

Linlithgow Rugby Club

One Club Vision (2020-2025)

Linlithgow Rugby Club will be a fully inclusive and sustainable amateur rugby club with modern training and playing facilities and a fully developed coaching set up covering structured rugby and related skills development for players of all ages and genders. The Club 1st XV seeks to play at the highest possible sustainable level within Scottish Rugby as an amateur Club.

The Club will be a family club providing a social hub for playing and non-playing members and also for the wider Linlithgow community with key links and partnerships involving local schools, community organisations and sports clubs to promote fitness, wellbeing and active participation thereby fostering increased overall community spirit.

The Club will ensure that the most appropriate and effective governance and organisation structures are in place to support the triple ambitions of growth, inclusivity and sustainability.

Key Objectives (2020 to 2025)

Good Governance and Financial Sustainability

- Set up governance structures and accounting systems to ensure efficient and effective operation of the charity, with a wholly owned subsidiary trading company.
- Ensure that the Club remains financially sustainable by generating sufficient income to ensure the ongoing development and maintenance of all Club facilities while also ensuring that all costs are effectively controlled in the running the operation.
- Create an environment where the members encouraged to bring relevant skills and experience to actively participate in income generation opportunities and cost control methods.

Year One (2022-2023)

Set up **Trading Company** as fully owned subsidiary of Linlithgow Rugby Club

ACTION: Club Chair with Office Manager

MEASURES: Visible separate accounts approved by independent accountants;
Annual sign off by all relevant regulatory bodies, namely OSCR, Companies House, HMRC and Scottish Rugby

Review balance between fee income subsidy and potential fundraising generation.
(We need to raise more income either through an increase in fees or an increase in fundraising, particularly for Youth Rugby.)

Review Membership Structure and Fees

ACTION: Club Board through Secretary

MEASURES: Proposal made and agreed at Club AGM 2023

Year Two (2023-2024)

Launch *50:50 Fundraising Drive* across all age groups for 2023/24 season

ACTION: Club Board

MEASURES: Take up during season and amount raised through fundraising

Playing - Adult

- The Reds' 1st XV to achieve promotion to National Leagues by playing effective, competitive and enjoyable rugby and to maintain National League status thereafter.
- The Reds' 1st XV to reach the final of a knockout competition at Murrayfield.
- The Reds' 2nd XV to play a full programme of fixtures during the season involving a mixture of league and non-league fixtures.
- Ensure that Linlithgow Rugby Club is the club of choice for all adult players who live and/or work in the town or within easy travel distance of Linlithgow.
- Ensure that an effective transition process is in place to support young players as they transition from youth to senior rugby.
- Develop a player recruitment strategy to attract new players into the Club.
- Develop a player retention strategy to retain players within the Club, in particular to drive more regular availability from players to assist selection of teams.
- Sustain Tartan Touch and other new forms of rugby with a view to identifying potential players for all Club teams, as well as being enjoyable in their own right.
- Sustain Walking Rugby as a fun activity for all over 60s.
- Develop and improve the playing of rugby through the incorporation of Scottish Rugby's Values at all levels.

Year One (2022-2023)

Introduce 'Red Thread' training and playing strategy across all age groups through education sessions with coaches

ACTION: Director of Rugby and Rugby Development Manager

MEASURES: Feedback from Coaches and players

Work with players and coaches in transition years to ensure that everyone is fully supported in moving from Minis to secondary school teams and from secondary school teams to adult teams.

ACTION: Rugby Development Manager with relevant coaches

MEASURES: Numbers making the transition vs drop-outs

Year Two (2023-2024)

Playing - Youth

- Each Micro and Mini group level to field at least 2 teams on a regular basis.
- Each of the 5 key age groups at secondary school to field at least 1 team on a weekly basis.
- School teams to achieve success in their relevant Conference structure.
- Ensure that Linlithgow Rugby Club is the club of choice for all young people within easy travel distance of Linlithgow.
- Sustain the School of Rugby at Linlithgow Academy in partnership with the school and Scottish Rugby and expand the development of rugby into local primary schools.
- Ensure that all Youth coaches have recognised coaching qualifications and access to a coach development pathway to enhance their skills. Organise specific and regular practical coach development sessions led by CDO and ADO across all age groups.
- Develop young leaders and community coaches through a broad programme of sport, health and well-being through rugby
- Ensure that coaches are operating with the age group most suited by their skills and experience.
- Re-establish girls rugby within the Club including plans for competitive rugby either standalone or in partnership with other schools or clubs.
- Ensure that Tiny Reds rugby continues to grow and develop as the feeder to the Micro section.
- Develop and improve the playing of rugby through the incorporation of Scottish Rugby's Values at all levels

Year One (2022-2023)

Establish a schedule of 3 Coaches' Meetings each year

- April to plan for following season,
- August at start of season,
- January to review progress and feedback on issues

ACTION: Rugby Development Manager to organise

MEASURES: Record of meetings and attendance level at meetings

Year Two (2023-2024)

Implement young leaders programme through work in schools and in the Club

ACTION: Rugby Development Manager to organise

MEASURES: Qualitative and quantitative measures to be employed

Club Facilities

- Deliver and effectively operate a good quality venue that is fit for purpose to support the Rugby Club and its wide range of community activities.
- Ensure that all facilities are well maintained, managed and promoted effectively on an ongoing basis.

Year One (2022-2023)

Agree a 3 Year project plan for development of Club facilities

- January to review progress and feedback on issues

ACTION: Director of Clubhouse Operations

MEASURE: Sign off of plan by March 2023 Board meeting

Identify funding and support funding streams for projects

ACTION: Club Secretary

MEASURE: Funding plan in place ahead of project build

Deliver Phase 1 of plan (Year 1 build)

ACTION: Project Group (Director of Clubhouse Operations)

MEASURES: Business Plans prepared for each project,
Projects completed on time and within budget

Volunteers

- Sustain and strengthen the Club's volunteer base by encouraging and supporting people to assume clearly defined roles within a simple organisation structure. Roles should be able to be performed with no traditional gender preference.
- Ensure that succession planning is regularly reviewed by the Board so that the main roles within the Club are being made attractive to engage people who in particular may not have been previously involved. Part of this process will include the ongoing review of the suitability of the overall organisation structure within the Club.

Year One (2022-2023)

Create a list of all Club Volunteers with identified volunteers roles and individual areas of expertise

ACTION: Secretary

MEASURE: List signed off by Board at June 2023 meeting

Year Two (2023-2024)

Volunteer List published at start of new season with roles identified for the season and meetings held to ensure understanding of roles

ACTION: Secretary

MEASURE: Attendance at meetings

Year Three (2024-2025)

Volunteer List reviewed at start of new season with roles identified for coming season and meetings held to ensure understanding of roles

ACTION: Secretary

MEASURE: Attendance at meetings

The Club as an 'Employer' of Paid and Unpaid People

- The Club will aim to be a 'good employer' for all permanent and temporary staff. We will also employ this approach for all of our unpaid volunteers. The Club will be guided by Scottish Rugby's values led approach and general good practice in achieving this objective.

Year One (2022-2023)

Annual Employee Review Process developed

ACTION: Chair and key Directors

MEASURE: Sign off by Board at March 2023 meeting

Year Two (2023-2024)

Annual Employee Review Process implemented

ACTION: Chair and key Directors

MEASURE: Sign off by Board at March 2024 meeting

Communication

- Ensure that Club is welcoming, encouraging and open to all.
- Build on the current weekly communications cycle and ensure that all Club members feel informed, listened to and involved.
- Ensure that all internal and external messaging is clear, simple, meaningful and timely.

Year One (2022-2023)

Club Ethos...

Set up plan for 3 Member Days each year with Club information, membership benefits, second-hand kit sales and merchandising displays

- April to plan for next season
- August at start of new season
- November to review / feedback

ACTION: Board

MEASURES: Attendance at Member Days;
Improved ordering system for individual kit items

Year Two (2023-2024)

Reintroduce **Wee Reds Cafe** on key dates in Wee Reds schedule

ACTION: Rugby Development Manager to organise

MEASURE: Attendance level at meetings

Refresh Member Days process following feedback

Year Three (2024-2025)

Refresh Member Days process following feedback