

BRUMBIES RUGBY

STRATEGIC PLAN

2022 - 2024



WELCOME FROM

CHAIRMAN & CEO

We are pleased to share with you the Brumbies strategic plan for 2022 to 2024.

This plan has evolved from the previous strategic plan which was developed following internal review, and consultation with our stakeholders, our community, members and commercial partners. We will continue to engage, and be agile in our operational tactics, as we bring the strategy to life. Our approach reflects our appreciation of the fact that the Brumbies are unique in being a rugby community club and region with a professional team.

At the Brumbies, we take our role very seriously and celebrate the fact that we are able to represent our region on the national and international stage. We recognise that sport is a highly competitive industry with changing audience expectations and numerous entertainment alternatives. While ensuring we are focused on the here and now, winning games, providing opportunities for people to enjoy all rugby has to offer and growing participation among men and women, we also need to provide a blueprint for our future focus to ensure we are a vibrant club.

This document highlights our key areas of focuses, clear performance measures and, most importantly, the expected behaviours which drive our culture, goals and success. It sets the standards to which we are to be accountable. We will continue to recognise our history while looking to the future to make history of our own! We are confident that the organisation will achieve ongoing success for the benefit of all our community and feel privileged to be able to share this future with you.

Thank you for being part of the Brumbies, we look forward to continuing our journey together going forward.





OUR HISTORY

Rugby union was played in and around what is now the Australian Capital Territory well before it separated from New South Wales with the Goulburn Rugby Union Club formed in 1872, becoming a founding member of the Southern Rugby Union in 1874. Indeed, Cooma played Snowy River as early as 1876 and Queanbeyan played Yass in 1878 whilst the first match of the 1899 British Lions tour was held at the Goulburn Showgrounds, and the Central Southern RFU put up a strong showing.

A Federal Capital Territory (FCT) branch of the NSW Rugby Union was founded in 1927 and was re-establish twice thereafter with the FCTRU formed in 1937. First Grade matches began in the Territory in 1938, the same year in which the ACT welcomed the All Blacks to the Capital for the first time.

Since the end of the Second World War, rugby has grown exponentially in the ACT with the State representative team recording some memorable victories over touring sides such as maiden success over Tonga in 1973 [17-6] followed by wins over Wales in 1978 [21-20], Argentina in 1983 [35-9], Fiji in 1985 [34-23] and Ireland in 1994 [22-9]. Prior to that the ACT provided the first of what was to be a large contingent of Wallabies as Peter Scott earned international selection in 1962.

This ACT representative team that represented the Capital region was renamed as the Kookaburras in 1989 and were the fore-runners of today's successful Super Rugby club, the Brumbies. The Kookaburras enjoyed some momentous occasions themselves, defeating Argentina in 1995 [33-16] hammering Wales in 1996 [69-30].

The Brumbies was established in 1996 and joined the Super Rugby competition in that year. The team was made up of players who were not selected by other Australian teams and the Brumbies were expected to perform poorly. They went on that year to finish fifth out of the twelve teams in the competition and today we remain the most successful of the Australian Super Rugby franchises, having won championships in 2001 and 2004 and played in five other finals. With the team also winning the Super Rugby AU title in 2020 after clinching a five-point win over the Queensland Reds [28-23].

The Brumbies have consistently been Australia's leading Super Rugby club both on and off the field and were the only Australian club side to defeat the 2013 British & Irish Lions winning a nail-biter 14-12 at GIO Stadium.

The ACT has also been home to a thriving Women's rugby scene with nineteen players selected for international honours through the years. The first pair to wear the Wallaroos jersey were Louise Ferris and Helen Taylor in the 1994 Test against New Zealand, beginning a proud tradition that continues to this day. Helen Captained both the ACT and the Wallaroos in 1996. The Brumbies women's team competes in the Super W, after it was announced that an Australian women's rugby competition was to be played from 2018 and beyond.

2022-2024 OUR VISION

‘INSPIRE & CONNECT’

We will **inspire** our members and fans through winning performances and an exciting style of play.

We are determined to **connect** with our community partners and stakeholders past and present and lead programs that enhance our community footprint.

We will **inspire** people in Canberra and our region to play our great game and unearth the next generation.

We have a purposeful commitment to commercial growth and sustainability through fostering our local, national and global **connections**.

We are all part of the Brumbies family.



'INSPIRE & CONNECT'

TEAMWORK - COLLABORATION - INNOVATION - EXCELLENCE - HONESTY - ACCOUNTABILITY - INCLUSIVENESS

PERFORMANCE &
WINNING TEAMS

COMMUNITY
RUGBY

ENGAGEMENT &
EXPERIENCE

COMMERCIAL
GROWTH &
SUSTAINABILITY

PEOPLE DEVELOPMENT
& PERFORMANCE
CULTURE

Make the Super Rugby Finals each year. Win the Super Rugby Championship. Produce Wallabies, Junior Wallabies and Wallaroos through the provision of a world class player, staff performance & development environment. Develop a winning Super W team and winning pathways teams.

Continuous growth in participation in Canberra and the Southern Region across all forms of the game with healthy and vibrant clubs and competitions

To be a club for all our community deeply connected through all touch points

Grow traditional commercial revenue streams and create viable alternative revenue streams

High performing people who are provided opportunities to develop and advance

SUCCESS THROUGH PARTICIPATION, PERFORMANCE & PEOPLE

BRUMBIES FAMILY

VALUES

PILLARS

MISSION

OUR PILLARS

Our goal is to be the highest performing Super Rugby club in Australia by:

- 🏉 Make the Super Rugby Finals each year
- 🏉 Winning the Super Rugby Championship
- 🏉 Retention and recruitment of 80% of wanted players for the Brumbies
- 🏉 Growth of an elite player development academy producing players for the Brumbies Super Rugby squad
- 🏉 Securing 70%+ of identified wanted players into the Brumbies Academy
- 🏉 Winning the National U19 Competition
- 🏉 Make the Super W Finals each year
- 🏉 Winning the Super W Championship
- 🏉 Other pathways representative teams finishing in the top three at all Australian Championships
- 🏉 The growth of world class and evolving player, coach and team staff development pathways and performance programmes for men's and women's rugby

HIGH PERFORMANCE
& WINNING TEAMS

COMMUNITY RUGBY

Our goal is to significantly grow and diversify sustainable rugby participation in our region across 15's Rugby, Sevens Rugby and Touch 7's and be the leading community focused sporting organisation in the region by;

- Increasing our total rugby participation numbers in XV's by 3% per year
- Increasing female participation across all variants by 20% per year
- Growing Touch 7's by 15% per year
- An increase in female, First Nations and Pasifika coaches by 10% per year
- SmartRugby compliance of 90%
- Registered coach to player ratio of 1:10
- Workforce to coach ratio of 1:25
- A 10% increase in active referees per year
- Annual retention rate of 85% of available match officials
- Strong and sustainable local club competitions
- Annual surveyed player/participant satisfaction rating of a minimum of 80%
- Growing 'Get into Rugby' in primary schools by 2% annually
- Growing Sevens participation across Clubs and Schools by 10% annually

Our goal is to be connected and engaged with all elements of our region by:

- Achieving an annual membership retention rate of at least 85% with annual surveyed member satisfaction rating of a minimum of 80%
- Increasing paid memberships by 5% per annum
- Utilise the game of rugby and its qualities to drive richer engagement and openly connect with Aboriginal and Torres Strait Islander communities and organisations within the ACT & Southern NSW through our RAP commitment.
- Development Officer visits to all junior clubs in the ACT and regional NSW twice annually
- All Brumbies players performing country region visits at least once per year
- All Brumbies players delivering 8 hours per month on average in performing community, commercial or school engagements
- Annual community and member survey affinity ratings increase by 3% per annum
- Playing Brumbies trial and development matches in the wider Brumbies region (outside of Canberra)

ENGAGEMENT
& EXPERIENCE

COMMERCIAL GROWTH & SUSTAINABILITY

Our goal is to ensure financial stability of the club, to establish commercial reserves and reinvest back into community and high-performance programs by:

- Consistently deliver an annual profit from 2022 onwards, thereby growing accumulated reserves and creating the platform to be able to re-invest into community rugby and other business initiatives
- Achieving an annual sponsor retention rate of at least 90%+ with annual surveyed sponsor satisfaction ratings of at least 85%
- Increasing sponsorship revenue by 5% per year from 2022 onwards
- Increasing corporate hospitality revenue by 20% per year from 2022 onwards
- The creation of viable alternative revenue streams which will contribute \$200,000 net revenue in 2022, \$250,000 net revenue in 2023 and \$300,000 net revenue in 2024
- Continue to engage and promote progress towards a new covered stadium and member facilities in a central location

Our goal is to attract, retain and develop high performing staff to ensure the ongoing success of the Brumbies by:

- Being the organisation people aspire to work at due to our culture, values, environment and the opportunity for growth
- Providing regular feedback and review for all staff including annual staff appraisals
- Establishing of staff development programs and senior staff profiling
- Establishing of strong intern program across all areas of club
- Recognising and reward achievement
- Annual staff satisfaction rating of 80%

PEOPLE DEVELOPMENT &
PERFORMANCE CULTURE

OUR VALUES



Teamwork &
Collaboration



Innovation



Excellence



Honesty &
Accountability



Inclusiveness



Teamwork & Collaboration

- We support and respect our colleagues' roles and contributions
- We appreciate and celebrate diversity and foster an inclusive environment
- We trust and empower each other to achieve excellence
- We demonstrate commitment to others and the club, be selfless
- We are never afraid of hard conversations
- We focus on being coordinated and integrated across all areas of our club
- We recognise the strength of the whole business



Innovation

- We seek to innovate and explore new ideas where ever possible
- We identify best practice solutions and apply them
- We think outside the box in all areas
- We are open to ideas



Excellence

- We focus on being the best
- We commit to the pursuit of excellence
- We refuse to accept failure
- We ensure we create opportunities for our players, officials and staff to develop and grow





Honesty & Accountability

- 🍋 We are always transparent, ethical and accountable
- 🍋 We are responsible and honest in all our dealings
- 🍋 We do what is right
- 🍋 We share information and are approachable to all
- 🍋 We own our actions - we do what we say



Inclusiveness

- 🍋 We appreciate and celebrate diversity and foster an inclusive environment
- 🍋 We put our community, partners and members at the centre of all that we do
- 🍋 We listen to our staff, our partners and our community and ensure we are responsive to all
- 🍋 We work with our stakeholders to ensure we are linked in outcomes and actions
- 🍋 We build trust through our actions and behaviours



