Gibraltar Rugby Football Union

Strategic Plan
2018 to 2022
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FOREWORD

This Strategic Plan covers all areas of Gibraltar Rugby Football Unions (GRFU) work with young people, adults and high performance athletes. The GRFU governs all levels of the sport from grass roots through to high performance programmes and ensures there is an integrated pathway. This Strategic Plan charts a course for the next five years, to ensure Gibraltarians continue to both participate and win in the sport of rugby domestically and internationally, and that rugby is played and administered in a positive and supportive culture.

However, as most of our rugby community knows, we face profound challenges to ensure the continuing relevance and success of the game we love. We are:
- Facing uncertainties of our place in the international rugby landscape.
- Becoming more time poor as a society with less time for organised sports.
- Operating in a competitive sports market, for participants, athletes, attendance, sponsors and media.
- Engaging more through digital channels, where rugby has a limited presence.
- Challenged to be financially sustainable.

Importantly, Gibraltar Rugby is on the verge of a new dawn with the Europa Point Sports Complex to be completed in the first quarter of 2019, allowing Rugby to finally have a home ground and facilities. Allowing our sport to maintain and grow our player base, further enhance our High Performance programmes and seek new commercial opportunities to ensure our sport has sustainable financial stability. The development of this Strategic Plan has been achieved through consultation across the rugby community to capitalise on this opportunity and address the challenges we face.

While this Strategic Plan needs to be led by the GRFU Executive Committee and management, it has to be recognised that it also requires a major effort by the entire rugby community which will need to engage and contribute to the plan. Hence this plan also represents a communication tool to create a common vision and clear objectives to work towards for all rugby stakeholders and partners.

The Strategy has been created through a process of:
- Consultation with all rugby sections, commercial partners and constituents in rugby.
- Consultation with players’ and coaches from clubs, veterans team, national & development teams and juniors.
- Direct input from the GRFU Executive Committee and management
OUR VISION:
- ‘That Gibraltar Rugby will be the leading small nation in the world for sporting performance, administration and quality of facilities.’
- Two strategic pillars of ‘Participation’ and ‘Performance’ and Four key areas will be delivered to enable this vision:
  1. Profile of Rugby
  2. Financial and Physical Resources
  3. Governance and Management
  4. People

OUR VALUES:
- Respect
  - We will be respectful to team mates, opponents, match officials and those involved in the Game at all times. We believe in bringing fairness and integrity to our organisation by living our values.
- Inclusive
  - Through rugby we will provide a unifying spirit that leads to lifelong friendships, camaraderie, teamwork and loyalty which transcends cultural, gender and religious differences.
- Discipline
  - Reflected through our adherence to the Laws, the Regulations and Rugby’s core values, discipline is an integral part of our game both on and off the eld.
- Enjoyment
  - We believe rugby should be enjoyed by all who participate or support the game, being passionate and positive are the keys to great performance.

IN ACHIEVING THE VISION:
- Gibraltar Rugby will embrace the benefits of rugby, in building a healthy sport community and developing lifelong connections to the wider Gibraltarian community and will support the provision of quality programmes at the Home of Rugby.
THE PILLARS

Participation
That the players, volunteers, staff and the broader community regularly participate in rugby and social activities to build a thriving rugby community. Success will be achieved when programmes, services and facilities are appealing, relevant and cater for the constantly changing requirements of the rugby and wider community.

Performance
That players, clubs and teams compete successfully at the highest level and participation establishes a lifelong connection to Gibraltar Rugby. Success will be achieved when the GRFU is recognised as one of the leading small nations in the world and the leading amateur sport organisation in Gibraltar.

THE ENABLERS

Profile
That the profile and performance of our players, teams and clubs, the opportunities for participation and the quality of our facilities enhance the reputation of Gibraltar Rugby. Success will be achieved when the benefits participating in rugby activity, the performances of our players, teams and clubs and sport facilities feature prominently in regional and international rugby promotional material and are profiled extensively in the media.

Financial and physical resources
That the financial and physical resources available ensure the provision of quality facilities and support rugby participation and performance programmes. Success will be achieved when support for rugby development and commercial programmes is secured and improved operational performance has increased financial sustainability.

Governance and management
That rugby is governed and managed effectively at all levels and is successful in achieving the strategic goals. Success will be achieved when rugby is governed and managed according to industry best practice, financial and strategic objectives are regularly achieved and positive member and stakeholder relationships are managed effectively.

People
That quality volunteers, coaches, club managers and staff are attracted to rugby by our positive organisational culture and opportunities for success. Success will be achieved when rugby can attract and retain qualified and committed people who embrace the values of professionalism, customer focus, leadership, continuous improvement, integrity and teamwork.
GIBRALTAR RUGBY PLAYER PATHWAY

GIBRALTAR RUGBY TOTS
(2 to 5 years old)
Learning the fundamentals of rugby through Agility, Balance & Coordination

SCHOOLS RUGBY
Middle & Secondary Schools
Transition from school rugby to club rugby

MINI COMPETITION
U14’s - U16’s
Transition from school rugby to club rugby

JUNIOR COMPETITION
U16’s - Men and Women
Transition from school rugby to club rugby

GIBRALTAR RUGBY CHAMPIONSHIP
Senior XV & 7’s
U20’s XV & 7’s
U18’s XV & 7’s

GIBRALTAR SOCIAL RUGBY
All Ages
Touch Rugby, Tag Rugby, Veterans

MINI COMPETITION
U12’s
Transition from school rugby to club rugby

JUNIOR COMPETITION
U14’s - U16’s
Transition from school rugby to club rugby

GIBRALTAR U16’S DEVELOPMENT SQUAD
XV & 7’s

SCHOOLS RUGBY
Middle & Secondary Schools
Transition from school rugby to club rugby

GIBRALTAR RUGBY PLAYER PATHWAY

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All Ages
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GIBRALTAR U16’S DEVELOPMENT SQUAD
XV & 7’s
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#1 LEADING AMATEUR SPORTS ORGANISATION

INTERNATIONAL RUGBY EUROPE

FINANCIALLY STRONG

GIBRALTAR RUGBY

THRIVING RUGBY COMMUNITY

OUR OWN HOME LEADING SPORT FACILITY

INCREASE & MAINTAIN PLAYERS

U16-U18

SUCCESS PLAN

FAMILIES
PLAYERS
VOLUNTEERS
COACHES
REFEREES

Leading small nation in the world

Participation
Organisation

£££££

Participation Organisation

SUCCESSION PLAN

U14-U16-U18
PARTICIPATION
That the players, volunteers, staff and the broader community regularly participate in rugby and social activities to build a thriving rugby community.

KEY PERFORMANCE INDICATORS
Success will be achieved when programmes, services and facilities are appealing, relevant and cater for the constantly changing requirements of the rugby and wider community.

Measurement will be by:
- Quality of programmes and facilities in comparison to other marquee sports in Gibraltar.
- Participation levels against industry benchmarks and annual participation objectives.
- Number of members from identified low participation groups including juniors, secondary schools, women and Ministry of Defence.
- Number of players (both male and female) in alternative forms of rugby such as 7's, 10's, tag rugby and touch rugby.

ACTION
- Engage in the strategic planning processes and relevant committees and groups to promote the benefit of rugby.
- Ensure the provision of first class rugby facilities that increase participation and support quality performance.
- Ensure that programmes are appealing, relevant and challenging catering for the constantly changing requirements of the rugby community.
- In consultation with stakeholder groups, develop new programmes and promotional strategies to target underrepresented groups.
- Introduce improved customer and member service strategies and best practice event management systems.
- Develop integrated web based communication systems to more effectively promote, recruit and communicate with participants and members across all programmes, clubs and union activities.
- Engage with the Department of Education, independent school and tertiary sectors to ensure that students are actively engaged in interschool and club competition and are utilising rugby facilities and services.
- Support the ongoing development and growth of the Gibraltar Rugby Referees Society, Gibraltar Veterans, Club Rugby Championship and Junior sections.

OUTCOME
- Gibraltar Rugby will have a thriving rugby community with a growing and diverse rugby community, with more children, teenagers and women playing and being involved with the game.
- More opportunities to participate in alternative forms of rugby such as tag rugby, touch rugby, 7's and 10's.
- The GRFU will embrace and support the benefits of sport, recreation and fitness in building a healthy community and developing lifelong connections to rugby.
- Gibraltar Rugby is committed to supporting HMGoG’s major sport capital plan in the development of Europa Point Sports Complex.
- Continuous improvement is embedded in all services and programmes and participation targets are consistently being achieved.
- Programmes and promotions are effective in reaching identified groups and increasing participation.
- Regular feedback is provided across all programmes, services and facilities and improvements undertaken to increase participation.
- Comprehensive database developed and stakeholder data captured and maintained from members to non-member guests at events.
- The majority of schools in Gibraltar (and surrounding) are involved in regular rugby opportunities provided in collaboration with the Department of Education.
KEY PERFORMANCE INDICATORS

Success will be achieved when the GRFU is recognised as one of the leading small nations in the world and the leading amateur sport organisation in Gibraltar.

Measurement will be by:

- Performance of players, teams and clubs at local, regional, national and international competitions and events.
- The number of Gibraltarian born players representing national teams or participating in professional rugby.
- Quality of coaches and club managers and the number of high performance programme partnerships.
- Level and number of successful grant applications awarded by the GSLA to support national representation and the provision of community programmes and services.

ACTION

- Integrate the High Performance Unit programmes with National Team, Development Team and Club Rugby programmes.
- Ensure appropriate policy and procedures are in place to support high performance athletes.
- Increase participation of Development Team competition including current and future competition opportunities.
- Provide a comprehensive coaching and club management recruitment and support programme.
- Increase funds to support teams and individuals to international competitions and international tours.
- Conduct talent identification programmes in secondary schools in support of club and team recruitment within the player pathway.

OUTCOME

- Higher profile for National, Development and Club teams with an identity that make Gibraltarians proud.
- Programme and services are in place and the number of athletes involved is constantly increasing.
- GRFU policy and procedures are consistently reviewed and improved and considered best practice.
- Clubs and teams are competing successfully in the domestic Club Rugby Championship.
- The professionalism of the clubs is increasing and the quality of club personnel is improving.
- Increased support provided from sponsorships, donations and governing bodies such as the GSLA, Rugby Europe and World Rugby.
- High performance programmes operating successfully.

PERFORMANCE

That players, clubs and teams compete successfully at the highest level and participation establishes a lifelong connection to Gibraltar Rugby.
PROFILE OF RUGBY
That the profile and performance of our players, teams and clubs, the opportunities for participation and the quality of our facilities enhance the reputation of Gibraltar Rugby.

KEY PERFORMANCE INDICATORS
Success will be achieved when the benefits participating in rugby activity, the performances of our players, teams and clubs and sport facilities feature prominently in regional and international rugby promotional material and are profiled extensively in the media.

Measurement will be by:
- Level of media coverage of rugby matches, team performances, corporate and community events.
- Level of member involvement in events and level of sponsorship to clubs and the GRFU.
- Level of information on rugby featured in local, regional and international publications and promotions.
- Level of engagement on social media platforms.

ACTION
- Liaise with clubs and sections to ensure that rugby supports player recruitment activity and enhances the profile of Gibraltar Rugby.
- In collaboration with marketing and communications partners, increase external media coverage of the performances and activities of teams, clubs, players and participation in community or corporate events.
- Improve the presentation and brand awareness of Gibraltar Rugby teams, sections, programmes, facilities, merchandising and promotions.
- Develop and engage the rugby community with effective regular communication and events to ensure ongoing involvement.
- Coordinate and promote rugby related academic and research activities with the University of Gibraltar and identify future opportunities.
- Represent the GRFU at regional, national and international rugby and sport forums.

OUTCOME
- GRFU strategic documents and promotional material feature rugby activity and facilities extensively.
- Club Rugby Championship, national and development teams and junior teams and events are regularly featured in external media and promotional material.
- A consistent Gibraltar Rugby brand has been established and that recognition and awareness is high.
- Black Tie Dinner, Presidents Club, Gibraltar Rugby Business Network, Club Rugby and Sponsor events are held regularly, promoted and managed professionally and are well attended.
- Rugby related academic and research activity has been indentified and undertaken with University of Gibraltar’s, School of Sport.
- Gibraltar Rugby is considered to be an engaged and committed sport industry leader.
FINANCIAL AND PHYSICAL RESOURCES

That the financial and physical resources available ensure the provision of quality facilities and support rugby participation and performance programmes.

KEY PERFORMANCE INDICATORS

Success will be achieved when support for rugby development and commercial programmes is secured and improved operational performance has increased financial sustainability.

**Measurement will be by:**

- Funding to support participation in rugby and development activities.
- Commercial activity and grant income.
- Establishment of the Europa Point Sport Trust.
- Quality of facilities, level of access and community sport provision.
- Number of external partnerships and the value of relationships.

ACTION

- In collaboration with HMGoG, GFA and the GSLA ensure the long term provision of rugby and off site rugby facilities are available.
- Progress and complete immediate Europa Point Sport Complex capital project and establishment of Trust
- Ensure ongoing HMGoG funding and reduce the impact of depreciation and maintenance costs on the annual operating budget.
- In collaboration with the Presidents Club develop and implement a strategy to encourage the rugby community to support club and general rugby activity.
- Ensure business planning and budgeting processes effectively increase returns on programmes, facility use and commercial activity to broaden the revenue base.
- Develop partnerships and proposals with international and regional governing rugby bodies, state and local government, HMGoG and GSLA to assist with facility development and access.

OUTCOME

- Funding agreement with HMGoG confirmed with support for the capital improvement and maintenance plan.
- Develop and implement the Presidents Club achieving agreed membership targets.
- Europa Point Sport Trust business plan is aligned to the Gibraltar Rugby strategic plan resulting in increased commercial activity.
- Annual budgeting and planning processes increase returns on established and new initiatives and programmes.
- Long term agreements in place with European professional club/s for facility use and joint programme delivery.
GOVERNANCE AND MANAGEMENT
That rugby is governed and managed effectively at all levels and is successful in achieving the strategic goals.

KEY PERFORMANCE INDICATORS
Success will be achieved when rugby is governed and managed according to industry best practice, financial and strategic objectives are regularly achieved and positive member and stakeholder relationships are managed effectively.

Measurement will be by:

- Union and club financial and strategic performance.
- The quality of annual and regular reporting.
- Members and stakeholder satisfaction with GRFU management and services.
- Operational management systems and archival material.

ACTION

- Ensure that the Executive Committee is effective in championing rugby within local, regional and international stages and that sections and working parties operate effectively.
- Increase professionalism of clubs and sections through improved communication and management systems and the recruitment of capable staff to support strategic development.
- Support the Gibraltar Sports and Leisure Authorities policies and procedures.
- Develop operational, subcommittee, section and individual works plans in line with the strategic plan and embed continuous improvement systems.
- Ensure reporting and compliance with GRFU Finance and Operations departments.
- Review and upgrade GRFU constitutional and legislative frameworks and guidelines.
- Improve collection and care of historical rugby material.

OUTCOME

- To be the leading amateur sport organisation in Gibraltar, develop a high performing organisation to match high performance teams.
- Executive Committee members actively participate in decision making and are influential and engaged at a range of levels. Sections, sub committees and clubs operating effectively.
- Club strategic plans are in place and clubs are professionally managed, successful, and sustainable.
- Service Level Agreements with the Europa Points Sports Trust are confirmed and service levels reviewed annually.
- Long term operational, financial and capital objectives are met. Annual and regular reporting is open and accountable.
- Operational policies and procedures are regularly reviewed and improved.
- Subcommittees (Commercial, Competitions, Volunteer Management, Education, Events & Fundraising) are established, staffed and align to strategic and operational plans of the GRFU.
- Constitutional and legislative regulations have been reviewed and updated including annual grants and other relevant implements.
- Historical material is collected, maintained and displayed in accordance with industry best practice.
KEY PERFORMANCE INDICATORS

Success will be achieved when rugby can attract and retain qualified and committed people who embrace the values of professionalism, customer focus, leadership, continuous improvement, integrity and teamwork.

Measurement will be by:

- Ongoing and regular member and stakeholder feedback on staff and volunteer performance.
- Individual performance appraisal and peer review.
- Level of staff and volunteer satisfaction, engagement and retention.
- Percentage of staff engaged in professional development programmes.

ACTION

- Develop a Service Charter that enhances the reputation of rugby to our broad range of members, customers and stakeholders.
- Develop staffing plan to ensure that the staffing resources are allocated in line with the strategic and operational plans.
- Increase training and development opportunities for permanent staff to increase engagement and retention.
- Ensure the appointment of quality frontline staff to ensure a consistent customer service experience.
- Develop and implement HR systems to recruit train and retain club managers, coaches, medical staff and other club and union officials.
- Ensure succession planning for the Executive Committee and Club Management.
- Develop a Volunteer Recognition Programme to acknowledge volunteer contribution to rugby.

OUTCOME

- The Service Charter has been developed and staff behaviour reflects Gibraltar Rugby’s values. Performance appraisal is measured against Charter.
- Staff resources are in place to ensure strategic objectives are supported.
- Performance development reviews are taking place annually and professional development opportunities provided.
- Consistent appointment, induction, training and professional development processes in place to ensure a positive and supportive work culture.
- Clubs and Sections have adequate numbers of qualified and appropriately trained individuals involved.
- The Executive Committee and sub committees are consistently refreshed with competent and committed participants.
- Consistent appointment, induction, training and recognition processes in place to ensure a positive and supportive culture.
- Develop and implement a Volunteer Recognition Programme to acknowledge volunteer contribution to rugby.
- The Volunteer Recognition Programme has been implemented and is awarded in conjunction with Junior Awards and Senior Awards nights/day.

PEOPLE

That quality volunteers, coaches, club managers and staff are attracted to rugby by our positive organisational culture and opportunities for success.