



2016-2020 Australian Rugby Strategic Plan



We are fortunate to be part of a **great global game** integral to the **fabric of sporting** and **cultural life** of millions of Australians...

...but we face **profound challenges** to ensure the **continuing relevance** and **success** of the game we love.



Changing as a country,
busier and more
diverse nation with
less time for
organised sports



Operating in one of the
most competitive
sports markets in the
world for players,
eyeballs, attendance
and share of voice



Engaging more through
digital channels,
where Rugby has a
limited presence



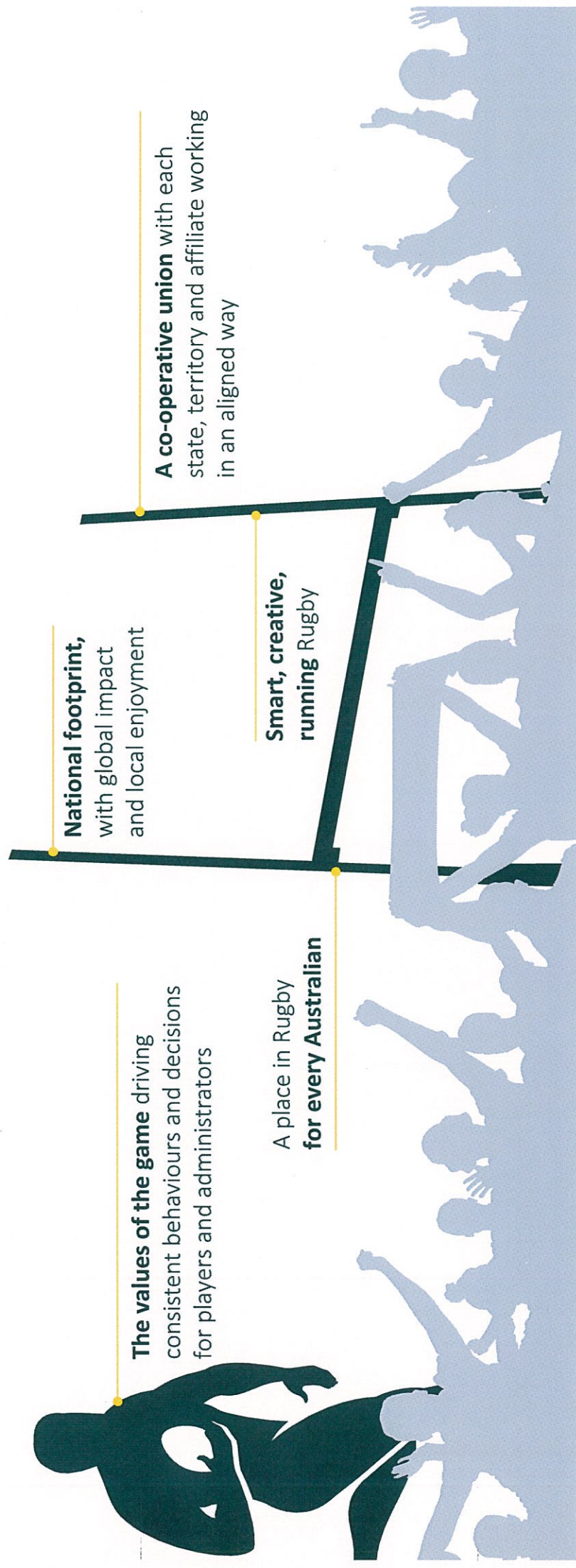
Competing in a global
economy and market,
where demand for our
athletes and coaches
is high



Challenged to be
financially sustainable,
with our financial
viability having never
been under greater
threat than in the last
two years

We've worked with **stakeholders across the entire Rugby community** to develop a plan to address these challenges.

The 2016-2020 Whole-of-Game-Strategy will deliver more than just on-field success. It will focus on:

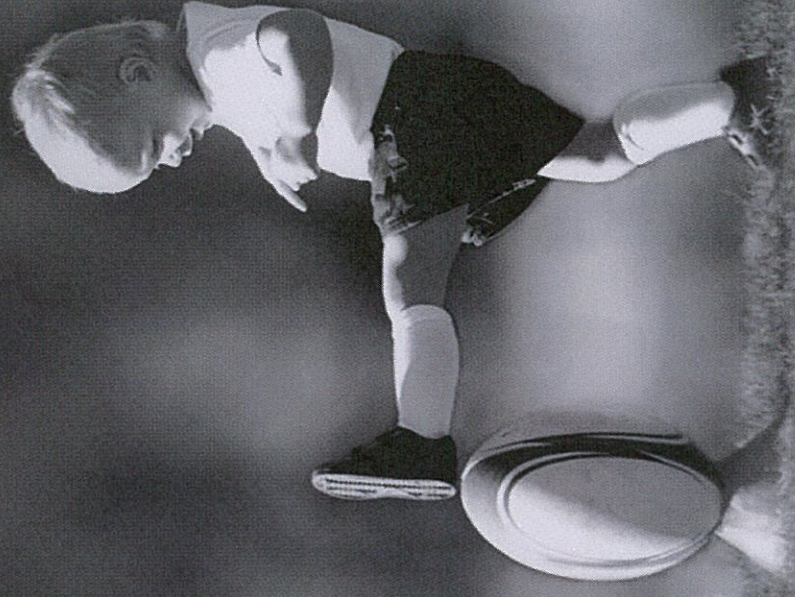


Our vision is...

“

To inspire all Australians to
enjoy our great global game

”



World Rugby Values

2016 Task: Create a common values framework for our game

Integrity

Passion

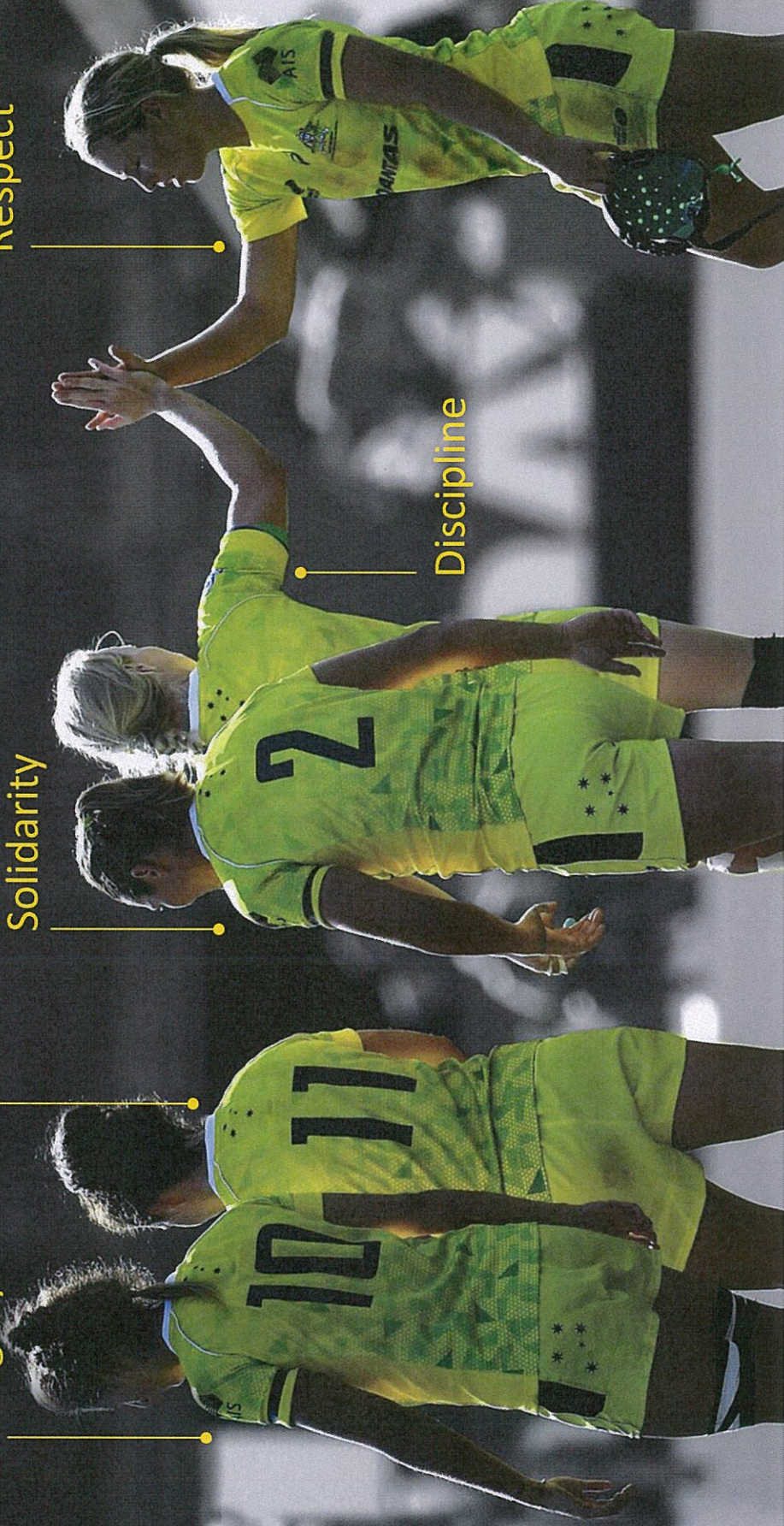
Solidarity

Respect

Discipline



**WORLD
RUGBY™**



To inspire all Australians to enjoy our great **global game**

To make this vision a reality, we have defined **4 strategic pillars**, underpinned by **4 broader themes**.

Make Rugby
a game for all



Ignite **Australia's**
passion for the game



Build sustainable
elite success



Create **excellence** in
how the game is run

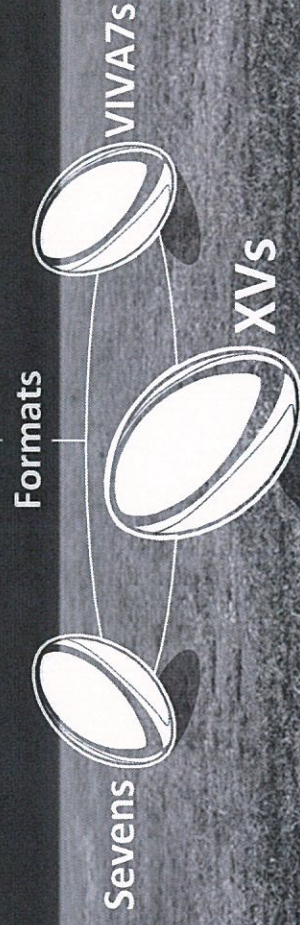


National, Super Rugby and NRC teams with an identity that make Australians proud

Diverse Rugby Community, with more **Women** playing and involved with the game

High Performing Organisations to match high performance teams

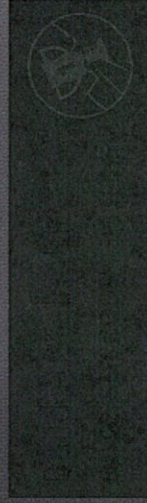
Contemporary relationships with fans through **Improved Digital Capabilities**



Make Rugby a game for all

XVs and Club Rugby will remain at the core of our game, but to materially grow our base, we must explore the development of other formats.

Make Rugby
a game for all



- Grow the game through XVs, Sevens and VIVA7s
- Build a high quality workforce and volunteer network
- Promote the benefits of playing and being involved in Rugby
- Diversify Rugby to reflect the communities in which we live

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Make Rugby
a game for all



In 2016 we will:

- **Ramp up VIVA7s and Game On**
- **Rugby in Schools:** Implementing Schools Strategy & expanding our footprint with a focus on public schools and female participation
- **Re-build the Rugby workforce** – Additional 21 Full-Time DOs & 3 Part-Time DOs in the game

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Make Rugby **a game for all**

Make Rugby
a game for all



Development Workforce grow and shepherd participants through the pathway

Build Rugby into the
Schools System with
Game On

Introduce non contact
versions of the game
with **VIVA7s**

Make **Sevens Rugby** a
year round sport

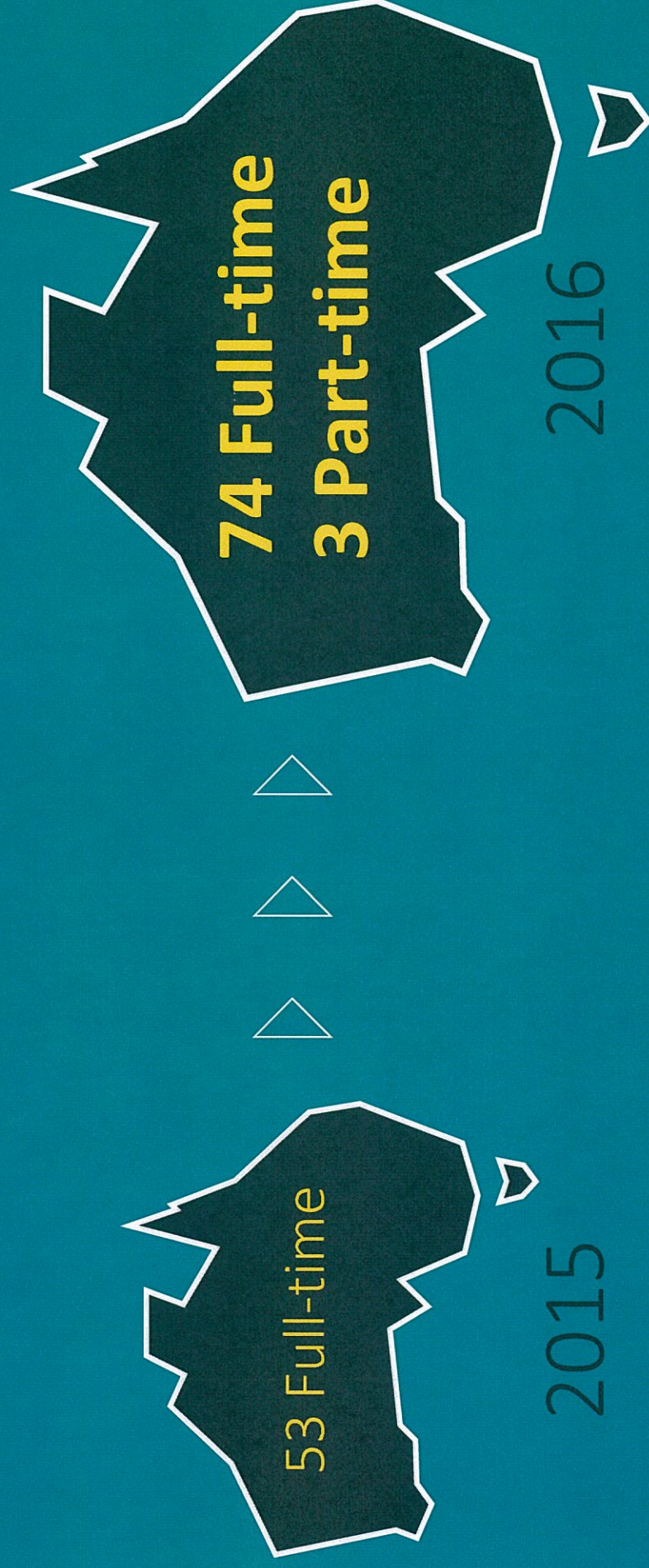
Build and enhance our
Clubs and the **XVs game**

Clubs grow by having a new audience and new forms of the game

Building the **development workforce** to get **more**
boys and girls playing Rugby across the country

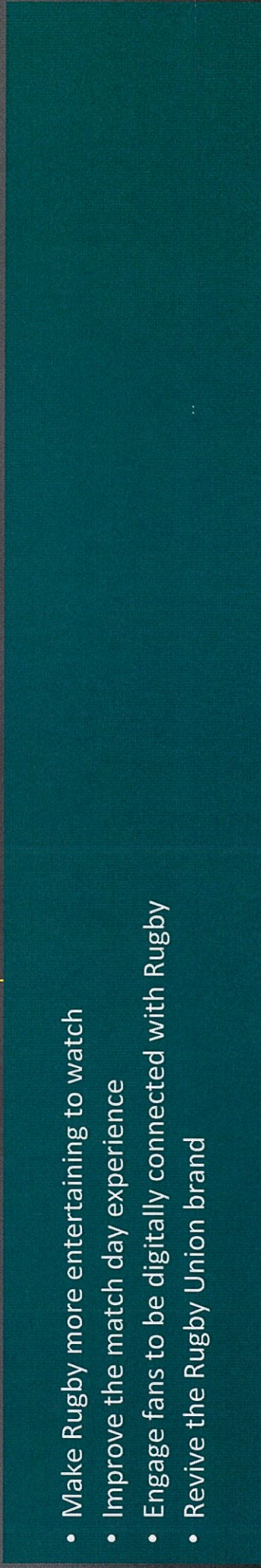


Make Rugby
a game for all



Ignite **Australia's passion** for the game

Our goal is to protect Rugby's heritage, whilst making the game and associated experiences more engaging.



- Make Rugby more entertaining to watch
- Improve the match day experience
- Engage fans to be digitally connected with Rugby
- Revive the Rugby Union brand

National, Super Rugby and NRC teams with an identity that make Australians proud
Diverse Rugby Community , with more Women playing and involved with the game
High Performing Organisations to match high performance teams
Contemporary relationships with fans through Improved Digital Capabilities

Ignite **Australia's passion** for the game

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Ignite **Australia's**
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In 2016 we will...

- Build digital assets
- Drive game innovation
- Review branding of the ARU

National, Super Rugby and NRC teams with an identity that make Australians proud

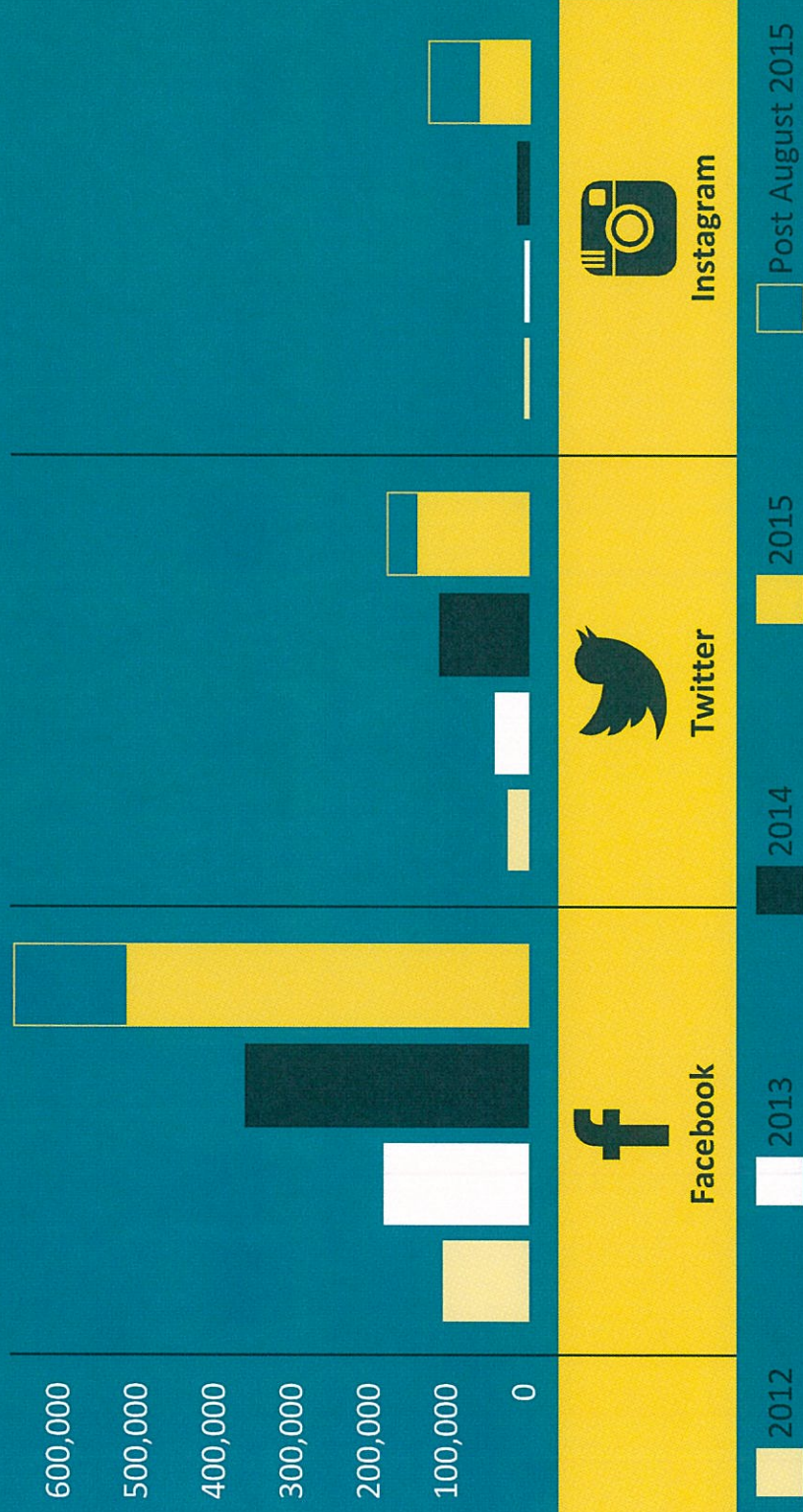
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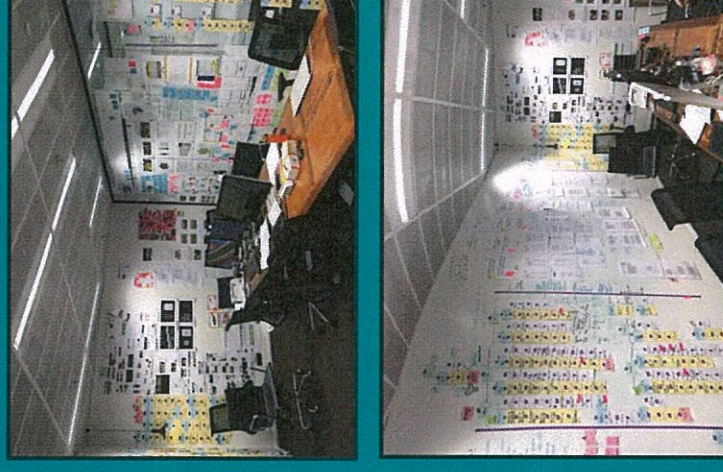
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Digital revolution is underway...

Wallabies Social Media Channels



Website Development



Build sustainable elite success

Create a **co-operative high performance environment** across elite teams that recognises the importance of having the **right systems, science, processes and infrastructure** to support on-field activities and player wellbeing

Build sustainable
elite success



- Clear pathways from Community to the Elite Level
- Better identification and development of talent, coaches and match officials
- Enhance major event oriented team dynamic and technical development
- Advance performance and medical science insights, technology and analytics

National, Super Rugby and NRC teams with an identity that make Australians proud

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Build sustainable
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In 2016 we will...

- Commence work on strengthening our pathways for both men and women (e.g. NRC 3.0 and SR U20s)
- Develop collaborative and integrated systems to drive performance (e.g. GPS systems)
- Implement high performance learning and development for our elite coaches, referees and support staff (e.g. study tours)

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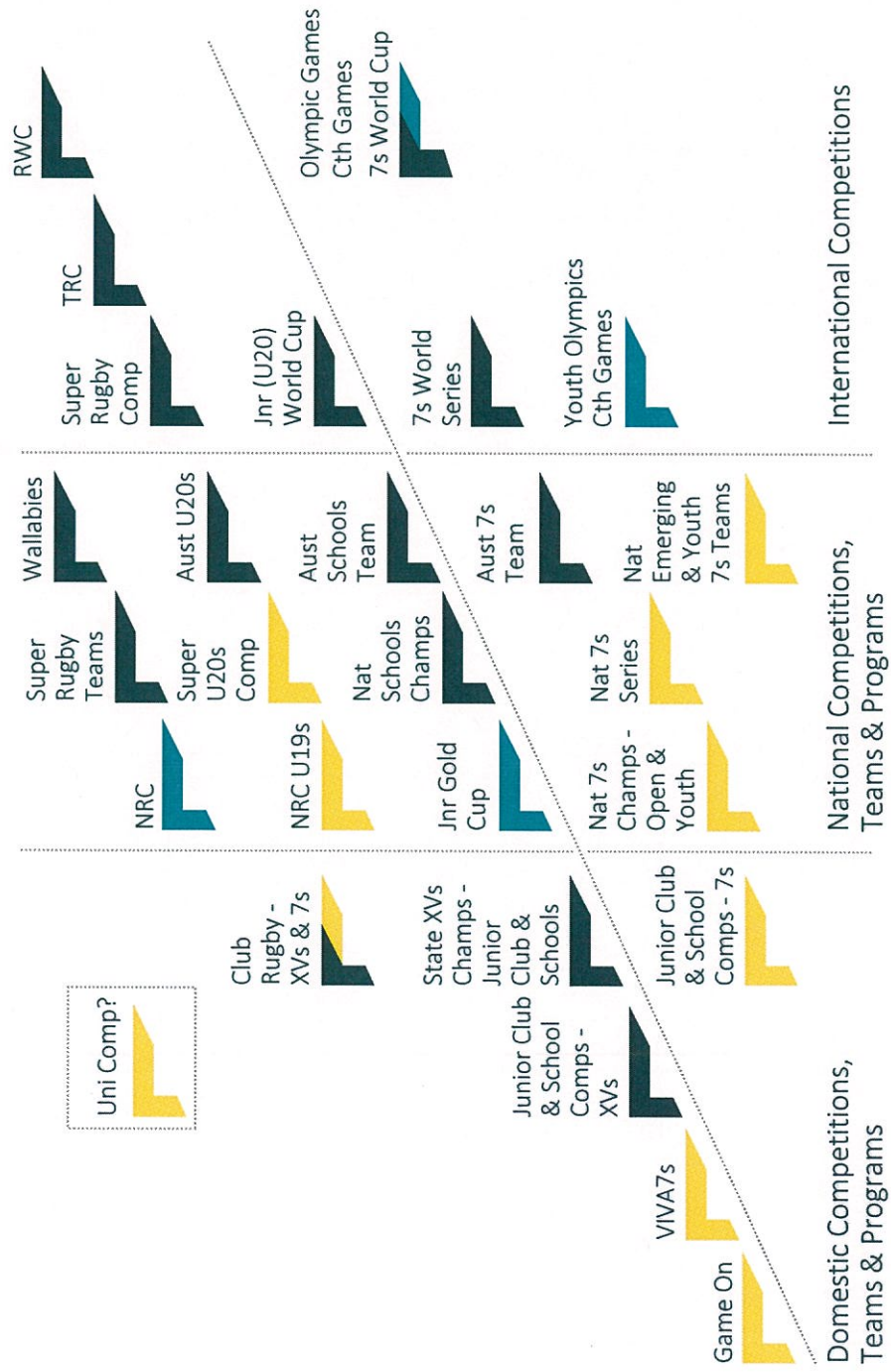
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Build sustainable elite success

Clear, sustainable pathways - building a link from the Community game to the **Elite level** and the **International stage**



Build sustainable elite success



2020 Men's Rugby - National Pathway



Build sustainable
elite success



2020 Women's Rugby – National Pathway



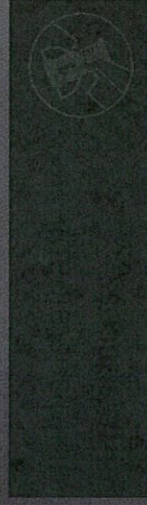
Build sustainable elite success

Clear, sustainable pathways – building a link from the Community game to the Elite level and the International stage



Create excellence in how the game is run

To run the game effectively, it is imperative that all parts of the game interlock in a clear manner, under a common ambition, values framework and unity of purpose.



Create excellence in
how the game is run



- Implement the Australian Rugby National Charter & the Australian Rugby Strategy Group
- Have a whole of game planning process & create a values framework
- Drive administrative excellence, the Rugby economy and commercial partnerships
- Strong and influential Rugby Partnerships – from World Rugby to RUPA

National, Super Rugby and NRC teams with an identity that make Australians proud

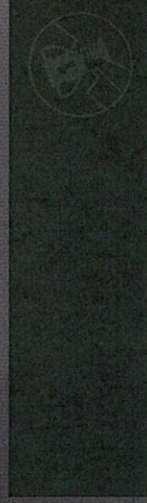
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Create excellence in
how the game is run

In 2016 we will...

- Implement the National Charter
- Commence work on creating a values framework for our game
- Implement the Australian Rugby Strategy Group
- Launch the whole-of-game strategic planning process
- Commence work on developing tools to support our Clubs and volunteers

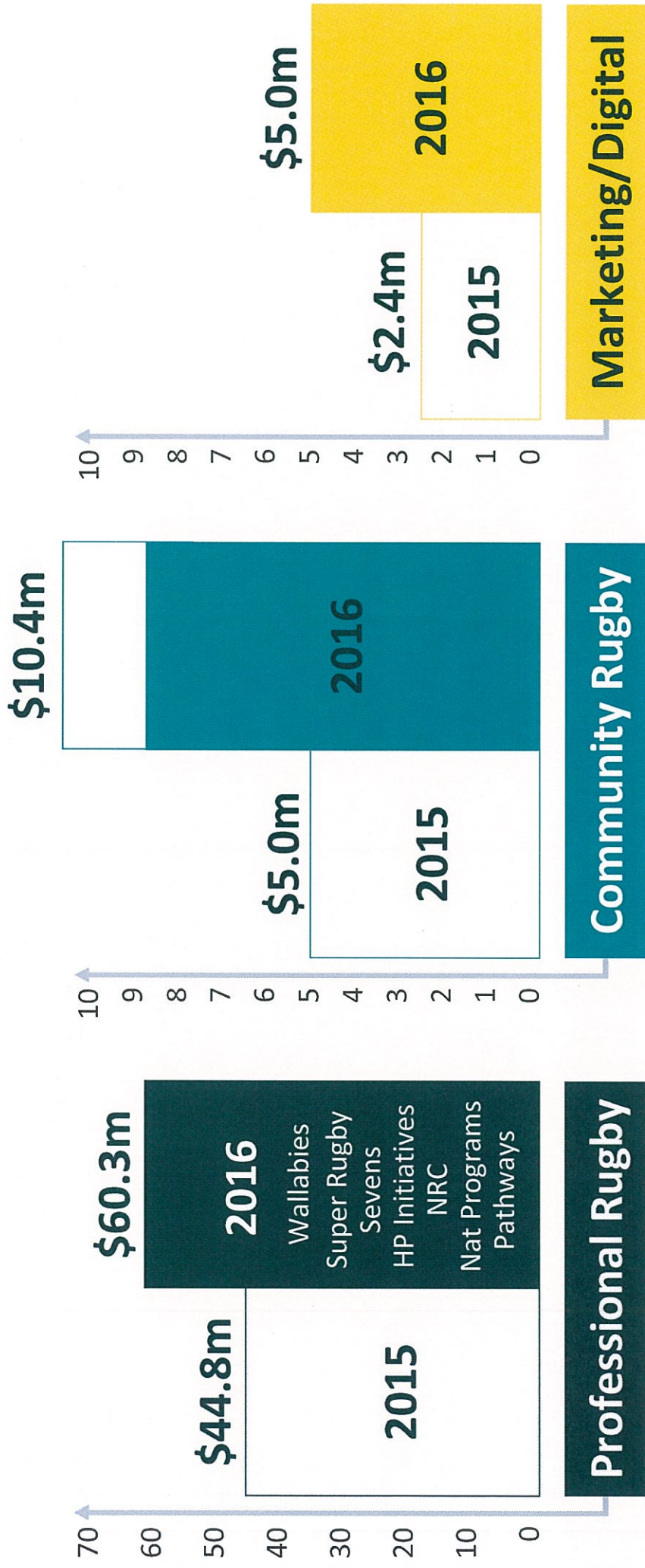
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2015 vs 2016 Comparative Investment - Additional \$25.2m in Rugby

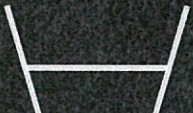


- Additional revenue to invest in the game

- **ARF:** Targeting \$1-2 million in 2016 to enhance \$25.2m incremental investment already committed
- **Other Donors:** Partner with “Rugby friendly” organisations / individuals looking to give back

How will we **measure success** in 2020

In five years, we need to have **substantially changed the trajectory for Rugby** and revitalised the game. We have set **ambitious targets** by which we will measure our performance as an industry.

	Make Rugby a game for all 	Ignite Australia's passion for the game 	Build sustainable elite success 	Create excellence in how the game is run 	
• 500K Promo experiences • Regular participants across three formats from 260K to 356K • Increase in Female Participation: from 26K to 52K	• Av Viewership – SR: From 67K to 100K for every game played in Australia • Av Viewership – TRC From 870K to 1m for Test matches played in Australia • Increase % of Rugby fans attending Super Rugby from 37% nationally to 40% • Achieve 1m visitors per month to rugby.com.au and SR team websites	• Win 2019 RWC • Win TRC and Bledisloe Cup • 3 Australian teams in the Super Rugby finals • Olympic (2020) and Commonwealth Games (2018) medals for Women's and Men's Sevens	• National Charter in operation • Values framework implemented • Each Super Rugby Club reporting a surplus • Future Fund: \$10m • Tools in place to support Club administration		

Beyond just the numbers, we intend to drive rapid and real change across the country in a number of areas



Values

- Shared set of values we all recognise
- These values guide all decisions and behaviours
- We are proud of our game



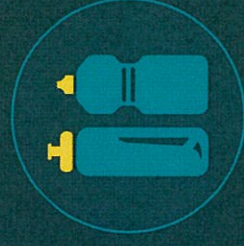
Women

- More girls picking up and running with a ball
- Flourishing Women's 7s scene – established pathway
- More women on the touchline and in the Boardroom



Clubs

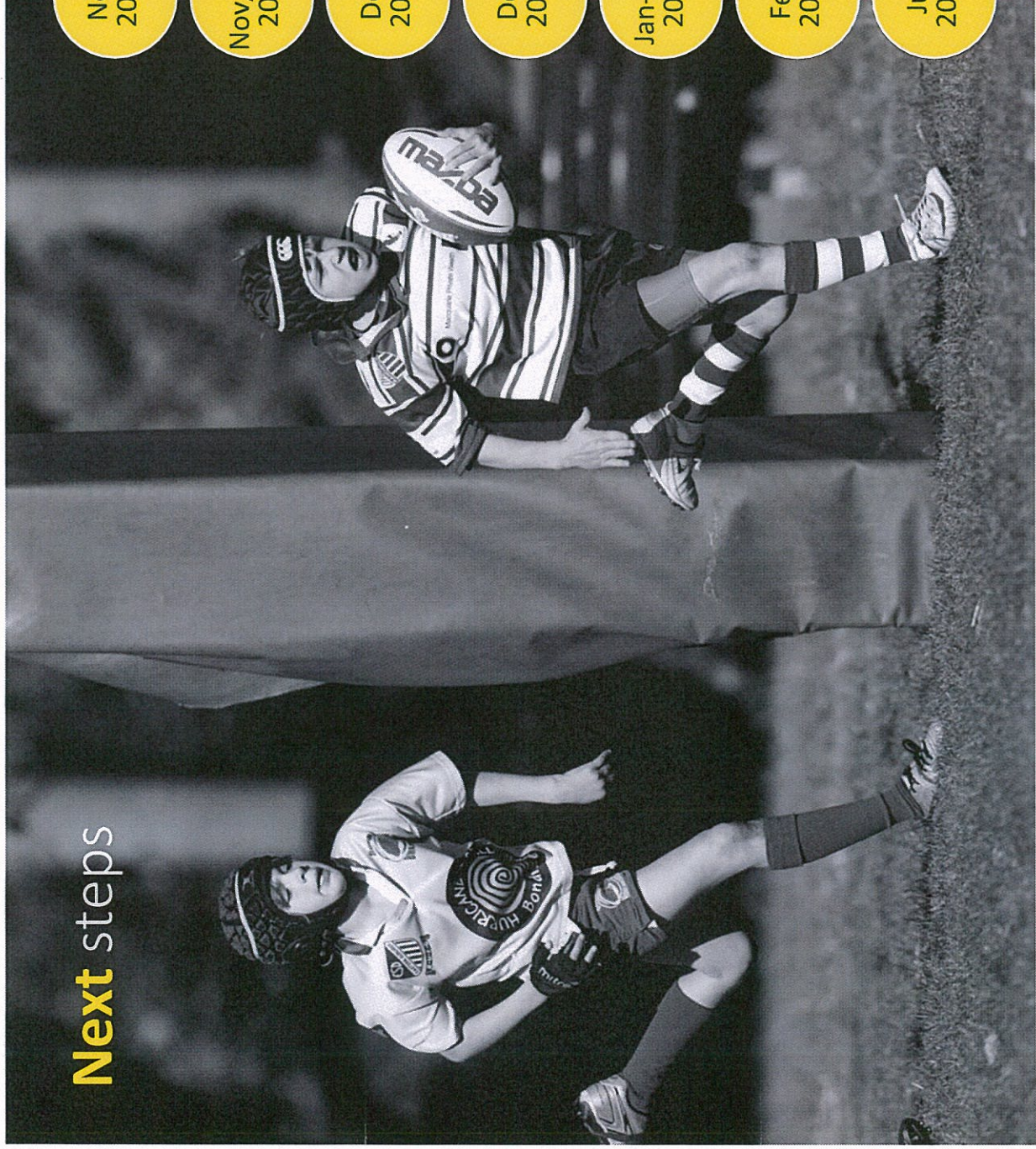
- The core of our game gets stronger and stronger
- More diversity in our game
- New formats of the game flourish in clubs



Welfare

- Zero tolerance for playing with concussion
- Non-contact to address concerns about physicality
- Elite athletes able to perform at their best
- We are a positive influence on society

Next steps



Nov
2015

Sign the National Charter

Nov/Dec
2015

National Roadshow
– including Partners

Dec
2015

Participation and High Performance
Agreements signed

Dec
2015

Operational Plans developed &
ARU Org Structure Finalised

Jan-Feb
2016

ARSG Meetings commence

Feb
2016

Public Release: 2016-2020 Australian
Rugby Strategic Plan

Jul
2016

Strategic Planning Cycle Commences

“

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