Musselburgh Rugby Football Club
Integrity – Respect - Inclusion
Club Development Plan Sept 2025

					Planning			
	Statement of Intent	**Deliverable**	**Critical Actions**	**Measure of Success**	**Person Responsible**	**Deadline**	**Funding**	**Status update**
1.	**Further develop female rugby opportunities at all age groups within our Club**	Leadership / management for female rugby	High quality coaches and infrastructure for women's rugby	Having a coach / team manager / physio in place..	MRFC Board, DOR, Women's coaching and leadership team	Ongoing	W&G G&P fund from SR. Varied success. Sponsorship and member subscriptions.	
		Continue to develop adult female rugby at the club – grow numbers and develop performance	Prepare a development plan in conjunction with the new coach / manager. This will include senior and pathway for female youth	Having a Development Plan in place which dovetails with YDO KPIs as set by SR	MRFC Board, DOR, Women's coaching and leadership team	Ongoing	W&G G&P fund, participation funding from SR. Sponsorship and member subscriptions.	
		Build a standalone girls rugby team, initially at youth level e.g 13-16 age range	Female community coach working with club YDO, liaise with schools and local groups	Running a standalone team and creating a talent pathway. Needs to be credible and deliverable and consistent with YDO KPIs	MRFC Board, DOR, YDO, Community coach (CC)	Ongoing, measure each season. Target one team by end season 2025/26	Participation funding through SR; State schools funding 2024 for CC	

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		Promote women's rugby equally to men's rugby within the club	Equal social media exposure. Women's captain's board and awards at annual dinner.	Women's rugby regarded on an equal footing to men's rugby at MRFC.	MRFC Board	Ongoing		
		Promote our female rugby offering across East Lothian / Edinburgh	Do this through a social media campaign(s) for all age groups and lobbying relevant groups (other clubs, other sports etc)	Implementation of a (social) media campaign, working with MRFC media team	MRFC media team, YDO, CC	Ongoing		
		Promote and develop girls' rugby at mini rugby level	Promote girls' participation at mini rugby level to create pathway to standalone girls' team at youth level	Increased participation / numbers. Better interaction with schools and other sports clubs. Running campaigns to promote MRFC and rugby for girls. Leveraging success of adult women's team.	MRFC Board, DOR, YDO, Community coach (CC), mini convenor	Ongoing, measure each season		

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2.	**Male youth rugby. Build a pipeline of young talent (starting from mini rugby) that will sustain the senior club, increase participation in rugby, and where possible feed players into the performance pathway**	Full suite of teams competing from U13 to U18	Ensure each group has sufficient numbers and identify areas of weakness early to allow a plan to be initiated. This will include monitoring p6 and p7 age groups and identifying those who may move on to different schools (e.g. Loretto)	Strong numbers (greater than 20) in each age group, not overly dependent on Loretto pupils who will only be available for part of the season. Dovetail with YDO KPIs	MRFC Board, DOR, YDO, Community coach (CC)	Ongoing, measure each season	SR participation funding; YDO / SOR funding. Sponsorship and member subscriptions.	
		Ensure a strong mini rugby pipeline as a pathway into youth rugby	Run a vibrant mini section, utilising high quality coaching and facilities and building core skills, fitness, team spirit and rugby / club values. Have sufficient processes in place to ensure coaches are qualified and competent. Invest in our infrastructure to	Work with schools and local community to promote rugby. Position MRFC at the heart of the community. MRFC viewed positively as a constructive, safe, family friendly environment. Training area at the back of the	MRFC Board, DOR, YDO, Community coach (CC), mini convenor	Ongoing, measure each season	SR participation funding. Sponsorship and member subscriptions.	

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			provide the best possible playing environment for mini rugby (discussed later).	main pitch at stoneyhill will be renovated to increase and improve the playing surface.				
		Successful pathway from mini to youth rugby, minimising drop off	Identify profile of mini rugby players to assess risk of drop off due to location or school choice. Promote the benefits of continuing to play rugby at secondary school. Having a visible presence at school.	Stronger numbers at mini rugby and minimal drop off in the transition from mini to youth rugby. Aim for high retention % (80-90%). Dovetail with relevant YDO KPIs	MRFC Board, DOR, YDO, Community coach (CC), mini convenor	Ongoing, measure each season		
		School of rugby being used as a key means to recruit youth players and increase participation	Establish strong relationships with secondary schools – Grammar, Rosehill and others where necessary. Have a strong and positive presence in the schools. Engage teachers. Encourage	New players joining rugby who have not participated at mini level. We should aim for at least 10 players from SOR efforts, particularly at u13 and u14 levels.	MRFC Board, DOR, YDO, Community coach (CC), school co-ordinators	Ongoing, measure each season	YDO/SOR funding	

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			ex mini rugby kids to promote rugby within their friendship groups.	Dovetail with relevant YDO KPIs				
		Increase performance levels, particularly at u16 and u18 levels providing a smoother pathway into senior rugby	Sustain high levels of coaching, support and facilities, incl S&C. Dovetailing with senior rugby practices and ethos where possible to minimise drop off and allow maturing players to compete at the highest possible level.	Number of players moving from the youth structure to senior rugby. We aim to have at least 10 players per annum playing in the senior club. Plus team results and S&C and skills performance stats. Dovetail with relevant YDO KPIs	MRFC Board, DOR, YDO, Community coach (CC)	Ongoing, measure each season	SR participation funding; YDO / SOR funding. Sponsorship and member subscriptions. Bill McLaren Foundation has provided some funding.	
		High quality coaching at all levels and utilisation of the best facilities the club can provide. Incorporating senior players (and coaches) into coaching sessions. Establishing a senior player buddy system while being	Review our coaching capability and take action re recruitment as required including participation in SR coaching courses.	Set goals for numbers of quailed coaches and target annual improvements through development of existing and new coaches. Dovetail	MRFC Board, DOR, YDO	Ongoing, measure each season	SR participation funding; YDO / SOR funding. Sponsorship and member subscriptions.	

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		cognisant of our child protection obligations.		with relevant YDO KPIs				
		Avoid competing directly with other sports where possible; encourage participation in multi sports	Liaise and foster relationships with local sporting orgs, notably Muss Windsor. Avoid clashes and encourage co-operation.	Number of players playing multi sports or transferring from e.g. football to rugby	MRFC Board, DOR, YDO, media team	Ongoing, measure each season		
		Give youth rugby a high profile at the club thus helping to promote participation	Ensure the best possible fixtures for each of the teams, negotiating cost constraints. This should include showcasing youth rugby through floodlight matches	Participation numbers and feedback from players	MRFC Board, DOR, YDO, media team	Ongoing, measure each season		
		Work with other local clubs to combine teams to gain critical mass where there is a shortfall (at either club) for a particular age group.	Keep an open dialogue with local clubs to identify where it makes sense to combine resources to gain critical mass	Fewer players dropping out of rugby across the region due to lack of fixtures	DOR, YDO			

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3.	**Improved membership, player & stakeholder Engagement**	Ensure that everyone is aligned to the values and beliefs of the club and understands culture and conduct expectations. Thereby we create a single and identifiable culture throughout the club which will help pathway progression through mini, youth and senior rugby. This will engage parents and other stakeholders.	Agree and establish player (youth and senior) charters, a parent/carer charter and a coach's charter. These should align with SR's code of conduct, the laws of the game and the club's own values. Disciplinary procedures should go alongside these in the event that behaviours do not meet expectations.	We will mandate that charters are read and acknowledged across the club with a requirement of as close to 100% adherence as possible. Our charters and procedures should be visible and easily accessible on our website and social media.	MRFC Board, DOR, YDO	Ongoing, measure each season		
		Better onboarding for new members and players, especially at the mini and youth rugby level. This should encourage wider participation in the club through volunteering and help the club maintain more accurate records.	New onboarding process to collect key information and permissions for new players. This can be used to flag relevant charters that are in place. This should be revisited annually to maintain up to date records.	More and deeper data collection and more accurate and complete SCRUMS submissions. Wider reach from club communications and greater engagement.	MRFC Board, YDO, DOR	Ongoing, measure each season. SCRUMS data under constant review		

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		Better engagement and communication with our players, parents, members and other stakeholders. Thereby helping to retain and grow our membership across all categories.	Move to online registration of members through use of Fanbase app. This will also help advertise and manage club events. Thereafter, with a wider engagement reach, we expect to significantly improve stakeholder engagement / marketing effectiveness with less manual input required.	Growing membership numbers, increased retention and greater automation of major processes. More streamlined promotion of events and marketing materials.	MRFC Board, media team	Ongoing, measure each season.		
		Review and update our Club Development Plan with a cross section of Club representatives to ensure the plan suits the needs and demands of our membership and stakeholders	Gather a cross section of members, stakeholders and ask for feedback on the plan (various forms including via a workshop)	Formation of a review group and the production of an updated Development Plan	MRFC Board	By end of season 25-26		

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		Comprehensive calendar of social events for all sections of the club	Establish a social (sub) committee spanning all areas of the club to arrange a variety of events across a number of areas. Incentivise our bar manager to increase footfall, revenue and profits	Higher revenues and footfall at the club. Better membership and community engagement. Creation of a bonus system for our bar manager based on club profits.	MRFC Board, social committee	Ongoing, measure each season.		
		Better engagement with other clubs including SR	Subscribe to new whatsapp initiative from SR covering various roles. Attend SR events and conferences. Actively participate in forums and SR events / committees as required.	New learnings for the club and being able to pass on our knowledge to other clubs and others in SR.	MRFC Board members as appropriate, especially President, Treasurer and DOR	Ongoing, measure each season.		
		Engage with our sponsors and local community groups to encourage them to join and support the club through membership and/or sponsorship	Encourage all aspects of the playing side to join the club, advertise our facilities and seek out sponsors. Marketing brochure	Higher membership and visitor numbers. More sponsors, ideally club wide and multi-year.	MRFC board, media taem	Ongoing, measure each season.		

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			advertising the club’s facilities – both playing and non-playing. And advertising various marketing opportunities to potential sponsors.					

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4.	**Senior men's rugby operating at the highest level possible and with strong participation numbers**	A sustainable senior squad (1st and 2nd XV) team that can compete at the highest level possible while not deviating from our community club ethos and consistent with our wider club values	Discuss what plans our older players have for continuing to play competitive rugby and ascertain our recruitment needs	League position, club finances, our reputation	MRFC board, DOR	Ongoing, measure each season	Membership, sponsorship, SR funding (CIF) – applicable for most below	
			Operate with the best possible facilities, support and coaching to support player development as best we can. Short term wins from e.g. player payments should never take priority.	Generate and allocate sufficient resources to our facilities, coaching and support services	MRFC board, DOR	Ongoing, measure each season	Funding will typically be the main constraint on facilities and development	
			Recruit from within by having a strong pipeline of players from our youth system (see above) and retaining these players at MRFC	Number of players coming through the ranks. Dovetail with YDO KPIs	MRFC board, DOR, YDO	Ongoing, measure each season		
			Continue to develop our relationship with	Number of MRFC youth players	MRFC board, DOR, YDO	Ongoing, measure		

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			Loretto school to ensure this remains a key source of rugby talent for MRFC	gaining Loretto scholarships. Number of Loretto alumni playing for MRFC		each season		
			Recruit players to fill any gaps and strengthen our squads, recognising that our ethos, facilities and development potential are our key attractions for incoming players. Also, that our league status is an important factor for aspirational players	Successful recruitment campaign	MRFC board, DOR, YDO	Ongoing, measure each season		
			Remain open to supporting overseas players to come to MRFC (and for our players to play overseas) by fostering existing relationships and supporting incoming	Incoming overseas players who buy into the club ethos and have a positive impact on the club. Our own players having the opportunity to	MRFC board, DOR	Ongoing, measure each season		

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			players through work and accommodation opportunities	reciprocate with overseas clubs.				
			Work with local businesses to create employment and development opportunities for our players. We currently have one local employer offering annual apprenticeship opportunities specifically for MRFC players.	More businesses employing our players and members.	MRFC board, DOR	Ongoing, measure each season		
			Find innovative ways to make MRFC a great place to play senior rugby. Examples are providing a supportive and nurturing environment by providing mental health support and	Increased senior player numbers and participation	MRFC board, DOR, YDO	Ongoing, measure each season		

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			nutrition post training and matches; also helping players find sponsors to support purchase of kit.					
		An increased player base out with the 1st and 2nd XV teams	Have regular 3rd XV / social fixtures, including on Friday nights under lights	Aim for five 3rd XV fixtures per season	MRFC board, DOR	End season 2025-26		
			Have regular over 35's fixtures, including on Friday nights under lights	Aim for three over 35 fixtures per season	MRFC board, DOR	End season 2025-26		
		Supporting other clubs through provision of players to allow fixture fulfilment where possible.	Help establish a means of communication between clubs to 'sweep up' players across the local area who are available but have no game	Higher number of games for players, higher fixture fulfilment amongst local clubs	MRFC board, DOR	Ongoing, measure each season		

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5.	**Investing in our facilities to enable us to deliver the best possible experience for our players, members, visitors and other stakeholders; and to ensure MRFC remains at the heart of our local community.**	Develop our facilities so that they can support our development plans as noted above	Training area revamp. Improve quality of the ground and reclaim overgrown verges leading to an increase in usable space of around 25-30%.	An improved and enlarged playing area which can be used by the mini rugby section allowing the entire section to be at Stoneyhill	MRFC Board	End of 2026	Club own funds, Bill McLaren foundation funds	
			Improve main pitch maintenance so it can sustain increased usage. Over time we may need to consider irrigation systems to deal with prolonged dry spells	A better and more resilient playing surface at Stoneyhill		Ongoing		
			Improve our training area lighting so that it will be able to sustain the planned additional usage	Initial improvement in floodlight replacement. Can be improved further through additional LEDs replacing old halogen lamps		End of 2026		

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		Discuss the medium to long term rugby facility plans in Musselburgh with ELC to secure sufficient rugby playing and training surfaces, including floodlighting and adverse weather provision, to enable us to fulfil our objectives	Meet with ELC to discuss plans. Notably plans for 2 new grass pitches at Rosehill, possible investment / development at Pinkie and possible new pitch at Craighall.	Increased rugby playing and training facilities in Musselburgh.	MRFC Board	End of 2025		
		Secure the long-term future of our Club	Negotiate the purchase of Stoneyhill from East Lothian Council or extension of lease	Ownership of land at reasonable cost	Board discussions with ELC	End of season 2025-26		
			Discuss and agree what happens with the Community Centre with East Lothian Council	The building is re-purposed, re-developed or demolished	Board discussions with ELC	End of season 2025-26		
		An improved environment adjacent to the clubhouse	Tidy up our surrounds and maintain it	A tidier environment around the clubhouse		Ongoing		
		An enhanced matchday experience for all concerned	Prepare/review a Game Day Management Plan, including	Production and delivery of a Management Plan		End of 2025		

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			loudspeaker announcements					
			Have hot drinks and food available before the game, at half time and after the game has finished	Hot drinks and food available on match days				
6.	**Community Engagement, use of MRFC facilities**	Enhanced use of the recently completed Gym and other clubhouse facilities by the wider local community and other sporting organisations	Musselburgh Windsor and other external parties and community groups allowing community use	External users, showcasing club facilities and helping to cover running costs	Board, media team	Ongoing		
		Use of MRFC clubrooms and premises for events, classes and functions	Various local sporting and community organisations	Vibrant and busy clubrooms, helping to support the running costs of the club	Board, media team, club manager	Ongoing		
		An enhanced profile for the Club within the local community	Ties in with membership and engagement objectives above	Wider recognition of MRFC as a community asset and greater community engagement	Board, media team	Ongoing		

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7.	**Engagement in our club values and supporting the Mental Health & Wellbeing of our members**	Ensuring that we 'walk the talk' when it comes to our core values of Integrity, Respect and Inclusion	Various conduct charters to be signed by players, parents and coaches. Disciplinary procedures clearly displayed and followed.	Understanding and adherence to our values across all areas of the club. Club held in high regard externally.	MRFC Board	End 2025		
		Oddballs / Copafeel	Promote both charities and their work throughout the club's facilities and on social media	Engagement with materials on social media.	Board	Ongoing		
		Living our inclusion values	Promoting LEAP logo (Leadership, Equality, Active Participation) on our senior rugby strips and around our main pitch at Stoneyhill	Recognition that MRFC is a fully inclusive club	Board	Ongoing		
		Rainbow laces	Making Rainbow Laces an annual occurrence at the club during Stonewall's Rainbow Laces Campaign dates. Encourage the opposing teams to	Social Media engagement and any further fundraising done during this campaign for Stonewall's campaign.	Board	Annually		

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			also take part allowing for greater reach					
		SAMH	Engage with SAMH resources and provide access to these resources and training to our members within MRFC	Engagement with resources and materials by members				
		Mental health awareness	Displaying looseheadz advertising board around the main pitch at Stoneyhill	Recognition that MRFC takes mental health seriously				
		Strive toward having a Board that is representative in terms of gender and age in relation to our membership	Review the composition of our membership and Board and plan accordingly	Having a representative Board		Ongoing		