



Bective Rangers FC

Est.1881

Strategic Plan

2023-2028



Strategic Plan

2023-2028



On Saturday April 14th 2018 Bective Rangers played their last match in Division 2C of the All Ireland League. John O'Sullivan of the Irish Times in his article 'End of an era as Bective depart the national stage' described Bective's plight as "something of a freefall..... plummeting down the divisions marking a downturn in fortune for a club with a proud history". Gone were the days of Senior Cup wins, a packed Donnybrook playing the Barbarians, Cardiff, Northampton, or Gala and coming within touching distance of AIL Division 1 status.

But every critical moment provides an opportunity and Bective members, true to their traditions, soon spoke of regeneration, new beginnings and expansion. The Club was united and determined under Presidents Mick Flood, Dave O'Donnell, new chair Jack McEvoy and a focussed and hard-working Executive Committee to reverse an unfortunate long-term decline. The message was clear that Bective was ready to begin the return journey and needed a strategy.

The official start of the strategy process in 2021, under the guidance of Barre Fitzpatrick, coincided with Bernard Jackman's coaching success on the pitch and our double Leinster League 1A Championships. These achievements were invaluable in raising morale and reinforcing the message of revitalisation. But one crucial question remained: what would the response be from the membership?

In 2022 a call went out to the entire membership body for a session called the 'Seeding Event': the first test of the Club's willingness to support a new departure. It was an act of faith in the Club and the members responded to the call from their leadership in surprising and inspiring numbers: 150 turned up. That alone was a vital sign that we were on the right track, and it gave a huge impetus to what has followed.

What shone through that night was the love for the Club and what it means to the members and therefore the resulting strategy is more than just a document. It is formed by the debates that happened that night and subsequently about the subjects closest to the hearts of Bective members: our values and vision for the Club, our rugby ambition, our clubhouse development, our finance and sponsorship, our branding and identity, our governance and community engagement.

Our Mission, Values, Vision

Our core Mission within Bective Rangers is to build a vibrant and ambitious rugby club at the heart of our community, which honours our unique history.

Our 5-Year Strategic Plan is built on 3 key pillars which acknowledge the proud history and aspirations of the Club, provide the guiding principles for a positive and vibrant Club culture and outline our clear and achievable vision for the future of Bective Rangers FC.

Our Vision is to be the club of choice in our region, welcoming and supportive for anyone, regardless of age, ability, experience, or background, fostering a bond that lasts a lifetime.

Our Mission is clear, our Values are solid and our Vision, though challenging, is both exciting and achievable.



Our key Club Values reflect the proud principles that have guided our members since 1881, align with those of the I.R.F.U. and will be central to everything that we do as a club.

Respect

for players, referees, coaches and volunteers

Integrity

pride, safety, caring protected by codes of conduct

Inclusivity

family-friendly, welcoming to all ages, all backgrounds

Enjoyment

promoting our passion for the sport, teamwork and lifelong friends

Competitiveness

inspiring people to reach their potential, encouraging high levels of achievement

Sustainability

succession planning, encouraging volunteerism as the lifeblood of the Club

Our Club Structure

Focused on our vision, a revised structure will provide support and clear direction for all our committed volunteers, ensure the successful and sustainable implementation of our Strategic Plan and maximise our potential as a club.

Past Presidents

Executive

Our Trustees



Day to Day
Management Group

Rugby Ambition
Project Team

Community
Project Team

Finance & Sponsorship
Project Team

Governance
Project Team

Clubhouse Project Team

Branding
Project Team

Comms Working Group

Junior Rugby Working
Group

Membership and Activities
Working Group

Under 20's Working
Group

Minis and Youths
Working Group

Committees, Groups and Project Teams

Executive

We, as a club, have always been fortunate to have a core group of innovative, committed, and proactive members and volunteers. Clearly defined roles and deliverables will help to focus our human resources, define responsibility, reduce confusion, and provide the platform for a more productive, enjoyable, and satisfying volunteer experience.

The Executive Committee remains the key decision-making committee within the Club and is responsible for the day-to-day running of the Club, setting the policies of the Club and overseeing the implementation of the Club's strategy.





Club Chair

President

Hon. Treasurer

Hon. Secretary

**Senior
Vice President**

**Immediate
Past President**

Club Director

**Director of
Organisation**

**Director
of Rugby**

**Director of Minis
& Youths Rugby**

**Hon. Fixtures
Secretary**

**Hon. Memberships
Secretary**

Captain 1st XV

**Junior Rugby
Representative**

**As Elected at
the AGM**

**Junior Vice
President (Non Voting)**

**Rep to the Leinster
Branch (Non Voting)**

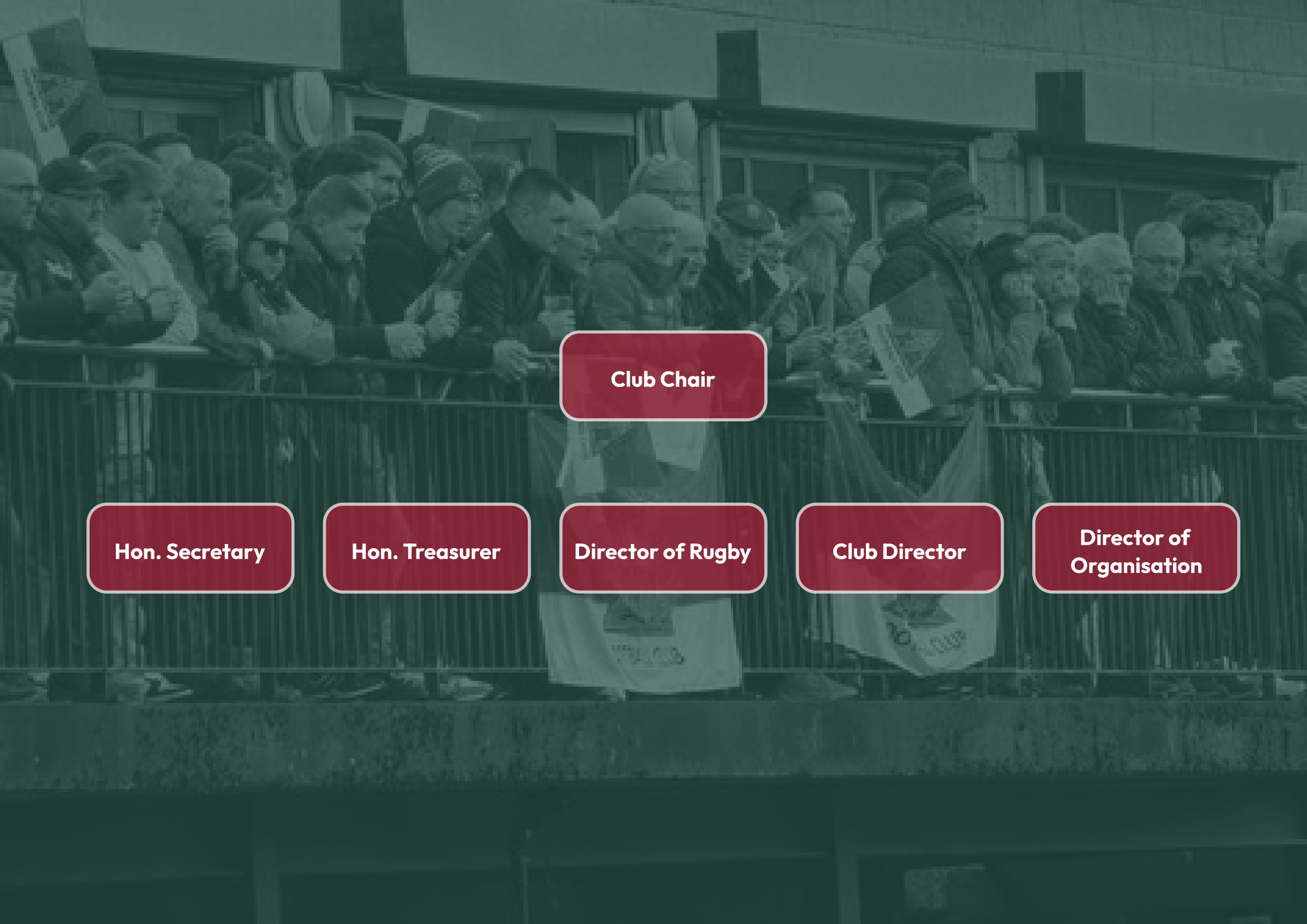
Committees, Groups and Project Teams

Day-To-Day Management Group

The day-to-day running of the Club has been delegated to various key office holders and directors of the Club who form an effective day-to-day Management Group and to the various working groups and project teams.

They report directly to the Executive Committee.





Club Chair

Hon. Secretary

Hon. Treasurer

Director of Rugby

Club Director

**Director of
Organisation**

Committees, Groups and Project Teams



Project Teams

Each Project Team is led by an independent Chair and supported by a pod of volunteers.

The project teams have set out their core objectives and will operate through formal and informal meetings with direct line responsibility to the Chair who in turn reports to a dedicated member of the Executive Committee.



A background image of rugby players in a scrum, overlaid with a dark teal semi-transparent layer. The players are wearing light-colored jerseys with dark accents and are huddled together, pushing against each other. The image is slightly blurred, emphasizing the action.

 **Rugby Ambition
Project Team**

 **Clubhouse
Project Team**

 **Branding
Project Team**

 **Community
Project Team**

 **Finance
& Sponsorship**

 **Governance
Project Team**

Committees, Groups and Project Teams

Working Groups

As well as highly committed individual efforts, Bective currently has several vibrant and effective key Working Groups within the Club.

A highly organised, and successful Minis and Youths section has over 300 members - between players and coaches - representing Bective on a weekly basis.

Our Junior section, hugely important within the Club, has suffered, post Covid, from lack of numbers but a dedicated team of coaches and administrators still boast a training / playing cohort of over 50 members and a determination to regain ground.

The Membership Group has nearly tripled our annual subs while also adding to the member's experience through activities such as golf, cycling and walking. Our Comms Group continues to spread the Bective good news story through our WhatsApp Groups, Weekly Newsletter, Yearbook, website live match reports, match stats, interviews and fireside chats.



A grayscale photograph of rugby players in action, overlaid with a dark teal tint. The players are wearing jerseys with various logos, including 'Harry Corry', 'Eden', 'SSE', and 'dpd'. One player in the foreground is running with the ball. The background shows a blurred crowd and a large 'gspa' logo.

Comms
Working Group

Membership & Activities
Working Group

Minis & Youths
Working Group

Junior Rugby
Working Group

Under 20's
Working Group

Committees, Groups and Project Teams



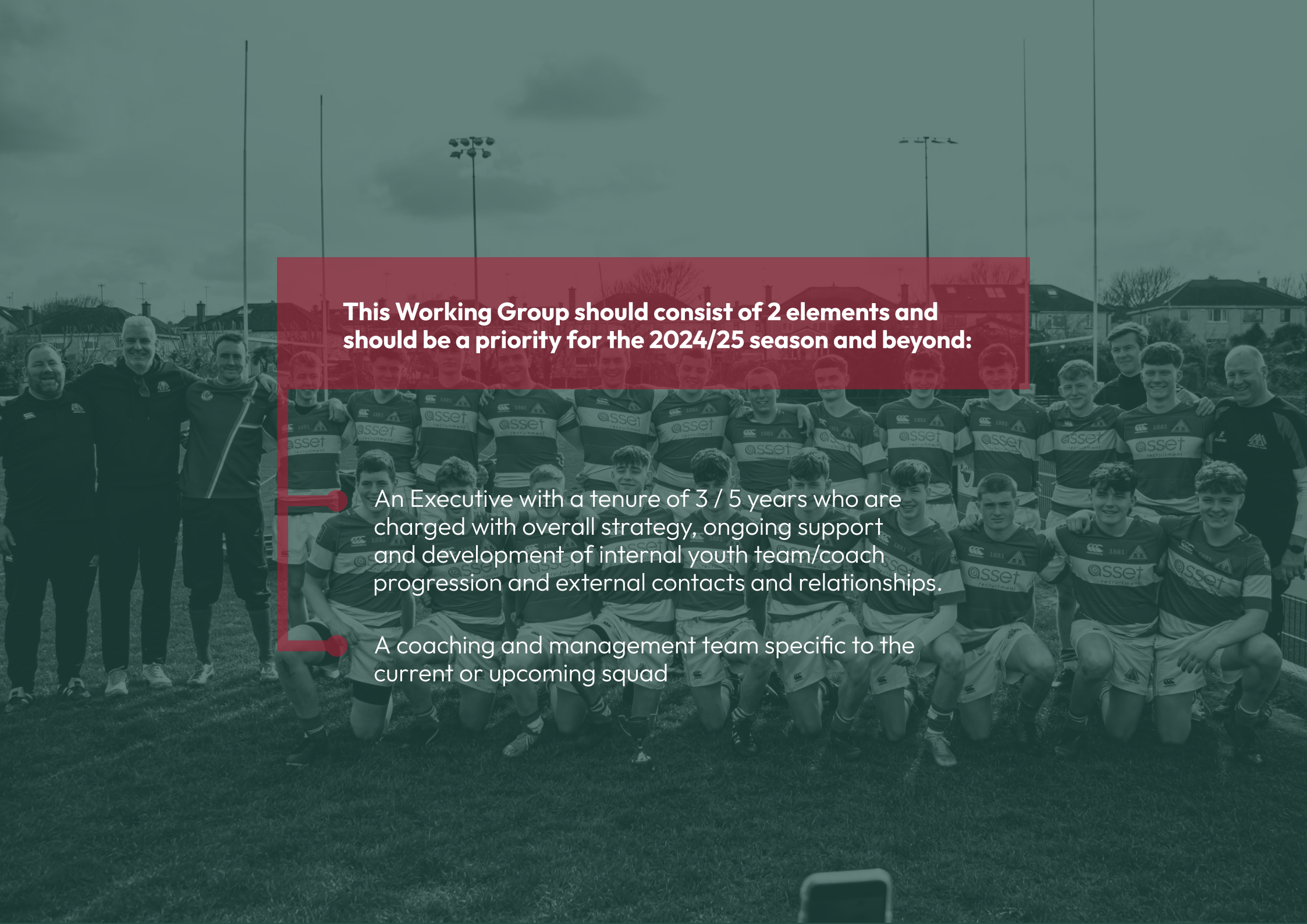
Under 20's Working Group

A constant theme to emerge throughout this process is the desire that Bective regain ALL status while remaining a sustainable club and retaining its key differentiator as an open, friendly, and welcoming club.

If this is to be achieved, it needs to be on the solid foundation of a 'One Club' for all aspects of our operations with a clear path of progression from Mini's to Youths to Under 20's to Senior or Junior Rugby for both players and coaches.

As an Under 20's team is key to this pathway, an additional Under 20's Working Group should be a priority and central to this Strategic Plan.





This Working Group should consist of 2 elements and should be a priority for the 2024/25 season and beyond:

■ An Executive with a tenure of 3 / 5 years who are charged with overall strategy, ongoing support and development of internal youth team/coach progression and external contacts and relationships.

■ A coaching and management team specific to the current or upcoming squad

**Double Leinster League 1A
Champions
2022 - 2023**

**Quadruple Leinster League 1A J2
Champions
2020 - 2021 - 2022 - 2023**

A group of young men, likely a sports team, are posed in a group photo on a grassy field. They are wearing striped jerseys and shorts. The background shows a stadium with various banners, including 'energia', 'ajproducts.ie', and 'EAUCHAMPS'.

Under 18's Metro Cup Champions 2023

A group of young men, likely a sports team, are posed in a group photo on a grassy field. They are wearing striped jerseys and shorts. The background shows a stadium with various banners, including 'energia', 'ajproducts.ie', and 'EAUCHAMPS'.

All-Ireland Junior Cup Finalists 2024

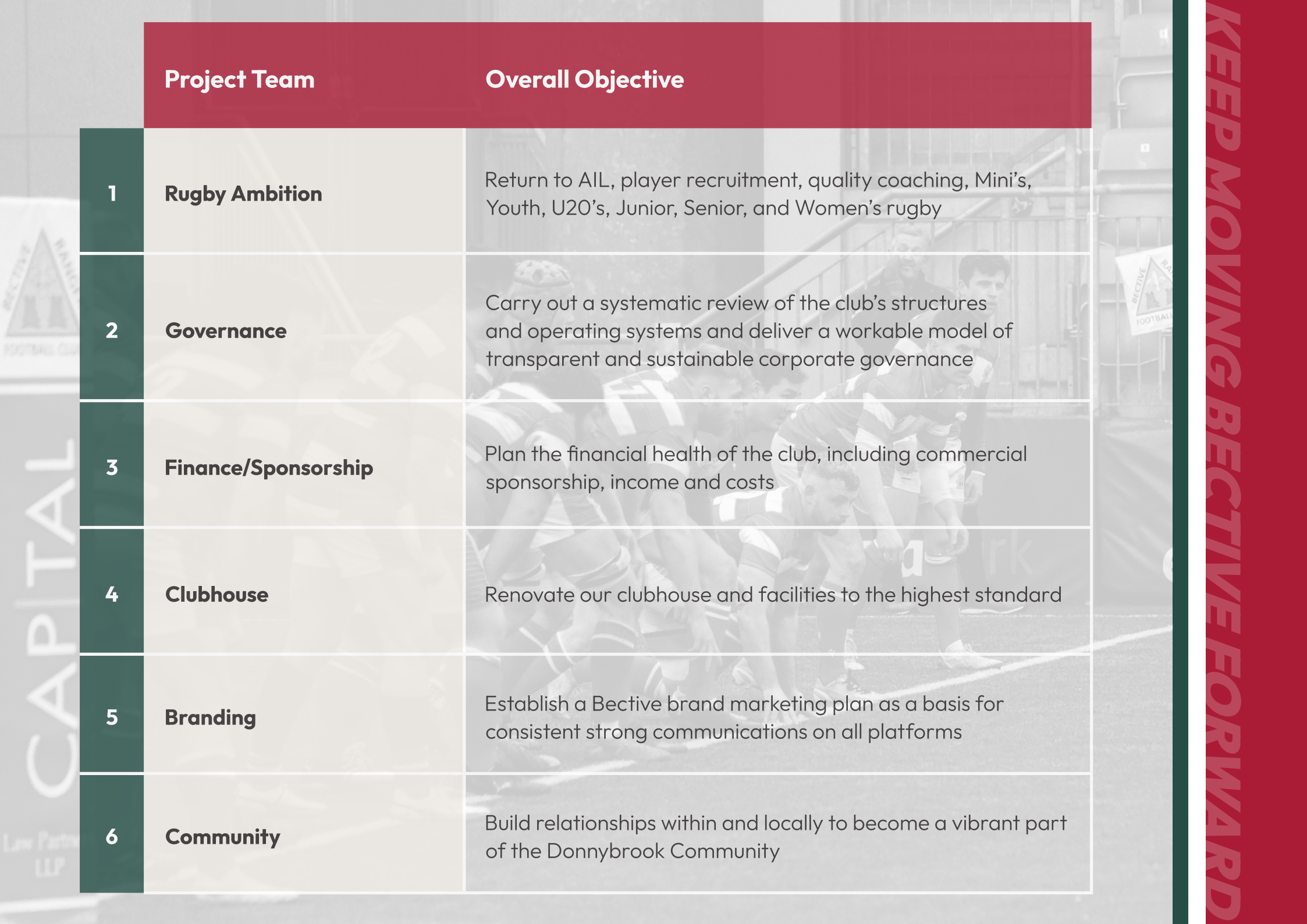
KEEP MOVING
EFFECTIVE
FORWARD

Key Projects and Key Aims

Our 6 key project teams have played a vital role in formulating our Strategic Plan. They have identified and harnessed the experience within their individual groups, listened to the wider Bective membership and decided on their overall objectives, mindful of the vision for Bective's future.

To ensure Sustainability it will be a key function of the Executive Committee, the Directors, the Chairs of the Project Teams and Working Group leaders (supported by a Membership & Volunteers Sub Committee) to ensure succession planning and implementation.





CAPITAL

Law Partners
LLP

Project Team		Overall Objective
1	Rugby Ambition	Return to ALL, player recruitment, quality coaching, Mini's, Youth, U20's, Junior, Senior, and Women's rugby
2	Governance	Carry out a systematic review of the club's structures and operating systems and deliver a workable model of transparent and sustainable corporate governance
3	Finance/Sponsorship	Plan the financial health of the club, including commercial sponsorship, income and costs
4	Clubhouse	Renovate our clubhouse and facilities to the highest standard
5	Branding	Establish a Bective brand marketing plan as a basis for consistent strong communications on all platforms
6	Community	Build relationships within and locally to become a vibrant part of the Donnybrook Community

KEEP MOVING BECTIVE FORWARD

Key Projects and Key Aims

1. Rugby Ambition



Goal	Detail	Timing
Gain promotion to AIL Senior Mens	Use all possible resources to recruit players capable of helping the club to gain promotion	Ongoing
Social Media Recruitment	Use social media presence to promote the Club	Ongoing
U20's	Build an U20's team as a feeder, increasing engagement with schools and colleges, offering players assistance with recruitment and career development	Ongoing
Minis and Youths Progression	Create a viable path for one-club players from Minis to Youth, Under 20's, Junior and Senior level; special focus on maintaining teams from U14 to U18.5; dedicate a sub-committee to run an annual club tour/outing for youth players	2024
Girls, Special Needs & Touch Rugby	Introduce a wider array of rugby to encourage a club-family environment and 'Bective for everyone'	2026

Key Projects and Key Aims

2. Governance



Goal	Detail	Timing
Mission, Vision, Values Statements	Define these for the Strategy	Done
New Club Structure	Complete structure showing all Committees and Sub-Committees	Done
Terms of Reference for Committees and Sub-Committees	Define Terms of Reference for these and key roles in the Club	Ongoing
Job Descriptions for all Officers	Define responsibilities for all officers and contracted staff	2024
Review of Club Rules	Review and update all Rules governing the Club's activities	2024
Review and Update Policies	Update all policies relevant to the Club	2024

Key Projects and Key Aims

3. Finance/Sponsorship

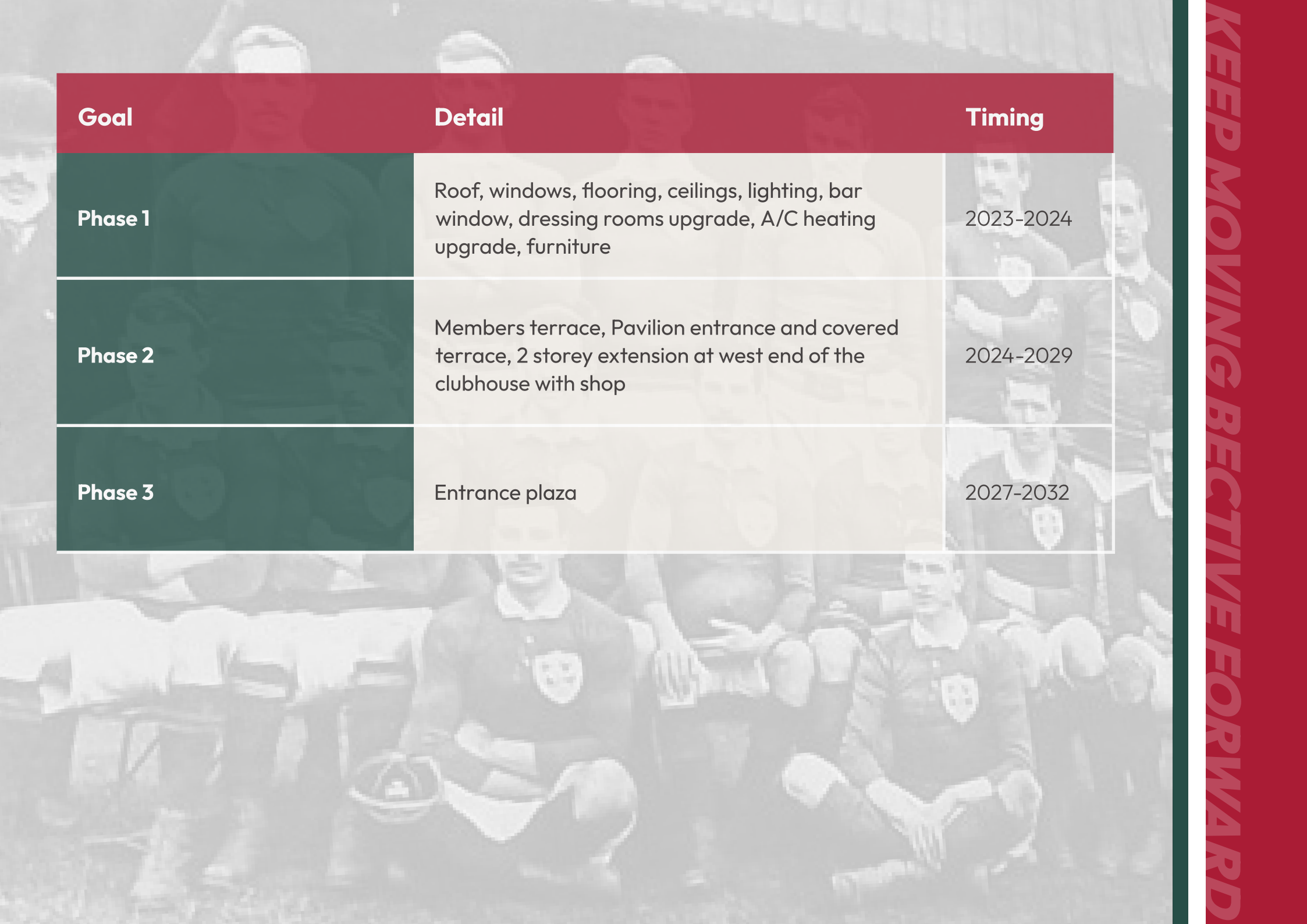


Goal	Detail	Timing
Yearbook Advertising	Obtain advertising for the Yearbook	Done
Sponsorship/Advertising on the Clubhouse	Draft one-pager profiling the Club for Marketing	Done
Drive to Increase Membership	Create a sub-committee to reach out to absent members and encourage them to rejoin	Done
Your Club Your Country Draw	The Club raised €10,330 through YCYC 2023	2024
Kids Summer Camps	Assess feasibility of running kids activities in the Summer	2024
Increase Revenue through Clubhouse Usage	Find new usage for the upgraded facilities	2024

Key Projects and Key Aims

4. Clubhouse





Goal	Detail	Timing
Phase 1	Roof, windows, flooring, ceilings, lighting, bar window, dressing rooms upgrade, A/C heating upgrade, furniture	2023-2024
Phase 2	Members terrace, Pavilion entrance and covered terrace, 2 storey extension at west end of the clubhouse with shop	2024-2029
Phase 3	Entrance plaza	2027-2032

Key Projects and Key Aims

5. Branding



Goal	Detail	Timing
Brand Guidelines	Colours, club jersey, signage, policy guidelines for club branding relating to advertising/ sponsorship, update social media channels with new colours	Done (needs costs confirmed by Exec for remaining items)
Bective U20's	Gear with new Club jersey.	2024
LinkedIn	LinkedIn page and video content with Head Coach	Done
Other	Greenway signage, TikTok channels, Clubhouse Shop, Social Content Plan, Player Recruitment via Embassies - all subject to cost assessment by the Exec	2024
Programme of Events, Digital Repository Onboarding Plan, Roles within Club	Not started	2024
Review and Update Policies	Update all policies relevant to the Club	2024

Key Projects and Key Aims

6. Community



Goal	Detail	Timing
Engage and Involve Mini Rugby Parents and Families	New coffee machine making barista coffee. 2 TV's - one for adults & one for children. Dedicated person directing people into clubhouse. Once per month entertainment.	Done & To Do
Men's and Ladies' Sheds	Expand the drop-in lunch on a Thursday.	Done & To Do
Bective as a venue	Attract people from the expanding local population with a shrinking number of venues.	Ongoing
Link with other Clubs for Social Nights	Engage with local sports clubs that don't have facilities.	2025
Monthly Clubs	Keep the newly retired and ex-players involved. Have monthly mini clubs within the Club.	Done & To Be Expanded
Local Business	Need for a dedicated community officer.	2025

Timeline for Bective Strategy 2023-2028



