



GALA RUGBY

Business Plan - 2018/21



Netherdale, Nether Road, Galashiels, TD1 3HE

Tel: (01896) 755145 Fax: (01896) 755270 Email: info@galarfc.com Website:
www.galarfc.com



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MISSION

‘To be an open, welcoming, inclusive and sustainable club pursuing rugby success, performance and sporting participation across all sections of the Galashiels and surrounding community’

1. INTRODUCTION

Gala Rugby is based in Galashiels in the Scottish Borders, where it is the predominant community sports and social club. From its inception in 1875 as Gala Rugby Football Club, it has been a member of what is now the Scottish Rugby Union. Until recently, when it was awarded charitable status by OSCR as a Scottish Charitable Incorporated Organisation, it was a formally constituted Unincorporated Association, latterly enjoying the fiscal and financial benefits of Community Amateur Sports Club status. It currently fields a first and second team, in addition to strong community development-oriented connections with and affiliations to the network of other rugby clubs and schools around the town, and plays home games at Netherdale, Galashiels. The club and many of its players have from time to time enjoyed significant rugby success over many years, in both 15-a-side rugby union and in the abbreviated 7-a-side version of the game, now an Olympic sport and global attraction, having originally gained great popularity in the Scottish Borders.

2. BACKGROUND

Gala RFC was formed in 1875 at the height of the industrial revolution – a time of great change in Galashiels, and for the Borders in general, with the increasingly industrialised textile industry. Cricket was played in summer by an influx of workers (particularly from Yorkshire). In consequence, a winter alternative was sought, and a 'Football Club' was officially formed, which only ever played Rugby Union Football.

Today responsible for the development and integration of sport throughout the local community and beyond, particularly at youth and school levels, for both genders, the club enjoys close relationships with several local sporting and social organisations and is affiliated to 3 other rugby clubs within the town. The club's first team currently plays in BT National League 1 and in the Border League (the oldest-established rugby union league in the world). The recently-formed Girls and Womens Rugby Section, known as Gala Vixens, is attracting increasing numbers to the game and to the club. With strong support from the local community, the club has approximately 450 members across all age categories and each gender – both playing and non-playing. It has provided 45 international players to the Scotland senior mens team; and already one product of the schools / girls development system has represented Scotland women at senior level. Many of the senior male players have been capped for Scotland in the seven-a-side code over the years, while significant numbers of local youth players of each gender have also gained Scottish international age-grade representative honours.

The club owns its property – stadium, extensive clubrooms, fitness suite and offices, etc. – on leased land at Netherdale, Galashiels. With a covered main stand capable of accommodating some 650 seated spectators, state-of-the-art undersoil heating on the main pitch within the arena, in addition to extensive additional training and playing pitches, the club's rugby facilities are recognised as amongst the best available at club level anywhere in the country. Accordingly, the club's facilities are available to other clubs, groups, organisations and individuals for hire for a wide range of appropriate social purposes and has in the past hosted numerous high-level representative and international matches.

As stated above, in late 2017, Gala Rugby were awarded charitable status by OSCR and is now a Scottish Charitable Incorporated Organisation, a limited liability organisation recognised under Scottish charity rules. The charity is for the core community club

responsible for youth / schools development, community sport and professional rugby support and operating with a wholly-owned limited liability subsidiary company in place as a fiscally and tax-efficient vehicle for commercial trading.

A chronological time-line of the club's evolution can be found on our website

www.galarfc.com .

3. VISION and KEY VALUES

Vision

- Re-establish rugby at the heart of community sport in Galashiels.
- Establish Gala RFC as a consistent competitor in the new BT Championship
- Provide a pathway from early schooling through to senior rugby which will encourage and professionally develop players of both genders. Provide a 'one stop shop' for all levels of rugby from minis through secondary school, juniors, recreational and senior teams under the aegis of Gala
- Create an organisation and culture that is sustainable financially, environmentally and socially.
- Provide sporting opportunities for all – players, volunteers, coaches and spectators – supporting and representing the wider community.
- Create a welcoming cohesive environment, fostering equality, excellence and best practice in both development and performance.
- Be a fit-for-purpose modern club attracting resources & support from members, sponsors, governing bodies and external agencies.
- Foster an inclusive, enterprising, participative social sporting community in Galashiels and the surrounding area.

Key Values – Our values dictate our behaviour and will ultimately determine performance

- Respect and Integrity
 - Respect must be shown on and off the pitch to all those involved in the Club and Integrity demonstrated by fair play, honesty and transparency.
- Inclusivity
 - All involved in the Club must demonstrate an open and welcoming attitude to all irrespective of gender, culture, race, religion or politics.
- Innovation and Change
 - As a Club always be prepared to innovate and investigate and be open to new and different ways of working. Change in wider Society is now a given and for Gala Rugby to succeed change when identified must be embraced and taken forward.

4. ORGANISATIONAL STRUCTURE

Management of the organisation is entrusted to an entirely voluntary elected Executive Management Committee currently comprising 10 individuals who are Charity Trustees, namely:

- President
- Vice-President
- Secretary
- Treasurer
- Rugby Convener
- Youth Convener
- Social and Events Convener
- Property and Maintenance Convener
- Marketing Convener
- Finance Convener
- General Trustee

Each elected voluntary member of the Executive Management Committee will have an appropriate, clearly-defined range of integrated, collective responsibilities. These officials will operate and deliver through a network of sub-committees, created to discharge specific duties and responsibilities, as considered necessary and relevant from time to time by the Executive Management Committee.

In accordance with the voluntary ethos of the club, Sub-Committee Conveners appointed by the Executive Management Committee will also be volunteers and will meet at least monthly to allow efficient operation and decision making at the Club. Specialist positions within this structure are allocated to club members with relevant professional knowledge and expertise – e.g. health and safety, match and fixture secretary, facilities and property management and maintenance.

5. HUMAN RESOURCES

While most operations, activities and business of the club is dependent upon the voluntary support of some 50 or so members either elected or appointed to office, the scale, complexity and extent of the club operation requires the input of paid professional staff in order to optimise efficiency and of outputs in support of its charitable objectives going forward.

Consequently, the club employs 3 persons in the following roles:

- Club Manager – day-to-day management, external / community liaison, club marketing and promotion, support YDO
- Youth Rugby Development Officer – youth, schools, club Rugby Academy, rugby development and promotion
- Administrative Officer – record-keeping, general administration, membership, correspondence, on-site management

Additionally to support individual development and improvement the club employs part-time playing and fitness and conditioning coaches and other relevant professionals to improve and enhance the development of players.

6. LOCATION and FACILITIES

As indicated above, the club owns its property – stadium, changing and medical treatment rooms, extensive clubrooms, social and bar areas, fitness and conditioning suite, and offices – on leased land at Netherdale, Nether Road, Galashiels, TD1 3HE. There is ample free parking for cars and coaches immediately opposite the club's property which is situated just one mile from the Galashiels Transport Interchange, conveniently linking bus services with the recently re-opened Borders Railway.

Highly accessible, with a covered main stand capable of accommodating some 650 seated spectators, state-of-the-art undersoil heating on the main pitch within the arena, in addition to extensive additional training and playing pitches, the club's rugby facilities are recognised as amongst the best available at club level anywhere in the country. Accordingly, the club has in the past hosted numerous high-level representative and international matches at Netherdale.

The club's extensive indoor and outdoor facilities and equipment are professionally maintained, either by suitably qualified volunteer members or by contracted external specialists.

The wholly-owned trading subsidiary company operated under the auspices of the SCIO will be responsible for the commercial activities of the Club such as venue hire, functions etc. All such activities will be covered by the terms of a Resource Sharing Agreement between the Club and the subsidiary trading company.

7. COMMERCIAL and FINANCIAL

We have completed a budget for the next three seasons viz 2018/19. 2019/20 and 2020/21. However only the budget for 2018/19 has any certainty given the fundamental changes to the structure of Scottish Rugby and the uncertainty surrounding the potential outcomes, both intended and unintended of the proposed radical changes to the structure of the leagues and the advent of Super Six franchises.

After a difficult two years (2015/16 and 2016/17) the current season just finished saw a return by the Club to financial health, which in the current climate and assuming no unforeseen events is sustainable.

The three year budget is based on the sound principles established during 2017/18 and projected forward.

8. DEVELOPMENT PLAN

8.1 League Structure

At the AGM in August 2017 the SRU announced major changes to the structure of Scottish Rugby by introducing a semi-professional six team league, the 'Super Six', operating above the level of the current BT Premiership. These semi-professional teams would be operated as franchises with a fixed five year term and would be part funded by the SRU.

Below this Super Six there would be 4 wholly amateur leagues, reflecting the stated wishes of the (primarily) non Premiership clubs.

This change of structure has potentially far reaching implications for all clubs whether Super Six or amateur, not all of which are by any means clear but which will be introduced in season 2019/20.

The Club have therefore had to consider in their future planning how to react and plan for these changes, the implications of which in many cases are as yet unknown.

As part of this planning Gala Rugby decided to lodge a Super Six franchise bid, which had originally been anticipated to include several other Border clubs to create a 'South' franchise. Unfortunately following much discussion it was not possible to reach a consensus with the other clubs which left Gala Rugby submitting a bid which was weak financially. We were unsuccessful with the bid, as expected, and must now plan for a fully amateur future for at least the next five years.

8.2 Rugby in Galashiels

The historical result of the Industrial Revolution referred to above is that there remains three additional clubs separately registered by the SRU other than Gala RFC. They are Gala YM, Gala Red Triangle (U16) and Gala Wanderers (U18). Additionally operating under the direct aegis of Gala RFC are the Mini Maroons (Primary) and the Vixens (Girls and Womens Rugby). The Youth Development Officer employed by Gala RFC, in addition to a significant input to the Triangle and Wanderers has also helped develop a strong playing base at Galashiels Academy with two full teams now operating at Secondary Year 1, 2 and 3.

Given the advent of fully amateur rugby in season 2019/20 it is very clear that the future quality of the senior team will be largely influenced by the development of young 'home grown' players.

With this in mind, and without diminishing the role of the individual junior clubs Gala RFC will develop and manage a coaching structure to develop and encourage player development from Minis through Juniors to Seniors.

This will require significant investment in the quality of coaching, training, resources and youth development. The financial cost of such an investment must be sustainable and effective and is reflected in this Business Plan.

Some of this investment is already in hand with a major refurbishment and renewal of the Club's gym facilities, funded largely by a BCCF Grant, and as a result of the resignation of our existing YDO, the recruitment of an equally effective and high profile appointment to ensure youth rugby can be taken forward.

In future years we need to recruit and retain not only players but also qualified team and strength and conditioning coaches to ensure that players can develop to their full potential, if they have the will and desire to do so.

8.3 Aspirations

Primarily Gala RFC must strive to be at the top of the new BT Championship by encouraging and developing local players, energising and involving the local Community in supporting that aspiration and providing a clear development rugby pathway in the town which reflects its history and the facilities available.

Individual players must be encouraged to develop their maximum potential, and if that means that they become a target to join a Super Six franchise that needs to be embraced as a positive development.

As part of this aspiration Gala Rugby need to remain watchful of developments in the Super Six and amateur leagues and be prepared, with other Border clubs if possible, to bid for a franchise after the initial five year period has elapsed, or sooner if it becomes available. The opportunity for players that have been developed by the Club would then be available directly through our own franchise.

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