

NAAS RFC PLAN 2010

Overview

General:

Much effort, time and deliberation has been put in by the various committees in the preparation of this report.

I sincerely thank,

Rugby;	Pat O'Brien and his committee.
Management:	Pat Brophy and his committee.
Facilities:	John Walsh and his committee.
Finance;	Anthony Grall and his committee.
Minis & Youths;	David Mc Keown and his committee.

Initially, the idea was to develop a 'Plan' to take us through three to five years with special emphases on the coming season. The Plan is comprehensive with much detail. I must compliment the committees on content and vision. The Club committees must now prioritise what is to be implemented next season.

There are a number of issues to be considered in the coming months, review of the Club Constitution and Rules, Upgrading our Facilities.

The Executive Committee needs to formulate a Club Vision / Mission Statement

I believe the Club should appoint a Volunteer Co-ordinator to operate along the lines of the job description. There is a large amount of good will out there and a great willingness to help, waiting to be tapped. Currently the volunteer is 'afraid' to come on board as it is perceived they may be 'trapped' fulltime. The opportunity is now, to sell the idea.

Multitasking is not the way forward.

Given specific tasks, shared or otherwise volunteers will come on board.

This current process will provide a clear base for setting some realistic aims and objectives for the Club's future.

Adult Rugby;

This review pulls no punches in its deliberation as to where Rugby is going in Naas RFC. The template on the responsibilities of the principle posts as laid down in the Management Report and should be taken on board. The Rugby Committee must expand its horizons on '**Where we want to be**' and '**How do we get there**'. What stands out in this report is that a large number of **Volunteers** are required.

Because of the many changes and practices work must start immediately on the formation and extension of the Rugby committee.

Minis & Youths;

A very comprehensive report on Minis and Youths has been drawn up. Again it highlights the necessity of **Volunteers**. The working party in Minis and Youths have already started the development of their plan.

Finance;

The recommendations and suggestions of the above committee must be taken seriously and acted upon as it is the lifeblood of the Club.

A finance committee should be inaugurated. This Committee would plan the main fundraising events and consider new and innovative events. Current organisers of the main events should be helped and supported by this Committee with some volunteers to maximise the return.

Referees;

The ongoing recruitment of referees must be maintained.

Brendan Lynch

Review Team Chair

NAAS RFC PLAN 2010

Management

Job Description:

To ensure volunteers enjoy their involvement in rugby it is important to ensure that individuals are appointed to roles that suit their strengths and personality. All volunteers should fully understand what is expected of them regarding time, effort and commitment. The easiest way to do this is by developing appropriate job descriptions.

Job descriptions clearly define responsibilities and reduce confusion. The content and level of detail in job descriptions should be tailored to meet the needs of the club and the people in it. They need not be extremely detailed.

Over time job descriptions will need to be amended to reflect the interest not only of the organization as it changes but the skills and strengths made available by the staff and volunteers within the organization.

The responsibilities listed below are guidelines and should be modified as required in order to meet individual club needs.

Club President:

The President is primarily an honorary position within the club and acts as the club's representative at all internal and external functions.

He/she will:

Be a member of the committee and contribute to policy creation.

Act as chairman of the committee in the absence of the chairman or vice chairman.

Provide advice and assistance to any of the officers of the committee as required.

Provide liaison and communication between the various sections of the club.

Act as a member of any sub-committee if required, and if such a request is deemed suitable.

Contribute to the general standard of the club an understanding of the ethos and codes of conduct required.

Club Chairman:

The Chairman is responsible for the ultimate achievement of the strategic ambitions of the club as well as the overall management of its operational activities.

He/she will:

Chair meetings and act as senior club officer throughout the year, by making decisions whenever the need arises, in consultation with other club officers when appropriate.

Attend meetings in a neutral and committed capacity and enable the group to have a meaningful discussion with a neutral person in the chair.

Provide direction for the club by effective leadership and management.

Monitor and evaluate the progress of agreed actions-both short term and strategic.

Ensure that succession and forward planning are integral and ongoing in the club.

Constitute and resource any special working groups and ensure that their activities are reported to the executive.

Manage other club officers to ensure the delivery of their responsibilities.

Ensure that the club structure and responsibilities are transparent and available to the members.

The Chairman must work in close liaison with the Officers and Executive Committee.

The Chairman must also set the agenda for the meeting and ensure it is in line with the Club, Branch and IRFU policies.

Act as a mediator in the event that disagreements arise between particular sub-committees or sections.

Ensure that the safety statement is reviewed regularly and its operation monitored.

All members are accountable for their performance in relation to occupational safety health.

Adequate resources are made available so that the safety policy can be carried out efficiently.

The members of the general committee are fully aware of their responsibilities in relation to occupational safety and health.

All members are accountable for their performance in relation to occupational safety and health.

Club Secretary:

The Secretary manages, processes and maintains a record of all incoming and outgoing correspondence and club documents. In addition, he/she records the deliberations and decisions of the club committee.

He/she will:

Responsible for the day to day business and administration of the club.

Maintain records of all members and former members of the club.

Provide such club details as required by the Branch/IRFU.

Manage and ensure action on club correspondence including legal and insurance matters.

Organise AGM, Executive Committee and club meetings.

Responsible for accurate record keeping and circulation of the minutes from meetings.

Record and deal with disciplinary matters.

Ensure all relevant forms and publications are with the responsible club officers and make the system available to members.

Attend such meetings as required by the Executive Committee.

The safety statement is circulated to the appropriate personnel and that it is widely available in the club through notice boards, team managers etc.

Any amendments to the Safety Statement as may be made from time to time are included in an updated version as soon as possible.

Any discussions, reports or suggestions relating to the Safety Statement which are raised at General Committee Meetings are recorded and actioned.

Any Accident Reports, Hazard I.D. Reports, H&S Audits, etc are retained as club records and reported outside the club as decided by the General Committee.

Ant correspondence relating to Health and Safety is brought to the attention of the General Committee and any subsequent actions are recorded.

Club Treasurer:

Chief financial manager of the club – maintains the integrity and accurate recording of the club's financial position.

He/she will:

Responsible for the management of the club's finances in accordance with decisions of the executive committee.

Recommend action on financial matters to the committee.

Collect subscriptions and all money due to the club.

Pay bills on behalf of the club and record the information.

Keep up to date records of all financial transactions.

Ensure all cash and cheques are promptly lodged to club's account(s).

Ensure funds are spent properly.

Report regularly to the committee on the financial position of the club.

Prepare and present accounts for the end-of-year financial report and audit.

Financial planning including producing an annual budget and monitoring it throughout the year.

To help prepare and submit any statutory documents that are required (e.g. VAT returns, PAYE and tax returns).

Ensure club pays all affiliation and competition fees.

Grounds Chairman:

He/she will ensure that:

Machinery such as grass mowers are used only by authorized and experienced personnel.

All equipment and machinery is securely locked away when not in use.

The premises are properly secured when not in use and not available for any ad hoc activities.

Third party contractors do not commence work of any kind unless evidence of insurance and safety legislation compliance is forthcoming. In his absence the Grounds Chairman will request a member to deputise.

Any incursion or unauthorized entry is prevented and, if unable to prevent such, will report such incursion to the An Garda Siochana.

A fully-equipped First Aid Kit is available at all times.

Waste and refuse are managed and collected by the appropriate authority.

Media Officer:

To raise the profile of the club in the community through information, publicity and promotion.

Ensure the submission and distribution of press releases, articles, newsletters and reports internally and externally.

Responsible for advertising the club, its activities and to highlight the work of volunteers.

Create a local media contact list.

Co-ordinate weekly match reports for all teams to be forwarded to local press.

Invite local press and media to events.

Undertake the role of local webmaster.

Bar Chairman:

He/she will ensure that:

All functions in the clubhouse will have the prior authorisation of the General Committee.

The documentation in relation to the booking of functions is properly completed prior to the function taking place.

A doorman is in place for all functions, with the exception of after match activities.

That all non members entering the clubhouse for functions sign the guest book prior to entering the inner premises.

There is always a senior club member present to supervise the function.

The toilets and dance are inspected at least once per hour and that all spillages are immediately cleaned up.

Guests do not bring any items onto the premises which could endanger other guests.

All functions are closely supervised and guests do not engage in 'horse play' of any kind.

Persons using disco or musical equipment comply with any instructions from the supervisor.

Non-members who are allowed to prepare functions do not climb above ground level.

Health & Safety Representative:

The H&S Representative will be nominated by the general committee on an annual basis and will be responsive to that body to ensure the health and safety is managed in a proactive manner within the club and that all club activities are in keeping with the maintenance of a safe environment.

He/she will:

Monitor health and safety issues within the club and make recommendations, if necessary to the general committee.

That a number of members are trained on an annual basis on first aid and in the use of fire extinguishers.

Child Welfare Officer:

The Club Child Welfare Officer is appointed by the club to implement the directions of the National and Branch Child Welfare Officers and to follow the policy of Age Grade Players of the IRFU.

He/she will:

Act at all times in the best interest of Age Grade Players.

Be fully familiar with the provisions of the Code and Policy and with such further information and requirements as may be provided or put in place by the IRFU.

Communicate with the appropriate Branch Child Welfare Officer considers it necessary to do so, or any matter in relation to Age Grade Players on which the advice or direction of the Union are required.

Receive from the Branch Child Welfare Officer advise, information and directions from the IRFU concerning Age Grade Players and act accordingly.

Inform their club of requirements made by the IRFU concerning Age Grade Players.

Ensure that are in a position to respond accurately and promptly to queries from the IRFU as to the welfare of Age Grade Players in their club generally or in relation to any specific incident which may occur.

Be the contact person in the club for the statutory authorities regarding the welfare of Age Grade Players who are members of the club.

Social Co-ordinator:

He/she will:

This position is responsible for creating and implementing a cost effective social programme for the club, its players, members and supporters in order to enhance relationships.

Plan and co-ordinate the implementation of a programme of social events for the club and its supporters.

Where necessary create sub-committees to run each event. Work closely with each organizing committee to monitor progress.

Co-opt appropriately skilled volunteers to assist in the organisation/running of an event.

Ensure a final reconciliation of income and expenditure is produced for each event.

Motivate members to attend club events.

Volunteer Co-ordinator;

Responsible for the retention, training, organisation, recruitment and welfare of a sufficient number of volunteers for the club to operate effectively on a weekly and ongoing basis.

He/she will:

Provide a focal point for volunteers and volunteering with the club.

Facilitate the recruitment, retention, recognition and reward of volunteers within the club.

Determine each year the various tasks that are needed for the club to operate efficiently and effectively and match volunteers skills and interest to those positions.

Ensure that new volunteers are welcomed appropriately and are clear on their role/responsibilities including in whom to approach if any difficulties' are encountered. Each year arrange orientation and appropriate briefings for each volunteer.

Issue documentation that clearly sets out each volunteer's role and commitments; make any adjustment as necessary.

Ensure individual volunteers are given appropriate support and guidance to maintain their enthusiasm.

Identify means of recognising and rewarding volunteers.

Attend club events, matches and social evenings to promote and encourage new volunteers.

Members:

They will ensure that:

They are aware of the provisions of the Safety Statement and that operate within those provisions at all times.

They take no action which could endanger either themselves or fellow-members.

They are familiar with all fire exits on the club premises.

They comply with any safety directions which may be issued from time to time.

Rugby Sub Group

Members; Pat O'Brien, Fran Mahon, David O'Brien, David Nevin, Michael Moran, Colman Campbell, Jason Teahan, Johnny Holmes.

We set out the following main objectives that we deemed to be the key areas that needed examination. This by no means a criticism of the existing system of hardworking personnel / officers within the Club but we feel our base must be expanded. The Club needs to interlink with other sub groups re Finance, Facilities and Management. In order to reach our goal certain areas needed to be covered,

- 1. Where are we now?**
- 2. Where do we want to be?**
- 3. How do we get there?**
- 4. How do we measure success?**

As part of our task we sought the views by way of a questionnaire of current players, Senior, J1, J3, Under 21, 19, & 17 as we felt their views were deemed to be critical in the formulating of this document.

1. Where are we now? It is no secret that we as a Club are suffering like all other Rugby, Soccer, GAA clubs from the recession, emigration and substantial reduction in funding and sponsorship and we need to readjust to what lies before us . We are trying to survive as a Senior Club without having the structures in place to survive long term unless some radical changes are accepted and put in place. The fact that we struggle to field a J1 team each week leads to the problems we are currently facing on the Senior Team where match day preparation and coaching are overtaken by efforts put into trying to find players and a full squad for match day. On a positive note we are a Senior Club, that at Youth Level has won 2 All Ireland League Titles in recent years, that has supplied Provincial and National Youth Teams with top quality players for many consecutive seasons.

2. Where do we want to be? The Executive Committee needs to adopt 3 / 5 year plan covering all areas and oversee that all functions are carried out with diligence and transparency.

- 1.** We want to be a successful Senior Club improving year on year with objectives and goals reviewed to achievements in a presentation at the Clubs AGM.
- 2.** There should be full transparency in what the Club Structure is and the finances behind it.

3. The roles of the Rugby Committee, Rugby Director and Club Coach need to be clearly defined .
4. The Club should consider a membership book with Club related information Code of Conduct, Committee members names, various contacts etc. This could promote the Club as a welcoming, community and family Club proud of our tradition and facilities. Club / player achievements and more can in time be included in this membership book.

3. How do we get there? By clearly setting out what we need. **A substantial increase in volunteers** to assist / join the various committees and team structures and have a pro active approach to achieving a common Goal for all in Naas RFC going forward. This would include,

Rugby Committee

1. Develop a Club Coaching policy / structure to include a system for seeking and appointing all coaches in the Club. While we do have a number of accredited Coaches there is not a structure to recruit and develop coaches on an ongoing basis. Over the years we have exposed hundreds of players to the coaching expertise of many expensive overseas coaches, can we not persuade some of these guys to reinvest some of that knowledge in the next generation of players.
2. Looking at player retention and development on an ongoing basis. Setting players, goals and objectives for pre-season and the next. The appointment of Club Coach for next season and beyond. This appointment is crucial and should be agreed long before end of season as continuity is very important.
3. Targeting former players who have stopped playing or left to play elsewhere for next season. Increasing player numbers will be key in regaining the proper team structures going forward.
4. The Club needs to field teams from the top down Senior, J1 and so on as a strong J1 team will ensure we have a better Senior team. In line with this each team should have a full Management Structure now needed so that the small few involved will not get overloaded with all the duties.
5. Weekly selection meetings need to be reintroduced. Team selection should be open and transparent, this might involve a level of interaction between the rugby committee at times but if players know it's available it might suffice. Selection Committee should strive to have selections on the board by after training on Tuesday, defiantly prior to training on Thursday. By having selection done early and on the board, players will know what their position is. If a problem arises due to lack of players, the selection process will have time to

react before it becomes a crisis. If the same problem continues then the Rugby committee or Executive has to act to remedy the situation.

6. The Club should have a target programme for the under 17, 19 and 21's. We should be explaining to young players that a clear pathway exists for them to reach the Senior Squad and that they will be supported on this.
7. Friday night rugby has huge appeal and this should be looked at as a possible option on a regular basis.
8. Develop the Pride / Commitment Factor in playing for Naas RFC. Players need to buy into this and it starts by all players understanding they can only play for Naas if they have paid their Club Membership Subs.
9. **Ladies Rugby;** Girls Rugby at this point is catered for by the Minis & Youths. The Rugby Committee should put in place a structure to facilitate when it comes on stream.

Director of Rugby;

The Director of Rugby is responsible for the recruitment, development and management of players and coaches at the Club.

Responsibilities:

1. Develop and implement a coordinated coaching programme throughout all sections of the Club.
2. Coordinating the implementation of the Club's "agreed plying philosophy" throughout all teams.
3. Oversee the implementation of the IRFU Long Term Player Development programme throughout the Club
4. Take responsibility for the recruitment and retention of players, coaches and management and developing and maintaining links with local schools and colleges.
5. Provide succession planning to ensure that qualified coaches are appointed to all teams and receive the appropriate training required by attending designated coaching courses.
6. Chair the Rugby sub-committee so that rugby policy is understood, properly disseminated to all levels and translated into practical action.

7. Report to the Executive Committee on Rugby matters and make recommendations on improvements/initiatives that need to be implemented.
8. Set behavioral standard policies for all teams and members at the start of the season.
9. Liaise with the Club coaches, players committee and team captains on matters such as playing facilities, equipment, playing gear, etc.
10. Be aware of all administration procedures regarding player registration and eligibility.

Coaches:

He/she will be responsible for the following tasks:

1. Selection and preparing the teams for matches.
2. Planning and preparing for training sessions and activities.
3. Ensuring that all players get equal opportunity to take part in all club/team activities.
4. Be fair in the treatment of all players at all times.
5. Educating players in the ethos of Rugby and values of being a true sportsman.
6. Conforming to all Club/or IRFU policies on young children in sport.
7. Attending coaching courses.
8. Ensuring all activities are safe and supervised at all times.
9. Specialist equipment such as weights, scrummaging machines, tackle bags, etc are used only if there are qualified supervisors present.
10. Persons who are not paid up members are not allowed to use the Club facilities.
11. Medical kits are immediately available for both training and matches.

Facilities/Rugby; An onsite weights facility should be looked at as this can be a part of a mentor programme that will promote the link between teams players in the Club.

Rugby/PRO; Improve the relationship with other Junior Clubs like North Kildare, Clane, Newbridge, Athy and so on, looking at bringing them along for training nights and the dual status players.

Ensuring our Club is marketed as an open and welcoming facility for all the community. The Club should consider having an open day for, say registration and have a more active social committee.

PRO/Exec; Consideration should be given to maximising the potential marketability of the Club Crest by looking at the re-branding of the Naas Teams and calling them the Naas Cobras.

We should aim to be looked upon as an Elite Club and explore the possibility of a link with an AIL Division 1 Club/University.

How do we measure success? This is a difficult one to answer as it can have a wide variety of replies from various club members and not all being in agreement.

1. We would accept that a measure of success would be if we have improved what we currently have and that Naas RFC is moving forward in the right direction with a 3/5 year plan.
2. We would be successful if we increased and improved the playing numbers and members in Naas RFC
3. We would measure success if we had a clear and concise Club Ethos and we were more of a welcoming and community aware Club going forward.
4. We would measure success if all the above could be achieved without compromising the Clubs viability and financial position in achieving our plan.

All the above will require a lot of hard working groups / sub-committees and a club can never have enough volunteers. At a time when everyone is finding it difficult to get more free time it is hugely important that new people being approached are going to have the help and support in roles that will ensure their tasks are not a continuation of the day to day problems that they leave behind in work. People join a Rugby Club for various reasons all of which we know however nobody joins a Rugby Club/committee to get grief or to be overloaded with work. Numbers are key here and it is no different to the playing members, numbers are again what is needed and one will hopefully lead to another.

Small clearly defined roles for all volunteers will work and every member should consider being a volunteer in some small way.

Many hands make light work and the promotion of roles that will be challenging and socially enjoyable will be the selling point here. This task is not insurmountable and ultimately it will progress if the members come forward and buy into this way forward. In doing so we will be

helping the long term future of Naas RFC and assist in making it a club that we are all proud to be associated with.

There is much to be done and whatever you can do we will find a job for you.

Pat O'Brien

Naas RFC Minis / Youths Working Document

May 2010

EXECUTIVE SUMMARY

Mini / Youth rugby in Naas has seen considerable growth in recent years, in line with or possibly even ahead of the growth in the game at a national level. This growth has led to considerable success on and off the field, and we now have a very strong Mini / Youths section which is well respected by the Irish rugby community.

Much of this growth can be attributed to the huge efforts of the Youths Committees over the last 15 years. These individuals have been, and continue to be, great servants of the game of rugby in the Naas area.

Our Youth Development plan aims to further strengthen this position and address some areas which need clarification or a change of direction.

The Youth Development Plan with concrete aims, actions and measures derives from this Minis / Youth working document

This working document does not cover 2 key areas of relevance to the whole club: 1) Pitches / other facilities and 2) Finance. The Minis / Youths section do have specific needs in this area, and these should be covered as part of the club's wider review of those areas.

The key conclusions of our review of Minis / Youths are:

- 1) We need to clarify, communicate and apply the ethos and vision for the junior section of the club.
- 2) We need to develop a new approach to retaining players at the critical late-teen stage.
- 3) We need to recruit and train a much greater number of volunteers.
- 4) We need to re-instate the Minis / Youths management team
- 5) We should develop the social aspects of our club.

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- 4) Developing Coaches and Volunteers
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- 7) Development of Social Aspects

1) ETHOS AND VISION

Vision

Our vision is to create a centre of excellence for rugby in the town and community of Naas, by providing a safe and fun environment for children to learn how to take part in all aspects of the game of rugby, in terms of core technical skills, teamwork, discipline and social aspects.

Ethos

Long Term Player Development Stage 1 (age 7yrs-12yrs)

At Naas RFC we fully support the IRFU statement that:

The ethos of MINI rugby is to foster and develop young players (boys & girls) of all ability in the game of rugby in a safe, non-competitive, enjoyable environment through activities which ensure progressive skill development for all participants in line with the IRFU Long Term Player Development (LTPD) pathway, Child Welfare Policy and Traditions of Rugby Union.

Our commitment to this statement is expressed as follows:

SAFE – We will ensure all children at the club will be coached by well-trained, competent and dedicated coaches, with the appropriate ratio of children to coaches. Recruitment of coaches will be in complete compliance with the IRFU guidelines in terms of Garda clearance, under the supervision of our Child Welfare Officer.

NON-COMPETITIVE – We will ensure all children have the opportunity to train and play as much as possible. Coaches will rotate the players chosen to play regular matches through the course of the season. Where possible, a squad will be split up into a number of equal groups to allow players to develop some consistency with coaches and team-mates.

Our approach is that winning is not everything, but trying to win is. We will not select teams to win all matches, but all players will be encouraged to play any individual match to the best of their ability within the laws of the game and in a spirit of good sportsmanship.

For certain one-off events where numbers are limited, a coach may choose a team to best represent Naas RFC at that event.

This policy will be communicated to all coaches, players and parents.

ENJOYABLE – We want everyone's experience of Naas RFC to be a positive one – players, coaches, spectators, visitors and referees. Coaching sessions and matches will be held in line with the IRFU view that rugby at this age should concentrate on the FUN-DAMENTALS of the game. Coaches will create a fun environment with the emphasis on play, participation and positive reinforcement of good behaviour / play.

An issue does arise when they move from minis to youths, as this also corresponds with the time when big numbers of our players move to schools outside of the Naas area. The majority move to Rugby schools, which has in the past meant that these players were lost to the club for their school years. Thus they lost their identity with the club as their Rugby Alma Mater for the next five to six years. This loss of identity /connection with the club has resulted in a very poor retention of players into the under 19's and subsequently the senior teams from this source.

The rules change of 2004 which allows rugby college players play in the Schools /Youths competitions has been a recognition of the problems for clubs, which the old ban caused and is to be applauded. The unrestricted extension of this new rule to all youth's competitions in the future is also to be encouraged and as soon as possible. This of course is a matter for the Branch to Rule on. The Branch Committee members from our own club and also other clubs should be encouraged in every possible way to help in making this a reality.

This hopefully will have the effect of maintaining the player pool, which has been nurtured by the club since minis and should stop the problem of young players losing their identity with their club and their club mates. We do not expect that every player will automatically return to the club to play but we do hope that they will always plan to play with the club again or contribute to the life of the club in some form in the future.

In relation to what the club can do to help with this issue, we do feel that the club has to be proactive in maintaining links with these players.

Requirements,

- Ensure that the players and their parents are informed that it is OK to play with the club
- Ensure that the players and their parents are encouraged and made to feel as part of the club.
- The club needs also to have a policy of interaction with the rugby Schools where our youths go to school in order to further foster a spirit of inclusion and friendship between the Club and the Schools and not a them and us situation which we feel can exist at times.

The second Resource for with recruitment and retention of players at youths level within the aim of retaining maximum numbers to progress to the 21's and Senior Squads is at the local level and in the local schools.

In Naas we are fortunate to have a very large boys secondary school in the CBS. The school participates in a large range of sports and competes a reasonable level. This gives a large menu of sports for pupils to compete in which appears to be the school policy. This means that Rugby has to compete for meagre resources with all other sports.

The contribution of teachers is limited to a couple of individual teachers who have worked with Youth Development Officer (Co-financed with the Leinster Branch) [YDO] sent in by the Club and some volunteer parents to establish and maintain a school Junior and Senior Squad. This has been a reasonably successful effort and we believe that it is the most pragmatic solution to the situation at present.

The YDO system has been well received by the CBS and all the other schools where the YDOs have worked. From discussions with teachers they did comment on the fact that this years YDO was particularly satisfactory. They recommended that the Club should strive to ensure that The YDO is a player or coach of sufficient age differential with the students to be able to have greater credibility with them and also with the teachers.

In addition to the resource of the CBS we also have Pipers Hill College, which will grow to a considerable resource that needs to be targeted by the club both for boy and girls teams. Again this years YDO was very well received there and the under 15s' have benefited from the recruitment of several individuals from the school during the season.

We also have the Convent as resource for the ladies teams. With large schools also in Blessington and Dunlavin to name a few we have a rich potential source of players on our doorstep

These resources need to be constantly maintained to a very high degree in order to maximise the identification and recruitment of players who have not come through our Mini system and to give our youths the chance to experience the thrill of representing their school in the Leinster Cups at Junior and senior level, as well as with the club

This programme is onerous and will require the Club to have a very robust system for promoting rugby in the schools as well promoting the Club as a centre of excellence that is fit for task. The delivery of this type of player and coach development that meets the ambitions of the Club and IRFU requires the club to have the necessary infrastructure and personnel dedicated to the task. A well trainer volunteer coaching team at minis and youths level can be supported by these full timers/ YDOs.

The funding of fulltime YDOs' must be a priority for the Club and the Branch professional staff. Investment in this area we believe will deliver benefits to our schools, players as well as setting the standards that will help to recruit and retain, players, coaches and volunteers to our club.

The knock on effect to our Senior teams of a very well organised youth to adult structure we believe be manifested by a groundswell of competent young players who will be happy to compete for our club. This will push the demand for performance and promotion of our senior teams to compete at the highest level. The circle will then be complete, when we have our seniors competing at the highest level, which will drive the desire of minis and youths to be part of a successful and fun club. This will build a self-sustaining cycle of recruitment, development, competition, volunteerism and back again.

We are indeed fortunate that our location and demographics give us a huge advantage over others.

It's imperative that that we recognise the need to formalise the youths system of recruitment, retention and development of players, coaches and volunteers so as to take full advantage of these great strengths.

Requirements.

- Recruit fulltime competent YDOs, min two
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- Recruit and train more coaches to the youths section
- Advertise/promote through local papers, media and electronically on the website our objectives, aims and policies so as to make people aware of the club Ethos and Vision for the future and how it aligns to the best practice as laid down by the IRFU

4) DEVELOPING COACHES AND VOLUNTEERS

4.1) COACHES

We currently have 79 coaches in the Minis and Youths section, all of whom have full Garda clearance and have attended an appropriate IRFU coaching course. These coaches are the heart and soul of the junior club and play a critical role in the success of the club.

Key issues in this area include:

- Recruitment
- Training
- Roles and responsibilities

RECRUITMENT should fall within the remit of a new post of Coaches' Co-ordinator within the Minis / Youths Management team (see section 5 – Administration). It should also be high on every coach's agenda to look out for new recruits, particularly among ex players who are now parents with a child playing rugby. Each coach should be encouraged to exploit their own network of parents and other contacts within the club to recruit new coaches.

We could also hold a high-profile Recruitment Drive (possibly as part of our registration process). At the very least, our desire to recruit more coaches should be publicised around the club.

TRAINING of coaches should be managed by the Coaches' Co-ordinator. Training should be an ongoing process, both at central IRFU courses, which are held at a variety of venues, and also at Naas with the support of the RDO. One of these events should be a pre-season (early August?) meeting where our coaches get together to kick start the new season and iron out any issues before the season starts. This session should include coach the coach sessions, management presentation of strategy and policy, and all the other practical issues which need to be resolved.

We should also make greater use of the resources available from the IRFU and the Leinster branch – we have sufficient numbers of coaches to warrant them holding sessions at Naas. This would have the added benefit of allowing coaches from each group to share ideas and best practice.

There is also a wealth of coaching resources available now from a wide range of sources – the IRFU, Leinster Branch, and the internet. We should set up a library to pool these resources.

ROLES AND RESPONSIBILITIES – under section 5 – Administration we outline the key roles of the management team, which clarifies the off-field activities, leaving the rugby to the coaches. We do need to give greater clarity to coaches in terms of what they are trying to achieve at each age group. This ties in with our Ethos statement, which in turn is derived from the IRFU Long Term Player Development.

With the numbers of players in each group, every coach has to deal with the issue of player inclusion, and getting the balance right between competition and inclusion.. Currently each individual age group is finding their own solution, but the IRFU actually gives guidelines for each stage, both in terms of approach to competitions and their expectation for the development of a young player at each age. We should raise the awareness of these guidelines with coaches in order to give more clarity of purpose, and also remove a potential source of friction with parents.

The coaching structure for a season starting in September should also be confirmed as far as possible before the end of the preceding season.

4.2) VOLUNTEERS

A rugby club is not a leisure centre where members can dip in and out, using the facilities and resources without any further input. A vibrant and successful club depends on contributions from a wide member base.

There is a lot of work currently done by a few extremely dedicated individuals, but this concentration of the workload is unfair, unsustainable and ultimately not in the best interests of the club or the members concerned. Recruiting a pool of volunteers to share the burden is of

utmost importance to the future health of the club. We must make these jobs more attractive by clearly defining roles, reducing the level of commitment required from any one person and ensuring a rewarding and enjoyable environment.

To ensure the success of the longer term development plan for the club we will need general volunteers in the following areas (not an exclusive list):

- Team administration including communication (text / email)
- Catering (within the activities of the Social Sub-Committee)
- Fund raising
- Organisation of Social Events (again under the guidance of the overall Social Sub-Committee)

There are 3 key points with regard to general volunteers:

- We must ensure there is some succession planning to make sure the progress and activity in each area is sustained. In addition, making it clear to potential volunteers that a job is not for life will make the jobs more appealing.
- Volunteers should be recognised, respected and rewarded as key members of the club.
- Each age group should have a pool of 3-5 volunteers to help with the general workload in addition to the 4 specific areas highlighted above.

Responsibility for recruiting volunteers within a specific function (eg catering) should lie with the relevant sub committee, with support from the coaches and each age group.

Responsibility for recruiting the general volunteers should lie with the Head Coach at each age group.

It should also be recognised that every member of the club should be asked to help find volunteers .

5) ADMINISTRATION AND MANAGEMENT

The Mini / Youth section should be run by a management team consisting of:

- Chairman
- Child Welfare Officer
- Vice Chairman (Ex chairman)
- Secretary
- Membership Officer/Treasurer
- Coaches' Co-ordinator
- Area Representative

Detailed Job Descriptions to be written and published (including the club website). Key roles and responsibilities are:

Chairman

Chair meetings of the team and represent Mini / Youth section on Executive Committee

Provide direction by effective leadership and management.

Monitor and evaluate the progress of the 5 year plan.

Ensure succession planning.

Ensure policies and decisions are communicated to wider club membership.

Ensure activities of the Mini / Youth Section are in line with overall club strategy and policy.

Child Welfare Officer.

Ensure child welfare at Naas RFC

Ensure the club is fully compliant with all IRFU requirements

Guide coaches and other club members with regard to child welfare.

Secretary

Day to day administration and business of the section

Maintain records of player registration

Manage and ensure action on section correspondence.

Organise and record notes / actions from team meetings.

Membership Officer/Treasurer

Managing section finances in accordance with the decisions of the management team.

Collect subscriptions and all money due to the section.

Co-sign cheques with Chairman.

Ensure all monies paid into section account.

Liase with club treasurer on financial matters.

Coaches' Co-ordinator

Recruitment, development and management of coaches.
Ensure Code of Conduct and LTPD is followed by all coaches
Co-ordinate ongoing training for coaches.
Ensure succession planning.
Liase with coaches with reference to pitches, facilities and equipment.

Area Representative

Represent Naas RFC at regional meetings.
Report back to Mini / Youth Management team
Ensure compliance with regional guidelines / requests.

Note on Finance:

The Mini / Youth section is a major source of revenue for the club. For purposes of management, control and accountability the Mini / Youth section should continue to have access to an independent account (Number 2 A/c), but all funds should be available to the wider club.

Job descriptions to be available on the club website.

6) PR, MARKETING AND COMMUNICATION

The areas of PR, Marketing and Communication for the Minis and Youths section should be part of the overall club's activities in these areas, but there are several points which should be made specifically with regard to under-age rugby:

PR

The massive amount of activity and success of our Minis and Youths section is not currently reflected in the local press or the club website, mainly because coaches do not submit many reports or updates to the club PRO. Again, this could possible be a role for a gifted volunteer in each group to write updates on events, competitions, tours or individual matches for submission to the club PRO. This PR should also go up the line to Leinster and the IRFU to help raise the profile of the club.

Marketing

We do not need to radically change the way we market the club with regard to player recruitment, but the club PRO should focus on the Naas RFC Minis and Youths as a sub-brand within the overall marketing activity of the club. All our marketing activity should convey the vision of the section as stated in section 1.

Communication

There are two specific areas here:

1) communication with players (parents in the lower age groups) with regard to logistical arrangements. –

Currently coaches use a variety of methods to communicate with players – text, email, web-based systems such as Teamer. Each coach should be free to choose how he organises this, but the coach should not be out of pocket. In the past we have had a club text number which can be used, and this should be re-instated. We should also demonstrate the use of the web-based systems, which have the advantage of being free of charge.

2) General club communication with members –

Again, we have the option of text, email and even traditional post. Email is clearly the best medium for most communication, but this requires a comprehensive database of email addresses. We should ensure email addresses are provided at registration.

As well as the logistics of communication, we should also develop the role of communication in making players and their families feel like full members of the club and more involved in the activities of the club.

As part of our aim to keep school players involved with Naas rugby, we should produce a regular newsletter specifically for this group.

7) DEVELOPMENT OF SOCIAL ASPECTS

In line with our ethos as a FUN activity at all ages we should develop the social aspects of the club. As well as a worthwhile activity in its own right, this will also help involve volunteers, and should also have a positive financial impact.

There are three areas which should be developed both as a junior section and in conjunction with the senior club:

1) **Saturdays:**

During minis training we have up to 500 boys at the club. Some of the parents drop their child off, and collect them at the end of the training. However, there is also a significant number of parents who stay to watch the rugby. We should open the club to these parents with hot drinks, and possibly hot snacks. Ideally this would be handled by volunteers, and could become a good source of revenue for the club, as well as developing a club spirit. It may also be possible

to make this available during youths matches, depending on numbers. It should also be possible for young players to buy a drink or snack at the end of their match or training session.

This will allow members to spend a few Euro at the club every Saturday instead of Centra in Johnstown.

2) Fund Raising Events:

We should organise a number of events over the course of the year which would involve a large number of members at low cost. Some events in the past have worked very well, and some haven't. We should establish what kinds of events work, and focus on these. We must also recognise the financially difficult times we find ourselves in - hence the need to run wide-reaching, low cost events. At the outset, we should establish the priority for an event – is it to be purely a fun event, purely a fund-raiser, or both.

One key point – the coaches should not be the main driver behind eg ticket sales. One of the general volunteers at each age group should take this on.

Large scale events would probably be off site, but we should look at holding a limited number of smaller events at the club.

3) Big matches – 6 Nations, Heineken Cup, Lions, Ulster.

We should target key games in the season for a total club spectacular, with the match on TV as the main event, supported by food, drinks promotion, entertainment for the kids (eg bouncing castles). We should also make these days bearable for the non-rugby fans in these families- ie little sisters, to allow the whole family to come to the club for a great day out. We could also make these days attractive to rugby fans who are not members. Anyone in the Naas area should want to watch big games in their local rugby club.

DEVELOPMENT PLAN - FACILITIES

BASIC INFORMATION

Establish a secure database of all Club machinery and equipment.

List - make, serial numbers, manual numbers, service dates, service personnel,

Costs, invoices etc.

Site Map of Grounds.

Survey.

Land Drains - Record.

Clear Display of –Ducting, power cables, water pipes, man holes, sewer line etc.

Operating Manual(s).

Key personnel, contact numbers. Codes.

Reports & records.

=====

**A CLEARLY DEFINED PROCEDURE FOR THE REPORTING OF
FAULTS**

FAULT:

DATE REPORTED:

REPORTED BY:

MOB:

REPORTED TO:

MOB:

ACTION:

REPAIR:

DATE:

COST:

APPROVED BY:

ACCOUNTABILITY TO EXECUTIVE-MANAGEMENT COMMITTEE

ALL WEATHER TRAINING ARENA

In association with Leinster Rugby devise a training and fitness programmes for:

ADULT – J1 to J3, U-20 level.

YOUTH -

MINI –

Coaching Seminar with Club Coaches at all level.

Maximise use of Arena.

Promotion of facility to other sporting organisations.

Security of Arena – gates to be padlocked when not in use for car parking.

Side gates to be repaired.

Arena to be graded and levels taken. Addition of sand.

Weed control around perimeter of Arena.

Upgrading of lights & pylons on hedge side.

Safety issues – machinery left in the arena.

Devise a management system.

Maximise commercial opportunities.

SCRUMMAGING & LINEOUT TRAINING ARENA

Completion of facility- for line out training, star jumps etc.

Existing Roadway to be converted to a training area –

Area: 30m in length by 5m wide. Area 150 sq.m

- **Membrane.**
- **Recycle P & T poles.**
- **Crum Rubber Chips www.crumbrubber.ie
Tel Leo Kerley 087-653 5933**

Car – 10-19mm (150 Euro per ton)

Truck – 10-19mm (250 Euro per ton)

Fine – 2-5mm (190 Euro per ton)

Prices include VAT and delivery.

To cover the area to a depth of 2.5cm it will require 1.75 tons of rubber.

A depth of 10cm (4 inch) would be a minimum – 7 tons.

STEEL CONTAINER FOR FLOODLIGHTS SWITCHES

Repair leak in roof of container as it's causing excessive dampness inside the container.

Upgrading of timer on water softener – recommend change to volumetric control head. 450 Euro + VAT from AH Cullen (Tel 045-843615)

Recording Board: For delivery and salt use in water softener.

Health & Safety Notices.

Vents in container.

ROADSIDE ENTRANCE TO CLUB

Appearance can be enhanced. Bottle shed can be "green" screened

Light Sensor. Security Camera with upgrading facility.

Repair fence & realign fence on the Johnstown side.

Install pedestrian entrance (gate) on Johnstown side.

Health & Safety Notices.

Repair manhole with access to mains water & well water switch.

WORK COMPOUND

Major tidy up required.

Restricted access.

Gate to be padlocked.

Health & Safety Notices.

Sensor light & fitting floodlighting to be completed.

Lean-to off the containers to be completed in order to provide cover for tractors, grass cutting machinery.

If an opportunity presents itself in the future it may be possible to re-locate the existing 2 steel containers that are located outside the compound into this area.

Perimeter Fence with soundproof qualities.

CONCRETE BASES OF FLOODLIGHTS

PRIORITY

On professional advice the concrete that surrounds the bolts at the base of the pylons must be removed. Action required.

GANTRY FOR FILMING OF MATCHES

Establish that this structure (scaffolding) complies with safety and insurance requirements.

Health & Safety issues relating to individuals who use it.

Safety checks.

Health & Safety notices.

DRESSING ROOMS

External Doors – need to be secured and locked.

Security Camera – Internal and monitoring persons entering the dressing rooms.

BOUNDARY HEDGE – CLUB & SMURFIT

Needs trimming and topping (aggressive) on an annual basis.

Both sides

Contact – Martin Clarke.

PITCH MANAGEMENT

See report from Tony Harte. Circulate and cost.

Main Pitch –

Dead Ball Line is dangerously close to footpath and signs on the Dressing Room side.

Man Hole on pitch – area needs to be raised and a simple drainage pattern installed into the man hole to maximise collection of surface water in this area.

GRASS CUTTING

ROBOT MOWERS – Web site – www.maxileisure.com

Contact –

Seamus Tully, Ademco Ltd, Straffan.

Tel 086-2550801

Seamus.tully@gmail.com

Management programme

Management Issues

Costs

NAAS AREA DEVELOPMENT PLAN

The Club has made written submissions to Kildare County Council and to Naas Town Council that due to the population expansion of the town and secondary growth centres such as Kill, **Johnstown**, Sallins that the facilities at Forenaughts will not be capable of supporting the increased demand for Mini, Youth and

Adult rugby as well as providing playing facilities for Schools, other Clubs and Associations in the Naas area.

It has been indicated to the Councils that the Club will require 2 additional pitches. The land bordering the Tipper Road Triangle is largely free from development and this represents an opportunity to plan for the future and to take into account the presence of an established sports facility (Naas Rugby Club) who has changing rooms, floodlights etc.

Naas Town Council in association with Kildare County Council should ensure that any future development should “freeze” sufficient lands for the provision of 2 pitches to be located as close to the existing sports infrastructure of Naas Rugby Club.

Naas Executive & Management Committees to campaign with Councillors- TD’s.

Presentation Folder has been compiled for circulation.

EXISTING PLANNING CONSENT

Kildare County Council has granted planning consent for –

Shower Facility (31sq.m) – completed.

Referees Room (7sq.m)

Disabled Toilet (5sq.m)

Rugby Development Office/Meeting Room (13sq.m)

Canteen (36sq.m) – multi purpose

“Gym” (321sq.m) – multi purpose.

Spectator facilities.

Prior to submission a full and detailed review was undertaken of all aspects of the Clubs activities and requirements. Consultations also took place with key bodies such as Leinster Branch, IRFU and other sporting associations such as GAA, Community Sports Centres etc.

The Planning Application was fully supported by our immediate neighbours who were consulted. Written submissions of support from them were presented to the Council.

One objection was rejected by KCC.

The design of the facility took into account the existing facilities that are available in the Club Pavilion and the Changing Room Complex and Percolation Unit.

A significant reduction in Development Levies was agreed with KCC.

The required height requirement for the “Gym” and the approval of same by KCC is a major concession based on previous submissions and applications to KCC.

The design of the “Gym” is such that it allows for the possibility of extending the roof over the present Changing Room Complex and thus creating a second floor above the Dressing Room Complex.

History - Previous consents –

Original Club House included Changing Rooms.

Separate Changing Room Complex.

Planning Consent for new (existing) Club House – objections.

Demolition of previous Club House leads to objection and need for a new planning application – objections and re-design required.

Extension to existing Changing Rooms – objections.

Application to extend new Club House – objections, not qualified for grants, lapsed.

NAAS RUGBY CLUB

Five Year Financial Forecast

Presented By: Anthony Grall (Chair); Liam O'Rourke; Paul Stapleton; Brian Wynne

The above committee have prepared a five year Financial Projection for Naas RFC and have pleasure to attach an Income and Expenditure Statement together with our comments and suggestion on a number of areas that we feel need to be managed and improved on to deliver on these objectives.

The projections are made following a number of meetings and discussions with various sub committees and a benchmarking exercise with other rugby clubs and GAA clubs on their fundraising activities. In determining the likely level of financial support to the club, examination of past and current trends and a considered opinion on future outcomes was carried out.

Significant effort on the part of the incoming executive will be required to ensure the income streams are delivered on and strict control on expenditure to manage all cost items at or below anticipated levels. Constant management and review will be necessary to ensure that appropriate adjustments are made so that the Club remains at a positive cash situation.

All Capital Projects anticipated in this timeframe will need to be financed separately and are not part of these current income and expenditure projections.

During our discussions a number of points and concerns were raised by the committee which are itemised below:

- The current financial situation of the club and the external financial climate,
- Management Structure and Controls within the club,
- The urgent need to enhance the volunteer spirit.
- The need to encourage new members to become involved with the running of their club,
- Recognition that it is One Club.
- The need to ensure that Junior Committee members bring their experience, expertise and enthusiasm on to the Club Executive,
- The management of Club Records.
- The need to market the Club and make it more attractive to all.

The attached documents include suggestions and recommendations and must be considered as part of the projections on the income and expenditure schedules.

We would welcome your opinions and feedback.

Yours in Rugby,

Anthony Grall

Liam O'Rourke

Paul Stapleton

Brian Wynne

Sources of Income

Sponsorship

Income from club sponsorship is forecasted to decline over the coming years with a pick up likely in 2015. The levels of financial sponsorship which the club has enjoyed will not be available for the coming five years and is reflected in the Income Statements.

The sponsorship committee will need to consider flexible packages that will encourage smaller levels of financial support from members. These packages may follow existing benefits to contributors with less offered depending on the level of support.

Consideration should be given to setting up a Supporters Club with greater participation from all members at an affordable price.

Senior Club Officers need to improve the recognition of all club sponsors. A direct acknowledgement from club officers such as signed thank you letters from the Club President and Chairman to accompany all invitations, international match tickets, club golf outing etc.

We would recommend there should be a direct link with one of the Club Executive and the Chairman of the Sponsorship Committee, possibly the incoming Vice-Chairman of the Executive, to ensure continuity.

Pitch Signs

The club has invested heavily in providing and erecting initial pitch signs and these are a constant source of income for the club.

A database should reside on the clubs information systems and a regular review of payments due carried out by an appointed individual or individuals, preferably two people with the role of maximising income.

The management of pitch sign sponsors needs to be properly handled and records maintained of slow payment with follow up when necessary through the appropriate channels.

A drive to secure sponsors for all remaining available spaces at the appropriate pricing structure, depending on the location of each sign.

All this should be managed by the executive with records maintained.

Lotto

This needs to be more obvious and an event around the weekly draw with results posted on the web site immediately.

There is a lack of publicity about when draws take place and the results, which is turning members away from this event.

A lot of effort was expended in setting up the club lotto scheme and again a driver needs to be appointed.

A draw should take place after an AIL game on Saturday or whatever game is on either Saturday or Friday night. The drawn numbers should be put up on the windows on both gable ends of the clubhouse, ie. office window and members bar window, with the appropriate date of each draw.

Golf Classic

Well managed and a steady contributor to club resources. As the present chair of golf has indicated he would like a break new people must be found to continue this event.

Business Lunch

Well managed and a steady contributor to club resources. This as well as all of the above should not be taken for granted and it is imperative the chairman or secretary of the executive ask all those raising finance for the club, "will they continue in their respective role for the club". It is important everyone is not taken for granted.

Membership Subscription

Consider using, with permission, a poster campaign of with pictures of all former Naas RFC Irish international players when sending out renewal notices and to launch a drive for new membership. This to be incorporated with a display of club facilities available, Floodlights, Sand Based Training Area, Ladies Rugby, Number of Teams and Playing ages.

This may encourage new senior playing members.

International Tickets

The club's ticket allocation to the new AVIVA Stadium needs careful management. The benefit to club sponsors should be maximised and a consideration to having a club draw for two tickets for every game could be a major source of income and interest. This draw to be held at the AIL

game nearest to the next international match; the draw must be held when there are many members in the club to show transparency.

The number of tickets for the AVIVA Stadium is expected to be reduced by 47% from Croke Park volumes therefore the club must utilise any opportunity to maximise profits on tickets which are available.

IRFU Grants

The club must ensure that we fully comply with the criteria outlined for club grants and relationships with IRFU personnel to be managed to the fullest extent to ensure that we capitalise on all available IRFU financial support.

Bar and Social

Despite current trends in the use of all sporting club bars we could introduce attractions outside of game days such as Texas Card Games- competitions, Fancy Dress Parties, Birthday Celebrations, race nights, with light catering provided. Underage disco with mineral bar only.

The management of the bar cash and stock control must at all times to be seen to be fully managed. Members will not support a poorly run bar facility with lack of control.

A social committee should be re-established to encourage greater use of the Bar facility and the introduction of functions as above.

A substantial increase in the bar committee, ie, volunteers, who would work the bar voluntarily. For example this can be achieved if one person only has to do one day a month, thereby reducing staff costs in the bar, and hopefully have it return to profitability.

Other Income

Club Card Discount / Loyalty Card Scheme for local Naas Traders.

Club Records/ Data Base

Club Records should be centralised and managed appropriately. These to include Financial, Rugby and Management documents. Data base of all players and members. Minutes of executive meetings files electronically and maintained paper documents should be electronically scanned, at very least a proper minutes book should be kept to help future committees with ideas and what has been implemented in the past.

Youths Committee

A fully functioning Youths Committee should be in place at all times and managing the various functions, with all the posts, ie, Chair, Vice-Chair, Secretary, Treasurer, Club Reps to the Areas, North Midlands and Metro, Child Liason Officer and Social Committee.

This committee should get to know the parents and encourage much greater involvement in the running of the club from this section.

It is most likely many of the future senior executive members will come from this area so encouragement is vital for the future of the club.

The Treasurer of the Youths committee should work closely with the club treasurer to ensure a consistent approach across all club fund raising activities.

Expenditure.

Expenditures have been assumed on the principle premise at this point in time that the Club remains as a Senior Division Club. The financial implications of being relegated to a Junior Division have not been considered, other than to contemplate a reduction in the attractiveness of being associated with the club with consequent effects on the income stream which will impact on expenditure.

For the coming 2010-2011 season each committee must be tasked with examining current expenditure patterns and eliminating as much as possible. This will be difficult, and will involve change in practice and expectations, but will need to be done to ensure the immediate financial position of the club. The spirit of volunteerism will need to be re-kindled; participation and "sharing" of the load should also hopefully re-ignite a club spirit. The major areas of expenditure will of course have the possibility to deliver most. Alternative forms of coaching, transport, feeding, clothing, laundry, physio, equipment and kit management should be considered.

It is imperative all club expenditure is approved and agreed with the treasurer, under no circumstances should anything be bought for the club without approval, whether its other executive members, coaches or any other volunteer within the club. In order to continue receiving the strong support from our sponsors and all who work tirelessly raising income for the club, the treasurer must have control on all expenditure.

<u>Profit / (loss)</u>	<u>2008-2009</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Income	€339,377	€209,500	€244,000	€278,000	€302,000	€317,000
Expenditure						
Rugby	€167,043	€136,000	€165,000	€175,000	€185,000	€195,000
Administration	€23,003	€18,000	€20,000	€20,000	€20,000	€20,000
Finance	€6,344	€1,000	€1,000	€1,000	€1,000	€1,000
Bar & Food	€21,597	€13,000	€15,000	€15,000	€17,000	€17,000
Youths	€43,389	€40,000	€45,000	€45,000	€45,000	€45,000
Grounds	€33,177	€26,000	€20,000	€25,000	€20,000	€25,000
Executive	€3,056	€2,000	€2,500	€2,500	€2,500	€2,500
<u>Total</u>	<u>€297,609</u>	<u>€236,000</u>	<u>€268,500</u>	<u>€283,500</u>	<u>€290,500</u>	<u>€305,500</u>
Income over Expenditure	€41,768	-€26,500	-€24,500	-€5,500	€11,500	€11,500
Non Cash Items						
Grant Amortization	€45,584	€45,584	€45,584	€45,584	€45,584	€45,584
Depreciation	-€45,772	-€46,000	-€46,000	-€46,000	-€46,000	-€46,000
Bond redemption	€3,810	€6,350	€6,350	€6,350	€6,350	€6,350
<u>Profit / (Loss)</u>	<u>€45,390</u>	<u>-€20,566</u>	<u>-€18,566</u>	<u>€434</u>	<u>€17,434</u>	<u>€17,434</u>
Cash	85600	€17,800	-€7,000	-€12,500	-€1,000	€10,500