club on an individual level
- Inclusion of social with semi-professional rugby
- Facilities
- Club does not run on debt funding
- Location
- Recognised as a rugby club first and foremost

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
</table>
| - Membership could be engaged and involved more effectively  
  - A Macclesfield Rugby Club brand could be created and properly exploited  
  - Development of a proper route for youth players to adult rugby.  
  - Start to exploit the facilities, especially in the off-season  
  - Increase the involvement and engagement of parents in the mini and junior section (support, assistance etc).  
  - Potential ground re-location or development.  | - Insolvency – current breakeven funding model is a risk.  
  - Ageing core membership  
  - Sale of the ground could change the club and its ethos irrevocably.  
  - Recruitment of players at all levels by “ambitious” and temporarily well-funded local club  
  - Loss of best junior/youth players to Sale academy.  |
4. Analysis of responses to the questionnaire distributed to all members.

4.1. Introduction

In parallel with the environmental analysis done by the strategy development group, a detailed picture of the views of the membership of the club was obtained through a web-based questionnaire. This acquired a great deal of detail on the views of members on all aspects of the club in its current form and their aspirations for its future development. A great deal of very useful objective, information was obtained and because the questionnaire was anonymous, much of it was candid. The data and information provided was a very informative adjunct to forming a detailed view of the rugby club.

○ Process
A web-based questionnaire was distributed to the membership on January 3rd 2013. Four broadly similar versions of the same instrument were developed to reflect the different constituencies in the club (Youth players [U6-U18], parents of youth players, playing members and non-playing members). Respondents could complete more than one questionnaire but only one of each type (and hence it is difficult to be precise about a response rate). The questionnaire was closed for responses on 31st January. Just under 250 responses were received, the majority coming from non-playing members and parents of youth players. The section below summarises the responses to the instrument – the full responses from each section are included in appendices 1a-1h.

○ Findings
- **Response** – responses were received from all parts of the club. Twelve responses were received from members under eight years of age, and 54 from members over 60. All the teams in the mini, junior and youth section were represented both in direct feedback from the players (28 responses)
and from their parents (78 responses). Responses from the senior teams were weighted towards the vets’ side but at least five responses were received from each of the other senior sides.

- **Current facilities at the club** - respondents were asked about the standard and prices of the various facilities and services at the club. Across all the groups there was a high level of satisfaction with the core facilities at the club (>90% felt that the bar, pitches and catering were acceptable or better) and that the pricing was pitched at the right level (>85% answered that food, drink and gate charges were about right or too low)

- **Use of the club** – the majority of members tends to use the club on one day only either to play, to watch the first team or to watch their son play. Where members come more frequently, it is usually because they play for one of the senior sides and have children who play in the minis, juniors or colts. If parents of the youth players do not play rugby for the senior sides on Saturdays, they, or their children, generally don’t come to the club other than on Sundays. There is a clear recognition that the club is only busy just after games on Saturdays and empties around 6.00pm. There are no social functions currently run at the club either on a one-off basis or as regular events. The demographic in the bar after Saturday games is overwhelmingly adult male; more women are present on Sundays with their children.

- **Support for the first team**- there is strong support for the first team and a clear pride that the club is able to compete at such a high level. There is a 2:1 majority in favour of continuing to pay the first team players a match fee. Within this, there is a variety of views on whether the club should push for championship rugby or aim to stay in the current league in the medium to long term. Despite this, attendance at first team matches is static with many members (particularly in the youth and parents of youth respondents) rarely attending home first team games

- **Communication** – All the different groups felt that the level of communication was now about right (>85% answered the level of communication was about right). Most (>85%) felt the website was
acceptable or better but a significant number felt that it could be updated more quickly. Members use the website as their principle source of information with very few subscribing to the club’s Twitter or Facebook accounts.

- **What people value about the club** – there was a wide diversity of responses to this question but a number of themes emerged:
  - **Youth section** – clearly a major strength for the club both in terms of achievement and culture with a focus on the children developing as rugby players and having fun as opposed to win at all costs. The section is seen as well organised with good coaches, friendly and inclusive and there is recognition of the dedication of the volunteers who run it.
  - **Breadth of rugby** – the range in standard of rugby is valued from U6s to veterans’ to first team all in one club. The social side of rugby (on and off the pitch) is valued as much as the semi-professional set up of the first team
  - **Club culture** – the efforts to retain the friendliness and inclusiveness of the club are valued. The staff are friendly and approachable and the lunches and matches are seen as being conducive to meeting with friends and enjoying a sociable afternoon.

- **What needs to change** – similarly respondents expressed a wide variety of views but two common themes emerged:
  - **“Ownership” of the first team** – despite the support for the first team, there was a very clear wish that they should become a much more integrated part of the club. This was consistent from the older members (who would like the first team players to mix with members after the games) and from the youth section and their parents who would like to see first team players at Sunday sessions for the junior teams.
  - **Use of facilities** – members would like to see the bar and catering areas enlarged and improved although there is pragmatism about the practicality of making large-scale modifications within the current
financial limitations. Many respondents requested that we start laying on social events again and that the clubhouse is used during the week (both in and out of season) for functions and events that will raise additional revenue.

- *How the club can be improved* – there were a lot of good suggestions put forward for how things can be improved for members. Some of these can be implemented quickly and at no or little cost. Suggestions included improving disabled access, making the club more female-friendly, playing more Friday night games, initiatives focused on the youth section, improving the marketing of the club and attracting more sponsorship, making better use of the facilities all year round, considering an academy for promising youngsters and strengthening the links with the first team.

5. **Generation of options for development of Macclesfield Rugby Club.**

The analysis of the current position of Macclesfield rugby club, the environment in which it operates and an assessment of the views of the membership formed a very detailed picture of the challenges and opportunities facing the club. These data were used to develop some potential future directions for the club for further research that would be informative to the development of the final strategy but where we had limited knowledge of the issues and challenges. This approach focused the thinking to potential future structures of the club that are feasible (based on the analysis of the environment) but reflect the wishes of the majority of the club membership. Proper research into these scenarios led to informed decisions about which to investigate thoroughly and which to abandon without further work.

5.1. **Stay as we are**

Under this scenario, there is scope to improve the efficiency of general operations at the club and aim to bring the youth players through into the adult teams (especially the first and second team). Overall however, effectively doing nothing was not considered a viable option as the club needs to generate greater annual revenues and invest in improvements to the club infrastructure and capital. Doing nothing risks a gradual atrophy and decline through the leagues. Potential loss of key sponsors will exacerbate the problems and maintaining a semi-professional first
team (a feature favoured by 66% of the members who responded to the on-line questionnaire) would become unsustainable (the average league 1 playing budget is £400K, with a maximum at Ealing of £800K. Macclesfield’s is £75K).

This option was discounted for further research.

5.2. The Club as a Community Amateur Social Club (CASC)

Under the definition of HM Revenue and Customs (HMRC), a CASC is a genuinely amateur organisation and as such qualifies for certain tax benefits (re-claiming tax on gift-aid donations, tax relief on corporation tax paid on income and capital gains and non-domestic rates relief – www.hmrc.gov.uk/charities/casc/register.htm). Besides being completely amateur, the club would inevitably accept playing at a lower level with only social rugby. It could include other sports within the organisation and aim to act as a community centre. The costs of running the club as a CASC would be lower and the increased number of local fixtures with local players in the teams might increase membership and attendance at matches. Conversely, the lower standard of rugby may reduce attendance at first team games. Critically, the club could not run a semi-professional first team and if it did so as a registered CASC may be liable for prosecution by HMRC. A number of rugby clubs have gone down this route at time when the advice from HMRC and the RFU was ambiguous. Now that HMRC is starting to write to club to declare their revenue and tax position and precisely who uses the facilities, the RFU in a note sent out in November 2012 is advising clubs not to pursue registering as a CASC. This uncertainty, and the fact that we could not maintain a semi-professional first team (with relegation to lower leagues almost inevitable), resulted in this option being discounted and no further research was done.

5.3. The club as a Sports and Community Centre

In this scenario, the rugby club would be one facet of a broader community club and business. The Priory Lane facility would host other sports and clubs as part of an association as well offering catering and bar facilities on a daily basis to non-

---

3 The advice from HMRC states “the club’s written constitution must require the club to meet certain conditions, and the club must also be able to show that it actually meets these conditions in practice.....the club must be organised on an amateur basis...it is non-profit making...it can’t give any surplus income or gains, or any assets, to members or anyone else apart from another registered CASC or charity” Critically the advice includes “HMRC wouldn’t expect a CASC to pay members for playing”. 
members. Additional facilities such as a crèche, a resident physiotherapist and a gym would also be made available to the public on a pay-for-use basis. This model would substantially increase community engagement and concomitant revenue streams. It could be developed further by developing the conference and function facilities to a much greater extent by building dedicated facilities on the Priory Lane grounds. Balanced against this, there is a risk of diluting the rugby club identity, there is much greater operational complexity and increased public liability and health and safety risk. Nevertheless, it was agreed that this option should be investigated.

- **Burnage rugby club – an exemplar for a sports and community centre:**

  - **Background:** Burnage Rugby Club (BRFC) is a 25 acre facility on the banks of the Mersey on an industrial estate in the South Manchester Suburbs. It has been fully amateur since its founding in 1936 and evolved from Burnage High School. It fields four senior teams and one junior. Critically, unlike Macclesfield, it does not have a large and successful mini, junior and youth set up. The first team finished last season mid-table in National North (three) and the second team competes in the Bateman Premiership. There is a strong ethos of maintaining amateur rugby and that doing so is in the best interests of the club. It is considering applying for CASC status but this decision may change in light of the advice from HMRC and the RFU.

  - **Facilities and Operations:** BRFC is set up to exploit revenue from a variety of sports and facilities. It has two grass rugby pitches, a full sized 3G pitch, a five-a-side pitch, a 9 hole golf course (pitch and putt), a running circuit and a club house with bar and catering facility. Eight discrete sports use the facility\(^4\) ensuring a high asset utilisation.

  - **Revenue summary:** BRFC has an annual turnover of around £500K. In a typical year it will make £50-75K from catering and functions (run in-house), £35-50K from Golf (although this is declining year on year), around £50K from renting the

---

\(^4\) Rugby, football, running, golf, canoeing, Australian Rules Football, American Football and Ultimate Frisbee.
3G pitch to outside teams. The majority of the remainder is from membership fees with smaller contributions from car boot sales and other sports.

- **Future challenges and conclusions**: BRFC maintains a healthy revenue because of entrepreneurial management within the club and there are lessons that could be transferred to Macclesfield. Financial management has been prudent and the club are well connected to community and national funding schemes. The core rugby culture is being sustained despite the presence of a large number of other sports. However, it faces a major challenge to the development of its core purpose (i.e. rugby union) because of the changing demographics of the area. It competes for players with a number of clubs and its local community is becoming substantially South Asian, a group not traditionally associated with rugby. Consequently, the core membership has been difficult to sustain and grow, a challenge made more difficult by the current economic climate. This is likely to further emphasise the importance of the alternative revenue streams to the continued survival of the club.

Macclesfield could seek to operate non-rugby related commercial activities (e.g. separate function suite, gymnasium etc). This would certainly require substantial investment and increased liability from additional salaried staff to run the operations. A number of venues were visited as exemplars.

- **Non-rugby revenue generation**: a variety of locations was visited to explore the costs and feasibility of establishing a standalone business providing function facilities that could substantially increase revenue streams to the rugby club:
  
  - **Styal lodge**: is a large timber-built venue that can hold up to 200 people. It is run as an independent business focusing on weddings. Every aspect of the functions is outsourced to specialist providers apart from the bar and the wine that is provided by the owners (because of the high margin). Typical prices for an event are about £4,000 and for this, customers are assured of a professionally run event. The estimated cost of building this facility was about £200,000.
• **Bowden Rugby Club** – Bowden Rugby Club received a large donation to invest in a function facility built on to the side of the clubhouse known as the Marquee room. It can hold up to 200 people and is used for corporate events, weddings and other entertainment events. It has a private bar, and all other services can be hired for different functions. The total cost of the building (including the club house) was £700K. On this basis, it is reasonable to estimate if an equivalent facility were built at Macclesfield, it would cost in the region of £150-200K.

• **Heaton House Farm, Rushton Spencer** – is a bespoke venue that can cater for up to 450 people attending a variety of events. Weddings make up the main revenue stream with significant contributions from Christmas balls, dinners and entertainment nights. As with the other premises, all services are provided and are paid for on a fee-for-use basis. Heaton House Farm is a high end establishment and is not considered a feasible option for Macclesfield to pursue.

• **Other competition** – if Macclesfield were to consider developing such facilities, they would be in competition with a lot of other facilities in the area spanning the range of prices from expensive (Alderly Edge Hotel) to the cheaper end of the market (Bridge Hotel)

  ○ **Conclusion** – establishment of a separate business providing hospitality services was considered to be a high-risk venture and not one that should be pursued further. The upfront costs could be between £150-£300K and, because of the lack of expertise and manpower, we would need a third party to run the venue (thereby eroding margins). The major use would be weekends, a substantial proportion of which would clash with rugby matches, something that may not make the location especially attractive for customers. It was agreed that this option was not feasible and that we should focus instead on leveraging the function facilities we have far more effectively.
5.4 Push for Championship rugby

In the responses to the web-based questionnaire, a substantial minority of respondents felt that we should press for championship rugby (albeit a substantial number of respondents in their free text responses strongly expressed their view that we should not do so). A proper investigation of the costs and requirements was undertaken by using contacts at Rotherham RUFC who represent a good, mid-table side who have maintained their existence in the championship for a number of years.

- **Introduction and background** – Mr Alan McCale (general manager at Rotherham RUFC) was interviewed at length and provided additional material to support the analysis. Rotherham is a full-time professional club with a maximum of 33 contracted players. The lowest paid receive £11K per annum but are allowed to supplement this with additional work (although clearly they must attend all training sessions and matches). Typically, they will reduce the size of the squad as the season progresses. They also employ a coaching team, administrators and a medical support team. The average gate for a home game is 1,500 (placing them 8th in comparison with other championship sides). Although a fully professional club, they combine their headquarters with the amateur rugby club (Rotherham Phoenix) who run a mini and junior section, a youth section and a senior colts side as well as the two adult teams.

- **Funding streams** – Rotherham receive £350K from the RFU. After deductions for match officials, players’ insurance and other sundry expenses, they receive the equivalent of £330K in monthly instalments. This is unlikely to increase substantially before a review of funding in 2016. Further reductions can be made by the RFU if the Saturday match squad does not include at least 15 England-qualified players (this will increase to 16 next season and 17 the year afterwards). Rotherham also compete in the British and Irish cup although no additional funding (other than limited travelling expenses) are provided. Small prize sums can be obtained by reaching the later stages. Even if games are televised by Sky, the clubs receive no additional income as the RFU funding incorporates this as part of the agreement with the broadcaster.
Playing budget – Mr McCale suggested a playing budget (excluding the ancillary staff) of around £700K would ensure survival in the championship. The club also has to pay the salaries of 3 full-time staff, a groundsman, and a number of part-time staff. These people are supplemented by non-salaried volunteers on match days. Their total budget is therefore between £900K and £1M and they are heavily dependent on sponsors for financial and in-kind support.

Conclusion – there was a strong consensus in the strategy group that, whilst championship rugby could be a long-term ambition, the financing and the changes that would inevitably be required to the club make this unfeasible in the short term. Aside from the large increase in the funding required just to maintain a squad in the championship, Macclesfield would also need to make substantial investments in the ground and facilities to bring it up to the standards specified for Championship rugby. There would be major risks to the club in pursuing this strategy in the short term, particularly given our difficulty in raising revenue even to retain our current turnover. If there is a genuine ambition for Macclesfield to compete at this level, it needs a detailed plan to be laid out, detailing the steps required and the risk mitigation over the course of several years.

6. The preferred strategy – controlled growth and evolution

6.1. Introduction – The analyses of the current environment in which Macclesfield rugby club operates, the views of its members and the investigation of a number of possible structures was highly informative in the development of a plan to secure a sustainable future for the rugby club. This will build on some of the unique strengths of the club, introduce new approaches and revenue generating schemes and critically address some of the problems and issues that either currently detract from members’ enjoyment, act as an impediment to progress or will prevent successful implementation of the strategic plan laid out in the following sections. This plan has three elements that are mutually supportive:

- Restructure the rugby organisation to a single club (with the semi-professional first team at its apex)
- Substantially increase external revenue streams
Re-build the social side of the rugby club – increasing post-match social events

Before starting to detail the components of each of these strands of the plan, it was necessary to understand the barriers to change that would prevent its successful implementation. This was the last of the analytical stages before full development of the detail of the plan.

6.2. Barriers to successful implementation of the strategic plan – the strategy development team used root-cause analysis, a simple and well-tried approach to understand the detailed causes of factors that may hinder successful implementation of the strategy. This approach, also known as the five-whys, takes a problem statement identified in the environmental analysis (typically relating to factors internal to the organisation) and keeps asking why a particular problem exists until the root cause is identified. These root causes are then addressed as part of the solution development and implementation planning. The six problem statements identified by the group were:

- There are segregated tiers of rugby within the club
- The club facilities are underused
- The rugby club is not marketing itself effectively and is unrecognised in large parts of the local area
- We are existing on a cash neutral existence – we cannot generate surpluses to invest in the club
- There is limited ownership of the club by its members
- There is limited transition and player development through the teams

The detailed findings of these analyses are shown in appendix 2
6.3. Controlled growth and evolution – the way forward.

Three mutually supportive elements of the strategic plan listed in section 6.1 were identified for detailed development by working groups formed from the strategy planning group:

6.3.1 Restructure the rugby organisation to a single club (with the semi-professional first team at its apex)

The main aims of this working group were to develop a strategy for the rugby element of the club that:

- Integrates all of the various teams into a single club
- Maintains the first team as a semi-professional outfit
- Improves player development and transition through the teams
- Improves player recruitment and retention
- Improves liaison with local schools
- Maintains and enhances the mini, junior and youth sections

6.3.1.1. Approach – meetings were held with representatives from the mini, junior and youth sections, the captains of the adult sides and with the head of rugby at King’s school. Each meeting addressed two questions:

- what do you want the entire club to achieve on the pitch?
- what does your team want to achieve on the pitch?

These discussions, the feedback from the membership and the data and findings from the strategic analysis formed the basis of the recommendations for this element of the strategy plan.

6.3.1.2 – Recommendations - Macclesfield rugby club should play at the highest level possible within the commercial and social structure of the club and should aim to reach the highest possible target that the club can sustain,
year-on-year. On this basis, the following playing structure is proposed (figure 2)

Figure 2 – integrated playing structure proposed for Macclesfield rugby club

- At the highest level of the club this translates into a semi-professional first team playing in National Division One or Two made up of a mix of local (ideally having come through the club) and regional players. It will have a solid representation from the youth section supplemented by external talent.
- The second team will function properly as a feeder for the first team and where first team squad members who are injured or lacking form can play a high standard of rugby prior to returning to the first team. Above all it will operate on a budget that is sustainable for the club.

- The 3rd, 4th and veterans’ team will focus on player recruitment and retention, provision of enjoyable rugby and a path to improve and move through the teams for those who want it.
It will be underpinned by a thriving mini, junior and youth section with a development pathway through to a level of rugby appropriate for the child. At the youth level, the focus will continue to be on player development with high standards of youth rugby but with an introduction to the senior sides. The focus for the mini and junior section will be on improving and harmonising the standard of coaching so that all children are equipped with an understanding of the basic set of skills to play a good standard of rugby.

6.3.1.3. - Requirements – there are three critical elements to achieve this vision that are currently not in place:

a) Clear playing structure with a director of youth rugby (reporting to the director of rugby) (figure 3.1) - In this arrangement, the Director of Rugby (DoR – red square in figure 3.1) is responsible for senior playing standards, player development and recruitment and the playing budget for the first team squad. The Director of Youth Rugby (DoYR – green square in figure 3.1) reports to the DoR and is responsible for all youth rugby. This includes welfare, selection, playing and coaching standards, community integration with schools, and recruitment of players. He may also approve or develop independent youth coaches involving salaried players from the first and second team who are keen to develop their coaching qualifications. He will have an approved annual budget to deliver his remit. This position may be a salaried one but will depend on the individual and his ambition and circumstances. The mini section continues to be overseen by the individual coaches managed by a chairman of section.

b) Club-wide selection committee with a clear selection mandate (figure 3.2) – the proposed playing structure described above will be supported by a re-structured weekly selection committee involving senior and youth teams (figure 3.2). The DoR will have selection responsibility for the first team squad plus the second and some third team players. He will actively seek to promote those players who are capable of playing at a higher standard through the team but he will inevitably rely on reports from
captains or observers. The previous practice of holding on to good players in the lower teams will have to cease.

Figure 3.1 – proposed playing structure required to deliver the rugby strategy at Macclesfield RUFC – see text for explanation.
The precise scope of the selection discussions requires further discussion with the players in the fourth and veterans’ teams. It is not anticipated that these teams will be discussed at selection but we will avoid alienating players in these sides at all costs. This should be done as matter of principle but also because we will move to a system where players are informed (within reason) for which side they are playing rather than the side they want to play for. This philosophy will be underpinned by the creation of a players’ charter that all playing members will sign up to. The DoYR will initiate a scouting system for the better, older junior players with an intention to introduce them into senior rugby at the right time and to encourage them to come down to non-contact training sessions with the adult sides. This will get them...
used to how serious training sessions are organised and prepare them for the transition from youth to senior rugby.

c) **Clear youth selection policy** – the final element required to deliver the overall rugby strategy is a clear policy on youth selection (figure 3.3).

![Diagram](image)

**Figure 3.3 Summary of the youth selection scope and policy**

The principle role of the DoYR (outside of the welfare responsibilities that are paramount) will be to ensure the smooth transition of players through into the senior sides. He will achieve this by:

- working closely with junior coaches, youth coaches, schools, premiership academies, counties and divisional bodies to discuss player development and optimal selection policies for individuals.

- fostering a collaborative environment with local schools who provide the majority of players to the youth sides (e.g. King’s do not want their first team
players playing a game for school on a Saturday and then a youth fixture for the club on a Sunday. However, they are happy for non-first XV players at U16 and older to play for the club. They also encourage the first team players to play for the club when they don’t have school fixtures or when the school fifteen-a-side rugby season has ended). The DoYR should also seek, as far as possible, to coordinate the fixture lists with the major local schools to avoid clashes with important fixtures or tours.

- liaison between the club and local schools on playing standards. This may include meetings with the PE staff to agree a defined playing policy.

- ensuring all selection of players at U18 or below goes through him first

As well as the DoR and DoYR, there are two other key roles to achieve the vision described above:

- Mini section chairman – his remit will be the U6-U12 age groups and he may report to the DoYR. He will be responsible for player recruitment and retention, player welfare, planned fixtures of the right standard, and the transition of players from the mini to the junior section. He will be responsible for the mini section budget.

- Social chairman – he will be responsible for the social activities for the senior playing section of the club and for liaising with the non-playing members to foster a greater club spirit (see section 6.3.3).

The vision described above relies in part on effective player recruitment at all levels but success at first team level can often be achieved if relatively modest match fees are supplemented by employment. To this end, it is vital that we create a database of members and local businesses who may be able to help recruitment with offers of employment in their organisations.

This section describes an ambitious plan that will maintain a semi-professional first team side at National One/Two, with a strong mix of local talent where playing members are contributing to the success and
achievements of the club as a whole that can be sustained for the next generation of players. The two other elements to the strategic plan are entirely supportive of this approach.

6.3.2 Substantially increase external revenue streams

The main aims of this working group were to develop a commercial strategy that:

- Increases annual revenue from external sources in a sustainable way (including increasing match day attendances)
- Aligned with the vision described by the rugby working group
- Identifies a multi-funder/multi-income approach (as opposed to reliance on a single large sponsor)
- Focuses on sponsorship, increased use of club facilities by members and external groups, and other projects (large or small) that the club or its members can invest in to produce on-going revenues.
- Develops a marketing plan

6.3.2.1 Introduction – Macclesfield rugby club currently has two major sources of revenue. They are membership fees paid annually by a variety of means and sponsorship. Last year we received a total of £66k from local companies with about 65% of this coming from 5 major sponsors. The remainder comes from boards positioned around the first team pitch, from advertising in the match day programme and player sponsorship. Additional significant sources of revenue come from gate receipts from first team games and from bar takings on Saturdays when the first team are at home. The club raises very little money from social events because, apart from the pre-match lunches, very few are organised.

The club is working with very small cash reserves and effectively on a cash neutral basis. We can’t raise any money for investment in the club or its infrastructure and it is not reasonable to simply keep increasing membership fees or ask individuals to make substantial contributions. Critically, to support the vision laid out in the rugby strategy (return to National One, recruit a
Director of Youth Rugby) will require about an additional £50K per annum. To achieve this, we need to focus on a number of areas:

6.3.2.2 Sponsorship – it may seem a statement of the obvious but it is critical that we retain our current sponsors and attract new ones. To do this, we must offer real value to them (rather than them seeing it simply as a tax deductible donation) as we rely heavily on renewals and are unlikely to attract new interest if potential sponsors cannot see any value in their commitment, particularly in the current economic climate. To this end, a number of options could be considered to enhance the value to our existing or new sponsors:

- Offer naming rights for the club house and main pitch stand (~£10Kpa)
- Offer naming rights for Priory Park (£15-40K pa)
- Sponsorship of senior rugby staff (e.g Director of Youth Rugby)
- All main sponsors have a free listing on the business pages on the club website
- Major sponsors are featured on a rotation basis on the “from the Chair” monthly communication
- Regular communication from the club and chairman to all club sponsors
- Invitation to local companies to attend pre-match lunches
- Re-visit the match day, match ball, player and website sponsorship

The formation of a small group focussed on this area (consisting of the commercial manager, Director of Sales and Marketing, Commercial Director and the web and content manager reporting to the Executive Committee) is recommended to achieve an increase in sponsorship of £25K per annum. They will agree and sign up to the business plan and lead activity in this area. This will be supported by the commercial manager prioritising sponsorship activity through his current wide network of local contacts.

6.3.2.3 Increased use of club facilities by outside parties – As outlined in the environmental analysis, it is clear the clubhouse facilities at Priory Park are not being used to anything like the extent they could be. This results in the club missing out on substantial revenue potential. Organising and running events for outside groups is a specialised activity so it is recommended that a sub-group is formed (with a background in catering, functions management, hospitality...
management that reports to the Executive Committee) who will identify, promote and manage an external group to organise and run events such as corporate days, weddings, birthday events etc. Whilst this reduces the overall maximum revenue to the club, it hugely reduces risk and upfront investment required by the club. Despite this, to make the club attractive for these kinds of events, some investment will be required to:
- Install a disabled lift (£10-15K)
- Re-furbish the Gentlemen’s and Ladies’ lavatories. (£10K)
- Redecorate the main club house (£1,700)

6.3.2.4 Re-institute club activities for members – over the past few years, the number of social events held at the club has dwindled to virtually zero (despite many people saying they would like them to be organised). In the previous two years, three large social events have had to be cancelled because of a complete lack of interest (at some cost to the club). Macclesfield is not unique in this difficulty – many other rugby clubs have scaled back their social activity. It is against this background that the challenge of re-starting social events has to be viewed. However, given the right event and sufficient energy in organisation and promotion, successful and lucrative events can be run (e.g. the Wooden Spoon dinner run by Mike Keeling et al. attracts ~200 attendees and raises substantial sums for the charity). Precisely which events are run will be the subject of consultation with the members but a mixture of regular and one-off events is recommended. These will be the responsibility of a sub-group who are closely connected with the adult and mini and junior sections to ensure the buy-in of these members. Events that could be run could include:
- Club night – once a month with a speaker/wine tasting
- More regular pre-match lunches
- Band (e.g. local school musicians) disco, evening meal after first team games
- Gentlemen’s evenings
- Ladies’ evenings – invite in companies to promote and sell appropriate items, run cooking demonstration evenings, wine tasting etc.

6.3.2.5 Expand use of grounds beyond rugby – the current facilities are Priory Park are exceptionally attractive – there is about 20 acres of flat grassed areas suitable
for a lot of sports-related activity, a large car park and a club-house with showers and a bar. This is currently only used on a Saturday and Sunday during the winter months to any extent (although arrangements are in place to use the car park during the week for motorcycle training). There is a substantial revenue opportunity from making the facilities available to other clubs and activities. This has already been successfully started with the BootCamp (all the investment for this initiative is provided by the organisers and for which the club receives a percentage of the attendance fee) and the integration of InterMacc junior football club on an equivalent basis to the mini and junior section (raising a lot of funds through subscription and revenue from bar and other social events). Having proved this approach, other sports could be investigated:

- Archery
- Running circuits
- Rounders
- Paint ball
- Cricket (albeit some investment would be required to prepare a square)

Care would be taken to ensure these did not clash with rugby-related activities (or each other) that would always have primacy of use but the potential exists to use the facilities all year round and for most days of the week.

6.3.2.6 Increase attendance at first team matches – increasing attendance at first team games is a reliable way to increase revenue. Increasing the entrance fee (the alternative way to increase revenue) has been shown to have a negative effect on the gate receipts with a concomitant reduction in bar and food takings. Last season, average gate receipts were about £1,500 although these were lower in the first half of the season due to the poor run of results. At the moment it seems there is a finite number of people who will come to watch Macclesfield. We need to bring in spectators from outside of our traditional membership. Last season, we ran an advertising campaign in local newspapers but this did not appear to affect attendances (albeit it coincided with the poor league results). A number of approaches are suggested:

- all playing members who pay full membership receive a season ticket (so that if they are not playing, they will come and watch the first team. If they are playing,
they can transfer it to their wife/girlfriend thereby increasing attendance and bar takings)
- engage local schools (through the Director of Youth Rugby)
- develop a presence in the town centre on Saturdays when the first team have a home fixture.
- liaise with the mini and junior section (approximately 600 parents are members) to encourage them to attend
- Organise first team games on Friday nights
- Offer cheap family tickets.
- Offer prizes related to ticket numbers (free hat/drink/meal etc)
- Establish a beer tent on the side of the first team pitch opposite the main stand.

The preceding sections outline a number of approaches to increasing revenue. These will be preceded by the development of a detailed marketing plan that will be produced under the guidance of the Director of Sales and Marketing and the Director of Commercial Activities. This will cover coordinated marketing activities through multiple channels including radio, newspapers, rugby magazines, the club website, Twitter and Facebook.

6.3.3 Re-build the social side of the rugby club – increasing post-match social events.

Introduction – Two of the clear requirements from the web-based questionnaire completed by members were that the post-match social environment is improved and extended and that social events are re-initiated both after games on a Saturday and during the week. Achieving this is consistent with the themes laid out in the other two elements of the strategy and it will foster greater club spirit with concomitant increases in revenue.

6.3.3.1 Improving the post-match social environment – there was a clear desire expressed in the web-based questionnaire for greater integration between the first team players and the members. This could be achieved by:
- Facilitated question and answer sessions at pre-match lunches
- Meet the players events
- Greater use of the web for player profiles and features
Committee members and first team coaching staff facilitate and encourage interaction between players and members (in the responses to the questionnaire, respondents from the first team also expressed a desire to become more integrated with the club).

We propose a social ambassador role for a number of members (some of whom should be women) who will make all visitors welcome but in particular the first team players and their wives and girlfriends.

The demographic at the club on a Saturday evening is overwhelmingly male and middle/old age. There are very few women present and there is little incentive for the wives and girlfriends of players and members to attend. To change this, the environment needs to be more welcoming. We propose incentives to encourage more female members including appropriate raffle prizes and potentially a welcome drink. The refreshments available at the bar and the food outlet may also need modifying to give a broader range. Other appropriate incentives should be encouraged and a communication strategy should be developed to attract more female attendees on Saturdays or at other times.

6.3.3.2 Re-initiating social events on Saturdays or other times – In the past, Macclesfield has, like other sports clubs, run a number of social events each year that raised substantial sums for the club. In recent years, a number of high profile failures have lost revenue, reduced the social interaction and created an understandably risk-averse approach to organising future events involving financial outlay. This has, in part, been due to a failure to understand the requirements of the membership (and its component parts), a failure to really market the events and a lack of a cohesive, coordinated approach from the committee, the club members and the team captains.

Traditionally, events have been held at Priory Park which may not always be the ideal venue. However, doing so reduces cost in most cases, will help to reinforce the profile of the club with non-members who attend and allows flexibility in organisation (dates, times, charges etc). Despite some failures, there have also been conspicuous successes. The Christmas lunch and the ladies’ lunches are over-subscribed, create a fantastic atmosphere, attract non-members to the club and raise a lot of money. However, what these events have in common is
the time and effort put into organising them by a small number of individuals. It is therefore proposed to establish a small social committee whose remit will be to re-establish a social calendar at the club. This is likely to include:
- an annual events calendar with three or four core events
- a survey of members to establish the type of events that they would like organised
- the potential for engaging with charities on a revenue sharing basis.

Inevitably, this group would develop the remit and they progress. This will not be a rapid turnaround as the social environment has atrophied over recent years. It may be that we will have to accept one or two failures until a successful pattern is established but risk can be limited by proper consultation, planned marketing and the use of initial targeted small-scale events.

The various communication channels can be used to support this approach especially the website and e-mail. However, greater use of these channels can be used for communication, web-based surveys of member requirements and the establishment of a member resource management database to better profile our membership. Critically, as with the previous section, the social calendar should be part of a proper marketing plan and each event should have a marketing budget allocated to it. Importantly, marketing costs and total costs should be reviewed for each event to support better planning and targeting of future events.

7 Next steps
This document lays out a coherent plan for a gradual change to Macclesfield Rugby Club that should ensure its survival and growth over the next five to ten years. It forms the basis for consultation with the entire membership of the club (figure 4). Once the plan in its draft form has been signed off by the group that developed it, it will be made available to all members for review and feedback (via the website, e-mail or in writing - members without internet or an e-mail address can receive a hard copy of the document). This feedback will be discussed by the strategy development group and, where appropriate, incorporated into the final version of the document. If any substantial changes are made, it will be re-circulated to the membership for comment
(not shown in figure 4). Once the final plan has been signed off, a detailed implementation plan will be produced coherently incorporating all of the elements described. Some of these can be put in place quite quickly with minimum risk or investment; others will take substantially longer and may involve some financial outlay (and consultation with the membership on the precise details). The project and risk management approaches will be adapted accordingly and regular progress reports will be placed on the web.

Figure 4 – outline for consultation and implementation of strategic plan
Summary

Macclesfield rugby club has, like many other members’ associations, reached a critical point in its existence. It has developed from a strong local club into a semi-professional organisation that has many attributes of a business and has done so at a time of severe economic constraints. How it proceeds from here depends on the extent to which it plans and changes to meet the demands of the environment in which it operates and the wishes of its membership. The previous committee recognised this and changed the management of the club to an Executive Committee. Part of the remit of this group was to develop a proper strategic plan to identify where the club needs to be over the next five years and how it will get there. This document lays out that strategy as a proposal for consultation with the club membership. It has been developed by a group of people with a wide range of experience that represent the different constituencies of the club. It describes a process of careful analysis that produced a series of recommendations for a coherent, feasible and sustainable plan for the club. Over the course of the consultation, these recommendations may change but the group believes this is the best way forward for Macclesfield. Whatever final form the plan takes, it will require a great deal of effort and time to fully implement but above all, it will require the commitment and time of a cross-section of the membership. It cannot be delivered by the Executive Committee and club officers alone. If the engagement of the broader club is not forthcoming, we will fail to deliver the changes described in this report. The future for Macclesfield Rugby Club will be uncertain.
Appendices 1a-1d

Responses to web-based questionnaire

1a Youth players
1b Parents of youth players
1c Playing members
1d Non-playing members
MRFC - youth players

Started 16:23 30 Dec 2012
Ended 15:42 31 Jan 2013
Duration 1 month

Respondents 28
Report generated 15:42 31 Jan 2013

Answers

Page 1:

1. What section do you play in?

```
<table>
<thead>
<tr>
<th>Section</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minis</td>
<td>20</td>
</tr>
<tr>
<td>Juniors</td>
<td>10</td>
</tr>
<tr>
<td>Colts</td>
<td>8</td>
</tr>
</tbody>
</table>
```

2. How old are you?

```
<table>
<thead>
<tr>
<th>Age Group</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-8yrs</td>
<td>39.29%</td>
</tr>
<tr>
<td>9-12yrs</td>
<td>25%</td>
</tr>
<tr>
<td>13-14yrs</td>
<td>17.86%</td>
</tr>
<tr>
<td>15-16yrs</td>
<td>7.14%</td>
</tr>
<tr>
<td>17yrs</td>
<td>7.14%</td>
</tr>
<tr>
<td>18yrs</td>
<td>3.57%</td>
</tr>
</tbody>
</table>
```

3. Why did you choose to play at Macclesfield (select all appropriate answers)?

```
<table>
<thead>
<tr>
<th>Reason</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>It was...</td>
<td>10</td>
</tr>
<tr>
<td>My parents...</td>
<td>6</td>
</tr>
<tr>
<td>Other...</td>
<td>4</td>
</tr>
<tr>
<td>Not of my club</td>
<td>3</td>
</tr>
<tr>
<td>The...</td>
<td>2</td>
</tr>
<tr>
<td>The...</td>
<td>2</td>
</tr>
<tr>
<td>My age...</td>
<td>1</td>
</tr>
<tr>
<td>The...</td>
<td>1</td>
</tr>
<tr>
<td>The...</td>
<td>1</td>
</tr>
<tr>
<td>The...</td>
<td>1</td>
</tr>
<tr>
<td>The...</td>
<td>1</td>
</tr>
<tr>
<td>The...</td>
<td>1</td>
</tr>
</tbody>
</table>
```

28 responses (100%)
4. How many brothers do you have who also play rugby at Macclesfield?

- 0: 75%
- 1: 25%

5. Is Macclesfield your first rugby club?

- Yes: 92.86%
- No: 7.14%

6. Grounds, pitches and changing rooms - what are your views of the playing facilities at Macclesfield?

- Good: 60.71%
- Acceptable: 32.14%
- Substandard: 3.57%
- Excellent: 3.57%

7. Social facilities - what are your views of the social facilities (bar and clubhouse) at Macclesfield?

- Good: 60.71%
- Acceptable: 32.14%
- Substandard: 3.57%
- Excellent: 3.57%
8. Food and drink - what are your views of the quality of the food and drink available at Macclesfield? 28 responses (100%)

9. Food and drink - what are your views of the price of the food and drink available at Macclesfield? 28 responses (100%)

10. Website - how often do you look at the club website? 28 responses (100%)

11. What are your views of the club website? 28 responses (100%)
12. Do you subscribe to the club's Twitter feed?

13. Communication - do you feel the club communicates with you sufficiently?

14. When do you come down to the club (tick all that are appropriate)?

15. How often do other members of your family come down to the club?
16. After a game, how long do you stay at the club?

- 46.43% I'll stay and have some food and drink
- 39.29% I'll stay after the game for a short while
- 14.29% I tend to leave as soon as my game is finished

17. How often do you watch the first team play?

- 35.71% 1-5 times per season
- 32.14% Never
- 14.29% Only when my parents come
- 10.71% 5-10 times per season
- 10.71% Every home game if possible.

22. The club currently has a semi-professional first team and a strong social and youth section (minis, juniors and colts). How would you like to see the club develop in the future?

- 32.14% Push for Championship rugby but retain the social and youth rugby
- 32.14% As long as the youth rugby is kept going I am happy to let other people make these...
- 14.29% Stop paying the first team and develop a side of predominantly...
- 10.71% Push for Championship Rugby and separate the first team from the social and youth...
- 10.71% Stay as we are
- 7.14% Other
MRFC - parents of youth players

Answers

Page 1:

1. Are you the parent or guardian of children who play rugby at Macclesfield? 78 responses (100%)

2. Why did you choose rugby for your son(s) (tick all that apply)

3. How many of your children play at Macclesfield? 78 responses (100%)
4. What section does your child(ren) play in?

![Bar chart showing the distribution of children's sections](chart1.png)

5. Why did you choose Macclesfield for your children (select all appropriate answers)?

![Bar chart showing the reasons for choosing Macclesfield](chart2.png)

6. Do you have children who play at other LOCAL rugby clubs?

![Pie chart showing the responses](chart3.png)

7. If you answered "Yes" to Q6, why did you choose these clubs for your children (select all appropriate answers)?

![Bar chart showing the reasons for choosing other clubs](chart4.png)
8. How old are you? 

- 75.64% 40-49yrs
- 14.1% 50-59
- 10.26% 30-39yrs

9. Have you ever played rugby yourself? 

- 65.38% Yes
- 34.62% No

10. Where did you play your rugby (tick all that apply)? 

- 32.05% School
- 30.77% At Club
- 17.95% National
- 10.26% Representational
- 8.97% Other (please expand in the text box below)

11. When was the last time you played rugby? 

- 30.77% Still playing
- 17.95% 30-39yrs
- 10.26% 40-49yrs
- 0% 50-59
- 8.97% I have never played rugby
- 32.05% At club level
- 30.77% At school
- 17.95% Other (please expand in the text box below)
12. Membership fees - in comparison with other sports activities for children, what are your views of the annual membership fees?

![Pie chart showing responses to membership fees]

- About right: 85.9%
- Too high: 2.56%
- Too low: 11.54%

13. Grounds, pitches and changing rooms - what are your views of the playing facilities at Macclesfield?

![Pie chart showing responses to playing facilities]

- Good: 50%
- Acceptable: 29.49%
- Excellent: 15.38%
- Substandard: 5.13%

14. Social facilities - what are your views of the social facilities (bar and clubhouse) at Macclesfield?

![Pie chart showing responses to social facilities]

- Acceptable: 44.87%
- Good: 35.9%
- Substandard: 14.1%
- Excellent: 5.13%

15. Food and drink - what are your views of the quality of the food and drink available at Macclesfield?

![Pie chart showing responses to food and drink]

- Acceptable: 15.38%
- Good: 43.75%
- Substandard: 15.38%
- Excellent: 25.58%
16. Food and drink - what are your views of the price of the food and drink available at Macclesfield?

- 87.18% About right
- 12.82% Too high

17. Website - how often do you look at the club website?

- 50% Occasionally
- 33.33% Once a week
- 10.26% Several times each week
- 6.41% Never

18. What are you views of the club website?

- 56.41% Good
- 37.18% Acceptable
- 5.13% Excellent
- 1.28% Poor

19. Do you subscribe to the club's Twitter feed?

- 88.46% No
- 11.54% Yes
20. Communication - do you feel the club communicates with you sufficiently?

- 88.46% The level of communication is about right
- 6.41% There is not enough communication
- 2.56% I never receive any communication from the club
- 2.56% There is too much communication

21. When do you come down to the club (tick all that are appropriate)?

- 39.74% On Sundays...
- 37.18% During the...
- 15.38% On...
- 7.69% On other...

22. How often do other members of your family come down to the club?

- 47.44% Occasionally
- 24.36% Frequently
- 28.21% Rarely
- 7.69% Never

23. After a game, how long do you stay at the club?

- 47.44% I'll have 1 drink with the other parents
- 24.36% I'll have a couple of drinks and then go home
- 28.21% I tend to leave as soon as my son has had a shower
24. How often do you watch the first team play?

- 1-5 times per season: 7.69%
- Never: 53.85%
- Every home game if possible: 11.54%
- 5-10 times per season: 12.82%
- Only when I don't have a game: 14.1%

25. Do you think the entry price for a first team game (£5 for members, £10 for non-members) is:

- About right: 83.12%
- Lower than I would expect: 7.79%
- Not applicable as I don't attend first team matches: 5.19%
- Too high: 3.9%

30. The club currently has a semi-professional first team and a strong social and youth section (minis, juniors and colts). How would you like to see the club develop in the future?

- Push for Championship rugby but retain the social and youth rugby: 35.9%
- Stay as we are: 28.21%
- Stop paying the first team and develop a side of predominantly ...: 19.23%
- Other: 10.26%
- Push for Championship Rugby and separate the first team from the social and youth ...: 2.56%
- Not applicable as I don't attend first team matches: 3.85%

32. Would you be prepared to become more involved in the running and administration of the club?

- Not at the moment: 15.58%
- Yes (please expand): 84.42%
Answers

Page 1:

1. How old are you? 41 responses (100%)

2. Do you live in Macclesfield? 41 responses (100%)

3. What team do you currently play in (select the one you play most frequently for) 41 responses (100%)
4. Which is the highest team you have played for on a regular basis?

5. Is Macclesfield your first adult rugby club?

6. How long have you been a member of Macclesfield Rugby Club?

7. Why did you choose to play at Macclesfield (please tick all that are appropriate)?
8. Do you have sons who also play in the youth/senior sides at Macclesfield?

- 78.05% No
- 21.95% Yes

9. Membership fees - what are your views of the annual membership fees?

- 78.05% About right
- 21.95% Too high

10. Grounds, pitches and changing rooms - what are your views of the playing facilities at Macclesfield?

- 48.78% Good
- 31.71% Acceptable
- 9.76% Substandard
- 9.76% Excellent

11. Social facilities - what are your views of the social facilities (bar and clubhouse) at Macclesfield?

- 48.78% Good
- 31.71% Acceptable
- 9.76% Substandard
- 9.76% Excellent
12. Food and drink - what are your views of the quality of the food and drink available at Macclesfield? 41 responses (100%)

- Good: 48.78%
- Acceptable: 39.02%
- Substandard: 7.32%
- Excellent: 4.88%

13. Food and drink - what are your views of the price of the food and drink available at Macclesfield? 41 responses (100%)

- About right: 87.8%
- Too high: 12.2%

14. Website - how often do you look at the club website? 41 responses (100%)

- Once a week: 53.66%
- Occasionally: 24.39%
- Several times each week: 21.95%

15. What are your views of the club website? 41 responses (100%)

- Good: 60.98%
- Acceptable: 21.95%
- Poor: 9.76%
- Excellent: 7.32%
16. Do you subscribe to the club’s Twitter feed?

- Yes: 63.41%
- No: 36.59%

17. Communication - do you feel the club communicates with you sufficiently?

- The level of communication is about right: 92.68%
- There is not enough communication: 7.32%

18. When do you come down to the club (tick all that are appropriate)?

19. How often does your wife or girlfriend, or members of your family come to watch you play?

- Rarely: 4.88%
- Occasionally: 19.51%
- Most home games: 31.71%
- Never: 43.9%
20. After a game, how long do you stay at the club? 

- 43.9% will stay and have a few drinks until I am collected.
- 34.15% will have 1 drink with the opposition.
- 19.51% will have a few pints and then head into town.
- 2.44% I tend to leave immediately after a shower.

21. How often do you watch the first team play? 

- 51.22% Only when I don't have a game.
- 21.95% 1-5 times per season.
- 12.2% Never.
- 7.32% 5-10 times per season.
- 7.32% Every home game if possible.

22. Do you think the entry fee for a first team game (£5 for a member and £10 for a non-member) is: 

- 80% About right.
- 17.5% Too high.
- 2.5% Lower than I would expect.

27. The club currently has a semi-professional first team and a strong social and youth section (minis, juniors and colts). How would you like to see the club develop in the future?

- 36.59% Push for Championship rugby but retain the social and youth rugby.
- 14.63% Stop paying the first team and develop a side of predominantly ... 
- 4.88% Stay as we are.
- 21.95% Other.
- 21.95% Push for Championship Rugby and separate the first team from the social and youth ...
29. Would you be prepared to become more involved in the running and administration of the club

- 80% Not at the moment
- 20% Yes (please expand)
MRFC - non-playing members

Started 13:18 29 Dec 2012
Ended 14:37 31 Jan 2013
Duration 1 month
Respondents 79
Report generated 14:37 31 Jan 2013

Answers

Page 1:

1. How old are you? 80 responses (101.27%)

2. Do you live in Macclesfield? 80 responses (101.27%)

3. How long have you been a member of Macclesfield Rugby Club? 80 responses (101.27%)
4. Did you play adult rugby for Macclesfield? 80 responses (101.27%)

- Yes: 37.97%
- No (if no, skip to Q7): 62.03%

5. If you answered “Yes” to Q4, how long did you play for Macclesfield? 55 responses (69.62%)

- More than 10 seasons: 66.67%
- 7-10 seasons: 12.96%
- 4-6 seasons: 11.11%
- 1-3 seasons: 9.26%

6. If you answered “Yes” to Q4, what was the highest team you regularly played for? 54 responses (68.39%)

- 1st: 60.38%
- Vets/5th: 24.53%
- 2nd: 3.77%
- 3rd: 9.43%
- 4th: 1.89%

7. Do you have sons who also play in the youth/senior sides at Macclesfield? 80 responses (101.27%)

- Yes: 77.22%
- No: 22.78%
8. Are you a season ticket holder at Macclesfield Rugby Club?

- Yes: 60.76%
- No: 39.24%

9. Membership fees - what are your views of the annual membership fees?

- About right: 86.08%
- Too high: 5.06%
- Too low: 8.86%

10. Season tickets - what are your views of the cost of the season tickets?

- About right: 64.56%
- Not applicable: 15.19%
- Too low: 20.25%

11. Grounds, stands and surrounds - what are your views of the facilities for watching rugby at Macclesfield?

- Good: 63.29%
- Acceptable: 20.25%
- Excellent: 12.66%
- Substandard: 3.8%
12. Social facilities - what are your views of the social facilities (bar and clubhouse) at Macclesfield? 79 responses (100%)

13. Food and drink - what are your views of the quality of the food and drink available at Macclesfield? 80 responses (101.27%)

14. Food and drink - what are your views of the price of the food and drink available at Macclesfield? 80 responses (101.27%)

15. Website - how often do you look at the club website? 80 responses (101.27%)
16. What are your views of the club website?

- Good: 59.49%
- Acceptable: 26.58%
- Excellent: 8.86%
- Poor: 5.06%

17. Do you subscribe to the club's Twitter feed?

- No: 82.28%
- Yes: 17.72%

18. Communication - do you feel the club communicates with you sufficiently?

- The level of communication is about right: 82.28%
- There is not enough communication: 16.46%
- I never receive any communication from the club: 1.27%

19. When do you come down to the club (tick all that are appropriate)?

- On other days: 0
- For social events: 0
- On Sundays: 0
- Other: 0
20. How often do you watch the first team play?  
- Every home game if possible: 55.7%  
- 1-5 times per season: 22.78%  
- 5-10 times per season: 21.52%  
- Other: 0.0%  

21. Do you think the entry fee for a first team game (£5 per member, £10 per non-members) is:  
- About right: 81.82%  
- Lower than I would expect: 12.99%  
- Too high: 5.19%  
- Other: 0.0%  

22. How often does your wife or girlfriend, or members of your family come to the club with you?  
- Occasionally: 30.38%  
- Rarely: 29.11%  
- Never: 25.32%  
- Often: 15.19%  
- Other: 0.0%  

23. After a game, how long do you stay at the club?  
- I'll have a few drinks and then go home: 51.28%  
- I'll have 1 drink with friends: 19.23%  
- I tend to leave immediately after the game: 29.49%  
- Other: 0.0%
28. The club currently has a semi-professional first team and a strong social and youth section (minis, juniors and colts). How would you like to see the club develop in the future?

- Stay as we are
- Push for Championship rugby but retain the social and youth rugby
- Stop paying the first team and develop a side of predominantly...
- Other
- Push for Championship Rugby and separate the first team from the social and youth...

30. Would you be prepared to become more involved in the running and administration of the club?

- Not at the moment
- Yes (please expand)
Note the responses in the free text sections of the reports are unaltered apart from modification of typographical errors. The only responses not included are those that contain personal identifiable information.

Appendix 1e – questionnaire free text responses – Youth players
3a. Why did you to play at Macclesfield? – “other”

Just wanted to play rugby Macc Closest
parents interest
My big brother plays rugby
Local club
The game is taught, to be fun and not all about winning.
Dad played there

6a – Grounds, pitches and changing rooms are substandard

Pitches mud baths, not enough space to all play. Had to go to Derby field for ages

8a Food and drink are substandard

Greasy horrible food prefer good healthy food
Not enough nutritious post match food on Sundays
My son thinks the chips and sausage or fish finger food is horrible, he prefers not to have th post match food
Not as nice as other clubs, we get chips all the time, other clubs pasta and nice food

11a – Club website is poor

There is no reason for the minis to look at the website. If the club put a weekly quiz for mini and junior members on it. The kids might look a it.
only 1st team updates, want to hear more on 2s,3s,4s,5ths and junior teams more

18 – The main thing you like about the club

i like the grounds
The junior and mini sections
Playing on a Sunday
atmosphere
The large number of coaches at each age group.
The bar and the social side
Social side of junior rugby and inclusivity with rest of club
Coaches
The range of teams you can play in
| Good facilities |
| Excellent Mini / Junior section - and organisation behind (Bill / Bev)!! |
| It's friendly and in the minis people care about making it fun and safe. |
| Socials |
| Good quality organisation and excellent coaching |
| Junior section |
| the local feel and the inclusive atmosphere |
| Mini Junior section |
| Everything |

**27 What do you dislike about the club?**

- the food prices
- larger family facilities
- The big queues and not much space in the club on Sunday after a game
- lack of structured disciplined coaching
- The food and there is no physio or health side such a gym for younger ones
- Clubhouse being closed on weekday training nights
- The food! It would be nice to see healthier meals after matches
- Food prices
- Many 'cliques', hard to feel included
- nothing
- More first team / seconds involvement with Mini / Junior
- The food is poor, there is no tuck shop. There are too many games and not enough training sessions
- Pitch quality
- Training facilities, on the grass, at night time
- the level of coaching at my age group, its done by well-meaning parents but we are not graded and the coaching is behind that of teams we play
- Too exclusive towards top players (young and old), coaches and historical relationships, nepotism and win at all costs at all levels is not a pleasant at all levels if you want to develop a club for all
- Kings School involvement
- it might be sold

**28 What change would encourage you or your family to come to watch the first team more?**
the price of food
larger family facilities
Another stand to watch the game
Family tickets
Better food and cheaper admissions
For the standard of rugby to be higher
More advertising, if there was a 'buzz' about the rugby club in school/out and about.
Price of entry for the standard of rugby
half time entertainment
To be honest - feeling more welcome - especially being new to rugby - more Rules info / help for new parents / players etc.
More family focused features, a mini,s game at half time, a team mascot wandering around to entertain the kids and a tuck shop
working hours
None, Saturdays are for other activities.
Watch my dad not first team, he is away at home games
Free admission for members
the weather :-) 
None, good quality of rugby
if more local players were playing 
lower entrance cost,
29. What change would encourage you and your family to come to the club more generally?
the size of the bar
larger family facilities
More fun things to do at the club
Better food and maybe more of a social side
More organised social events that do not cost to much
something more for my sister to do
Family Day's (perhaps one or two pre-match lunches could be family day - kids welcome etc)
Bar open in the evening for meetings.
To be honest, no change.
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>31. Do you have any suggestions for how the club could be improved?</td>
<td>lower the food prices and heat the changing rooms, also improve the showers</td>
</tr>
<tr>
<td></td>
<td>Bigger clubhouse</td>
</tr>
<tr>
<td></td>
<td>Have better food and also have a gym or a physio to help younger ones</td>
</tr>
<tr>
<td></td>
<td>Post-match food on Sunday and better maintenance of junior pitches</td>
</tr>
<tr>
<td></td>
<td>Just healthier food, hot pot, chilli &amp; rice!!</td>
</tr>
<tr>
<td></td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Talented players who are capable of winning many cups at colts level are pushed into 2/3rd team and school rugby.</td>
</tr>
<tr>
<td></td>
<td>more kid friendly stuff</td>
</tr>
<tr>
<td></td>
<td>Sell your story better !!! - It's great but not enough people recognise that :)</td>
</tr>
<tr>
<td></td>
<td>See section 5 answer</td>
</tr>
<tr>
<td></td>
<td>More changing room space, weights room.</td>
</tr>
<tr>
<td></td>
<td>Stop trying to be a championship club and except that it is a local club</td>
</tr>
</tbody>
</table>
Appendix 1f - questionnaire free text responses – parents of youth players
2a. Why did you choose rugby for your son – “other”

- School friends played and liked Tag
- He wanted to play.
- I let him choose after school experience team sport
- I considered Rugby to be an inclusive sport.
- He wanted to play rugby macc has a good rep
- My son was interested in it after watching some games on tv
- They love the game
- Son made the choice as he wanted to play rugby
- He was keen to play and I was happier with the atmosphere compared to football.
- It was my son that chose Rugby not us as parents
- They both asked to join, initial interest was school, then following brother
- Discipline, respect for coaching, etc
- Part of a balanced mix of sports plus a school friend played already.
- Son wanted to play
- I have always enjoyed team sports, and rugby in particular

5a. Why did you choose Macclesfield for your children? - other

- His father plays at the club, so it was the natural choice
- Local club and I used to play as a junior
- Proximity to home
- It was the closest
- Live in Macclesfield
- Family History & local club
- It’s the local club, if there were two options I’d have been forced to think about it
- My local club which I had known for many years and watched numerous games
- Proximity to home
- Local Club and heritage in that our childrens’ uncles are ex-players and now coaches and cousins are young players.
We live in Macclesfield and it is our local club
local club
We are in Prestbury and it is our local club
My husband and brother played for Macc too
I played at macc in my younger days
It’s our local club
My son joined at under 5's because i played all the way through to the 1st team, then the vets. Also the ticked boxes also apply to why he has stayed.
We live very close to the club.
Local
Nearest club

13a – Grounds, pitches and changing rooms are substandard

Pitches fine. Changing / showering facilities not acceptable
Changing rooms poor, insufficient junior pitches
Compared with Lymm
there is poor drainage and many matches and training sessions are cancelled due to lack of usable

14a Social facilities are substandard

It is not an environment conducive to relaxation
lack of game atmosphere after 6pm game time
Just not enough goes on in them !!
The bar staff are always helpful & friendly

13a Food and drink are substandard

Drinks and Bat Good, kids food is poor
Fatty and processed, stew, chillie or pasta would be good
Food is relatively poor quality for the cost and drink prices are high.
Food for kids could be improved
Food on Sundays very poor and overpriced. Price of coffee ridiculous for standard of coffee - have resorted to bringing a flask
The post match catering is very poor quality and the slowest of any club we've visited (The bar and staff are excellent)
Poor beer. No veggie option for boys on match days or parents on event days
Not substandard but I don't eat there and there's no box for that
Could maybe do with some better quality wines

I haven’t visited the club much this season but past experience is that food offered to juniors is very poor - high fat fried foods

Not healthy, little choice

<table>
<thead>
<tr>
<th>18a – Club website is poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website is fine but every newsletter contains a moaning tirade from the Chairman, makes me want to leave the club and let him get on with it</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>26 – The main thing you like about the club</th>
</tr>
</thead>
<tbody>
<tr>
<td>The friendly community atmosphere across all ages and levels</td>
</tr>
<tr>
<td>continued development of minis and juniors</td>
</tr>
<tr>
<td>size of the club, number of people at Junior level, Bill and Bev!</td>
</tr>
<tr>
<td>Good coaching, atmosphere and place to socialise</td>
</tr>
<tr>
<td>Its location / environment. Friendly and inclusive culture.</td>
</tr>
<tr>
<td>I like the Club a lot more since the management change</td>
</tr>
<tr>
<td>There is very much a family feel about the club with generations being involved, even after their playing days have ended.</td>
</tr>
<tr>
<td>junior section</td>
</tr>
<tr>
<td>Its local roots and recycling of ex players into the mini and junior section</td>
</tr>
<tr>
<td>Overall family atmosphere and friend made</td>
</tr>
<tr>
<td>Quality of coaching</td>
</tr>
<tr>
<td>Access to facilities</td>
</tr>
<tr>
<td>the quality of coaching is excellent</td>
</tr>
<tr>
<td>good location</td>
</tr>
<tr>
<td>Good atmosphere</td>
</tr>
<tr>
<td>The fact that it is still a family club</td>
</tr>
<tr>
<td>The coaches care about the kids. At mini stage developing confidence and skills is far more important than winning games.</td>
</tr>
<tr>
<td>Focus on the grass roots rugby and maintain expectations that we are a small mid division club. We do not have the resources to compete at a higher level.</td>
</tr>
<tr>
<td>min/junior section</td>
</tr>
<tr>
<td>The standard of the Mini &amp; Junior rugby set up</td>
</tr>
<tr>
<td>The standard of coaching and discipline is great</td>
</tr>
</tbody>
</table>
Investment in Junior sections
junior section
Good pitches
the strong support for the children and the fun element
The good links / cross over from the junior section to the seniors.
Coaching and team camaraderie
Coaching is top class for the U6’s. Learning the game but fun.
Community and camaraderie
Good family atmosphere.
Excellent standard of junior teams and coaching
Food provided for children is excellent, and a good bonding experience for them
Friendly enthusiasm for rugby at all ages
Great environment for children to learn, play and interact
Excellent junior playing numbers and standard, very friendly atmosphere
A really good club feel.
Child friendly and ticket pricing for members/children
The fact that 1st XV are playing at a very high standard
The minis are as important as the 1st team. I played for Mcr for 17 years from U6s to 2nd team at their peak & the clubs was all about the first team. Look at Mcr now. Competitive but inclusive is critical
quality of the coaching
Family club ethos
discipline
Maintaining a Family Friendly environment
The local nature of the club
The level of coaching
THE SKILLS AND ENTHUSIASM OF THE VOLUNTEER COACHES AT MINI AND JUNIOR LEVEL
family orientated
The enthusiasm of all the coaches
Coaching standards
The quality of the coaching for children
Friendly
the junior section
progressive attitude
great coaches and interaction between parents and coaching. We are only at under 6’s but were made welcome and kept informed from day 1
The breadth of rugby available from U6 to National 1 first team
Family atmosphere, parking,
The family values
family atmosphere and structure of the club from mini to senior
local feel
still retains the feel of a traditional rugby club
Standard of rugby for all abilities
The quality youth section brings money & talent to the club
The organisation of the junior section is great.
Friendly atmosphere
I think that it’s a good community facility & the availability of rugby from 1st team to social rugby is important.
Location and everything associated with it
Strong junior section - good platform for my son to move into senior rugby if he wants to
The friendly, inclusive, approachable culture
good coaching
Its identity with local school and people

<table>
<thead>
<tr>
<th>27 What do you dislike about the club?</th>
</tr>
</thead>
<tbody>
<tr>
<td>larger social area to relax in after games /training on Sundays can be off putting if you want to stay and chat.</td>
</tr>
<tr>
<td>First team operates as a separate entity. Transition of players from U16 through to senior rugby is poorly managed</td>
</tr>
<tr>
<td>Lack of resource from higher standard coaches within club, The feeling that the Sunday section supports the main club too much without seeing the benefits to the kids or coaches</td>
</tr>
<tr>
<td>Quite happy with most things and would like to see continued improvement on food</td>
</tr>
</tbody>
</table>
Congestion at entrance to bar from stand / limited seating.

I do not like to pay to enter when the 1st team are playing as I don't go to watch them. I don't really know anyone on the team and usually only watch them once the other teams I do watch have finished. If I paid to get in I wouldn't be buying a drink as basically I wouldn't be affording it. I am a fairly limited income and struggle to pay for all the necessary rugby items as it is.

Nothing
facilities for changing

More space needed on Sunday mornings

Nothing really
Quality of the food
Ambience
constantly changing p[laying kit
training facilities onsite with a gym
Club needs to be open more often to develop the social side

The catering area is too small and should be away from the bar area
So far I am happy - I need to see how my son develops and enjoys his experience at the club.

The current must win attitude at junior and mini levels results in decent players leaving the club because they do not get a decent opportunity to play. Other clubs are also unwilling to visit and play at Macc because we never give visiting clubs a chance by fielding a mixed ability team. This will have a knock on effect of lower revenues for the club and kids of potential moving to other clubs or quitting the sport.

drainage on some fields

Queues for food can be very long and slow (on Sundays)

The complete lack of integration of the senior teams with the junior section of the club. They should be role models to the younger players and could assist in the players development

Integration between senior and junior sections

more pitches

No focus on the general membership, it's all about the senior team with an unbalanced view! And a very short term player development strategy, and a floored recruitment policy!

it can be a bit cliche

The availability of playing kit on site.
I've only been a member this season, as yet I've not found a problem

Integration with first team

More time and effort should be made by the club management into junior and senior colts Rugby and more of a link between colts and the other teams at the club.

It would be great to have the additional pitches in use quickly given the size of the junior sections

Nothing

Main function room lacks atmosphere and is dull- especially if no function on. It doesn't encourage you to stay.

Plastic sausages and undercooked chips

More space needed for mini/jnr matches given playing numbers, new pitches haven't been useable.

Re-connection of the first team to the wider club family.

Better links between senior and junior rugby

bit of an upgrade on the toilets

kids shirts cost too much shouldn't be same price as adults

Drainage on the pitches

minis pay a lot of money into the club but get little back in the way of resources to aid training such s balls, pads tackle bags etc.

The minis and juniors are too focussed on winning and not enough on basic skill development

nothing

Negatively written Chairman's communications, so I no longer read them

There should be a family membership option.

I dislike being asked to pay £5 when I am watching the 4ths or 5ths!!!

the lack of first team players giving anything back by way of coaching to juniors

I am not familiar enough with the club to make that comment
too early to comment

Apathy of some of the members - will watch the club die around them

Clubhouse facilities need improving, they are not terrible and not dissimilar to other clubs, ladies toilets are very bad and not even clean

Not enough funds towards the junior sections. Would like to see more Macc players coming up the ranks to the first team.
quality of food for juniors

a better standard of coaching for the under 8's, its run by well meaning parents but compared to the other teams we play, Macc are well behind

More local players in 1st team

To get new visitors the entry price needs to drop for them & it needs to feel a bit more like a club house than a canteen.

Odd fans during 1st team matches are annoyed by young kids playing in the stand

The training that children get is dependent on their age groups, some are very good with lots of former players coaching other age groups are very poor

Too much focus on first team - should be a community club

I sometimes worry that there is so much emphasis on the 1st team that other parts and members of the club lose out. I don't want the club to lose the community aspect. When I played there you knew the whole club & the first team players were known by the whole club.

Paying the first team, the consideration to sell the club, dilutions of grandeur, aggressive communication to members, no long term plan to recover financially.

28 What change would encourage you or your family to come to watch the first team more?

as above and may be temporary covered areas.

Macc becoming more of a local team, based more on local talent.

More covered stands, Playing on a Friday night.

More time / less commitments!

Free entry! Nuff said.

other attractions for younger children

more spare time

We come as often as we can, but happy to receive email reminders of up-coming games

Price

Reduced cost family tickets

If i gave up playing on a saturday

nothing

Nothing for me, more female friendly, i.e place to watch from the warm!

A second stand to watch the games. Some more 'home' produced players in the 1st team squad.
It's more about not having time rather than not wanting to come. However encouraging the kids to watch the first team may get us there some of the time.

The price drop this season has helped but better facilities and cheaper (club level) drinks prices would encourage more to attend.

more covered areas

Nothing we attend as often as we can

n/a

More things going on at the club, more of a club

champagne bar and sheepskin blankets

Improved facilities for the young maybe a play area, saves playing with the mechanical plant and dangerous land fill areas

family tickets

A discounted family ticket.

Feel no loyalty to first team. Maybe more involvement from first team with juniors to develop relationships would be beneficial.

Again I've thought it great value for me and my son and a safe environment

Indoor and outdoor children's play areas

more emphasis on families with young kids, eg play area with swings etc.

Nothing really - I get to as many as I can

It's more of a personal issue with time at the weekends

Results!

A wives area with tea / coffee - I'll stand and watch a game all the way through, wife won't but would stay and talk to friends

Junior age groups hosting periodic touring teams as curtain raisers to 1st team games when there is no pre match lunch.

NA

More match day atmosphere - announcements/ music etc

more free time

stuff for siblings to do on match days

Unfortunately it's nothing but other priorities and a busy family life that prevent watching more games. More than often our sons are active in at least 3 other sports so have to share our time accordingly. Asking the mini section teams to be mascots on family days is a good idea and encourages children/parents to come along a couple of times a season.
Reminders before the games

fairer division of income for all age groups

if the first team coaches could not be heard using bad language by people in the stands

none come to mind.

As a non-player newish to the area I don't have a network of rugby 'mates'. I would come to organised lunches to watch the game if the club organised a bit of a do. E.g. By age group once a season. (the under 6's and under 7's Christmas party was good fun and got the family along to the club on a non-training day)

Curtain raisers involving the mini and junior sections to bring the sections of the club closer together. Curtain raisers with local (ish) teams especially.

nothing

none

too early to comment

We come as often as we can

more under cover areas to reduce kids getting wet and cold

Nothing in particular

quality of rugby being played

more activity...to suit girls on a Saturday !!!

Still play

More time in the day.

Nothing - only a couple of fans have made comments - overall it is very friendly.

I watch as much as I can

I don't go that often purely because I can't find the time. There's nothing that the club can do about that.

Players that play for the win and not for the cash along with a club that supports this.

More covered, comfortable seating

more Friday night games

29. What change would encourage you and your family to come to the club more generally?

as 27

More atmosphere in the club house, smaller cosy, its too utilitarian

Senior Colts still playing
Free entry! I honestly cannot pay for us all to come and watch, and buy a drink, food etc.
as above

Possibly, some improvement of in-club house facilities for the junior. Sky sports also would also be a draw.
The clubhouse open during training.

Nicer ambience, better quality food and price

family meals - especially lunch Sunday

It being open!

A bigger club house and more functions.

We split our time across family life activities. It is still a boys club, mums and sisters are always in supporting roles. Apologies if I've got this wrong.

Televising 6 Nations and other International games and opening the club bar when training sessions are on.

Nothing we attend as often as we can

The atmosphere and other things besides Rugby

Improved performance by the first team! And better facilities, also remove the pie stand from the serving hatch,

more family activities

Nothing

Indoor and outdoor children's play areas

Better facilities become more of a hub for the community rather an exclusive members organisation.

Free beer?

Again it's a time issue with a young family

Increased participation from other members/players to create more of a "buzz"

Outside of first team games and Sundays with the minis I don't know what else there is going on

More club social events, as experienced in other clubs.

Better interaction between juniors/seniors

Open the bar during the week & have comedy nights etc

more free time

evening events - social
child membership should entitle parents to use club house

More room to sit down comfortably

none

Not sure I am aware of any reason to come to the club other than rugby training on Sunday morning, first team matches on Saturday and the Beer festival? So, reasons to use the club. It is also about not feeling like an outsider as a non-player at the club so anything the club does to get everyone included and to know each other would help.

None. We use frequently

a "cosier" bar

none

too early to comment

We come as often as we can

a children’s area for them to play and not be in the way of other adults, it can be very crowded for little ones

Nothing in particular

catering

as above

more social events eg sportsman’s dinner, golf day etc

See 27 above. I wouldn’t dream of going across just for a beer because the decor isn’t suitable but that shouldn’t be the case?

Something to attend - what happens outside weekends?

Nothing really, I will start coming down for more games when I have more time available.

30 – How would you like to see the club develop in the future – answer “other”

We should be able to progress further based on local talent-there is a huge local vacuum in developing young talent in the 16-21 age range. Sale do this poorly-why doesn’t macc develop an ‘academy’ / u18/u21 development squad?

No particular view

Strive to be the best side possible within realistic financial limitations. Must retain social / youth rugby

I like the idea that the M&J section could progress to the 1sts and would not like the senior teams to split off. I think the family atmosphere is very important and if I knew more from the old days in the 1st team I would come and watch more regularly. I only know a couple - I honestly would not know them if I fell into them in the bar! I suggest the 1st team need to get to know
their fans better and emphasise that over us getting to know them.

I don’t think there is anything to be ashamed of as to what the team have achieved in recent years, however, I do not believe anything further is likely to be sustainable. The club obviously has financial issues, and the transition between current and any higher league would not be possible with the current structure.

Cash permitting - It will always get political splitting funding and revenue between a professional (semi) tam and the rest of the club.

1st team and junior is great now. The issue is that there is no visible progression from one to the other. Kids are therefore more interested in school and county rugby where they get more recognition.

The social and youth rugby are the heart of the club. I don't believe we could have a first team without those sections but those sections should not be the fund raisers for the first team!

You need a good standard to retain players but develop local lads.

Without the correct strategy including playing and player recruitment, I think this will be taken from the committees control.

Keep a first team playing at the best level possible but integrated with the club more fully.

I don't understand the difference in impact option two and three would have on the club so have not answered.

We need quality but maybe we haven’t got the money to throw everything at the Championship. We should concentrate on fully exploiting our home grown talent before looking elsewhere, because we all know local clubs who have deeper pockets than Macc. Are we not ultimately going to lose highly talented players to these clubs eventually, unless a wealthy benefactor steps up?

The option selected is the closest to my view, but I think the current approach is already negatively affecting social and youth rugby.

31. **Do you have any suggestions for how the club could be improved?**

   Develop local talent further, challenge Sale in young player development—look after these players even though they may go to college or uni and channel them into first XV rugby.

   Introduce an academy system to keep and develop players, encourage coaches from older age groups to run sessions with younger age groups to help the players and coaches early on in the season.

   More astro pitches or all weather training.

   I love Macclesfield RUFC! They are my no. 1 team. However, 1st team communication, player profiles and interviews, so that they become part of the family.

   as above
rich benefactor!
Separate the canteen style eating area from the bar area, make a comfortable
cozy bar area. Probably making use of the presidents loung. provide
comfortable seating areas and booth type seating.

night games on a Friday
Make it a centre point for socialising outside of rugby. Also need to think how
you keep hold of kids and particularly parents (kids might move away, parents
don't) once they, or their kids, finish playing.

A bigger club house and more functions. Some more 'home' produced players
in the 1st team squad.

Not currently as I am not involved enough.
retain the 'grass roots' element and traditional values- service for the local
community
Market the club more to non members and get the local schools more
involved

Different players and coaches
My main points have been answered before.... but to recap more time spent
with colts rugby, maintaining family club atmosphere and also making the club
more of a hub for the local community rather than exclusive members club. A
sports gym would be a good idea that could be used by all members and also
on a pay as you go basis, could be open in the evening, with bar open also for
refreshments. More revenue for the club.

An indoor training facility / gym maybe shared with Fallibroome?
No
Occasional presence of 1st team squad member at Junior training would help
kids to relate to players and may promote more families coming down to
watch senior games.

no
keep working on breaking down the 'old boys' attitudes

focus on what benefits the majority of the membership and not just the elite
no

Try and make sure an ex first team player or some one of similar experience
and capability leads every intake of mini's from U6's up. This wasn't the case
for the current U8's who have only recently acquired the standard of coaching
experience necessary and the kids are playing catch up. I'm very grateful to
willing and enthusiastic parent coaches but the club should be making sure the
right mix of experience is interwoven. This isn't the sort of thing a parent
want's to mention without 'anonymity'

Be more open and honest of the costs associated with the first team, and what
benefits the mini and junior section receive as a result of their position in the RFU leagues.

I would like to see a more prominent First aid presence when the first XV are NOT there

bring another sport to the facility for all year round use/more social eg hockey

sorry, no.

Greater engagement of the first team and greater ownership of the first team by the club, celebration of the achievements of the minis and juniors

Money can be generated through offering childrens’ birthday parties - Macclesfield Football do this and pitched right can encourage kids to try the sport and meet the players and generate an income for the club

Maybe a bit of an upgrade to the bar areas with better seating areas then more people may hire for functions.

More pitches. On the way? Quality of the entertaining facilities.

Better coaching for ALL children not just those lucky enough to have former players as parents

Something needs to be done to retain attendees at games and create a better social atmosphere; currently, the bar is empty within an hour or so after games. This is very different to other clubs. I think some mistaken decisions, eg removal of players meals, have affected people's commitment to the club

.Except that the club will not Progress this season, stop paying players immediately and begin the long process of financial recovery

I enjoy coming to the club, and my son enjoys playing - keep up the good work!

30a Would you be prepared to become more involved in the running and administration of the club?

have been in past, will not do so again until structure and organisation in mini/junior/youth improves.

I have actually already volunteered to help - spoken to Charlie Halle and David Mair, emailed Pete Harper - clearly not interested although I do have experience - you'll probably guess who this is now! I work long hours and sometimes am required to work at the weekend, but I never really see anything on the newsletters that I could help with - but you only have to ask - nicely.

Once I have stopped coaching.

Lack of time is a big problem for me.

I am currently not working so have a lot of free time mid week. I would be available for general odd jobs etc as and when.

i am a volunteer coach with the u15s
Already involved

Already coach and do admin for age group (no survey option for coaches !)

I'm a coach, ref, first aider & U8 webmaster. Happy to get involved in other ways.

current perception is first team is draining finances away from the club

Administration

I run a football team on Saturday but would be willing to help out with my sons team (U8's)

I am currently in the process of becoming a juniors coach. Can't manage much more at the moment.

Volunteer on an ad hoc basis

I would in 2 years' time, I currently work in London Mon-Fri
Appendix 1g – questionnaire free text responses – Playing members
### 2a. (if no, how far do you live from the ground)?

<table>
<thead>
<tr>
<th>Distance</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 miles</td>
<td>15-20 mins in car. Wilmslow.</td>
</tr>
<tr>
<td>1 mile</td>
<td>Bollington. 4 miles</td>
</tr>
<tr>
<td>3 miles</td>
<td>25 miles</td>
</tr>
<tr>
<td>7 miles</td>
<td>45 miles</td>
</tr>
<tr>
<td>10 miles</td>
<td>6</td>
</tr>
<tr>
<td>6 miles</td>
<td>5 miles</td>
</tr>
<tr>
<td>20 mins</td>
<td>10 miles</td>
</tr>
<tr>
<td>7 miles</td>
<td>10 minutes</td>
</tr>
<tr>
<td>10 miles</td>
<td>5 miles</td>
</tr>
<tr>
<td>10 minutes</td>
<td>8</td>
</tr>
</tbody>
</table>

### 10a – Grounds, stands and surrounds are substandard

- The drainage to the second team pitch is poor and need to be resolved urgently the rest is excellent.
- Grounds and pitches are excellent but changing rooms are acceptable.
- Poor pitches regularly break up.
- Excellent pitches BUT Changing rooms for Visitors should be individual rooms.

### 11a Social facilities are substandard

- The clubhouse should be the centre of a huge community, It should not be emptying at 6 o’clock on a matchday- it should just be getting started.
- ladies toilets a disgusting mess(for ladies!)
- Not enough is done to entertain when no home game on. Show matches from premiership, put big pasta back on, show internationals put simple food on.
Make club centre of the rugby community

There's a bar. That's it. No social apparatus to promote socialising for longer at the club. Even a dart board in the back room would get people staying longer on a sat and drinking more before they head into town. And to add to that the actual want to keep people at the club to socialise the club does not facilitate this. Also the lack of facilities for supporting families with children. Think Preston. Small play area on the grounds would be a good start.

Rather functional and not very convivial

### 12a Food and drink are substandard

After match food is poor. The standard provided in 2012 was far better.

I go to every club and a, offered food, simple pasta, pie and peas, etc but my home club doesn't offer me anything. So I go home, no money over the bar then

The food is poor.

### 15a – Club website is poor

Just have a look at the web sites from other clubs in our league...

not updated quick enough

Out of date in terms of the Blues, players etc; needs to to involve the fans/followers more in what's happening. Match reports don't cover who played and as the squad is never announced online their is no concept of who is or isn't playing. Details of events aren't promoted in advance, such as lunches, as such they can't be diaried. Overall lack of content particularly with match previews, some opposition websites have more information about Macclesfield than our own website.

All focused on the first team. Other teams get 2 sentences if lucky.

### 23 – The main thing you like about the club

Facilities

The club has to get the balance right between the 1st team and others...

the ethos of the town team along with playing as high as possible n the league structure

Community spirit with junior integration

Location

Friendly attitude, standard of coaching

Convenient & friendly

The promotion of local talent

friendly atmosphere
Community values and camaraderie

Playing rugby (its is obvious but !!!)

local, socialble, my club! grow our own players, academy set to nurture our own and local talent

The price of subs for the season

Passionate people.

Its all around success

The standard of the club house and ground facilities

A social place to be where there is always someone you know. Friendly staff.

The ambition to play at the highest level possible

Great family club from cradle to grave. Great social rugby. Very friendly

Everyone is friendly and happy to talk to anyone

Friendliness of the staff.

Coaching set up for the minis and juniors

Vets

Rugby for all, not just the elite.

Vets

Great spirit within the vets

Strong social rugby set up with 3 social sides regularly turning out.

structure of social teams

friendly atmosphere in lower teams

League position

Shower temperature if bang on!

Social

Social Playing side

<table>
<thead>
<tr>
<th>24 What do you dislike about the club?</th>
</tr>
</thead>
<tbody>
<tr>
<td>After match food</td>
</tr>
<tr>
<td>The 1st team and their staff need to be better club members not paid mercenaries..</td>
</tr>
<tr>
<td>the club house empties quite quickly on a Saturday evening</td>
</tr>
<tr>
<td>High fees to watch.</td>
</tr>
<tr>
<td>More local players in the 1st team</td>
</tr>
</tbody>
</table>
Facilities

Nothing really

We should make the club the centre of the community and look to dramatically increase the average attendance.

lack of social events

Integration with the first team

Paying players. The RFU need to manage this issue.

first team players and coaches seem to becoming detached from club

More coverage/info regarding the other teams. Eg 3,4,vets.

Being threatened to be named and shamed about not paying subs when I’m not playing without finding out the full facts. I haven't set foot in the club since.

Cliques within teams and Alicados, resistance to change from older members

The aloofness of the 1st team

Toilets leave a bit to be desired.

The bar closes so early after games, may seem like people drift off but that is because they think it shuts. Also lack of interaction between sides, I play for the first team but could not tell you the name of a third or forth teamer. Xmas dinners or end of season dinners could help maybe?

danger of too much focus/investment in 1st team squad at expense of the wider club

The bar gets busy after matches and sometimes it takes a while to get served

Position of the first team in the league.

There should be a family membership structure.

Feeling like second class player just because I haven't or don't play for 1st or 2nd team.

Stop paying players.

Bar doesn't really have any atmosphere, possibly due to decor

If I won the lottery I'd relocate the car part and put the 1st team pitch where the car park is. All year round sunlight. No stupid frozen patches in from of the club house. Making the current 1st team pitch a decent 2nd team pitch. But on a realistic note the will to keep people at the club longer on a Sat an support drinking/pub games to 9pm. Much like the better social atmosphere at Wilmslow rugby club

Little interaction between different teams

I have to pay to watch the 1st team when I pay £180 a year!
not enough effort on recruiting and development

More socials

Too focused on the 1st team. Other team are an after-thought if lucky. Hand me down kits etc. The weekly emails telling me I’m a bad member off Pete Harper aren't great either!

Players commitment

none

25 What change would encourage you or your family to come to watch the first team more?

1st team acknowledge the fans and the costs they go to..... Also better beer, the beer is garbage

if I stopped playing

Cheaper gate and more expansive rugby

More activities for the kids

Lower admission prices

son to make 1st team

Children's outdoor and indoor play area

Games on Friday evenings

me not playing vets!!

Food & drink deals?

Better stands

More Success

Wife hates rugby so not a lot for her, I would have to stop playing to watch the 1st team

lower ticket price

If there were more home grown players in the first team who you knew or recognised.

Maintaining a high standard of successful rugby. As a first teamer we get 2 free tickets but they go to close family who would come what ever the price. Maybe getting 4 tickets who get half price entry - a fiver, would encourage people to come. Friends of players are notoriously tight but I recon would pay a fiver and then stick more behind the bar

If more home grown talent was in the team. Better viewing other than in the stand where it is freezing cold. An alternative bar on match days.

Hanging up my boots.

Me retiring from playing!!
Used to watch 1st after my match but now wife has to pay to see 4ths she doesn't come.

Can't think of anything, but at the moment, it's not great to see us lose so often
make the club house more appealing.
Better family facilities.
Friday games
If they got members discount on entry if they are with me.
kids play area!
Happy hours
Hard to do but make it less 'cliquey' too many times i see someone bowling around in their club tie getting served first when people waiting and thinking they run the show,
Stand
none

26. What change would encourage you and your family to come to the club more generally?

<table>
<thead>
<tr>
<th>Living closer</th>
</tr>
</thead>
<tbody>
<tr>
<td>A return to a much more sociable club, we did it before...</td>
</tr>
<tr>
<td>NA</td>
</tr>
<tr>
<td>?</td>
</tr>
<tr>
<td>Other events</td>
</tr>
<tr>
<td>see 25</td>
</tr>
<tr>
<td>More children specific facilities</td>
</tr>
<tr>
<td>More Club events</td>
</tr>
<tr>
<td>if we lived closer- not clubs fault.</td>
</tr>
<tr>
<td>Leisure facility, gym and games room.</td>
</tr>
<tr>
<td>More success</td>
</tr>
<tr>
<td>Change in the drink driving law and when my daughters learn to drive, otherwise more input by all members</td>
</tr>
<tr>
<td>Access to good quality gym on site. Big investment required but believe it could reap rewards.</td>
</tr>
<tr>
<td>More notice of and wider range social functions. Mainly the club environment could be 'softened' in terms of furniture &amp; decoration</td>
</tr>
</tbody>
</table>
Difficult question. Don’t know. Family grown up and moved away.

Nothing. They come to most if not all my home games.

Make it a hub for rugby community, put events on for internationals or big premiership games.

N/A

make the club house more appealing.

As above

Nicer facilities

They tend to come if there is not a 1st team game as it is free

kids play area

Socials

Make it more about the whole club as a community club. More focus on all teams.

None

more social functions

27a – How would you like to see the club develop in the future – answer “other”

Blend the semi pro side with the club. If the funding is not there, drop a league and still retain social rugby

Retain our current league status but it is vital that we build /improve the social sides more

The first two are not realistic options. Stay as we are isn’t possible as there has to be positive action in some direction, point two doesn’t make sense unless it means the same as point three, point four is too radical and may tip the 1st team into a downward spiral. It is the way of team sport to aim to win every game, as such progression is the natural reward for success. The Club’s ability to finance the Blues, will in itself, provide the leveller in conjunction with the team’s ability to compete. Interesting to know what people think but a very dangerous plan to proactively carry out!

We need a string 1st team, no matter whether we pay them or not, but I very much believe that we need more home grown players in the 1st team as this will attract more players and spectators to the club as a whole.

Rather a balancing act as if the team starts sliding down the leagues then the rugby becomes less attractive to watch with smaller numbers of spectators.

We should aim to stay as we are, which is challenging enough in itself, but not write off the thought of getting to the championship. If we were to approach this option it needs to be done in a careful and sustainable way, but certainly not written off. Stopping paying the first team completely would not result in “dropping down a league”. It would result in a devastating plummet with long lasting implications fort the entire club top to bottom. Please see Manchester
RUFC recent history.

For me it is a question of what we can afford! the club should definitely not separate the 1st team from the rest but whether we stay as we are, push for the championship or become an amateur club again depends on the income we can generate. We should not ourselves to have aspirations that sound finances can not support.

28. Do you have any suggestions for how the club could be improved?

A coaching team that is more approachable and interested in putting time back in to the talent in the lower sides and junior sides.

The right committee men are now in place

None

No - seems to be in good hands at the moment

Centre of the community. Initiatives to keep people in the clubhouse after games.

Rugby is a social game. Players nights, improved identity, 'branded' T shirts, fun games during the holiday period, encourage more women to play, more Dads and lads games, Tours instead of paying players.

not really, all my grumbles are very minor.

More involvement from the teams around the local communities. Put the club on the map! We want to b the main club in Macc, not the football club.

Bit by bit in budget. Develop Customer Relationship Marketing plan that creates more brand advocates, to improve the gate and teamship within all areas of the Club.

We need to generate more income and gain greater involvement by members as they are far to apathetic and don't give a dam.

- 

Speak seriously and professional (not over a pint in a bar) to other clubs that we could look to emulate - warfedale are a great example of how to sustain being competitive in this league. Mosley have made the transition to champ. Also look at example of clubs who have not handles playing at this level well - Manchester, Halifax etc

Communication other than e-mail & website. Clubhouse facilities to feel less like a rugby club for social purposes. Community activity. Bigger bar area. Just a few.

Closer links between the first team and the rest of the club.

Maintain the new levels of communication and focus on "rugby for all" to minimise the perception that "it's all about the 1st XV"

Do something with the club house/bar area.
Combine points 2 and 4 from question 27. Deliver this through honest team management.

Market the club around the town more. Sell advanced tickets in the town centre.

Treat everyone as equal. We all pay the same subs but get out of it very little.

None

none

29a **Would you be prepared to become more involved in the running and administration of the club?**

Where time allows due to business commitments. I would be happy to get involved if the time commitment could be flexible.

I could give my opinion as a current first team player

I am happy to run & organise a fun game for all members at Christmas or Easter.

crush the first team when it becomes amateur and perhaps has to take a few beatings

Previously offered marketing assistance

Depending on what needs to be done and how much time commitment it takes.

Happy to help with projects but cannot make a regular commitment
Appendix 1h – questionnaire free text responses – Non-playing members
### 2a. (if no, how far do you live from the ground)?

7.5 miles  
5 miles  
Wincle - 8 miles  
9 miles  
6 miles  
3.5 miles  
2 miles  
93 miles  
5 miles  
6 miles  
225 miles  
6 miles  
8 miles  
25 miles  
80 miles  
75 miles  
2 miles  
2 miles

### 11a – Grounds, stands and surrounds are substandard

The covered seating is excellent, perhaps some terracing in keeping with the overall 'green' surrounds could be added on the side opposite the clubhouse and I would like to see more tree planting in unused areas.

Could do with a small stand opposite club house

Very poor if you have a disability or infirmity. Seating is not suitable for arthritic cases

I suppose the main thing for me is a stepped terrace of 7/8 steps where we stand on the banking opposite the stand

### 12a Social facilities are substandard

The toilets are totally unacceptable.

Gents is cramped, usually clean enough. Limited coat pegs Bar no smaller than many, staff cope well in a small area, particularly on Saturdays after a match.
bar area needs a complete re-think, take down wall on landing and incorporate back bar room as part of the bar

Would be good to have hot drinks/soup at ground level.

Bar servery is in drastic need of improvement to maintain standards. At busy times the bar staff are hard pressed and falling over each other to serve customers. A bigger bar servery with ease of access is very much required.

13a Food and drink are substandard

Much improved this season.

The 'in hand food' pies, rolls, etc has in my opinion fallen off in quality and smacks of cheapness.

I think the choice of brewery and beer is poor

16a – Club website is poor

News, especially results and match reports needs to be updated far more quickly and regularly than at present. Results can and should be posted on a Saturday evening, not waiting until sometime in the week, for example. Also could look to give the site a RSS feed so that users can get updates automatically.

The site needs visually uplifting and it needs to be updated more often to maintain interest.

Not updated as regularly as it should be !!!!

Some of the lead 'panels' don't link to the 'read more' you get a 'Tab number' surely it is not beyond the 'webmaster to sort this out.

24 – The main thing you like about the club

the club owns its own grounds and all future development should be on this unique site

The friendly, informal and most importantly the local club feel that it has

Nat League 1 is a good standard of rugby. Nice place to watch a good team/good standard.

The forward looking plans of the board

playing in a higher grade of rugby that is possible while maintaining a stable financial club

Maintaining a strong commitment to rugby as a social sport, which means encouraging and supporting participation in the lower sides. We need to find ways of encouraging more players and supporters to stay around after the final whistle/showers etc. Entertainment? And last, but not least, recognise that the survival of the club needs it's core running costs (and that excludes
wages for first team coaching and players) to covered by subs and commercial activities. We have to stop the begging letters, especially the annual one to members who made what would have been at the time sizeable donations to what was a social club.

Location
Friendly atmosphere
The new modern approach to the club since the arrival of the new committee
To be as ambitious as possible whilst retaining the essence of a traditional rugby club
Typical Rugby Club atmosphere
The rugby may not be the highest technical standard but it is entertaining and honest, players are there for the game not the money.

Strong Junior section
The fact that it is a club and not a series of unrelated squads.
Atmosphere is excellent
The standard of rugby, despite recent difficulties.
A good standard 1st team not forgetting we are a social rugby club
It is trying to balance all aspects of being a successful rugby club.
A good cross section of supporters
The mini & Junior sections funding
Its current location provides some attractive vistas but these are inconsistent
first team rugby in the present league
Keeping the concept of Social Rugby and Championship Rugby
National Division One rugby or better
Friendly and friendships
Perfectly satisfied
Companionship
Enjoy it's location, like the ambience think the premises are very good
Community club spirit
That it is a club and every effort should be made to see that it remains so and does not try to over commercialise itself
The friendliness of staff, Bill and Bev, on the gate, in the bar everyone.
good friendly atmosphere
Bev and Billy Roberts and the great bond that all the teams and staff have
maintaining status in the league.
The friendliness
A good standard of rugby from first and second teams
Friendly atmosphere
Friendliness
Tradition and camaraderie
atmosphere - generated by the crowd that attend - certainly not by the 1st
team players/coaches!
varied social events
Local flavour
A focal point for meeting friends of up to fifty years standing enjoying a
common interest and providing a continuing facility for our off spring.
Friendly atmosphere
First team lunches
A friendly community club
Open fire
The same members have been there for a long time
The atmosphere/camaraderie
Friendly atmosphere
The New management structure
friendly atmosphere
Standard of rugby
Its atmosphere and good comradeship. It is also family friendly.
Friendly atmosphere
Friendly atmosphere
Social side
pleasant atmosphere and a good place to meet like minded people on match
days.
Supports several teams
Maintaining the grass roots support of the youth and club sides
Very strong mini/juniors section. Good standard of team for all levels.

Friendly and professional atmosphere around 1st team games.

As a long term member from Tytherington days there is a great deal to be liked about the club and its facilities all of which should be maintained with the accent on improved bar service as previously mentioned.

Meeting up with good friends old and new and well priced beer.

The open and friendly members. I have lived in Macc for 22yrs, I never played for the club but have always been made to feel welcome by older longstanding members.

being able to watch while seated and under cover

Bill and Bev, and the ground.

25 What do you dislike about the club?

the management of the club should be more open and its efforts should be on improving all aspects of the present site.

The focus on the progress of the first X1 should be reduced.

Not enough is done to market the 1st team to the town / locality. We would be getting more people coming to the home matches.

None.

The failure by the first team players, coaches and management to be a part of the social side of the club. I've rarely seen a first team player in the bar afterwards, which only serves to generate some sort of sense of elitism; there's no attempt to put something back into the club. It seems to me that if we want to get an inside view of a match, we have to get the Whappet version which (in my experience) doesn't take kindly to something that could be criticism.

The bar empties too early.

bar needs to be enlarged.

Not enough facilities such as a gym etc. if we had a gym more people would attend during the week. We may attract none playing fitness minded individuals and continue to grow the social life of what a rugby club is all about.

The apathy of many of the members.

The club seems to have a low visibility locally, bearing in mind only Sale Sharks locally are playing in a higher league than Macc.

On 1st team match days the crowd is still largely made up of old men. Is it possible to do something radical like playing youth matches on Saturday to encourage bigger and younger crowds.

Not enough functions on match days for former players. Need to attract more people to the club on match days.
Not much. Just ensure that there always is a good level of competitive first team rugby that gives the supporters pride and the lower/junior team players something to try and emulate.

The club is extremely poorly marketed in Macclesfield. No posters with details of next home game anywhere, very poor attendance from non members of the club to watch Blues home games as awareness is almost zero among the town population. If this were remedied gate receipts would rise, facilities/players could be bettered etc. etc.

The razmataz on the loudspeakers when the team score

lack of commitment from former players—excepting the 5 board executives

We need to attract more people (spectators, sponsors, etc.) aside from the "regulars" to support our 1st team ambitions. Perhaps we should separate the key areas of the club (under 1 umbrella) so more focus can be applied to each!

The music and comments after scoring by either team

larger facilities for families

The clubhouse requires thought with regard to how its spaces can be improved and utilised more effectively.

the bar facilities and the trophy room

NO VIEW

not sure

club fulfils my purpose so not very much

No complaints

Lack of under-cover facility on the far side of the ground

Don't care for the beer, would like to see more social event like discos and club dinners

Everything revolving round 1st xv

As I live so far away and attend few games I can only go on heresay and suggest that post match the first team are integrated a little more so that members feel some kind of ownership

cramped bar conditions after matches

First Teams league Position !!!!

The lack of another covered area.

Nothing really springs to mind

continued struggle for money

Lack of space and toilets
The barricades at the entrance

Nothing really

Family associations with current squad have gone and I fear that the absence of this link will change the nature of the club irrevocably.

Nothing

The whole bar/facilities need updating

The first team should consist of more home grown talent

NA

Seating area, not enough.

Lack of DDA access to upstairs.

Beer not to my taste!

Nothing

Toilet facilities

Wilkeys singing

The catering facilities seem to be inadequate and are in the wrong place though I accept, that, at moment, nothing can be done about that.

bar prices

music prior to and during games is totally unnecessary

wives over 60 should have free entry' most of these worked for the club providing players meals in past year

'Hired hands' at 1st team level have no allegiance to the club, real MRUFC members shouldn't be fleeced to pay their wages. The club is the members, not the first team. Reduce the wage bill and find a level that brings the first team back into the fold. Q. How many of our first team came up through MRUFC lower teams?

The bar area and main room needs updating. Too much focus on 1st team.

A seemingly lack of care and attention for teams below the 1sts

There is nothing obvious that I dislike

Kitchen position relative to the lounge and main area

Change the way the first team plays. Too stayed, no free expression allowed.

Bar area too small. Should be more than one.

still a "local" club where i see/meet old players etc

Kitchen and there should be a youth academy

26 What change would encourage you or your family to come to watch the first team more?
More covered accommodation for an increased number of spectators

None - they're not interested in rugby.

None

My absence is more to do with the fact that I prefer to be active (hence the outings with my whistle when invited), but I'd be happier watching a developed rather than brought in first team when I cannot see what overall benefit that having a paid first team brings to the club. If there's some evidence to the contrary I'd be happy to take it on-board.

My son playing for the team

introduction of a family membership package

Make it more sociable for the wives.

I'm happy as it is

None. I come to virtually every home game, my wife dislikes rugby so would never come.

N/A I am a rugby man who would watch any way

unfortunately nothing

NA

Perhaps obviously the success of the team. May be lunch as last week before the match

none

Some of the 1st team games should be turned into events (other than the pre-match meal) - I.E. beer promotions during the game (to encourage non-rugby people to come), invite people from "lower" local clubs to experience rugby at our level, entertainment immediately after the game, children's events & activities, etc..

N/A

larger facilities for families

Unfortunately there's nothing like success on the pitch to generate wider enthusiasm.

n/a I watch them all, but I would like to travel to the away games on the players coach as we used too

Securing Championship Status

Better spectator experience/facilities

n/a
I am quite satisfied. Others not interested in Rugby
N/A
Actually this doesn’t apply, I’m either refereeing or unavailable
More ‘lady’ friendly
n/a
Winning a few more games???
Evening games that don’t clash with other sports events
perhaps the addition of the above.
distance to ground too great for most of family many of whom have season
tickets for man city
N/a
Doesn’t really apply to me - its a 150mile round trip and I do 5-10 games a year
and 2-3 away games anyhow.
Generate greater engagement from the 1st team - they need to be part of the
"club" environment
Will attend whenever at home .
More seats
Unable to comment
For them to play better
NA
Friday night games
Not applicable - already attend - possibly quality of rugby played by MRUFC.
one
Sufficient time!
I am afraid that the language of the 1st team players and opponents would
have to improve. If we are striving to be a family club it is unacceptable to hear
the first team cursing and swearing. I would never bring my wife, or daughters
because of this fact. When I played 71/73 my wife, would attend every match.
Friday evening games
Nothing!
A 1st team playing expansive winning rugby
None, my wife is not interested
as above this would encourage socialising in the bar
Watching Macclesfield players rather than a bunch of professionals.
Success and local players.
Nothing
Already come to all games when possible
More personal time (don't think you can fix that !)
NIL.
Winning
obviously, higher playing standard & cheaper entrance charges, although i do not believe the current levels to be unreasonable!

**27. What change would encourage you and your family to come to the club more generally?**

see 26
Its a difficult one but I am sure that there are people who would otherwise come and support a team who will not attend the club on first team days because they get charged a £10 to watch 3rds, 4ths, 5ths. Not everyone is going to watch the 1st team, families and friends of the lower teams do not attend on 1st team days. Which leaves the lower teams without any support and the club with less people on a Saturday
I would come to see live Six Nations matches if these were screened.
A calendar of events to maximise use of the club
Doesn't really apply as my family isn't in the area. However, decent social events (Summer Ball, Presidents Sevens or even something like the Manchester 7s) would give some specific focus
as above
Improve the facilities, however this requires investment!
Nothing. Our social life is not linked to rugby.
nothing
NA
more social events
More non rugby facilities - gym, squash.
N/A
larger facilities for families and friends
Develop a more attractive ambience in the upstairs spaces; one half feels like a canteen, the other areas create a sense of exclusion, only to be entered by the few
I wish I had the answer
ONLY THE ABOVE

Worthwhile Club fund raising events/charity events
club fulfils my purpose so not very much
Ditto
N/A

Better social events
n/a

Disabled - ability to get upstairs without assistance of club members

Evening games and events that coincide with the rugby for the Kiddies etc
more seating areas possibly?
Free beer!
none
N/a

Good social events - with good attendance
A commitment to maintaining the player / member link.
Bits smarter a quiet seating area in bar
Unable to comment
Cheaper drinks
NA

Quality Family facilities for dining
none

None

I am afraid that the language and behaviour, certainly of the first team players, would have to improve. I find it unacceptable to hear the language used at first team games both on and off the field. That is the reason I stay very seldom after 1st team games.

Nothing! I already do.
nothing
none.

as above
As 26.

Success breeds success. A winning team and better atmosphere on match
days.
None required
NIL.
seated lounge areas
improved social events

28a – How would you like to see the club develop in the future – answer “other”

Please stop this desperate need for the 1st XV to progress up the leagues. It is unsustainable, please do not continue to follow a path that without substantial benevolent funding has nothing at the end other than acceptance that the club cannot afford to pretend to be able to be anything other than the very best amateur club in the region.

I have no issue with a semi-professional first team that is funding from it’s own funds-raising. It can rise and fall in the leagues through its own recruitment and remuneration practices; grandiose schemes such as Championship rugby should only be entertained on the back of long term commitments from backers to provide the funding needed to sustain a presence in that division, not just to get there and then hope we survive.

Unless we secure a regular sponsor I think it would be reckless to try and be a championship club. Lets play at a level we can comfortably afford the overheads. This will in turn allow us to do what we do, extremely well as opposed to average.

I sent my view of the future to Peter Harper and the management team last year. Without bigger crowds and more revenue I doubt if the club can support a National 2 North side let alone a Championship Team.

Maintain N1 rugby first of all and just do your best in that league.

Championship rugby would require huge investment(s) by sponsor(s) to attract ‘professional’ players with all the inherent problems (eg Manchester RFC) and no guarantees of success (eg Jersey RFC). This would also mean an elite ‘squad’ system which by definition would mean no link or progression for junior or lower team members to progress or gain experience. MRFC would no longer be a rugby ‘club’, but a series of squads. I enjoy watching good competitive rugby in Div 1 or Div 2N and the current first team have all played exceptional well to achieve Div 1 status. My only concern, keenly illustrated by this seasons results, is that the gap in ability/experience between 1st and 2nd teams is too great to adequately cover the large number of injuries to regular first team players.

This is a key question. Not sure we know just exactly what we are trying to achieve. It looks like we are going to drop a level for the first time which having got this far is a pity. The big challenge whether we stay up or go down is to stabilise the situation. I certainly feel that we should try and remain as local as possible, by which I would say picking up our players from the immediate locality within a 10/15 miles radius say. Developing our own players should be high on the agenda and getting them to aspire to the first
XV. Disappointing to note the collapse of the colts xv this season.

you will never get a team of Macclesfield players that can represent the club and stay at this level or the league below

From where I am I think the second option has already happened

At the moment Consolidation and try to increase revenue throughout the club and better facilities

important we stay within playing budget

Play at the highest level that is sustainable with the players available, always look to have home grown players included (which means having an appropriately good youth/junior set up) but to work within affordable limits. Championship rugby is not the be all and end all, the club should be a demonstrably inclusive, community club, located in the town.

I would support the survival of the club. If that means going down a league so be it

I would have opted for stopping paying the first team but in these days that is impractical. I would however like to see local talent being given more of a chance to progress through the teams as it used to in the 70s

29. Do you have any suggestions for how the club could be improved?

I suspect Championship rugby could only be sustained with a significant increase in attendance which I think is possible with the right marketing effort. I was torn between a "Stay as we are" and "Push for Championship" response to Q28.

Raise manageable funds through grants, sponsorship and loans to improve the facilities and the performance of the teams

advertise the product more we have a good brand to sell at Macclesfield

If money was no object, then we need a new club house, one that supports the future and which is easier to exploit during the week and out of season. However, until that time comes.....perhaps a beer tent on the far touchline so that supporters watching from that side, and those watching the game(s) on the side pitches, can get a beer??

Reserved parking space for 4th official!

do not pay too much attention to us old farts !!!

Get someone who can sell packages and obtain sponsorship. The current sales strategy is appalling. Not once I the last 4 years has anybody approached me for sponsorship or a hospitality package.

There are many things, however everything is totally dependent on obtaining extra investment

This is my 1st season as a member so I have no previous Macc experience to compare with
See comments on 28 above.

Try to encourage more former players to the club and also attract more to watch the games

Bring more players that can be rotated within the first team that can also play in the second team to help pass on experience/skills etc and integrate their training.

Improve mobility of players between the junior sides - 3rds, 4ths and 5ths, where developing players need identifying rather than selection seemingly being based upon the team based clique

The new management team has been good for the Club, give them a good run.

Get more people to the club - especially for 1st team games. These should be major events - free buses from town, cheap beer, outside bars, entertainment after the game, easier access to a beer during & esp. immediately after the game, invite local clubs, etc. etc. Pick a fixture & try it!

Improve our ability to generate revenue to develop facilities, coaching skills of willing volunteers and improve players' skill set

the answer lies in the youth section where there are big numbers of mums and dads that only want little johnny looked after on a Sunday. you do not see them at all any other time.

Secure a wealthy Benefactor to invest serious money

Recognise that the environment leisure activity exists in is much different from that of 10 or 20 years ago. Is a members facility still an appropriate operating model? Should the facilities be operated as an entity with sole use of a paying membership, should provision of a section of rugby (Mini/Junior/Youth/Social/First) be paid for as an economic entity possibly with cross subsidisation?

Needs to be more active in trying to attract new people to the club. With the advent of semi professional players, we are in danger of losing the team/club spirit we’ve always had at Macclesfield

Yes and have discussed in the past and will no doubt do so in the future

Improved links with bigger rugby clubs to help first team with players

Not without a lot of money, generally happy with the club as it is.

continue with current efforts to expand the number of supporters and club volunteers

Create a real hospitality venue - find a way to generate revenue during off-peak times

Expand catering and disabled access to generate a positive income stream through quality and reliable catering.

Updating the facilities in order that it can attract functions.
No

Improve transition of youth to senior level and social activities & facilities to dine during weekdays & weekends

more bars

Pitch maintenance investment: No "music";

Devise attractive sponsorship packages, not least to attract greater use of club facilities e.g. improve facilities for women, wives and girlfriends.

It needs to become a more friendly family atmosphere.

Bigger stand

Ideally, we need a new clubhouse but......! I'd like to see more players staying longer after a game but I'm not sure how you achieve that. I am also very concerned about the number of players who are not paying subscriptions.

Improve the maintenance and presentation of pitches by investing in better equipment

provide covered viewing area on opposite side to clubhouse

Keep it up Pete, this questionnaire is a big improvement! Previous management committees have myopically chased promotion with no regard for the paying members views.

Make more people aware in the catchment area of the standard of rugby played and the club facilities

Other than already mentioned above - no

Short of starting again re facilities and a new clubhouse, NO

Get some "mulled wine" in the bar during the colder months. I think it would sell very well to ladies watching the games and also to Mums on Sunday mornings.

Extend the clubhouse to encourage people to come. Have more seated areas where wives, older members can be comfortable before and after the match.

30a Would you be prepared to become more involved in the running and administration of the club?

I am Head of IT for NCC Group. If my expertise can be of use feel free to contact me e: tony.sanders@nccgroup.com

In view of my age I still do what I can or am asked to do

Just waiting for the call to the Presidency!!!

Could spell check your surveys for you

Macclesfield is my club and I love it dearly. At this moment in time due to continuous travel with work etc, I would’ve unable to offer any consistency. The future however will be a different thing and I look forward to helping out
such a great club. This club has allowed me to meet many friends and have to many to count laughs years
Ill health means I cannot help in any meaningful way.
In whatever capacity you need.
Answered "no" suspect too old!
I have done my "bit" in the past and will do so again once the family "grow" a little!
at present, other commitments prevent me from being able to make a big input. If/when that changes, there is the possibility of being more involved
How ever it was felt appropriate but not just as a pair of hands
There is little I can do from such a distance but I would consider becoming webmaster if the system is simply cut and paste
Happy to consider a range of help
I live too far away.
Only in the background
Positive backing, too old to input in other ways!
Yes but right now I don't have time
Something that would interest me and be within a time frame that I could manage
Health problems prevent this.
I am too infrequent a visitor to strongly comment! The questionnaire wont except the skip to Q7!!!!
## Problem Statement 1: There are segregated tiers within the club that do not mix

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a wide range of rugby from the semi-professional first team to the minis and juniors who play on a Sunday</td>
<td>The principle focus is on the first and second team</td>
<td>The performance of these teams is a source of pride and status for the club</td>
<td>The focus of coaching is on the 1st and 2nd team. This attention is not shared with the other teams</td>
<td>The situation has not been corrected by club management</td>
<td>The mandate of the Director of Rugby does not include the additional teams</td>
</tr>
</tbody>
</table>

## Problem Statement 2: The club facilities are underused

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>The facilities need to be improved to comply with various legislation (e.g. disabled facilities)</td>
<td>Revenue streams are neutral</td>
<td>There is a lack of funds</td>
<td>There is a lack of professional venue management</td>
<td>There is no marketing plan, budget or target</td>
<td>There is limited marketing of the club to the broader community</td>
</tr>
</tbody>
</table>

PROBLEM STATEMENT 1: There are segregated tiers within the club that do not mix

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a wide range of rugby from the semi-professional first team to the minis and juniors who play on a Sunday</td>
<td>The principle focus is on the first and second team</td>
<td>The performance of these teams is a source of pride and status for the club</td>
<td>The focus of coaching is on the 1st and 2nd team. This attention is not shared with the other teams</td>
<td>The situation has not been corrected by club management</td>
<td>The mandate of the Director of Rugby does not include the additional teams</td>
</tr>
</tbody>
</table>

## Problem Statement 2: The club facilities are underused

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>The facilities need to be improved to comply with various legislation (e.g. disabled facilities)</td>
<td>Revenue streams are neutral</td>
<td>There is a lack of funds</td>
<td>There is a lack of professional venue management</td>
<td>There is no marketing plan, budget or target</td>
<td>There is limited marketing of the club to the broader community</td>
</tr>
</tbody>
</table>
### PROBLEM STATEMENT 3: The club is not marketing itself effectively

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>We don't know what we are trying to market</td>
<td>The club identity and value proposition are not clear</td>
<td>These have not been developed as part of a strategic plan</td>
<td>The focus has been purely on the rugby and not on the commercial activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The marketability of the existing product is fragmented</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We don't understand the market or its trends</td>
<td>Previous marketing efforts have failed to deliver</td>
<td>Marketing activities were not aligned with any club strategy</td>
<td>Lack of structural/strategic planning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is a lack of funds for marketing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### PROBLEM STATEMENT 4: The club exists on a cash neutral basis

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aspirations have been greater than available funding</td>
<td>Focus of spending has been the first team</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secondary income from non-member activity has decreased</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We maintain a cash neutral existence - there are no surpluses for investment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have failed to increase club income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attendances at first team games has not increased</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market factors - Price has been too high, Macclesfield is a football-centric town, the club is not marketed effectively</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First team are seen as hired hands</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of member interest in first team from across club (e.g. parents in mini and junior section)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of local players or players that have come up through the lower teams</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have failed to increase sponsorship</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Problem Statement 5: There is a limited ownership initiative in the club

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Limited ownership initiative in the club</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Once the rugby has finished on a Saturday, there is limited further social interaction on any scale across the sections.</td>
<td>The first team is separate from the other sides and from the members socially.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members’ association with the club is limited to the rugby activities.</td>
<td>There is a perception amongst other sides that they are discriminated against in comparison with the first team.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teams do not support each other and are only passionate about themselves and their own rugby. Captains do not share the vision of the club as a whole and their allegiance is limited to their team.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Club facilities do not foster a club environment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Problem Statement 6: There is a limited transition and player development through the teams

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>There is a limited transition and player development through the teams</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U16 players are not encouraged to train with the seniors.</td>
<td>Younger players find it hard to integrate and perform when they do not train with other teams.</td>
<td>The selection process is reactive and unpredictable.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is no process in place to link progression between teams.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The colts teams struggle to field a full squad every Sunday.</td>
<td>A substantial number of the players are at King’s school who actively discourage boys playing for the club on a Sunday.</td>
<td>There is no conduit between training, performance on a Saturday and progression/selection.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Players move away to University and do not return to Macclesfield to play.</td>
<td>Contact is not maintained and liaison stops at their departure.</td>
<td>No effort is being made to encourage them to return and play.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is incomplete knowledge of why some players stop playing around the time they leave school.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>