GALA RUGBY and COMMUNITY SPORTS CLUB, SCIO

Business Plan - 2017/20

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

Pending registration as a Scottish Charitable Incorporated Organisation (SCIO), Gala Rugby and Community Sports Club is based in Galashiels in the Scottish Borders, where it is the predominant community sports and social club. From inception in 1875 as Gala Rugby Football Club, it was a founder member of what is now the Scottish Rugby Union. Until the present time, 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 in particular 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 thriving, with increasing numbers attracted 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; 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.

The club is in the process of applying for registration with the Office of the Scottish Charity Regulator (OSCR) as a SCIO. Currently constituted as Gala Rugby Football Club, it has become ineligible – following revision by HMRC of Scheme criteria – to continue as a Community Amateur Sports Club (CASC), enjoying for several years fiscal and taxation advantages broadly similar to those of a charity. Following a meeting of members in late 2016 it was decided to seek charitable status via the Office of the Scottish Charity Regulator as a SCIO, for the core community club responsible for youth / schools development and
community sport, with a wholly-owned limited liability subsidiary company in place and operating as a fiscally and tax-efficient vehicle for commercial trading and senior professional performance rugby activities. The club has a shop which is an outlet for sales of branded goods and apparel to members and to the general public.

A chronological time-line of the club’s evolution is contained in Appendix A, below.

3. VISION and KEY VALUES

Vision

➢ Re-establish rugby at the heart of community sport in Galashiels.
➢ Re-establish Gala RFC as a consistent competitor in the BT Premiership
➢ 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
  o 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
  o 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
  o 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 comprising 9 individuals who will be Charity Trustees, namely:

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

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.

An organisation chart is attached for information at Appendix B, below.

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 requires the input of paid professional staff in order to optimise efficiency and effectiveness 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 may employ 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.

Following SCIO registration, it is intended that the clubrooms and bars will be operated commercially on behalf of the club by a wholly-owned trading subsidiary company, Gala Rugby and Community Sports Limited. 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

Gala RFC currently operate the ground and rugby activities through a Limited Company, Netherdale Developments Ltd. It would be the intention that any financial benefit accruing from the operation of Gala Rugby and Community Sports Ltd would be transferred into the SCIO.

Attached below is a summarised financial projections for 2017/18.
APPENDIX

A. HISTORY / CHRONOLOGY

1875-6 - A "football club" was formed in Galashiels to provide a winter alternative to the summer cricket started by Yorkshire textiles workers.

1881 - Gala rugby club moved from the Public Park to Mossilee, the club's second ground.

1883 - Gala contested the final of the first "sevens" tournament with host club, near neighbours Melrose, at the Greenyards.

1884 - First Gala sevens tournament, known as "sports" and containing athletics and goal kicking competitions as well as rugby.

1890 - Adam Dalgliesh of Gala became the first Border player to represent Scotland, playing v. Wales.

1905-6 - Gala won Border League for first time

1912 - Gala moved to a new ground at Netherdale, built at a cost of £1150 including pavilion and grandstand.

1914-18 - World War I - 30 of Gala's club members died in service.

1922 - Formation of Gala Junior Rugby Council to link the interests of all junior and semi junior clubs in the town.

1931-2 - Gala's first and only success in the Scottish Unofficial Championship, under Jimmy Ferguson's captaincy. The town band turned out to welcome the players home after the final match in Edinburgh.

1932 - Gala's success in Melrose Jubilee sevens

1937 - Gala won Melrose tournament against London Scottish with the celebrated dribble half the length of the field by Tom Carruthers.

1939-45 - World War II - more Gala players, including Tommy Dorward and Jock Dun, killed on active service. Many other players continued playing rugby with KOSB and other service units.
1950s-60s - international selection for George Burrell, George Lyall, Jim Lees, Bob Wilson, John Fox, Arthur Dorward and others.

1961-2 - Latest move to Gala's fourth ground when New Netherdale was completed at a cost of approximately £20,000, being the first new rugby ground in Scotland for a generation.

March 1971 - on two successive Saturdays six Gala men appeared in the Scottish XV which twice beat England - Arthur Brown, John Frame, Jock Turner, Duncan Paterson, Peter Brown (c) and Nairn McEwan, later to become Scotland Coach.

1975-6 - Gala's Centenary Year.

1979-80 }  
1980-81 } - Gala's three Division I championships in the National League  
1982-83 }

1991 - The 100th playing of the Gala sevens tournament.

1994 - Gala won the first "King of the Sevens" title, with victories at the Gala, Melrose and Jed-forest tournaments.

1995 - Gala R.F.C. qualified as one of the leading eight Scottish teams to play in the new Premier League.

1999 - Gala won the Scottish Cup, Division II championship and the Melrose Sevens.

2004 - Gala won the Division II championship and were promoted to Division I, also lifting the Kings of the Sevens despite going out in the first round at Jed.

2005 – Gala relegated from Division I, but finish the season strongly to beat old rivals Hawick in the Border League final 23-13 at Netherdale.

2007 – Gala relegated from Division II for the first time in their history, by the narrowest of margins, losing out by two points in the points difference tally for the season.

2008 – Gala promoted back to Division II at the first time of asking.

2010-11 – Gala promoted to Premier 1.

2011-12 – Gala won the Scottish Cup for the second time and the Border League for the first time since 2004-05.

2012-13 – Finished 2nd in Premiership less than 1 victory behind winners Ayr, 23 points clear of 3rd place; won the Border League beating Melrose 26-21 in the final; and won Gala 7s for the first time since 1995.
2013-14 – Gala came close to winning the Scottish rugby’s top league for the first time in 30 years, losing by a single point in the final match. The club went on to win the Border League for the 3rd year in a row, and lost narrowly in the RBS Cup at semi-final stage.

2014-15 – Gala were pipped to 4th place in the Premier League in the final round of matches, but won the Kings of the Sevens title. Gala A won both their BT League and Border 2nd XV Cup.

2015-16 – Having won the Border League title, but after a generally disappointing season Gala were successful in a relegation / promotion play-off against Marr Rugby at Stirling, thereby retaining a place in the subsequent season’s BT Premier League.

2016-17- Having managed to maintain the Club’s position in the BT Premier League in 2015-16, unfortunately it was not possible to achieve the same result in 2016-17, when despite a good start to the season the Club was subsequently relegated to BT National League 1. An improved BT Cup campaign ultimately saw defeat by Glasgow Hawks whilst the Kings of the 7’s tournament finished with two wins and a third place in the tournament. The Club also made the final of the Border League, losing to Melrose.
Executive Management Committee

President
Bob Sneddon

Vice President
Ian Dalgleish

Rugby Convener
Colin Playfair

Property & Maintenance Convener
David Brown

Secretary
Duncan & Helen Scott

Social & Events Convener
Susan Falconer

Marketing Convener
Graham Low

Treasurer
Andrew Wayness

Finance Convener
Andy McLean

B ORGANISATIONAL STRUCTURE