ABC Rugby Union Club

Strategic Plan

20XX - 20XX

CLUB DETAILS

Name:	ABC Rugby Club
Address:	PO Box 123 Suburb State P/C 1234
Club location:	ABC Rugby Park, Street Suburb
Web address:	ABCrugby@bigpond.com.au

HISTORY AND PROFILE

ABC Rugby Club is the oldest Rugby Club in the Southern Cross Rugby Union competition. The majority of our members are university students between the ages of 18 – 23 years. Our membership ranges from 18 to over 40's and a small but growing women's membership.

The ABC Club has four teams:

- First Grade
- Reserve Grade
- Under 19's
- Women

ABOUT THIS PLAN

This strategic plan has been developed by a forum representing members of the ABC Rugby Club. It recognises that whilst there are and will always be individual needs within the Club there is the need to share common goals. It is these common goals that are documented. The plan begins by documenting the following:

- **Environment** – An overview of external factors that directly or in directly affects the Club.
- **Targets** – The people and organisations we need to communicate to both now and in the future.
- **Positioning** – How are we generally perceived in the community
- **Competitors** – Those who take human resources , time and money that could be utilized in achieving our goals
- **Resources** – What we have to work with.

The plan then focuses on a SWOT analysis, reviewing the strengths, weaknesses, opportunities and threats to the Club. The plan then identifies 4 major objectives of the Club and what actions or operational objectives have to be achieved to attain these goals. This strategic document is then supported by a 3 year rolling plan that serves as a tool to achieve the clubs goals in the next 3 years.

MISSION STATEMENT

To provide a fun, sociable sporting atmosphere for all Club members.

VISION

To be the Club of choice for Rugby participants within the Southern Cross Rugby Union.

OBJECTIVES

1. **To be financially viable and sustainable**
2. **To increase community based participation**
3. **To improve the existing facility**
4. **Develop a sustainable player base**

KEY RESULT AREAS

These areas have been identified by the Club as being key areas for future development:

- Planning
- Finance
- Human Resources
- Competitions
- Participation

ENVIRONMENTAL SNAPSHOT

This strategic plan is prepared with the consideration of the environment as it can be perceived at the time of writing. It is vital to highlight the issues in the general environment that ABC Rugby Club operates in and the relevant targets, resources, competitors and finally the positioning of the Club in the community. A summary of these factors includes;

General Environment

- Various sporting Clubs exist in the region
- Situated in a growing area of the region
- Increasing external commitments for participants, including work
- Not a strong Rugby culture in the region
- Other codes are dominant in media, sponsorship and recruitment
- A lot of Clubs are competing for the same sponsorship dollars

Targets

- Potential and current players
- Past players
- Junior Rugby Clubs
- Schools
- Universities
- Potentials sponsors
- Business community

Positioning

- Oldest Club in the competition
- Seen as a traditional Club
- Not a wealthy Club
- Friendly Club with great history

Competitors

- Others football cods draw from same player base
- Other Rugby Clubs
- Work commitments
- Professional incentives from others sports

Our Resources

- Club maintained website
- Access to ARU and State/Territory Union resources
- Quality coaches
- Active committee

SWOT ANALYSIS

STRENGTHS • Secure training venue • Number of players interested in Club • Excellent stable coaching staff • A good reputation in Rugby community • Club provides an enjoyable environment for players and supporters	**WEAKNESSES** • Volunteers – are mainly players • Lack of ex-players and supporters being involved in the Club • Limited Clubhouse facility • Difficulty collecting fees • Outstanding debt to Local union • No junior club for transition of players
OPPORTUNITIES • Create strategic relationships with local junior Clubs, schools and university • Improved transition from juniors to seniors with better coaching networks and focus on player development • Sponsorship and local business community • Coordinate approach by better committee structure	**THREATS** • Other Rugby Clubs • Other football codes • Financial instability • Cost to play rugby (insurance and affiliation) • Recruitment to other clubs via schools • Transition within rugby – juniors to seniors • Professional incentives from other sports (Rugby League)

OBJECTIVE 1 - TO BE FINANCIALLY VIABLE

Key Result Areas

- Financial Management
- Planning
- Grant Funding

Strategies	**Actions**
1. Engage a committee member in seeking sponsorship	• Prepare a sponsorship proposal • Plan key events and activities to engage current and potential sponsors
2. Monitor and mentor all players in the management of their finances	• Design a player package to be received once fees have been received
3. Source funding grants	• Identify all grant sources and outline key dates
4. To be debt free	• Utilise budgeting tools as a form of cash control, forecasting cash flow for a 2 yr period • Establish a consistent repayment schedule to reduce overdraft • Present a budget to committee at the beginning of the season

OBJECTIVE 2 - ATTRACT AND DEVELOP COMMUNITY BASED PARTICIPATION

Key Result Areas

- Quantity of volunteers
- Quality of experience for volunteers
- Quantity of players
- Growth in Club participants in Rugby

Strategies	**Actions**
1. Undertake a coordinated and targeted approach to affiliation with a junior club	• Approach junior club(s) with proposal of a partnership • Outline club commitments and benefits to junior club(s) • Hold a joint sign-on day with juniors • Initiate contact with targeted clubs through letters, phone, email
2. Engage the broader community to encourage participation in ABC Rugby Club	• Engage corporate support and interested parties in key club events eg. Golf day • Develop and operational calendar to distribute to members • Highlight a charity event that the club will support and make a donation • Club to participate in Clean-up Australian Day • Develop a supporters membership for non-players
3. Manage a recruitment strategy within the school and surrounding area	• Develop a recruitment package • Distribute recruitment resources in key areas eg rugby magazines, websites, schools, junior clubs, etc

OBJECTIVE 3 - TO IMPROVE THE EXISTING FACILITY

Key Result Areas

- Quality and Facility
- Development of Facility
- Management of Facility

Strategies	**Actions**
1. Develop a partnership with local council to facilitate upgrade of facility	• Seek support from local groups • Devise an upgrade proposal
2. To source funding to assist in the upgrade of the sporting complex	• Apply and undertake process with State Sport and Recreation for facilities funding • Seek funding from State Rugby Union • Monitor and manage the upgrade of the sporting complex
3. Develop a facility plan to maintain the quality of the venue for the university	• Establish a facility management plan that incorporates: - Signage - Grounds maintenance - Building maintenance - Electrical audits - Booking procedures • Develop partnerships with community-based organisations for the utilisation of the facility

OBJECTIVE 4 - DEVELOP A STABLE PLAYER BASE

Key Result Areas

- Quantity of players
- Quality of coaches

Strategies	Actions
1. Establish clear Club operating procedures	• Develop an operational calendar for players • Distribute to players by mail out, email and website • Include all social events • Update and maintain website • Allocate a coach and manager to every team • Establish and communicate a club calendar to all relevant stake holders
2. Create a specific focus on the education and development of coaches and volunteers	• Identify coaches as a special group in the club • Ensure all coaches have access to accreditation, SmartRugby and coach education • Support club members to update sports medicine qualification

Acknowledgements

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