

PORTADOWN RUGBY FOOTBALL CLUB

Club Development Plan

2017 - 2020



Club Background

In February 1879, the Irish Rugby Football Union was formed, and listed Portadown as an affiliated club, with Thomas John (TJ) Collen as the honorary secretary.

Wednesday 4th September 1963 has gone down in the annals of Portadown Rugby Club's history. Several hundred spectators turned up at Chambers Park to see the local side take on Ulster in the first match on Chambers Park, the towns magnificent playing fields on the Lurgan Road. 1979 then saw the club celebrate its centenary year, and saw the election of international player, Charlie Murtagh as club captain.

The club has been Senior League winners and All Ireland League Division 3 and 4 winners, and is one of the fore runners in both mini and Youth rugby in Ulster and Ireland. Today the club boasts many teams, from seniors down to mini rugby, as well as a thriving disability sections called 'The Portadown Panthers'. Coaching is driven by a Head Coach, ably supported by teams of coaches at Mini and Youth level across the various age groups. The club also has a close link with many local schools, employing a Club & Community Rugby Officer (CCRO) in partnership with the Ulster Branch, working to maximise the coaching and playing of rugby in the area at Youth and Mini level.

Chambers Park hosts 4 pitches, an all-weather cinder pitch, and cricket area, and there is the Goal Line Youth facility of which all Mini, Panther and Youth rugby players are members. One Fitness Gym also operates in the grounds and the club has the excellent Scrumme Restaurant on site.

Throughout the years, Portadown Rugby Club has remained a bastion of normality and civility through all the trying social and political circumstances, which have been a blemish on our society. Regardless of colour, race or creed, Portadown RFC has promoted friendship, fair play and competition among our players, local community and peers.

Club Teams

The following teams are currently in operation at the club:

- Senior Rugby Men – 1st XV (Championship Division 1), 2nd XV (Conference Division 1 & Provincial League 1), 3rd XV (Provincial League 4)
- Senior Rugby Women – 1st XV
- Youth Rugby Male – U18 XV, U16 XV
- Youth Rugby Female – U12 – U18 (as one group)
- U12's Mini Rugby – P3, P4, P5, P6, P7
- Panthers

Mission Statement

The mission of the Club is:

To produce Portadown players from mini to senior blue, who have the skills to maintain a high standard of rugby football for Portadown RFC.

Vision Statement

Our vision is:

- *To build on the solid base that has provided a warm and friendly rugby environment for senior men, Youth, Mini, Disability and women's rugby over the past 10 years.*
- *To continue to improve on the management processes that are already in place and to ensure that we have a safe and well-organised facility for our members. Where necessary we will implement new processes and procedures to meet changing governmental, local and IRFU requirements.*
- *To continue to be successful on the pitch so that we maintain revenues from sponsors, match day supporters and the IRFU.*
- *To make the club more accessible to the whole local community, by developing closer links with local agencies (council, schools, colleges, Community groups etc.).*
- *To improve facilities for the whole community and keep them to the standards the club is always aspiring to.*
- *To become a premier All Ireland Club*

Under our overarching mission and vision statements, the club has also established a number of smaller objectives:

Club Governance and Admin	<i>To be a model of best practice in relation to club governance and administration</i>
Finance	<i>To ensure the club operates within a sustainable, debt free financial model, while also improving financial growth areas (such as grant funding, internal fundraising and sponsorship)</i>
Facilities	<i>To provide high quality and appropriate facilities for members which are equipped to deliver upon our development plans</i>
Coaching	<i>To provide all junior and adult players, both male and female, with access to appropriately skilled and qualified coaches who can support them to reach their potential and ensure they enjoy the game</i>
Fundamentals and Young People	<i>To ensure all children and young people access quality rugby experiences which match their needs and abilities</i>
Preparing Competitive Teams	<i>To create an environment where all competitive teams can reach their full potential and achieve success</i>
Women and Girls Teams	<i>To grow participation within female rugby section, broadening access to rugby activity</i>
Disability	<i>To provide access to and increase participation opportunities for people with learning disabilities</i>
Social	<i>To maximise the usage of the club facilities for members and the wider community, ensuring everyone feels welcome and part of the Portadown RFC fabric</i>

Club Values

Portadown RFC will work to the following values. These are the principles of the club and how we will act to work towards achieving our vision:

- ***We recognise the importance of being a well governed and managed club.***
- ***We are inclusive of all***
- ***We respect our own members, members of other clubs and all people we have contact with***
- ***We ensure transparency across our work and are committed to listening to our members***

Portadown Rugby Football Club Governance

General Committee

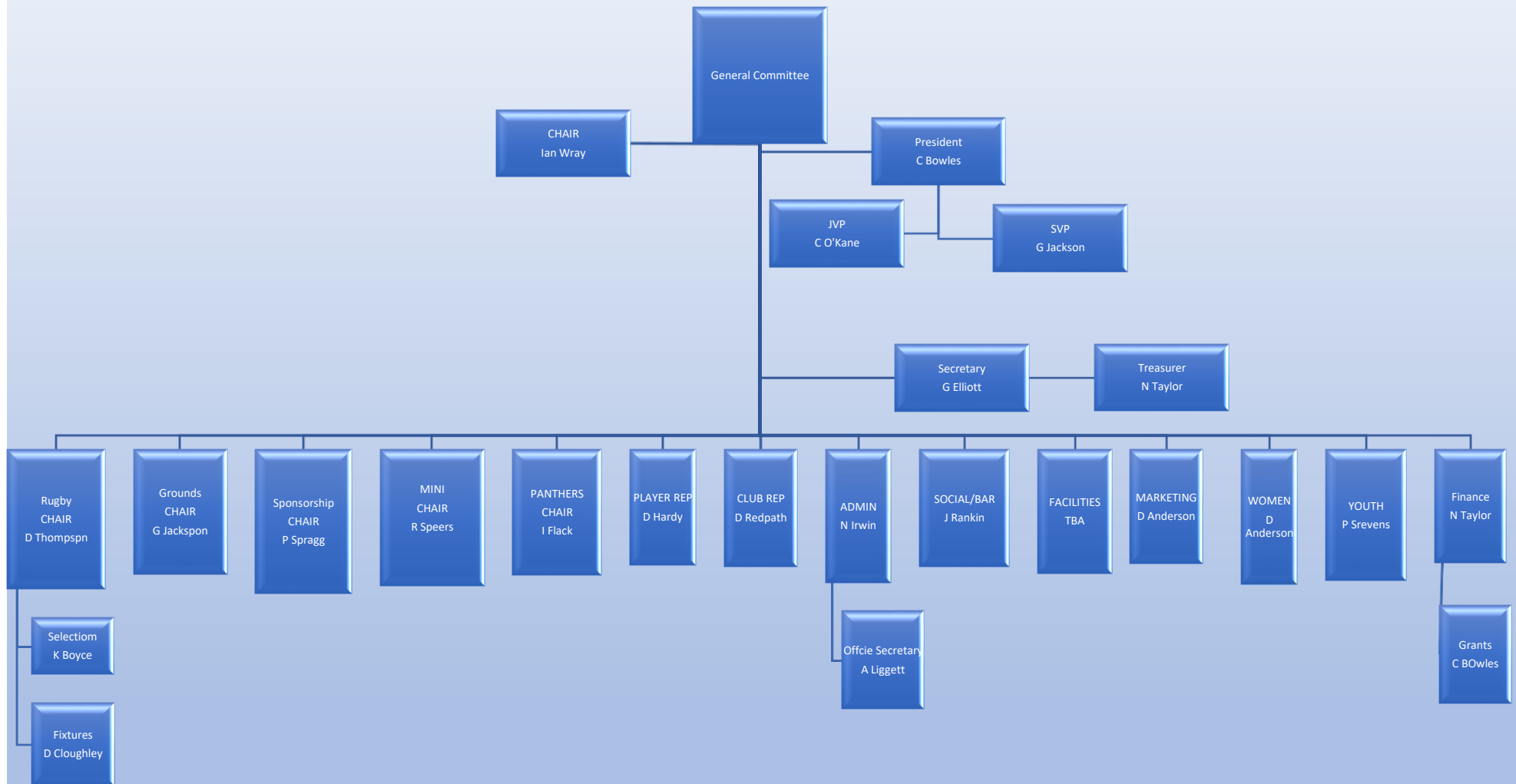
Officials of the General Committee are as follows:

- Chairperson – Ian Wray
- Secretary – Gary Elliott
- Treasurer – Neal Taylor
- President – Clive Bowles
- Senior Vice President -Gary Jackson
- Junior Vice President – Ciaran O’Kane
- Administration Committee Chair – Neal Irwin
- Rugby Committee Chair – Darren Thompson
- Facilities Management Committee Chair – Darren Henderson
- Ground Committee Chair – Gary Jackson
- Sponsorship Committee Chair -Philip Spragg
- Bar Committee Chair – Jonathon Rankin
- Youth Committee Chair – Reece Brown
- Mini Rugby Committee Chair – Robert Speers
- Panthers Disability Committee Chair – Ian Flack
- Women’s Committee Chair – Debbie Andreson
- Player Representative – Dean Hardy
- Club Representative- David Redpath

The General Committee functions as follows:

- The Committee reviews business of the club monthly, meeting on the last Thursday of each month.
- Policies are reviewed on an annual basis
- If needed, an extra meeting can be convened by the chairperson giving at least 3 days’ notice.
- The other sub-committees meet on set days each month to convene the business designated to their committee. The chair of each committee reports to the General Committee (Sub-committees are presented on the Organisational Chart)
- An AGM is held in May each year to select the Committee for the incoming year
- A financial AGM is held in August each year for the members update on accounts for the year.
- The club constitution is on the club website.

Club Structure



Portadown Panthers

Portadown Panthers is the club's rugby section for those aged 6+ with learning disabilities. Willie Gribben, who along with former British & Irish Lion Ronnie Lamont first introduced Mini Rugby to Ulster in 1972, and then to Portadown RFC in 1974, was so impressed when watching Tag Rugby groups for players with learning disabilities playing during the half time intervals at Ulster matches that he decided to explore the possibility of setting up of a group in Portadown. The vision for disability rugby at the club became a reality in 2013, with the club providing open, non-contact Tag Rugby taster sessions. The Panthers is one of 10 disability rugby clubs in the province, and is the second largest in terms of its membership. Entering into their 6th season in 2018/19, the Panthers run training sessions, run events and travel across the country to take part in Tag Rugby festivals. The Panthers Constitution is on the club website.



Club Policies & Procedures

The Club has the following Policies and Procedures in place:

- Safeguarding Policy
- Health and Safety Policy
- Changing Room Risk Assessment
- Fire Safety
- Bar Risk Assessment
- Restaurant Risk Assessment
- Communications
- Pitch Risk Assessment.
- Recruitment Policy
- Volunteer Policy

SWOT Analysis

The purpose of the SWOT Analysis is to enable the Club to evaluate its resources (Strengths and Weaknesses) against the external environment (Opportunities and Threats) so that a coherent set of objectives and strategies can be formulated. This is built on the premise of building on the Strengths, eradicating the Weaknesses, recognising and exploiting Opportunities and planning for the Threats.

<p>Strengths</p> <ul style="list-style-type: none"> • Effective club management structure in place • Large junior membership, particularly within mini rugby • High quality facility available for club use • Wide range of activities / programmes delivered at Chambers Park • Strong financial base, good cash deposits • Consistently fielding 4 senior men's teams • Strong community relations and partnerships • Committed volunteer base • Innovative club in terms of community provision • Broad range of rugby products / exposures • Employment of a CCRO • Growing female rugby provision 	<p>Weakness</p> <ul style="list-style-type: none"> • Communication to members and parents/guardians • Lack of qualified coaches for junior coaching sessions • No provision for indoor training • Lack of floodlighting on training pitch • No appropriate gym and strength and conditioning facilities for rugby • Toilets and changing facilities are inappropriate • Lacking sufficient facilities for people with disabilities • Lacking sufficient numbers of volunteers
<p>Opportunities</p> <ul style="list-style-type: none"> • Update club website and maximise usage of social media platforms • Upcoming governing body coach education programmes • New community centre recently opened locally with small indoor sports hall which could act as an indoor training venue for some activities • Broaden community engagement to increase usage of Chambers Park and numbers participating in rugby and other activities • State of readiness for future capital funding opportunities • Access council Development Programme funding • Maximise fundraising and internal fundraising, including a major event • Expand youth rugby provision 	<p>Threats</p> <ul style="list-style-type: none"> • Poor attendance at club events due to lack of awareness • Junior members leaving club to access higher quality coaching elsewhere • Negative experiences of sport for young members training outdoors in cold conditions and an end to participation as a result. • Rugby's competition with other things (e.g. work commitments, family life), and changing culture in committing to the club • Changing interaction with schools in terms of youth rugby

Action Plan

Club Governance and Administration

Aim: To be a model of best practice in relation to club governance and administration

Objective (What needs to be done?)	Action (How we intend on achieving this objective)	Who is responsible?	When (Timescale for completion)	Finance (Cost, if any)	Progress
Review the legal status of the club and the liabilities of Trustees	Identify models of best practice elsewhere and consider implementation within Portadown RFC where relevant	General Committee	September 2018	n/a	
	Seek legal / financial advice in relation to the legal status of the club and consider incorporation	General Committee	September 2018	Approx. £1000	
	Engage with HMRC around CASC status criteria and re-apply if eligibility is confirmed	Hon. Treasurer Hon. Secretary	September 2018	n/a	
Review the club's current committee structures and their effectiveness	Update the club organisational chart and use to identify missing roles, overburden on particular committee members etc.	Club President	August 2018	n/a	
	Formalise the functioning of all Sub-committees (i.e. terms of reference, ensure minutes are taken, sub-committee chairs to report to management etc.)	General Committee	August 2018 – ongoing thereafter	n/a	
	Produce a calendar of sub-committee meeting dates to ensure clarity	President	August 2018	n/a	
	Engage with other clubs to identify best practice and consider implementation within Portadown RFC where relevant	President	Ongoing	n/a	
Achieve Clubmark /	Engage with Ulster Branch Club Services Officer	Accreditation	September	n/a	

Club Excellence Accreditation	in the completion of Clubmark / Club Excellence accreditations	Sub-Committee	2018		
	Complete Audit Checklist, gather resources and identify gaps	Accreditation Sub-Committee	September 2018	n/a	
	Divide required elements with portfolio up and assign to relevant people	Accreditation Sub-Committee	September 2018	n/a	
Establish priorities and key areas for development among members	Distribute a Members Survey for feedback on club activity to gather suggestions for development and improvement	Development Sub-committee	October 2018	n/a	
Increase the number of volunteers within the club and ensure they are properly supported	Recruit a Volunteer Co-ordinator to oversee all things linked to recruitment, retention and recognition	Development Committee	November 2018	n/a	
	Complete a Club Audit to identify the club's volunteer needs and gaps	Volunteer Co-ordinator	December 2018	n/a	
	Engage with young people within the club to encourage volunteering and develop a younger workforce	Volunteer Co-ordinator	December 2018	n/a	
	Commence a volunteer recruitment programme to increase the number of people providing support across all club activities	Volunteer Co-ordinator	December 2018	n/a	
	Conduct a needs analysis of the training needs of volunteers across the club and organise training as required	Volunteer Co-ordinator	December 2018	n/a	
	Engage with Ulster Branch Volunteer Development Officer for support and assistance around volunteering	Volunteer Co-ordinator	December 2018	n/a	

Ensure members are regularly updated on club activity, events, successes etc.	Set up a new Portadown RFC website and update on a minimum of a fortnightly basis	Website Convenor	September 2018	Approx. £1000	
	Ensure regular updates on club activity across all active social media pages	PRO / President	Ongoing	n/a	
	Engage with local media to increase page space for the rugby section in the paper	PRO	Ongoing	n/a	
	Ensure prompt responses to messages and emails	Administrator	Ongoing	n/a	
Ensure all Child Protection / Access NI clearance is up to date	Maintain a database for Access NI and expiration, using information to ensure all relevant volunteers have their accreditations.	CWO	Ongoing	n/a	
	Implementation IRFU Safeguarding Action Plan in line with the IRFU requirements, linking with the Ulster Branch Spirit Officer where relevant	CWO	Ongoing	n/a	
Review First Aid provision within the club	Complete an audit of qualified First Aiders across the various sections to identify gaps	President	September 2018	n/a	
	Schedule training as necessary to increase the number of First Aiders	President	September 2018	Budget TBC	
Ensure sufficient insurance cover is in place	Complete an annual review of club insurance and seek the best value for money within policies	Hon. Treasurer	Annually in April	Approx. £4000	

Finance

Aim: To ensure the club operates within a sustainable, debt free financial model, while also improving financial growth areas (such as grant funding, internal fundraising and sponsorship)

Objective (What needs to be done?)	Action (How we intend on achieving this objective)	Who is responsible?	When (Timescale for completion)	Finance (Cost, if any)	Progress
Ensure accurate reporting of club finances	Management Accounts to be presented to General Committee on a monthly basis	Hon. Treasurer	Ongoing	n/a	
	Independent Audited Accounts to be signed off annually	Hon. Treasurer	Annually at AGM	Approx. £1500	
Ensure membership payments are up to date	Utilise Clubhouse System and club database to track member payments	Hon. Treasurer / Secretary / Admin Officer	Ongoing	n/a	
	Review membership payments on a monthly basis via printout list of members, classification, paid / unpaid	Admin Officer	Ongoing	n/a	
Maximise other income streams available to the club	Develop a Fundraising Strategy with consideration for: <ul style="list-style-type: none"> Utilisation of Gift Aid on all eligible donations (dependent on legal status) Identification of available funding streams to aid club activities Development of a sponsorship proposal and identification of potential sponsors to approach 	Finance Committee / Grants Officer / Sponsorship Convenor	Annually in August / September	n/a	

Facilities

Aim: To provide high quality and appropriate facilities for members which are equipped to deliver upon our development plans

Objective (What needs to be done?)	Action (How we intend on achieving this objective)	Who is responsible?	When (Timescale for completion)	Finance (Cost, if any)	Progress
Gain access to an indoor training venue for pre-season winter training	Block book sports hall in local community centre from November – March (e.g. Goalline Youth facility, Lavery’s 3G facility)	Secretary / Admin Officer	Annually in Sept	Budget TBC	
Enhance the facilities at Chambers Park	Install floodlighting to natural turf pitch	Development Sub-Committee	December 2018	£65,000	
	Explore potential for extension to the clubhouse building to enhance accommodation for women and people with disabilities	Development Sub-Committee	August 2020	Budget TBC	
	Move towards a state of readiness, procuring an architect to develop concept, drawings, costings etc.	Development Sub-Committee	Ongoing	Budget TBC	
	Develop a survey to consult with members around the club’s priority facility needs	Development Sub-Committee	October 2017	n/a	
	Develop a funding plan for the project to include internal fundraising, available grant streams, loan options etc.	Finance / Development Sub-Committee	March 2019	n/a	

Provide a new gym / strength and conditioning suite	Consult with Ulster Branch and Club Coaches to deliver a gym specification and explore options	Development Sub-Committee	January 2020	£80,000	
	Purchase additional equipment in line with facility needs	Finance / Development Sub-Committee	January 2020	Budget TBC	

Coaching

Aim: To provide all junior and adult players, both male and female, with access to appropriately skilled and qualified coaches who can support them to reach their potential and ensure they enjoy the game

Objective (What needs to be done?)	Action (How we intend on achieving this objective)	Who is responsible?	When (Timescale for completion)	Finance (Cost, if any)	Progress
Provide leadership on coaching and youth development	Establish a Coaching Committee	Rugby Committee	September 2018	n/a	
	Identify and approach someone within the club to undertake Coaching Co-ordinator role	Rugby Chairman	September 2018	n/a	
Enhance the standards of coaching within current coaching base and create a coaching action plan	Build a database of coaches within the club, qualification level	Coaching Co-ordinator / Coaching Committee	August 2018	n/a	
	Identify gaps in terms of available coaches and skill levels to assist with recruitment and further training needs	Club coaches	September 2018	Budget TBC	
	Consult with club coaches (e.g. via a survey) to assist in the development of a Coaching Strategy. Consideration taken for the following: <ul style="list-style-type: none"> All mini coaches to complete their stage 1 qualification as a minimum All coaches above mini level to complete their stage 2 qualification as a minimum 	Coaching Committee	September 2018	n/a	

	<ul style="list-style-type: none"> ○ Ladies coaches to complete their stage 2 qualification as a minimum ○ Identify 10 potential coaches to attend Foundation Programme ○ Identify and approach 2-3 current players to represent the club in local schools ○ Run internal 'Coach Development Clinics' to aid the development of basic coaching skills within mini and youth ○ Approach specialists, including Ulster Branch staff, to assist in the delivery of specific skill workshops (e.g. scrummaging) ○ Develop coaching resources (e.g. videos) to assist coaches with their CPD 				
Appoint a School's Liaison Coach	Advertise locally, hold interviews and appoint a suitably skilled / experienced individual, allowing for increased contact with local schools to aid recruitment.	Coaching Committee	August / September 2018	Salary Approx. £8,000 (match funded by Ulster Branch)	

Fundamentals and Engaging Young People

Aim: To ensure all children and young people access quality rugby experiences which match their needs and abilities

Objective (What needs to be done?)	Action (How we intend on achieving this objective)	Who is responsible?	When (Timescale for completion)	Finance (Cost, if any)	Progress
Increase number of youth players	CCRO to deliver sessions in local schools and aid recruitment of players to U12 and U14 age groups <ul style="list-style-type: none"> ○ Integrated Brownlow ○ Lismore ○ St John the Baptist College. ○ Tandragee JHS. ○ Clounagh ○ Killicomaine 	CCRO / Youth Committee	Annually from September	CCRO Salary	
	Employ an extra coach for 2-3 hours per week to deliver coaching sessions along with teachers in Portadown Senior High for U16.	Youth Committee / Rugby Committee	September 2018	£15 - £20 p/h	
	Explore potential to re-establish Schools Forum which will meet quarterly	Rugby Committee	October / November 2019	n/a	
Recruit additional female participants Also work in JHS in early part of the year to help recruit U12 girls for girl's team	CCRO to deliver sessions in local schools specifically for females, targeting U12 age group: <ul style="list-style-type: none"> ○ Integrated Brownlow ○ St John the Baptist College. ○ Tandragee JHS. ○ Local Primary schools 	CCRO / Youth Committee	September 2018	CCRO Salary	

	CCRO to set up Tag Rugby Blitz events with invitations to these schools	CCRO / Youth Committee	September 2018	CCRO Salary	
Increase number of players from the local college playing for senior teams	Set up liaison with local college to play 3 rd XV players from college on Saturday (usually playing in mid-week fixtures)	Rugby Committee	September / October 2018	n/a	
	Work with school's forum and college teachers to encourage weekly audit of players needs in club and availability in schools.	Rugby Committee	September / October 2018	n/a	

Preparing Competitive Teams

Aim: To create an environment where all competitive teams can reach their full potential and achieve success

Objective (What needs to be done?)	Action (How we intend on achieving this objective)	Who is responsible?	When (Timescale for completion)	Finance (Cost, if any)	Progress
1 st XV to secure promotion	Conduct a performance review including coaches and players	Coaching Officer / Senior Team Coach	By June 2019	n/a	
	Develop a performance plan for the senior squad players	Senior Team Coach	By June 2019	n/a	
	Source specific / guest coaches to address identified weaknesses	Senior Team Coach	By June 2019	n/a	
	Hold 2 team bonding events per annum (e.g. team tours)	Senior Players Rep	Annually in May / August	Budget TBC	
	Source input from a dietician	Senior Manager	Review Annually	Budget TBC	
Consolidate other senior men's teams (2nd XV, 3rd XV and 4th XV)	Stabilise 2 nd XV in Junior 1	Senior Coaching Team	2018/19 Season	n/a	
	3 rd XV and 4 th XV to aim for top 3 finishes and gain QF minimum in cup	Senior Coaching Team / Captains	2018/19 Season	n/a	
	Review management / team support structures for each of these teams (i.e. Team Managers)	Senior Coaching Team	Annually in August	n/a	

Recruit Game Videographer	Recruit a Videographer for Senior and Youth Games	Rugby Committee	Annually in August	£250 season budget	
Employ a Fitness Conditioning Coach for Senior and Youth	Identify and approach someone within the club qualified in Personal Training / Fitness Instructing to assist with conditioning training	Rugby Committee	August 2018	Approx. £20 - £25 per session	
	Explore options for Strength and Conditioning training for U16 and U18 teams	Youth Coaches	August 2018	Budget TBC	

Women and Girls Teams

Aim: *To grow participation within female rugby section, broadening access to rugby activity*

Objective (What needs to be done?)	Action (How we intend on achieving this objective)	Who is responsible?	When (Timescale for completion)	Finance (Cost, if any)	Progress
Set up a women's section at the Club	Organise a Female Rugby Sub-Committee	General Committee	August 2018	n/a	
	Recruit a coach to assist Female Rugby	General Committee	August 2018	n/a	
	Schedule training sessions	Female Rugby Committee	August 2018	n/a	
	Distribute a questionnaire within the club and via contacts to identify women interested in getting involved	Female Rugby Committee	September 2018	n/a	
Deliver Girls Rugby Sessions in Schools	Club Coach / CCRO to deliver sessions in local schools	CCRO	September 2018	Salary Costs	
	Deliver Blitz events for local schools to increase participation opportunities	CCRO	September 2018	Salary Costs	
Establish an U12 girls team	Recruit a Coach to supervise U12 girl's rugby and assist in completion of Coaching Qualifications as required	Female Rugby Committee	August 2018	n/a	
	Invite participants from school training sessions and Blitz events to club training sessions	Female Rugby Committee	Ongoing	n/a	

	Recruit a Team Manager	Female Rugby Committee	August 2018	n/a	
Grow participant numbers within U15 girl's rugby	U15 girls to continue to train alongside U12s as one group given smaller numbers	Female Rugby Committee	Ongoing	n/a	
	Participants to attend Blitz events to provide competitive experiences	Female Rugby Committee	September 2018	n/a	
	Host taster sessions in local schools with a view to increasing numbers	CCRO	September 2018	Salary Costs	

Kellie Lavery, Caroline Meenan & Debbie Anderson to comment

Disability

Aim: *To provide access to and increase participation opportunities for people with learning disabilities*

Objective (What needs to be done?)	Action (How we intend on achieving this objective)	Who is responsible?	When (Timescale for completion)	Finance (Cost, if any)	Progress
Ensure facilities are appropriate for people with disabilities	Complete a disability access audit and form an action plan to enhance provision for people with disabilities.	President / Panthers Committee	August 2018	n/a	
Enhance the coaching and support structures within the panthers and increase numbers	<p>Recruit and train 2 additional coaches to assist with training, support the team at events etc.</p> <p>Grow the numbers of participants via:</p> <ul style="list-style-type: none"> - CCRO to increase coaching hours with SEN schools - Engage with local community organisations (e.g. Goalline) to run taster sessions and invite to engage in regular disability provision at the club 	<p>Panthers Committee</p> <p>CCRO, Panthers Committee, Goalline Youth</p>	<p>August / September 2018</p> <p>August / September 2018</p>	<p>Approx. £200</p> <p>CCRO Salary</p>	

Social

Aim: *To maximise the usage of the club facilities for members and the wider community, ensuring everyone feels welcome and part of the Portadown RFC fabric*

Objective (What needs to be done?)	Action (How we intend on achieving this objective)	Who is responsible?	When (Timescale for completion)	Finance (Cost, if any)	Progress
Increase the number of Social Events within the club	Develop a social strategy, consulting with members to identify events and activities of interest	Social & Bar Committee / Marketing Committee	October 2018	n/a	
	Establish a social committee with representation from across all sections of the club	Social & Bar Committee / Marketing Committee	October / November 2018	n/a	
	Produce an Annual Calendar of events and ensure effective communication to the club membership	Social Committee	November / December 2018	n/a	
	Engage with finance / fundraising team to identify opportunities for income generation alongside social activity	Social Committee / Finance Committee	Ongoing	n/a	