



# Strategic Plan for Hunter Rugby

2019-2021





Developed by  
Hunter stakeholders  
for Hunter Rugby

# Foreword

When someone asks you to coffee, it's not just about the coffee, it's about the conversation! When you play rugby, it's not just about the footy, it's about the experience and lifelong lessons and friendships. It's about teamwork, resilience, camaraderie.... all necessary qualities one needs in life. It's about learning how to win but more importantly, how to lose. It's about the national, international and Olympic opportunities rugby offers. You can travel the world and find an instant group of friends in any Rugby Club you chance upon in your travels. Rugby is inclusive with a position on the field for any gender, size, build or speed. It's about the Old Boys socialising on the BBQ and Bar reliving their glory days with the players. When you are part of a Rugby Club, you are part of a family who contribute positively to our Hunter Community! Rugby builds good people from all walks of life!

I often get asked why I took on the role of NHRU President and it's simple. I do it for the game and the kids; juniors and seniors. I do it because I want to see the game flourish so the generations to follow can experience the joy rugby leaves embedded in your soul as you transition through life. I want others to experience the "mateship" that my father, my two boys and I have experienced in our lifetime.

The NHRU and the Hunter Rugby Stakeholders are unified! There has never been a more important time for Hunter Rugby to collaborate and work together to deliver this plan for our game here in the Hunter. I encourage you to get engaged, support our plan and get involved. There is lots to do and we need good people and you'll enjoy it!



I want to thank everyone involved for their contribution and commitment to the NHRU Hunter Rugby Strategic Plan. Particularly, I'd like to thank Bill Nelson, ex Australian Olympic Swimming Team Coach, for his guidance throughout the many hours of listening and debating our way forward with our stakeholders.

If we can harness the passion and enthusiasm generated throughout this planning process, we will successfully implement this plan to grow community pride for the Hunter Rugby family.

**Bill Clifton**  
NHRU President



# Hunter Rugby Landscape

The environment in which rugby operates within Australia, New South Wales and the Hunter is changing.

Rugby Australia has previously identified five key challenges affecting rugby nationally that reflect changes in the way Australians interact with sport and rugby's place within the sporting landscape. Through the information gathering and consultation during the strategic planning process within the Hunter we identified our own challenges that flow through and face us in the Hunter.

RUGBY AUSTRALIA CHALLENGES	HUNTER CHALLENGES
Less participation in organised sport.	Rugby is fragmented in the region.
Resources and reach of other sporting codes.	Participation in traditional competitions is declining.
Expected engagement through digital channels.	Better communication and community engagement.
Increasing strength of rugby globally.	Demonstrate life benefits through participation in rugby.
Financial viability.	Financial stability in the future.
	Women's competitions require change in club community engagement, administration and facilities.

# Vision

To inspire the Hunter to love and participate in rugby – the great global game

## Strategic responses to challenges

- » Unify the game in the Hunter - connectedness
- » Make rugby a game for all, on and off the field - inclusiveness
- » Ignite passion - love our game
- » Build financial stability - continuity
- » Improve the communication of the code - engagement

## Values – how we will work



# Strategic Plan Pillars

## GOVERNANCE

Best practice governance structures and processes

## WHOLE OF COMMUNITY ENGAGEMENT

Bring a unified focus on participants, through collaborations, partnerships and new media methods

## RESOURCES

Capability of Hunter Rugby to be expanded by sharing and increasing resources and competencies

## PARTICIPATION PROGRAMS

'On and off field' programs tailored to engage, recruit, transition and retain participants in our great global game

## COMMUNICATION

Integrated marketing, promotion and communication strategy

## Keys to Success

### Embracing Diversity

In everything we do across gender, culture and ability

### Embracing Collaboration

All stakeholders working together to enjoy and grow the game

### Embracing Accessibility

Clear ways to participate in rugby 'on and off' field

### Embracing our Values

Living and applying our values to everything we do

# Governance

Best practice governance structures and processes which:

- » include and unite all participants and stakeholders of the game in the Hunter
- » facilitate excellent decision making at all levels
- » support high performing and engage people to implement this strategy and develop and manage all aspects of our game



## Key Priorities

- » Understand current compliance levels of NHRU
- » Agree to a skills and diversity matrix and actively recruit consistently with that matrix for the Board and all other levels of governance of the NHRU
- » Create a new level of governance through appointment of appropriately skilled Sub Committees of the Board focussed on particular functional areas like:
  - » game development and participation programs
  - » marketing, communications and sponsorship
  - » financial management and sustainability
- » Amend or replace the current Constitution to facilitate appointment of a skills based Board with best practice governance for a not for profit sporting entity with the capacity to manage all aspects and levels of the game in the Hunter
- » Establish processes, charters and delegations to achieve clear accountability between Board, Committees and employees
- » Develop agreed and measurable performance targets to monitor implementation of this strategic plan and to manage performance of people

# Whole Of Community Engagement

Bring a unified focus on participants, through collaborations, partnerships and new media methods

## Key Priorities

- » Attention to coaching standards and coaching coaches
- » Administer safety and welfare protocols
- » Introduce programs for mental, physical and social health of players
- » Actively seek collaborations within rugby and sport sponsors
- » Provide educational and vocational opportunities
- » Celebrate volunteers
- » Promote rugby values and life benefits





# Resources

Capability of Hunter Rugby to be expanded by sharing and increasing resources

- » Understand resources available to Hunter Rugby

## Key Priorities - Organisation

- » Streamline and then unify the operating model between boards, committees, employees, volunteers and sponsors
- » Share and combine resources of all stakeholders
- » Align all stakeholders to brand Hunter Rugby

## Key Priorities - People

- » Reduce size of board and align skills and experience of board members to this plan
- » Employ more people for outward looking effort including assistance to clubs
- » Ensure diversified age groups are engaged in thinking and doing
- » Seek opportunities for reciprocity

## Key Priorities - Financial

- » Diversify and grow revenue streams through sponsorships, grants, foundations, events and donations
- » Meet community engagement, social responsibility and educational thrusts of sponsors
- » Invest increased revenues and funds surplus to working capital needs into initiatives in this plan
- » Seek and maximise in kind support from sponsors and donors as standalone or in affiliation
- » Active application for all available funds from governments, foundations, philanthropy
- » Save costs by aligning them to matters of direct benefit to the Hunter

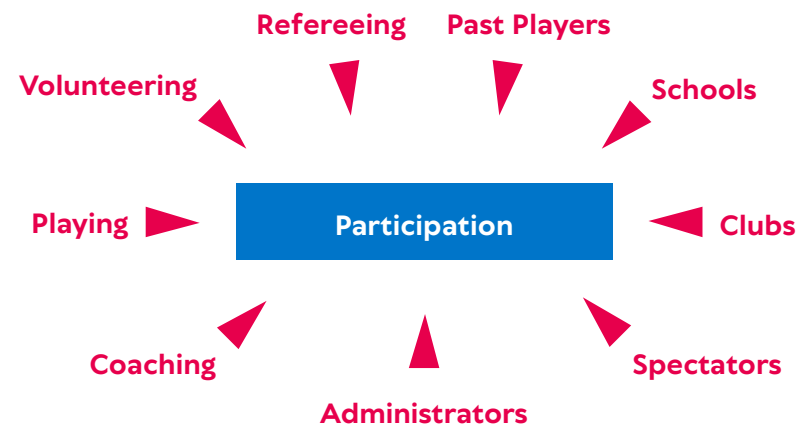


# Participation Programs

‘On and off field’ programs tailored to engage, recruit, transition and retain participants in our great global game. Build the game and connect people within our rugby community to the game of rugby for life

## Key Priorities

- » Flexible and relevant competitions / tournaments / gala days that encourage and grow participation for all genders spanning across all types of rugby and age groups
- » Ease of information, education and training programs for ‘off field’ participation roles
- » Ease of information, access and engagement with Clubs, their Volunteers and their Supporters
- » Engagement and participation of Hunter based Schools
- » Identify relevant talent pathways and programs for players, coaches, referees, administrators, volunteers and staff that enables them to reach their potential



# Communication

Integrated marketing, promotion and communication strategy

## Key Priorities

- » Build the 'Hunter Rugby' concept (website, blog, digital magazine) to become a main source of rugby information
- » Combine and manage the websites of Hunter stakeholders (NHRU, HJRU, THC & NRURA) into the 'Hunter Rugby' concept, thereby increasing the digital experience
- » Increase interactions with rugby participants by enabling them to be digitally connected with the game and improve the relevance and quality of information we provide
- » Consolidate and revive rugby branding by being smarter about promoting the game and more consistent about the way we use the brands we own and / or access
- » Improve all channels of internal and external communication



# Strategic Plan Summary 2019-2021

**Vision** To inspire the Hunter to love and participate in rugby – the great global game

## Strategic responses to challenges

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- » Improve the communication of the code - engagement

## GOVERNANCE

## WHOLE OF COMMUNITY ENGAGEMENT

### RESOURCES

- » Sustainable resources required to grow our global game

### PARTICIPATION PROGRAMS

- » Connect community to the game of rugby for life

### COMMUNICATION

- » Integrated marketing, promotion and communication strategy

## Values – how we will work

**PASSION**  
for our game

**INTEGRITY**  
underpins our actions

**HIGH STANDARDS**  
in all we do

**RESPECT**  
for our game and each other

**TEAMWORK**  
unites us both on and off the field



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