



## AGENDA



# 3

Participation  
Performance  
Finance

# Rugby Development Strategy 2019 - 2023





# Our Vision

Rugby | A Game for Life



Rugby Development Strategy 2019-2023

## Our Mission

Building a vibrant and sustainable game for all where each individual and rugby community is valued.

### Our Objectives

Through delivery of Agenda 3 and our four strategic pillars, we will:

- Build sustainable, vibrant and inclusive rugby clubs and communities that will increase the number of quality opportunities for people to participate at all levels of our game.
- Increase the number of playing opportunities through improving player retention, supporting transition from the youth to adult game and by providing alternative game formats.
- Support and develop our people to evolve our game through delivery of an inclusive coach, teacher, match official and volunteer development programme.
- Support growth in the women & girls' game by increasing the number of regular playing opportunities.
- Build sustainable, vibrant and inclusive rugby communities that will increase the number and quality of opportunities for people to participate at all levels of our game.
- Collaborate with key stakeholders and partner organisations to support us to deliver a well governed and safe rugby environment for everyone.
- Continue to develop the Scottish Rugby Union Management System (SCRUMS) to be the data source for all Club Registration information and processing.

*The Rugby Development Department works with and for our members. Everything we want to achieve will happen in partnership with local and national organisations.*



### Our Delivery Model

- New regional delivery model established which is based on developing strong relationships with our clubs and key stakeholders.
- 5 Regional teams created who are responsible and accountable for delivering an inclusive game in their regions.
- Decision making and budgets decentralised into the regions.
- Our regional teams will focus on working with stakeholders to establish 'local solutions for local issues'.

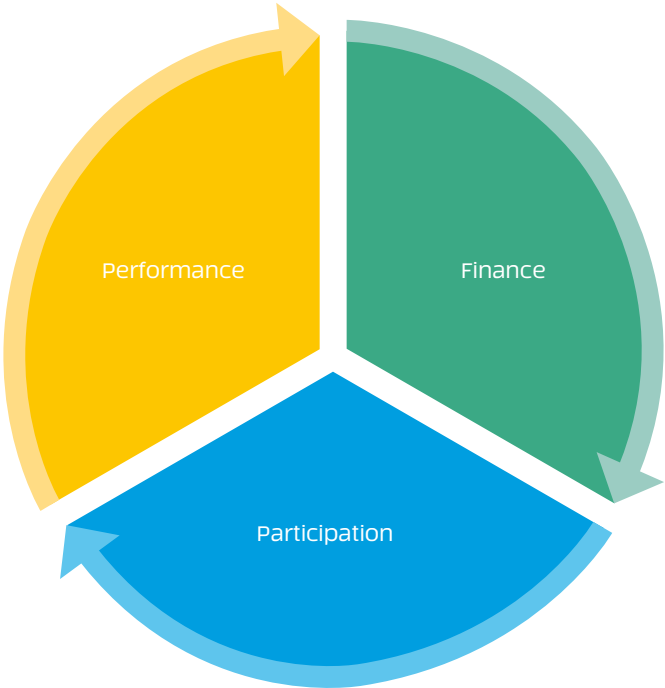




# What is Agenda 3?

Agenda 3 is our blueprint for a sustainable game with clubs at the heart of a sustainable approach.

The foundation of Agenda 3 is based on three key areas: **Participation, Finance and Performance.**



- ### Participation
- Providing a safe environment for young people
  - Schools and Youth Conferences
  - Retention of existing players
  - Transitioning players from schools into clubs
  - Broadening the demographic of the game
  - Developing links with the community and supporting national, regional and local media engagement
  - Women's and girl's initiatives
  - Non rugby activities - social & commercial
  - Providing a welcoming, family friendly & inclusive environment in our clubs

- ### Performance
- Creating development cultures in Clubs and Schools
  - Coach Development Pathway
  - Training and Education
  - Providing nutritional advice
  - Understanding Strength & Conditioning
  - Media support
  - Finding an appropriate level for Clubs and Schools
  - Developing Referees and Match Officials
  - Providing a medical baseline

- ### Finance
- Organising off-field structures
  - Developing a commercial model
  - Devising a coherent business plan
  - Managing the ambitions of the club
  - Living within your means
  - Facilities plan



# Rugby is...

## Inclusive

A sport for everyone. We are committed to developing our sport in a safe, inclusive, equitable, and drug free way.

## Unique

Rugby is a values driven sport demonstrated through leadership, engagement, achievement, enjoyment and respect.

## Local

A network of fantastic clubs, schools, facilities and activities across Scotland, that offer players opportunity to achieve their aspirations, whether that be at a Local or National level.

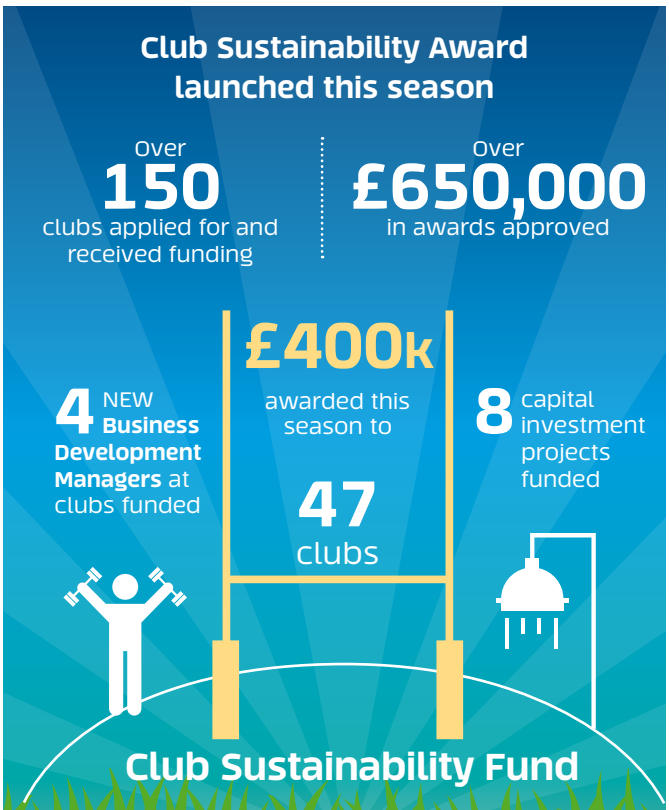
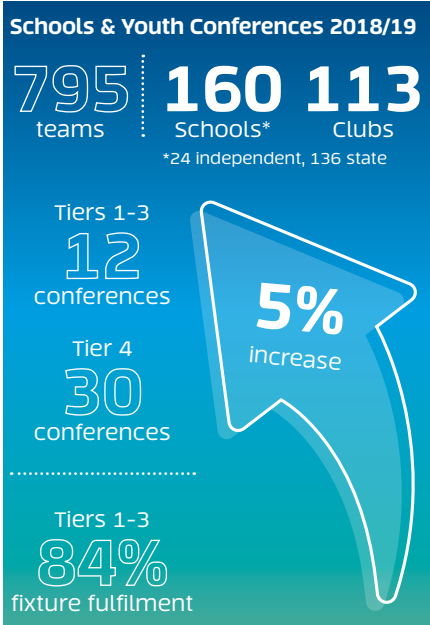
## Inspirational

Great Scottish performances on the European and World stages will inspire our members, supporting us to retain and attract new participants.

We will share our stories of where rugby has had a significant impact on an individual, club or community.

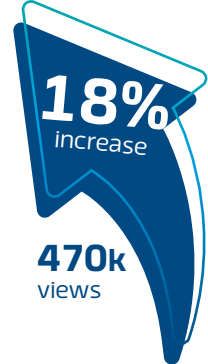


# Our Game in Numbers



(powered by Hive Learning)

The Online Training Hub now has 9,388 registered users (coaches, teachers, match officials, parents and players). It features more than 500 interactive resources from how to coach the tackle safely through to developing an effective attack.



## New Regional Model

- 5** Regional Directors
  - 12** Regional Managers
  - 5** Coach Development Officers\*
  - 3** Schools & Youth Project Officers ▲
  - 5** Regional Administrators
  - 3** Regional Competition Administrators\*
- (\*Roles currently existing which were aligned to new regional structure)



▲ Funded by Cashback for Communities





# Health, Fitness & Fun



## Clubs Together

Our clubs are the foundation upon which rugby will be developed in Scotland, with strong partnerships with schools, Universities and Colleges. Our network of Regional Directors, Regional Managers and Coach Development Officers will become an established support for our club network providing support with governance, planning, volunteering and player and coach recruitment and retention.

## Schools

Through the Mitsubishi conference programme we have achieved a competition structure where regular, appropriate and competitive playing opportunities exist for all. Key areas of focus in the future will be increasing the number of state schools playing rugby and ensuring the long-term development of our competition programme evolves, so we continue to provide opportunities for our young players to develop into confident and competent adult players. Working with our schools in the regions, our focus is on improving the retention and transition of players graduating into the adult game.



# Visibility of the Community Game

Going forward we will take a proactive and progressive approach to marketing and communicating the community game to support us to deliver real and measurable value to our members.



School's Cup Finals



Girls' School's Cup Finals





Rugby Development Strategy 2019-2023

Leadership

Engagement

Achievement

Enjoyment

Respect





## The Next 4 Years

As we plan for the next 4 years ahead we must consider the changing landscape and environment that we live in.

Working collaboratively with our key stakeholders, we will strive for continual improvements across our game.

Key factors are:

- Delivery of Agenda 3 to support a sustainable game and clubs.
- Rugby is a game for all. It's a value driven game.
- We have a fantastic club network and a body of excellent volunteers who provide opportunities for people to take part in rugby. We must continue to support these volunteers, working together to maintain, encourage and sustain membership.
- Teachers, coaches, match officials and volunteers are the foundation of our sport that are critical to the development of rugby. We must continue to provide development opportunities to allow them to deliver to the highest level.
- Club rugby is the engine room of our sport. We are in competition with many varied leisure time activities, all looking for a share of peoples precious time and money.
- We must be innovative and creative about how we deliver opportunities for people to be involved in our great sport.



## Strategic Objectives

	Strategic Pillars			
	1	2	3	4
	PLAY Everyone's Game	PEOPLE Support our people to develop our game	CLUBS & COMMUNITIES Build sustainable, vibrant & inclusive rugby communities	COLLABORATION & INNOVATION Leading for success
Goals	Expand playing opportunities	Develop our people & volunteers	Deliver quality rugby experiences for all	Deliver a well governed & safe rugby environment
Objectives	1.1 Increase retention of players at key transition points	2.1 Increase number and quality of active coaches, referees and volunteers in our clubs and communities'	3.1 Increase bespoke support to rugby communities to help deliver their visions	4.1 Increase rates of compliance of key policies & procedures
	1.2 Increase the number of females participating in regular rugby activities	2.2 Increase the number of new and develop existing club leaders	3.2 Increase number of clubs with diverse income streams	4.2 Increase usage of accessible systems to support effective club management
	1.3 Increase opportunities to play alternative formats of rugby	2.3 Improve the rugby experiences of all through building a high quality delivery network	3.3 Increase the visibility & promotion of the community game	4.3 Increase collaboration between local, regional and national organisations
	1.4 Improve playing environments within traditional game formats			

## Critical for Success

To deliver our strategic objectives we must focus on:

- Retention and transition programmes
- Clarifying and keeping visible the pathways for people to engage and progress
- Increasing the number of females participating in regular rugby activities
- Increasing access to alternative formats of the game
- Quality and inclusive coach, teacher, match official and volunteer development programmes
- Creating a marketing and communications strategy for the community game
- Increasing bespoke support to rugby communities to help deliver their visions
- Increasing collaboration between local, regional and national organisations
- Strong engagement with our members and effective relationships with our partners
- Developing systems and online tools that reduce the time spent on administration in clubs





# Key Performance Indicators\*

## PLAY

### Expand Playing Opportunities

- Establish clear and inclusive player, coach, referee and volunteer pathways by season 2020/21
- Retain 36,207\*\* registered players in SCRUMS
- Develop various game formats to include 'Game On' masters & walking rugby
- Introduce regional transition programmes by 2021
- Implement new girls law variations and 2 year age bandings to support recruitment, retention and player welfare
- Deliver new playing season for the women's game by 2019
- Review the adult male playing season and competition structures for implementation by 2021/22 season
- Review and implement revised Schools & Youth conference structure by season 2020/21
- Establish pilot programme to actively engage more state schools in rugby

\* Having established a new regional delivery model and structure, and allowing for the regions to 'bed in' the KPI's for this strategy, this will be reviewed by September 2020.

\*\* Now have a benchmark through SCRUMS - will review on an annual basis. Priority on retaining the players we actively have in the game

## PEOPLE

### Develop our people & volunteers

- Introduce revised coach and match official qualification and support programmes, including new minimum standards by 2021/22
- Establish 16 regional player development hubs for U15 male players
- Establish 9 regional player development hubs for U16 & U18 female players
- Implement a revised and strategically aligned development officer framework by season 2021/22
- All players, coach and match official development will be aligned with the Scottish Rugby Technical Blueprint by 2020/21 season



## CLUBS & COMMUNITIES

### Deliver quality rugby experiences for all

- Implement revised volunteer recognition and reward programmes to address regional recognition awards by 2019/20
- Develop a suite of development workshops for club volunteers to enable long-term improvement and support sustainability in clubs by season 2020/21
- Support clubs to broaden their range of activities to diversify their income streams by season 2021/22
- Renew Club Sustainability Award criteria and investment framework to reflect regional demographics by season 2021/22
- Develop regional specific Marketing and Communication plans linked to key regional objectives by season 2020/21

## COLLABORATE AND INNOVATE

### Deliver a well governed and safe rugby environment

- Develop a suite of online 'user friendly' tools to support effective club management by 2020/21
- Establish club and community organisation framework to support collaboration between clubs and other key stakeholders by season 2020/21
- Develop a toolkit for clubs and schools to enable them to monitor their own compliance
- Work collaboratively with key agencies to support delivery of the inclusion agenda and health & wellbeing agenda
- Establish Regional Development and player focus groups to inform and support the development of the game in the regions by season 2020/21







**Chrysties**  
Rugby Development Strategy 2019-2023

Scottish Rugby  
look forward to working  
with our members and partners to  
support the delivery of this plan.

Leadership · Engagement · Achievement · Enjoyment · Respect





**SCOTTISH  
RUGBY**

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