



## 2011 – 2012 ACTION PLAN

*learning the spirit of rugby*

The mission of the Jersey Rugby Football Club Academy is to provide the educational and social opportunities for all young people, regardless of ability and gender, to realise their fullest potential and play Rugby Union Football to their highest personal standard in a safe, fun and non-discriminatory environment and to promote and model the core values of rugby, good sportsmanship and a strong sense of community.

**THIS IS  
RUGBY.**

**Teamwork Respect Enjoyment Discipline Sportsmanship**



### Welcome to the 2011 – 2012 season.

The coming season promises to be a great one for everyone involved in the Jersey Rugby Club. The Committee has many initiatives in store and with our First XV playing in National 1 and the Rugby World Cup taking place in New Zealand in the autumn we can expect an even greater interest in rugby in Jersey.

I am delighted to say that we will continue to have the services of Ben Harvey as our Head Coach. Ben's "hands on" approach has been a great help to all our coaches and players and I hope that we can build on the work that he has done over the last three seasons. Ben will launch an Elite Player Development Camp in August and this will help prepare our older players to prepare for the season ahead. The EDPG will continue at Les Ormes from the beginning of September for players aged 13 to 17 and coaching will continue throughout the season.

Our sponsorship agreement with DOMINION enters year three and we are extremely grateful to Ben Cooke for his support and belief in what we do. I would like to remind members that in July 2009 DOMINION signed a five year sponsorship deal with the Academy worth in excess of £450,000. Ashburton will continue to sponsor Ben Harvey and the coach development throughout the season. This coming season we hope to put all our U15 and U16 players through the RFU RugbyReady coaching course, something which should help their understanding of the game and also be of help with school studies.

On the safeguarding front Claire Lowe will be presenting to our members new policies and procedures that will be implemented during the coming season. We will conduct more child protection courses with our coaches and ensure that the safety and enjoyment of every child that trains at the Club is at the centre of everything we do. We will also work harder to ensure that parents play a more active role at the Club and that we become more of a place for all the family to spend a Sunday morning rather than providing a child minding service.

We have now completed three years of the Ronez Channel Islands Initiative and we look forward to even greater links with Guernsey during the coming season. We are also in talks with French clubs in La Manche and Ille et Vilaine and we hope to forge stronger links with them and clubs such as St Malo, Rennes, Granville and Dinan in the future.

As ever the Academy could not survive without the help and support of so many volunteers. I would like to thank them in advance for all they are about to do over the coming season and remind anybody that is interested in helping the Academy that they only have to speak to a Committee member to be given a suitable role.

We look forward to your ongoing active support during the coming season.

Yours in Rugby,

Kevin Lemasney  
Academy Chairman

1 September 2011



## Organisation

Founded in 1989, the JRFC now boasts over 500 players spread over 10 squads from U7 to U16. The Academy is run under the aegis of the Jersey Rugby Football Club and it is affiliated to Hampshire RFC.

A dedicated committee helps steer the Academy and each squad is overseen by a qualified lead coach, a number of assistant coaches and a manager. In total there are over 100 volunteers who help at the Club each week.

The Academy enjoys the services of professional coach Ben Harvey through the sponsorship of Ashburton. Ben is also the Head Coach for the JRFC and therefore assures a consistency of rugby from U7's through to the First XV.

Through the Clubs affiliation with Hampshire RFC the U14, U15 and U16 squads compete in the Hampshire league. This entails at least six trips (per squad) to the UK (usually through Southampton airport) which costs the club and the players' parents quite a lot of money. The Academy also works closely with Rugby Development Officer (RDO), David McCormack in the management of those (U15 and above) players selected for county honours.

The younger players also have the opportunity to travel for friendly fixtures or festivals. In total the Academy and parents spend over £150,000 on travel each season.

The Club also welcomes many visiting teams from the UK and France during the season.

## Recent achievements

The 2010-11 season was a very successful one for the Academy.

- The three teams who competed in the Hampshire leagues had challenging seasons and we are delighted that our U15 have won promotion to the top league once again.
- The Academy had 15 players (14 boys and one girl) representing the Island at Hampshire County Level. Luke Heulin was not only selected for county honours but also played a number of matches for the region.
- The 2010/11 season finished with Jersey taking all but one of the Siam Cups in the U7 to Youth ages.
- The Academy received the Runners-Up Award in one of the categories of the RFU Presidents XV awards.
- The Academy launched itself into the social media world with a new Twitter site that attracted a lot of interest and promises to be a great addition to our communications mix.
- The Academy raised £5,000 to present Mont a l'Abbe schools with funds to purchase new sensory equipment for their children.
- The launch of the EPDP at Les Ormes was a great success.
- The Academy hosted the first stand alone junior Siam Cup in April and it was a resounding success, something to be repeated again next year in Guernsey.
- Mike Le Bourgoise became the first Academy graduate to be signed as a Club Professional in June 2011.
- Lauren Lowe was selected to represent Jersey in the Rugby World Cup in Mixed Touch Rugby in Edinburgh in June 2011.
- Richard Sinel received the Robbie Keast [Hampshire] Bowl for success on the field and sportsmanship when playing the game.



### Committee, Lead Coaches & Squad managers

At the AGM a Committee is elected to run the Academy for the coming twelve months. Committee members usually have a dedicated area of responsibility and in certain cases will set up sub groups to help them in the endeavours.

The Committee for the 2011-12 season comprises -

Post	Officer
<b>Chairman</b>	Kevin Lemasney
<b>Vice Chairman</b>	Open
<b>Past Chairman &amp; Fixtures Secretary</b>	Nigel Metcalfe
<b>Treasurer</b>	Jane Baines
<b>Club Secretary</b>	Katie Griffiths
<b>Membership secretary</b>	Vicki Perchard
<b>CCC Secretary</b>	Julie Laffoley
<b>Safeguarding Officer</b>	Claire Lowe
<b>Head Coach</b>	Ben Harvey
<b>Liaison with the RFU</b>	RDO, David McCormack
<b>Hampshire Leagues &amp; link with Youth Section</b>	Alan Williamson
<b>Hampshire County Selection</b>	Marcus Cochrane
<b>Communication</b>	Sam Watts
<b>Festivals and events</b>	Tim Mitchell
<b>Seal of Approval Co-ordinator</b>	David Voisin
<b>Kit Master</b>	Bron Le Brun
<b>Volunteer Co-ordinator</b>	Adrian Colston-Weeks

For more details go to [www.jrfc.je](http://www.jrfc.je) - Contacts

Our Head Coach Ben Harvey, leads a team of over 65 volunteers. Ben has introduced a system of continuous development and there is clear progression for all players from U7 right through to the First XV.

Each Squad has a designated lead coach. These coaches are qualified to at least Level 1 and further guidance and development is provided to them during the season by Ben Harvey and David McCormack.

The lead coaches are assisted by a number of assistant coaches and helpers. These coaches are usually qualified to Level 1 and opportunities also exist for them to develop their skills throughout the season.

Each squad has a designated manager who acts as a vital link between the coaches, the parents and the committee. The manager ensures that all registrations are in order, that travel arrangements are done in an efficient and timely fashion and that parents are aware of what is happening with their children and in the Club. The manager also takes care of the budget that is allocated to his/her age group from central funds.

The Lead Coaches and Squad Managers for the 2011-12 season are -

Lead Coach	Age Group	Manager
<b>Neil Pinel</b>	<b>U7</b>	Mike King
<b>Roger Nightingale</b>	<b>U8</b>	Fi Daniels & Anne King
<b>Simon Thomas</b>	<b>U9</b>	Michelle Clark
<b>Phil Dennett</b>	<b>U10</b>	Iain Quenault
<b>Colin White</b>	<b>U11</b>	Nicky Le Bihan
<b>Dave Clark</b>	<b>U12</b>	Cherry Sullivan
<b>Scott Spencer</b>	<b>U13</b>	Brian Middlemiss
<b>Pat Dean</b>	<b>U14</b>	Tracey & Jimmy Fullerton
<b>Guy Hinks</b>	<b>U15</b>	Claire Lowe
<b>Nathan Hanney</b>	<b>U16</b>	Gail Boakye-Yiadom

For more details go to [www.jrfc.je/academy](http://www.jrfc.je/academy) - Contacts



**Coach development**

David McCormack is the designated CCC (Club Coaching Coordinator) and David works closely with Ben Harvey in providing a programme of development for the coaching cadre throughout the season. Courses are offered in Coaching Skills (RugbyReady & RFU Level 1), Refereeing, First Aid and Child Welfare.

Those interested in coaching at the Academy should in the first instance contact Ben Harvey to discuss their interest in coaching. Interested parties have to be members of the Club and will be asked to complete the necessary forms for a CRB check. They will then be put on the first available RugbyReady course.

**All coaches, managers and committee members have to be registered members of the club and be CRB checked.**

**Safeguarding our members**

The Academy takes the protection of each and every child (and adult) in its care very seriously. Claire Lowe is our Safeguarding Officer and she can be contacted at any time by players, coaches or parents who feel that they have a concern.

For details on our safeguarding policy go to [www.irfc.ie/academy](http://www.irfc.ie/academy) or for more details on child protection matters go to the RFU site on [www.rfu.com](http://www.rfu.com) or the NSPCC site on [www.nspcc.org.uk](http://www.nspcc.org.uk).

**Communication**

Sam Watts is the committee member responsible for communication. The Academy website is the principal source of information and members are encouraged to visit it frequently. Each age group has its own section so players and parents should visit it on a regular basis.



The Academy also publishes a monthly newsletter which is packed with interesting information about past, present and future news from the Academy.

Managers will generally keep in touch with players/parents by email. With over 50 players in some age groups, good two way communication is vital and it is hoped that parents will respond to any requests for information as quickly as possible.

Following each Academy fixture or event a report (usually accompanied by photographs) is sent to the JEP and to the local TV and radio stations. The Club has had very favourable press over the past number of years and sponsors appreciate the fact that they are usually mentioned. The Academy also frequently places *Thank You* advertisements in the JEP to thank match day or trip sponsors.



**Key Objectives for the 2011- 2012 season**

Key Objective	Target/What will success look like	Key Risk
<p><b>1. Spirit of Rugby</b> Above all else we want our members to enjoy the game of rugby in a safe, friendly and professional environment.</p>	Happy children and young adults throughout the season.	In our quest for excellence or our ambition to win we lose sight of the importance of enjoying what we are doing.
<p><b>2. Organisation</b> A full Committee will be elected at the AGM in June and they will work closely with a full squad of lead coaches, managers, support coaches and other volunteers who will be in place when the season begins in September.</p>	<p>Each of the 10 squads will have a Lead Coach, a Manager and an appropriate amount of coaches and volunteer helpers throughout the season.</p> <p>Succession management is very important in any organisation and we will look to attract some new blood for all areas of the organisation during the season.</p>	Not enough qualified volunteers come forward.
<p><b>3. Coaching</b> The Professional Coach, Ben Harvey, will ensure that the agreed coaching continuum will be followed throughout the season.</p>	Each age group will know what they are striving for throughout the season and achieve those goals.	Coaches not following the agreed continuum.
<p>This September we will continue our EPDP to all players from U13 to U17 inclusive. Specialist sessions will be held each Monday evening at the new indoor pitches at Les Ormes Sports Centre.</p>	Players will receive specialist coaching on their area of the game	Lack of funds. Lack of interest from the players.
<p><b>4. Coach development</b> Working with the CCC, David McCormack, Ben will also ensure that the cadre of coaching staff at the Academy continue to develop and that coaches are given every opportunity to develop their coaching skills and coach the appropriate age groups.</p>	All coaches will have the opportunity to develop their coaching skills and will have the opportunity to coach at different levels.	Coaches unwilling to develop or move between age groups.
<p>All coaches will be registered on the new RFU Coach Licensing scheme and the RFU Coaching Academy</p>	All coaches to be registered and take a greater role in their own development.	
<p>We will offer the RugbyReady course to all U15 &amp; U16 players. This will help with their development, with their school studies and will allow those interested in coaching and refereeing to help out at the Club.</p>	More U15 and U16 players will get involved in coaching	Lack of interest from the players.



Key Objective	Target/What will success look like	Key Risk
<p><b>5. Hampshire Leagues</b> The Academy will enter three squads (U14, U15 &amp; U16) into the Hampshire League.</p>	<p>A top three finish in the top league in each age group.</p>	<p>Lack of players to travel. Lack of funds to assist travel.</p>
<p><b>6. Hampshire County Selection</b> The Academy, by way of a dedicated sub-committee, will work closely with RDO David McCormack in the selection and management of players at U15, U16, U18 and U20 to represent the Island at county level with Hampshire.</p>	<p>Players selected to represent Jersey at county level at U15, U16, U18 and U20 level.</p>	<p>Drop in standard of rugby being played at the Academy.  Lack of parental help with travel assistance.  Lack of funds to assist travel.</p>
<p><b>7. Channel Islands Initiative &amp; other links</b> The Academy will continue to work closely with the Guernsey RFC Academy and RDO to foster relationships between the Islands.</p> <p>In 2011-2012 we hope to develop closer links with the eight rugby clubs in La Manche, Normandy. Talks have already taken place with Club officials and we have played some great rugby at several age group levels with the Granville Club. We will also continue our relationship with St Malo RFC and Dinan RFC.</p>	<p>Continued co-operation between the Committee, Coaches and Players at all age levels and more triangular matches held in both islands.</p> <p>Fixtures both here and in La Manche with Norman Clubs and in St Malo and possibly Rennes with Norman Clubs.</p>	<p>Lack of funds to assist travel.</p> <p>Lack of funds to assist travel. Administrative problems with the RFU and the FFR.</p>
<p><b>8. Siam Cup &amp; other festivals</b> In 2012 Guernsey will host the Siam Cup and we would hope for success in all age groups.</p> <p>To help squads prepare for fixtures House matches will be held on a regular basis and will be given greater importance.</p> <p>We will make a special effort to enter Hampshire Festivals at U7 to U12 Festivals during the 2011 – 2012 season.</p>	<p>10 Siam Cups.</p> <p>A good competitive start to the season and regular matches.</p> <p>Success in the tournaments but greater links with fellow Hampshire County Clubs.</p>	<p>Guernsey is unable to put out teams at certain age levels.</p> <p>Coaches don't include in their programme.</p> <p>Too much choice of fixtures.</p>



Key Objective	Target/What will success look like	Key Risk
<p><b>9. Community project</b> During the coming season we at the Academy will continue to contribute something to the wider community in Jersey.</p> <p>Following on from the successful support of Mont a l'Abbe in 2011 we will continue to work with their children but we are also looking at some beach cleaning projects and other charity related initiatives.</p>	<p>A meaningful contribution to the Island community, especially to those less fortunate than those who enjoy the Academy.</p>	<p>Biting off more than we can chew but in association with strategic partners we can overcome any risk.</p>
<p><b>10. Ladies Rugby</b> The Academy will work very closely with the RDO to develop more opportunities for ladies to play rugby in Jersey.</p>	<p>A new squad of girls aged 9 to 15 training at the Club every Sunday morning.</p>	<p>Lack of interest from local girls.</p>
<p><b>11. Financial</b> The Academy depends on the generous support of its sponsors to help with travel costs. The Committee will continue to work closely with the Academy's sponsors to make travel affordable for all players and their families.</p>	<p>Continued support from our sponsors to help make travel more affordable.</p>	<p>That we lose a key sponsor.</p>
<p>The Committee will also negotiate with the RFU and the Hampshire County Clubs for a more equitable arrangement regarding home fixtures.</p>	<p>At least three home fixtures during the season.</p>	<p>Hampshire and the RFU insist that we play all our fixtures away from home.</p>
<p>The committee will continue to maintain a reserve fund.</p>	<p>A Reserve Fund of £35,000 to be maintained at the end of the season to provide security for the Academy in the event of the sudden loss of a sponsor. This fund will also allow the Academy to cash flow the booking of flights in order to obtain preferential prices.</p>	<p>Increasing demands on the resources limit the ability to maintain a reserve.</p>



## Sponsorship

The cost of travelling overseas for match fixtures is our largest single cost each year. The Academy is fortunate to have dedicated sponsors who help make travel affordable for players and accompanying adults. Without their help travel would be severely restricted and the development of our players would undoubtedly be affected.

- The Principal sponsor of the Academy is Ben Cooke of Dominion Fiduciary Services.
- Ashburton is the sponsor for professional coaching and development and their contribution helps to pay a part of Ben Harvey's salary.
- The Channel Islands Rugby Initiative, sponsored by Ronez, enters its fifth year and this initiative has certainly helped to foster good relationships between the Clubs on both islands. The Ronez funds will be used to get a maximum amount of players over to Guernsey for the 2012 Siam Cup.
- The Academy also receives a generous grant from the Sports Advisory Council.

In total these sponsors contribute over £120,000 each season to the Academy, funds without which the Club could not afford to offer travel opportunities to its players.

The Academy is also fortunate to have a host of other local companies and individuals who make donations to the Academy during the season. Some of these are earmarked for special cases.

The following table outlines the possibilities open for potential sponsors.

	Principal sponsor ≥ £50,000 per season	Head Coach & Coach Development Sponsor ≥ £15,000	Special initiative sponsor ≥ £5,000	Trip or Match Day supporter ≥ £1,000
Match Jerseys	Logo on front	n/a	n/a	n/a
Shorts	Logo on shorts for all players	n/a	n/a	n/a
Training tops	Logo on training tops for all players & coaches	Logo on training tops for coaches only	n/a	n/a
Balls	Logo on all training balls	n/a	n/a	n/a
Pitch side banners	2 (8 * 3) banners	1 (8 * 3) banner	Opportunity to rent	Opportunity to rent
Goal post padding	Logo on each face	n/a	n/a	n/a
Lunches for senior league home matches at the Club House	Four tables of 10 at senior match home fixtures & one table of ten at home Siam Cup lunches	One table of 10 at a senior match home fixture & two places at home Siam Cup lunches	n/a	One table of 10 on the day of the event if a luncheon is being held
Website mention	Mention of support & logo	Mention of support & logo	A story will run on the Academy website news section	A story will run on the Academy website news section
Press statements, match day reports and club advertisements	Always	When referring to Coach	Post event thank you advertisement	Post event thank you advertisement



**Budget 2011-12**

<b>Income</b>	<b>£</b>	<b>£</b>
Membership subscriptions	45,350	
Advisory Council Grant (for the calendar year 2012)	15,000	
Total Sponsorship <sup>1</sup>	105,000	
Donations	2,500	
Bank interest	100	
Miscellaneous income	1,000	
Income from sale of kit	500	
<b>Total</b>		<b>169,450</b>
<b>Expenditure</b>		
Contribution to squads for travel	89,360	
Travel & health insurance	5,000	
Contribution to Club operating costs	7,900	
Siam Cup (to be held in Guernsey in 2012)	5,000	
Contribution to cost of Head Coach	12,500	
Entertainment & hosting of visiting teams	6,000	
IT charges	1,000	
Kit for new members	1,500	
Equipment & Balls	2,500	
Physios & First Aid supplies	5,000	
Elite Player Development Programme	4,605	
Advertisements	1,500	
Marketing (incl sponsors expenses)	6,000	
Hampshire membership & expenses	1,000	
Bank charges	100	
Contribution to Guernsey for Ronez initiative	0	
Trophies & medals (excluding Siam Cup)	2,000	
Development of coaches	5,000	
Administration costs	2,000	
Miscellaneous expenses	1,500	
Allocation of funds to Reserve	5,000	
<b>Total</b>		<b>164,465</b>
<b>Excess of income over expenditure</b>		<b>4,985</b>

The Academy financial year runs for 1 June 2011 to 31 May 2012.

<sup>1</sup> Dominion, Ashburton and Ronez.



### The future

The Academy has developed into a well oiled, efficiently run, happy community rugby club. The annual action plan sets out the objectives for the year ahead and taken in conjunction with RFU and Hampshire guidelines provides the committee and the club with a road map that should be clear to all parties.

It is essential that the values of rugby - Teamwork, Respect, Enjoyment, Discipline and Sportsmanship guide everything we do and that the community spirit that one experiences at the club continues to flourish.

Financial considerations are always high on our list of concerns but if for any reason we fail to attract sponsorship we will simply have to curb our appetite for travel. It is therefore in our interest to help foster rugby on the Island, to help promote rugby in our schools and with the Jersey Rugby Association and the Rugby Development Officer help to establish new clubs.

The Academy has been very fortunate in recent years with the level of support that it has received from all areas of the community. Following on from the successful support of Mont a l'Abbe in 2011 we will continue to work with their children but we are also looking at some beach cleaning projects and other charity related initiatives.

The coming season will hopefully see new members and coaches join our ranks and ensure that the future is very bright indeed for rugby in Jersey.

### Important dates for the 2011-12 season

All Academy events will appear on [www.jrfc.ie/academy](http://www.jrfc.ie/academy). Please refer to the diary on a regular basis in order to keep up to date with events at the Club.

<b>August 22<sup>nd</sup></b>	Ashburton Tigers Summer Camp
<b>September 10<sup>th</sup></b>	Registration
<b>September 11<sup>th</sup></b>	Training begins
<b>2012</b>	
<b>April 14<sup>th</sup></b>	Academy Siam Cup in Guernsey
<b>May</b>	End of season Prize Giving
<b>May/June</b>	Touch season begins
<b>June</b>	Academy AGM

**Note. During school holidays please consult the website or with your squad manager regarding training arrangements.**

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