

# SKERRIES RFC

## CLUB DEVELOPMENT PLAN 2020-2025



## **INTRODUCTION AND BACKGROUND TO THE CLUB**

### **Skerries RFC History**

Skerries RFC was founded in 1926 and has established itself as a strong community club. The Club has a strong history of winning the Leinster Towns Cup and has played in the All Ireland League and the Top Leinster League. Currently the Club fields twelve under age teams from under 7s all the way through mini and youth rugby to the adult section which fields under 20s, J1 who play in Leinster Metro 2 Division, and the first team who play in AIL 2C. The Club has also started girl's rugby within the last two years and this has grown slowly but surely.

The Club has an excellent and well-located Clubhouse with strong links within the community of Skerries and also with the neighboring towns of Balbriggan, Rush and Lusk. One of the Club's strong assets is the fantastic volunteer base and the Club is proud that no coaches, players or management are paid.

Historically there has been strong links between Skerries RFC and Skerries Community College. However, in recent years the SCT Rugby Programme has waned and is largely run by Rugby Club volunteers. Through our Development Officer stronger links have been made with schools in neighboring towns.

#### **Current club membership:**

- 91 full members
- 81 life/ honorary life members
- 45 Clubhouse
- 95 Family
- 70 Student & Players
- 5 Overseas
- 149 Youths
- 257 Minis

#### **Current Adult Rugby Provision:**

We field 3 adult teams currently: 1<sup>st</sup> XV, 2nd XV & Under 20s.

We have 90 players registered, 60 of whom play regularly.

At Minis & Youths the following table sets out the numbers involved at each age group:

<b>Age Grade</b>	<b>Year of Birth</b>	<b>2019/20 Registrations</b>
Girls	-	<b>27</b>
Under 6s	2014	<b>27</b>
Under 7s	2013	<b>29</b>
Under 8s	2012	<b>35</b>
Under 9s	2011	<b>28</b>
Under 10s	2010	<b>38</b>
Under 11s	2009	<b>32</b>
Under 12s	2008	<b>41</b>

<b>TOTALS</b>	<b>257</b>
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#### Youths

Under 13s	2007	<b>36</b>
Under 14s	2006	<b>38</b>
Under 15s	2005	<b>26</b>
Under 16s	2004	<b>21</b>
Under 17s	2003	<b>26</b>
Under 18.5s	1st July 2001 > December 2002	<b>2</b>

<b>TOTALS</b>	<b>149</b>
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#### Coaching

The Club has a strong coaching base & is committed to supporting coach progression along the IRFU Coach Development pathway. Our aim is to have a number of coaches qualified to IRFU Stage 4.

## **Club Structures**

The Club structure is set out below. The Club operates under the leadership of an executive committee with a series of sub-committees in place. This structure is designed to share the workload and ensure equal and inclusive representation in delivering the aims of this plan. The executive committee is renewed on an ongoing basis in accordance with the Club Constitution. Each sub-committee holds a specific remit within the Club and will have at least one representative on the executive committee. Sub-committees for the committees at present are as follows:

- **Rugby**
- **Finance** – responsible also for fundraising, commercial and sponsorship.
- **Youths**
- **Minis**
- **Grounds**

We are considering establishing an Administration Committee. This work is currently undertaken by the Chairman and the Hon Secretary. Similarly, consideration has been given to establishing separate sub-committees for commercial and marketing, fundraising and sponsorship. To date we have identified various individuals to assist with these as projects arise and this has proved quite successful.

## **Facilities**

Holmpatrick currently comprises two full sized pitches, one with a natural sand-based grass surface and the other which is a recently installed all-weather 3G pitch. The main pitch is floodlit to standards befitting competitive matches at all levels. The short-term plans include the obtaining of planning permission for the provision of flood lighting on the all-weather pitch.

The Club currently has a Clubhouse and adequate changing facilities for its current needs. It also comprises an upstairs bar together with a ground level function room and bar. Plans moving forward include the following:

- 1) Provision of flood lighting and nets to the rear of the all-weather pitch
- 2) Maintenance of the function room and downstairs bar is urgently required in the short term.
- 3) Provision of facilities for girls/ladies rugby needs to be considered.
- 4) The reinstatement of the area to the south of the ground currently occupied by Irish Water and their sub-contractors is to commence in the summer.
- 5) Adequate parking has always been a challenge.

## **Club Vision**

The following are the key objectives of the Club:

- 1) To make rugby the sport of choice in the town of Skerries.
- 2) To provide a pathway for players, coaches and referees.
- 3) To maintain a player and welfare centered approach.
- 4) To play a pivotal role in the local community

In line with these objectives Skerries RFC has set the following vision:

“To provide, through high quality coaching, first-rate playing opportunities in rugby for people of all ages and at all levels, engaging with local schools and the wider community.”

## **Current Challenges**

As part of this process consideration has been made for the key challenges to the Club at this time. In recognizing these challenges, objectives and actions have been included within our development plan as they are critical to the future growth and improvement of the Club:

- 1) Maintaining sufficient number of playing members to support a minimum number of three senior teams (1<sup>st</sup>XV, 2<sup>nd</sup>XV and under 20s.)
- 2) Maintaining financial stability
- 3) Volunteerism:
  - a) Recruitment and retention of our volunteers
  - b) Growth of our current volunteer pool and active volunteers
  - c) Addressing over burden on current volunteers
  - d) Succession planning to focus on and include referees without our volunteer pool
  - e) Having sufficient facilities to cater for the Club’s current ambitions and future aspirations
  - f) Maintaining links with local schools and other sporting codes and generally and broadening the usage of the Club facilities particularly through the summer months.

**SWOT Analysis:**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Volume and quality of volunteers</li> <li>• History of producing elite players and being a good community Club with large membership at all levels.</li> <li>• Links with other codes</li> <li>• Locally based players</li> <li>• Provision for all age groups</li> <li>• Good sponsor base</li> <li>• Good financial position</li> <li>• Quality &amp; location of facilities</li> <li>• High standard of coaching</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing disconnect with Skerries Community College</li> <li>• Lack of presence for players at general committee</li> <li>• No succession planning in place for coaches</li> <li>• Need more players at all levels</li> <li>• Difficulty retaining players</li> <li>• Difficulty recruiting adult players</li> <li>• Need to broaden volunteer base.</li> <li>• Difficulty increasing member numbers</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Artificial Pitch</li> <li>• Strong links with Leinster Branch, IRFU and World Rugby</li> <li>• Rugby committee to oversee activity</li> <li>• New communities in surrounding areas</li> <li>• Develop female rugby</li> <li>• Develop links with non-national communities</li> <li>• Develop strategy for development of mixed ability rugby</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities to service numbers</li> <li>• Urbanization of players</li> <li>• AIL competitors paying players</li> <li>• Increasing cost of playing in AIL</li> <li>• Community fatigue in relation to fundraising</li> <li>• Competition with other rugby clubs</li> <li>• Competition with other sports</li> <li>• Travel fatigue with AIL</li> <li>• Commitments of players/members elsewhere (family, work, etc.) affects participation.</li> </ul>

## **Action Plan**

In line with the IRFU's Sustainable Clubs Model the areas covered under this plan are as follows:

- 1) Rugby
- 2) Club administration
- 3) Facilities
- 4) Finance
- 5) Social
- 6) Marketing & Communications

The Development Plan has been designed as a working document with the Club's executive committee undertaking a commitment to review the plan on a minimum of a quarterly basis. This ensures that progress and actions within the plan is evaluated and aspirations are realigned.

A system has been included within the plan to identify areas of high, medium and low priority.

## RUGBY ACTION PLAN:

Functional Area	Responsible	Target	Dec'19 Rating	Comments
General issues	All	Produce a friendly atmosphere in which people can not only play rugby, but also volunteer in any capacity and watch the game in its various formats		Perceived as clicky by some
		Foster & further develop relationships within the local community and other sporting organisations that will ensure the future and continued growth of our Club		Must maximise the opportunity that the new pitch brings
		Identify & support approaches for ensuring Club benefits equally accessible to all young people with the ability & desire to progress in sport, targeting Women & those from outlying areas		
		Further develop management, coaching & playing qualities of our Men's, Mini, Junior and Girls sections within our Club.		Work in progress
		Be recognized by Leinster branch & IRFU as a model of good practise		Coach development viewed well. Player pathway some rep gaps
		Increase family membership by 20% by targeting parents of Mini and Youth players		10% increase since September
		Work towards a sustainable structure for coaching & management		
Functional Area	Responsible	Target	Dec'19 Rating	Comments
Minis	Mini Co-ordinator	Foster a friendly & fun atmosphere in which children up to U12s age group		
		Run squads at every age from U7 to U12. Each to have min 30 players & 6 coaches		
		Focus is on participation, in non-competitive rugby format.		
		All coaches in every team trained to relevant national coaching standards e.g. Level 1		From U9 up 26/32 are fully qualified
		Provide a format that encourages players & parents to feel more engaged in the club, and to volunteer their time		Barriers to new parents & mums especially. 3G pitch should help
		Use "Half time heroes" as a means of engagement and tool for increasing membership		Maybe use both ends



Functional Area	Responsible	Target	Dec'19 Rating	Comments
Youths	Youth co-ordinator	Maintain player numbers to have squad at each age group U13 to U18.5, with high player retention rates year over year		Some squads a concern. Others strong
		There are 3 to 4 accredited coaches for each team		Over 80% of coaches appropriately qualified
		Each squad plays at least 20 fixtures per annum		
		Over 50% of U18.5 team transition to U20 rugby & adult rugby		50% transition to U20 but around 20% to adult
		All teams are competitive within the North East region		
		There is coaching focus on key skills with measured progression & annual development		Need for LTPD plan & support with S&C
		There is 6 players per year availing of NE pathway at U16s		Good representation across U15, 16 & 17
		End of season tour every two years		
Functional Area	Responsible	Target	Dec'19 Rating	Comments
CCRO	AC	Maintain current level of presence in 15 local national schools		Placement secured in existing national schools. Started in Gael School in Rush
		Increase mini membership from outside traditional feeder schools (Lusk NS, Skerries Educate together, Rush NS, St. Catherines, Corduff NS)		6 new players directly resulting from school visits
		Increase presence in local Community Colleges (Skerries, Rush and Lusk)		Still no joy in SCC, Successful in St Josephs, Lusk CC
		Run 3 x specialist coach the coaches sessions every year for the Mini coaches at SRFC		Run 1 and another due on 16 Dec
		Host 4 x Primary school TAG blitzes every year. One of which to be a twilight blitz where parents are invited & Leinster get involved.		Working on alternative venue till new pitch completed. Dates already set for blitzes.
Functional Area	Responsible	Target	Dec'19 Rating	Comments
Girls	Girls co-ordinator	Run girls' teams at U12, 14, 16 and U18		Ongoing
		In the interim field combined teams & initial focus at U12 & U14		Great numbers at u14, low numbers U16
		Experienced coach per team & 2 coaches in development/ training		2 youth coaches recruited, trained & vetted.
		Appoint a Girls Rugby coordinator		
		Establish a working relationship with local secondary schools		26x 1st years showed interest in playing
		Review feasibility of running an adult Women's team		Revisit in 2021

		Skerries RFC girls get recognized and selected onto the Leinster development squad		
<b>Functional Area</b>	<b>Responsible</b>	<b>Target</b>	<b>Dec'19 Rating</b>	<b>Comments</b>
Coaching Coordinator	GMcC	Conduct an audit of coaches across all teams		2 Red flags highlighted
		Establish coach mentoring scheme: experienced coaches support age grade coaches		Look to recruit guys who have completed a whole cycle e.g. Rock
		Coach mentors collectively observe every age group and provide constructive feedback		
		Provide specific CPD for coaches of U10, 11 and 12 where the coaches often struggle to marry competitive matches with the ongoing development of players		Main support needed is around tackle and game sense.
		Provide specific CPD for coaches of U16, 17 and 18 to focus on "heads up" opposition focussed rugby rather than pre-programmed "truck it up"		Completed bar U17
		Provide CPD or coaches to run game-based activities conditioned to make players assess a range of options		
		Develop long-term coach development pathway & best under-age coaches are recognized with appointments into the adult teams		Still to undertake with MH, COH, DOS etc
		Enhance links with Leinster CRO for Fingal & Club as a centre for coaching excellence		
<b>Functional Area</b>	<b>Responsible</b>	<b>Target</b>	<b>Dec'19 Rating</b>	<b>Comments</b>
Seniors	SM/ DOS	All players, coaches and management are locally produced or sourced via a culture of sustainable development. Any recruitment is purposeful and driven by need.		
		Maintain Senior status – Play in All Ireland Leagues		
		Continue to run at least 3 Senior teams (inc U20's)		
		Win 65% of games across the 3 teams		68% so far 19/20
		Develop player leadership group to feed into Director of Rugby and Head Coach		In place but not formalized
<b>Functional Area</b>	<b>Responsible</b>	<b>Target</b>	<b>Dec'19 Rating</b>	<b>Comments</b>

Recruit & retain	JM/ WD	Conduct annual player audit & confirm players intentions for the following season		Depth chart complete. Repeat each January
		Succession plan for replacement of players retiring or who have long term injuries		
		Recruit players in key positions not already in squad		Trying hard to find props. Visas problematic
		Confirm what jobs & accommodation the club can offer to support player recruitment		Agreement by SRFC Committee to support
		Establish recruitment policy for young players leaving school and in local area and beyond who wish to develop their standard of rugby		
		Develop a tracking system for players at end of their U18 season		
<b>Functional Area</b>	<b>Responsible</b>	<b>Target</b>	<b>Dec'19 Rating</b>	<b>Comments</b>
Referees	Liaison/MJ?	Identify an incentive system to encourage players/members to take up refereeing		
		Develop timetable to communicate benefits of refereeing to teams particularly from U17s up during season		
		Maintain contact with ex-players or injured players who may have an interest in refereeing		
		Promote & encourage mini & youth coaches to do associate referee course. In particular U12s to U16		
		Review difficulties in obtaining ARLB appointment		
		Liaise with ARLB on seminars for members on laws & recruitment		

## Legend:

Ongoing	High Priority	Medium Priority	Low Priority	Completed
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## CLUB ADMINISTRATION:

OBJECTIVE / TARGET	ACTION	PRIORITY	TIME SCALE	OWNER	COST	PROGRESS
Recruit & Engage Volunteers to fill posts within the club	Appoint a Volunteer Coordinator which provides a focal point for volunteers and volunteering within the club.	High Priority	August 2020	General committee	N/A	
	Facilitate the recruitment, retention, recognition, and reward of club volunteers through the following: <ul style="list-style-type: none"> <li>Conduct an annual audit of the club's volunteering needs and match volunteer skills and interests as appropriate</li> <li>Develop a formal volunteer induction to welcome new volunteers and provide a full overview of their role.</li> <li>Create and maintain role descriptions.</li> <li>Consider succession planning within volunteering and implement a rotation policy to recruit new candidates.</li> <li>Representation on General Committee &amp; sub-committees.</li> </ul>	Low Priority	March 2021	Volunteer Coordinator/ President		
	Host an annual information session around what is needed within the club in terms volunteering to aid recruitment. Circulate info.	Low Priority	Annually in September	Volunteer Coordinator / President		
Ensure effective club management	Review the Club management structure to ensure best practice and awareness of individual role requirements	Low Priority	Annually in May	Chairman		
	Appoint an Assistant Chairman to assist Chairman aid succession	High Priority	Annually in April	Chairman		
	Clearly distinguish between the President and the Chairperson roles and identify appropriate people to undertake these roles.	Low Priority	Annually in September	Chairman & President		
	Formalise sub-committees & develop terms of reference for each.	Low Priority	Annually Aug	Chairman		
	Approach representatives of Minis, youths, and ladies' sections to sit on General committee	Low Priority	Annually Apr	President / Chairman		

Ensure best practice Club Governance	Review Club constitution		Annually Mar	Secretary		
	Submit all necessary documents to LB and IRFU on time		Monthly	Secretary		
	Ensure all child protection safeguards are in place and all issues dealt with in a timely manner		Ongoing –Sept 2020	Welfare officer		
	Ensure all sub committees meet monthly and reports are submitted in advance of General committee meeting.		Ongoing	Secretary		
	Achieve IRFU Club Excellence Award.		May 2021	Chairman	TBA	
	Ensure effective management of the Club		Ongoing	Chairman		
	Ensure an accurate database is held for communication purposes.		Annually Sept	PRO & Hon Sec		
	Ensure appropriate first aid provision is in place across the Club		Oct'20	Welfare officer		

## FACILITIES:

OBJECTIVE/TARGET	ACTION	PRIORITY	TIME SCALE	OWNER	COST	PROGRESS
Enhance the Clubhouse facilities to ensure infrastructure reflects the needs of the club.	Explore options for re-development or re-structuring of current facilities to include <ul style="list-style-type: none"> <li>Altering bar facilities</li> <li>Installing catering facilities</li> <li>Additional changing rooms/women's facilities</li> <li>Enhanced car parking space.</li> <li>Improved entrance/exit to grounds</li> </ul>		Feb'21	Chairman	50k	
Pursue grant funding to assist development.	Seek appropriate professional help in securing grant funding.		As required	Chair of Finance		
	Engage with potential funders & explore capital funding options		As required	Chair of Finance		

Ensure pitches & training areas are fit for purpose	Engage appropriate personnel to oversee and implement any required maintenance works that may be required both in the short term and the long term		Ongoing – review in September	Head of Grounds	25k	
Enhance usage of Club facilities by local community / other clubs	Engage in consultation with local organisations to include schools, sports clubs, community organisations to identify facility needs and promote usage of the Clubhouse and pitches.		Ongoing – review Sept & quarterly	Social committee / CRO		
Regulate access to equipment for all teams	Appoint a manager with responsibility to track and allocate equipment as needs be and to consider & budget for replacement / new equipment <ul style="list-style-type: none"> <li>• Ensure adequate and appropriate equipment in place</li> </ul>		Aug'20	Equipment manager	10K pa	
Ensure Health & Safety Policy is prepared and implemented	<ul style="list-style-type: none"> <li>• Check current plan and revise as appropriate.</li> <li>• Prioritise and cost any necessary works</li> <li>• Ensure policy is communicated properly to all members</li> <li>• Carry out regular risk assessments and implement actions for risk reduction</li> <li>• Ensure all hazardous substances clearly identified, controlled, and stored</li> <li>• Ensure accident &amp; emergency procedures are documented</li> </ul>		Aug'20	H&S Officer	TBA	

## FINANCE:

OBJECTIVE/TARGET	ACTION	PRIORITY	TIME SCALE	OWNER	COST	PROGRESS
Ensure best practice & sound Club financial management	Appoint appropriately qualified personnel to financial roles within the club.		Annually Apr	Chair of Finance		
	Appoint an Assistant Treasurer if needed		Sept'20	Finance		
Improve the financial resilience of the Club	Build up reserves.		Ongoing review April annually	Chair of Finance		

	Prepare accurate budgets, cash flow statements and forecasts		Ongoing – review Sept & quarterly	Chair of Finance		
	Devise a Fundraising Action Plan: <ul style="list-style-type: none"> <li>• Consider opportunities for private funding</li> <li>• Consider targeted sponsorship opportunities</li> <li>• Club fundraising activities and events</li> </ul>		Dec'20	Chair of Finance		
Enhance profitability of Bar	Implement effective cost controls for the bar e.g. stock taking and management, product margins, products choices, etc.		Ongoing	Bar Mgmt Team	(+20K)	
	Maximise usage of the bar for club events.		Ongoing – review Sept'20	Chair of Finance		
Enhance profitability of club shop	Review sales and stock systems and recruit adequately trained staff			Shop manager & Chair of Finance	(+10K)	
Enhance profitability of coffee shop	Review operation and recruit adequately trained staff			Bar Mgmt Team	(+5K)	
Ensure membership subscriptions up to date	Maintain management of membership using Clubhouse system		Monthly Sept to Dec	Membership secretary		
	Ensure sufficient personnel are trained to use the system and put in place a succession plan		Dec'20	Membership secretary		
	Monthly review					
	Review what is included in offer to members		Aug'20, then May annually	Chairman & Membership Secretary		
Generate funds via annual fundraising events	<ul style="list-style-type: none"> <li>• Plan ahead appropriately</li> <li>• Recruit appropriate personnel to spearhead events.</li> </ul>		Oct'20	Chair of finance & Social committee	50K pa	

## SOCIAL:

OBJECTIVE/TARGET	ACTION	PRIORITY	TIME SCALES	OWNER	COST	PROGRESS
Create a vibrant and appealing club increasing member participation in social events	Run 3-4 social events each season that command interest and involvement at all levels and all groups. Examples: <ul style="list-style-type: none"> <li>• Christmas party</li> <li>• End of season awards</li> <li>• Club dinner</li> <li>• Family fun events</li> <li>• Golf day</li> <li>• Summer Camp</li> <li>• St. Patrick's Day</li> <li>• St. Stephen's Day Quiz</li> <li>• Summer BBQ</li> <li>• Summer Tag Rugby</li> </ul>		August annually	Social Committee Or Chair of Finance		
	Engage with Minis and Youths section to contribute towards development of social activities		September 2020	Social Committee		
Explore options for wider community use of facilities beyond rugby activities	Consult with members and the wider community to explore options for use of all-weather pitch particularly during the summer as well as the clubhouse facilities.		July 2020	Social committee		
Host tour events / activities for Club Sections	Schedule an annual mini/youth tour		Oct'20	Minis & Youths co-ordinators		
	Organise an annual tour for at least one adult team		Oct'20	Chair of Rugby		

## MARKETING & COMMUNICATIONS:

OBJECTIVE/TARGET	ACTION	PRIORITY	TIME SCALES	OWNER	COST	PROGRESS
Create Club media strategy ensuring contact with (1)	<ul style="list-style-type: none"> <li>• appoint a website/social media officer</li> <li>• develop a social media policy</li> </ul>		Sept'20	PRO		



members and (2) community	<ul style="list-style-type: none"> <li>Review Club social media profiles and ensure consistent approach in usage.</li> <li>Appoint a person to create/write articles relating to each team or section</li> </ul>					
Increase sponsorship and links to sponsors	Recognise and acknowledge sponsors wherever possible and share such media with the sponsor.		Ongoing – review Sept'20	PRO & Chair of Finance		
Increase press coverage of Club activity and successes	Maintain links with local and national press and media encouraging weekly articles on the club		Ongoing	PRO		
	Establish a panel of match reporters		Aug'20	PRO		