



# **STRATEGIC PLAN 2007 - 2012**

**January 2008**

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## Section One

# INTRODUCTION

Context

Why a Strategic Plan now?

Key Issues

What Does the Strategic Plan cover?

## **Context**

- 1.1 Scottish Rugby is the national governing body for the sport of rugby union in Scotland. It oversees all levels of the game from grassroots and schools, through youth, club, professional and representative teams, together with coaching, refereeing and volunteering.
- 1.2 Scottish Rugby:
  - administers and upholds the laws of the game in Scotland, runs domestic competitions and represents Scotland on the international stage
  - owns and maintains Scotland's largest national stadium, Murrayfield, which, as well as rugby, hosts a range of international sporting and entertainment events
  - continues to develop the game at all levels throughout Scotland and aims to ensure that rugby is a sport for all.
- 1.3 Scottish Rugby appointed specialist consultants, PMP in May 2007 to help produce a strategic plan and risk assessment for the period of 2007 – 2012.

## **Why a Strategic Plan now?**

- 1.4 Scottish Rugby has undergone a period of significant change, following the upheaval in January 2005, caused by the failure of the existing governance structure, changes to which were approved by clubs at an SGM in April of that year. Since then, annual business plans based on an existing 3-year strategic plan (“The Genesis Report” 2004-2007) have been produced and implemented. The organisation now requires a longer-term plan to reaffirm overall aims and objectives and to pave the way for the future **success** of the game in Scotland.
- 1.5 Building on the successful aspects of the Genesis Report, the Strategic Plan will maintain the ongoing transformation of Scottish Rugby into a professional, fully accountable business over the next five years.
- 1.6 The Strategic Plan ensures that Scottish Rugby is heading in one direction as an organisation. Throughout the planning process, key members of staff from each area of the organisation were involved in identifying strengths, weaknesses, opportunities and threats, and setting out aims, objectives and key performance indicators (KPIs).

## **Key issues**

- 1.7 Key issues and questions addressed within the Strategic Plan include the following:
  - the ability to compete with the best teams in the world and consistent success on the world stage
  - maintaining the ongoing transformation of Scottish Rugby into an organisation that people are proud to be associated with
  - although significant progress has been made in addressing the issue of a lower player base since the publication of “The Genesis Report”, increased player numbers remains a key issue

- contributing to the national strategy for sport, as outlined in the Scottish Government's strategy document 'Reaching Higher'
- the need for strong community rugby and player development pathways
- the migration of large numbers of professional Scottish players
- limited investment in the exiles infrastructure
- the management and reduction of existing debts - financial stability is key to developing the rest of the business, including potential development of land around Murrayfield, to release value and ease the financial pressures on the organisation
- maximise income by ensuring access to available grants and other sources of funding
- the need for clear processes to be in place for documenting and managing risk.

**What does the Strategic Plan cover?**

- 1.8 The strategy sets out overall and departmental visions, aims and objectives and key performance indicators (KPIs).
- 1.9 This document also includes methods and timeframes for strategy implementation as well as the monitoring and evaluation of KPIs.
- 1.10 This document is set out in three key sections:
- The Process
  - Strategic Plan
  - Implementation Plan.

## Section Two

# THE PROCESS

Strategic Context

Methodology

Developing the Vision for Scottish Rugby

Approval & Communications Process

## **Strategic Context**

2.1 A review of key 'external' documents and reports was undertaken and these are summarised below:

***Sport 21 2003 – 2007: The National Strategy for Sport (sportScotland)***

2.2 Sport 21 sets out the developed strategy for sport in Scotland until 2007 and beyond. The vision for Scotland is a country:

- where sport is more widely available to all
- where sporting talent is recognised and nurtured
- achieving and sustaining world class performances in sport.

2.3 The key challenge is:

- by 2020, to have 60% of adult Scots taking part in sport at least once a week.

2.4 Sport 21 has set out 11 key targets for 2003 – 2007, including:

- 80% of primary schoolchildren to be physically active
- to make progress towards all schoolchildren taking part in at least two hours of high quality physical education classes a week
- 85% of those aged 13 – 17 to be taking part in sport, in addition to the school curriculum, more than once a week.

***Reaching Higher: Building on the success of Sport 21 (Scottish Government)***

2.5 The Reaching Higher document has identified two key national outcomes in order to achieve its vision:

- increasing participation
- improving performance.

2.6 Reaching Higher identifies four national priorities that will build and sustain a sporting infrastructure, to deliver the national outcomes of increasing participation and improving performance:

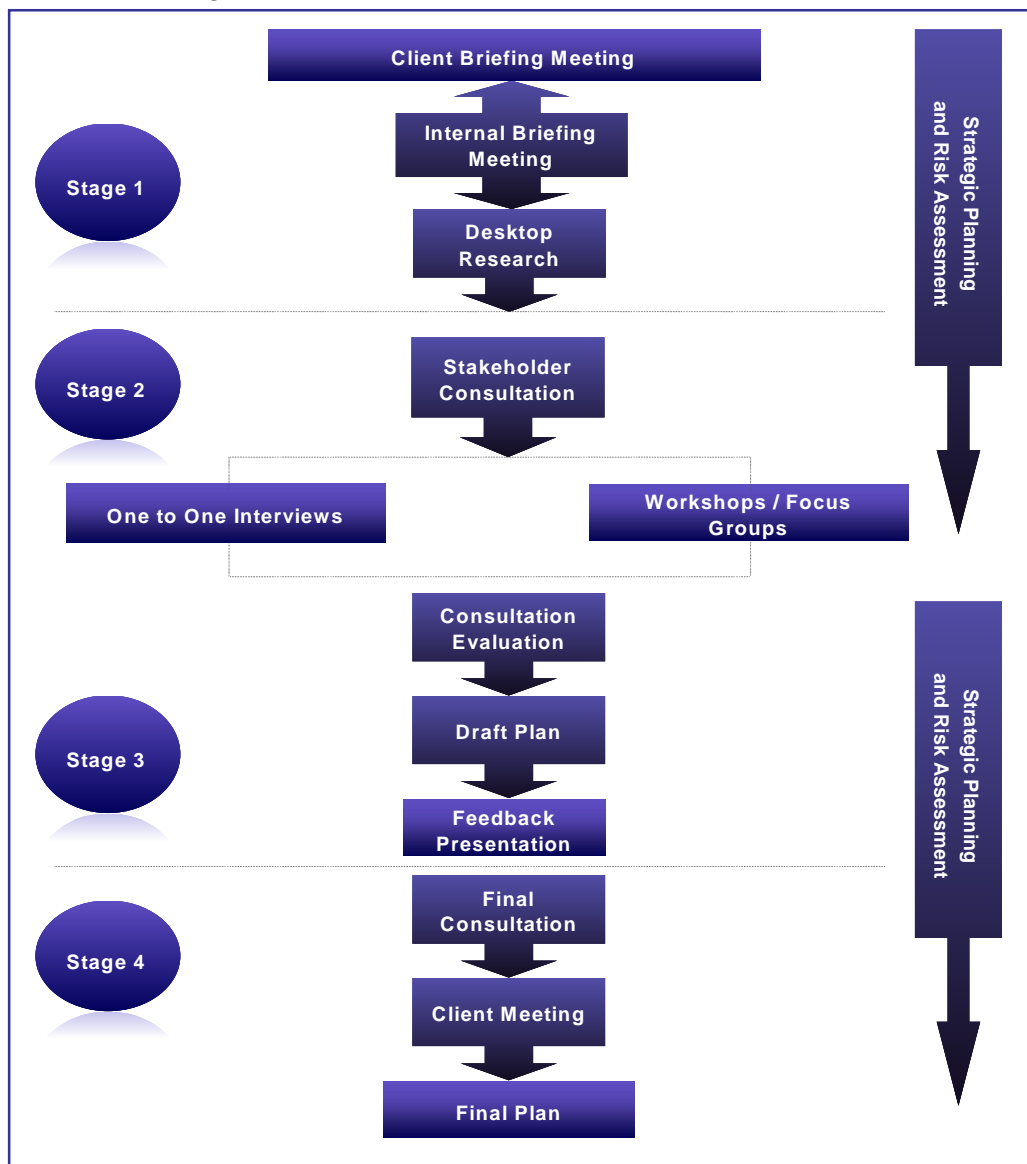
- well-trained people - people are our most important resource. Well-trained, motivated, confident and capable coaches, officials, volunteers and professional staff are core to the delivery of our vision. Without their expertise, people will not be enthused and involved and our sportsmen and women will not reach their potential
- strong organisations – Scottish sport needs its organisations to be fit for purpose and able to work in partnership if we are to meet the dynamic, changing needs of sport

- quality facilities –the availability, accessibility and quality of facilities influence whether people take part in sport, which sports they enjoy, how often they participate and how well they perform
- providing the player pathways – for many, simply participating in sport will not, in itself, bring sufficient personal satisfaction and they will want to supplement this by improving their skills and so reach their potential. It is vital that key agencies work together to ensure that easily accessible opportunities exist to allow this to happen.

2.7 The Strategic Plan has considered the national outcomes and priorities from the Reaching Higher document and Scottish Rugby is committed to helping achieve these outcomes.

## Methodology

2.8 The agreed methodology for the development of Scottish Rugby’s strategic plan is detailed in Figure 2.1



- 2.9 A Steering Group was established to lead the organisation through the strategic planning process, facilitated by PMP. Comprising senior staff from each of the key areas of the business, the Steering Group reviewed the Strategic Plan at every stage of development to ensure the project was being delivered on time and to the brief.

**Steering Group**

Chief Executive – Gordon McKie

Finance Director – Eamon Hegarty

Company Secretary – Graham Ireland

Head of Central Services – Gordon Downie

Head of Player Development – Henry Edwards

Scotland Head Coach – Frank Hadden

Head of Community Rugby – Colin Thomson

Central Services Project Manager – James Kennedy

- 2.10 Stakeholder consultation included workshop sessions with the senior management and one-to-one interviews with heads of departments. Further consultations were undertaken with key heads of departments regarding the Risk Management Review.

## Developing the Vision for Scottish Rugby

- 2.11 The various earlier documents reviewed (i.e. those superseded by this document) did include a Vision. However, this has not been ‘adopted’ by the organisation or the game and it is now felt that to establish a new direction for a re-structured organisation, a clear and purposeful way forward is required.
- 2.12 During the consultation process, each stakeholder group was asked to contribute key words, which they believed should be incorporated into a new Vision (see table 2.1)

*Table 2.1 Keywords to drive the Mission and Vision Statements*



- 2.15 Using these as a basis, an overarching vision statement that defines the way forward for Scottish Rugby was devised and adopted as shown below. This process involved detailed consultation with key personnel at Scottish Rugby and a review of existing strategic documents and previous consultations.



## **Approach & Communications Process**

2.16 The Strategic Plan was approved by the Scottish Rugby Board and Scottish Rugby Council, and communicated subsequently to all Scottish Rugby stakeholders as outlined below:

Scottish Rugby Board Approval	26 September 2007
Presentation to Scottish Rugby staff at Employee Forum	22 November 2007
Scottish Rugby Council Approval	29 November 2007
Presentation to Clubs at series of Club Forums	December 2007
Presented to other stakeholders (e.g. SportScotland; Scottish Institute of Sport; local authorities, partners and sponsors)	January 2008
Published (via Scottish Rugby website)	January 2008

## Section Three

# STRATEGIC PLAN

- 3.1 This section sets out separate visions, aims and objectives for each of the four key areas of the business; all within the overarching Vision of Scottish Rugby (“Growing Locally, Performing Successfully, Competing Globally”):
- **Community Rugby**  
Supporting participation and development of club rugby, women’s rugby, coaching and refereeing.
  - **Rugby Performance**  
Incorporating the Player Performance Pathway and its associated support services from development to elite rugby.
  - **Financial and Commercial**  
Encompassing the financial management of the organisation and maximising financial opportunities, including sponsorship, broadcasting, ticketing and stadium utilisation.
  - **Governance and Administration**  
Management of the sport and liaison with the IRB, other governing bodies and the public sector.
- 3.2 These Visions, Aims and Objectives are accompanied by a set of key performance indicators (KPIs) which provide specific measures for evaluating each objective, under the direction of an “Owner” (i.e. the person within the organisation responsible for delivering the strategies and achieving the objectives.)

SCOTTISH RUGBY 2007 - 2012

GROWING LOCALLY, PERFORMING SUCCESSFULLY, COMPETING GLOBALLY

COMMUNITY RUGBY - GROWING THE GAME

<b>VISION</b>	<i>We will create an integrated, thriving and competitive rugby community that engages and retains people of all ages and abilities, through enjoyment and fulfilment provided at sustainable and equitable clubs</i>	
<b>3 KEY AIMS</b>	<ul style="list-style-type: none"> <li>- Increase the number of adults (men and women) participating in the game (i.e. playing, coaching, refereeing, volunteering)</li> <li>- Increase the number of young people (boys and girls) playing the game</li> <li>- Develop stronger clubs (i.e. sustainable, with a range of teams at all age-groups and supported by well trained volunteers.)</li> </ul>	
	<b>OBJECTIVES</b>	<b>KPIs</b>
	1.1 Increase the number of adults (male and female) playing rugby and the number of youngsters (boys and girls) playing full contact rugby through school to club links	<p><u>Participation</u> The critical mass of players that produced Scotland's last Grand Slam (1990) and Five Nations Championship (1999) was c.35k. The number of players in 2006 was c.24k, and is currently c.27k. To achieve a critical mass of players by 2012 requires the following:</p> <ul style="list-style-type: none"> <li>- 35% increase in adult players by 2012</li> <li>- 38% increase in young players by 2012</li> <li>- total number of players to reach 38,000 (equating to 1,900 teams of 20 players) by 2012</li> </ul>
	1.2 Make rugby more accessible through a revised seasonal structure, with competitions of greater intensity and events that will retain, develop and identify players, volunteers, coaches and referees	<ul style="list-style-type: none"> <li>- Seasonal structure to be researched and presented by 2009</li> <li>- New structures to be implemented by 2012</li> </ul>
	1.3 Achieve integration between Scottish Rugby and SWRU	<ul style="list-style-type: none"> <li>- Both AGMs vote on integration by 2009</li> <li>- One plan for rugby across all Scottish Rugby functions</li> </ul>
	1.4 Increase team of jointly funded development officers working in communities throughout Scotland.	<p><u>Currently 40 partnership in place</u></p> <ul style="list-style-type: none"> <li>- 60 partnerships in place by 2009</li> <li>- 90 partnerships in place by 2012</li> </ul>
	1.5 Increase the quantity and improve the quality of referees in Scotland	<p><u>Currently 423 qualified referees being allocated games</u></p> <ul style="list-style-type: none"> <li>- Based on 1,900 teams, a minimum of 1,000 qualified match officials will be required by 2012.</li> </ul>
	1.6 Increase the quantity and improve the qualifications of coaches in Scotland	<p><u>Currently 2,614 coaches, of which only c.424 are UKCC qualified</u></p> <ul style="list-style-type: none"> <li>- Based on 1,900 teams, a minimum of 1 UKCC qualified coach per team will be required by 2012: <ul style="list-style-type: none"> <li>• 1,250 of these teams will be youth teams, each of which will require, as a minimum, one UKCC Level 1 coach (currently c.400)</li> <li>• 650 of these teams will be adult teams, each of which will require, as a minimum, one UKCC Level 2 coach (currently 24)</li> </ul> </li> </ul>

## **Scottish Rugby – Strategic Plan**

	1.7 Increase the number of volunteers in Scotland	Implement a Volunteer Strategy to establish 8,364 in Scotland's member clubs. <ul style="list-style-type: none"><li>- Based on 1,900 teams, a total of 5,700 volunteers will be required by 2012 (i.e. a minimum of 3 volunteers per team, in addition to the coach)</li><li>- Based on the 1,900 teams playing at clubs, a total of 2,664 club volunteers - in addition to those directly involved with the teams - will be required (i.e. a minimum of 12 volunteers at each of the 231 member clubs)</li></ul>
	1.8 Implement registration and tracking database for players, coaches, referees, volunteers	<ul style="list-style-type: none"><li>- All players, coaches and volunteers registered, with full statistical reports available on demand</li></ul>
	1.9 Develop and implement a facilities strategy, with emphasis on club and schools facilities	<ul style="list-style-type: none"><li>- Fully implemented strategy driving the improvement of facilities at national, regional and local levels.</li></ul>

**SCOTTISH RUGBY 2007 - 2012**

**GROWING LOCALLY, PERFORMING SUCCESSFULLY, COMPETING GLOBALLY**

**RUGBY PERFORMANCE – COMPETING GLOBALLY**

<b>VISION</b>	<b><i>We are committed to making the professional game successful and ensuring that the national teams can compete at the highest level</i></b>	
<b>3 KEY AIMS</b>	<ul style="list-style-type: none"> <li>- Improve performance at all levels and become one of the top rugby nations in the World through the implementation of the Performance Plan</li> <li>- To ensure the professional game is successful on and off the field</li> <li>- Ensure support systems are in place and are accessible throughout the performance pathway, to enable athletes to develop.</li> </ul>	
	<b>OBJECTIVES</b>	<b>KPIs</b>
	2.1 Participate in RWC and improve average world ranking.	<ul style="list-style-type: none"> <li>- Achieve and maintain a top 8 world ranking over the 5 years to 2012</li> <li>- As a minimum, reach the Quarter-Finals of the 2007 and 2011 Rugby World Cup tournaments.</li> </ul>
	2.2 Improve Scotland's competitiveness in the 6 Nations Championship.	<ul style="list-style-type: none"> <li>- Improve win rate in 6 Nations from 25% (2002/07), to 40% (2008/12)</li> <li>- Win the 6 Nations at least once within the 5 years to 2012</li> </ul>
	2.3 Improve the competitive standing of the Scottish professional teams	<ul style="list-style-type: none"> <li>- Improve win rate of Glasgow Warriors in the Magners League from 37% (03/04 – 06/07) to 55% (07/08 -11/12)</li> <li>- Improve win rate of Edinburgh in the Magners League from 45% (03/04 – 06/07) to 55% (07/08 -11/12)</li> <li>- Improve standing in Magners League of Glasgow and Edinburgh, to be in the Top 5 by 2012</li> <li>- Each Professional Team to achieve 1 ERC quarter final appearance by 2012.</li> </ul>
	2.4 Increase the number of Scottish pro team players playing for the Scotland national team.	<ul style="list-style-type: none"> <li>- A minimum of 20 of the Scotland Squad of 30 should be selected from the Scottish pro teams</li> <li>- Edinburgh to consistently produce no fewer than 10 pro players in the Scotland squad over the 5 years to 2012</li> <li>- Glasgow to consistently produce no fewer than 10 pro players in the Scotland squad over the 5 years to 2012</li> </ul>
	2.5 Improve the standard of our most talented young players	<ul style="list-style-type: none"> <li>- Review and improve annually the regional programme of games for U15 to U18s, including those for exile players</li> <li>- Deliver integrated training and performance development programmes for players and coaches, including exiles, through the PDM structure by the end of 2009</li> <li>- All identified players to have individual Strength &amp; Conditioning programmes by the end of 2008</li> </ul>
	2.6 Recruit from within: develop the next generation of high performance players from within the Academy structure.	<ul style="list-style-type: none"> <li>- No fewer than 8 players per year from the Academy structure to be given a professional team contract</li> </ul>

**Scottish Rugby – Strategic Plan**

	2.7 Improve the competitiveness of Scotland at U20 level	- Improve the win rate from 35% (over previous 6 years) to 40% over the 5 years to 2012 (to compete with Wales, Ireland and Italy)
	2.8 Improve the competitiveness of Scotland Women	- Scotland Women to be in world's Top 5 by 2012
	2.9 Develop high performance coaches and referees and have a continuous development model in place.	- To have two referees on the IRB 'A' panel - To have 4 referees on the TMO Touch Judging panel - All age-grade, pro team, 7s and national team coaches on performance development programme and qualified to UKCC level 3 by 2012 (min. 20 coaches)
	2.10 Improve competitiveness of the Scotland 7s	Scotland 7s to achieve and maintain top 8 world ranking over the 5 years to 2012

**SCOTTISH RUGBY 2007 - 2012**

**GROWING LOCALLY, PERFORMING SUCCESSFULLY, COMPETING GLOBALLY  
FINANCIAL AND COMMERCIAL – PERFORMING SUCCESSFULLY**

<b>VISION</b>	<b>An organisation that is credible and financially sound, with strong and effective commercial relationships</b>
<b>3 KEY AIMS</b>	<ul style="list-style-type: none"> <li>- Remain financially sustainable</li> <li>- Increase attendances at professional and national team matches</li> <li>- Realise strategic commercial opportunities</li> </ul>
<b>OBJECTIVES</b>	<i>(Due to the commercial sensitivity of the specific values in this area, the Objectives and KPIs have been summarised in external facing documents)</i>
<b>1</b>	<ul style="list-style-type: none"> <li>• Maximise revenue and achieve break-even annually                             <ul style="list-style-type: none"> <li>○ Increase attendances at all Scotland National Team home fixtures</li> <li>○ Host the IRB World 7s and other pitch-based high profile events</li> <li>○ Maximise non pitch-based stadium events (in addition to rugby) at Murrayfield</li> <li>○ Increase public sector support and commercial sponsorship</li> </ul> </li> </ul>
<b>2</b>	<ul style="list-style-type: none"> <li>• Reduce borrowings</li> </ul>
<b>3</b>	<ul style="list-style-type: none"> <li>• Provide high quality facilities for spectators and optimise opportunities to develop facilities</li> </ul>
<b>4</b>	<ul style="list-style-type: none"> <li>• To make Pro Rugby commercially sustainable through increased attendances at Glasgow and Edinburgh home games</li> </ul>
<b>5</b>	

**SCOTTISH RUGBY 2007 - 2012**

**GROWING LOCALLY, PERFORMING SUCCESSFULLY, COMPETING GLOBALLY**

**GOVERNANCE & ADMINISTRATION – PERFORMING SUCCESSFULLY**

<b>VISION</b>	<b>A professional and effective organisation that staff are proud to work for and provides leadership, direction and a platform for success</b>
<b>3 KEY AIMS</b>	<ul style="list-style-type: none"> <li>- To be a professional and credible organisation</li> <li>- To lead and direct the organisation and promote a winning culture across all aspects of the game</li> <li>- To support all facets of the game and promote new initiatives</li> </ul>
	<p><b>OBJECTIVES</b> <i>(Due to the commercial sensitivity of the specific values in this area, the Objectives and KPIs have been summarised in external facing documents)</i></p> <ul style="list-style-type: none"> <li>• Introduce clear accountability and dynamic decision-making</li> <li>• Implement departmental strategies by specified timeframe.</li> <li>• Monitor and evaluate implementation of plans by means of an annual 'Performance Score Card'             <ul style="list-style-type: none"> <li>○ Scottish Rugby Council Review</li> </ul> </li> <li>• To set new standards and drive sport forward in Scotland             <ul style="list-style-type: none"> <li>○ Establish "Forward Review Group"</li> </ul> </li> <li>• Ensure that the organisation is resourced appropriately with high calibre, professional staff and support the development of a well-trained workforce</li> <li>• Ensure that internal communication, performance management and training and development policies and practices reflect 'best practice'.</li> <li>• Enhance and maintain partnerships with SportScotland, Event Scotland, Visit Scotland, City of Edinburgh Council, Glasgow 2014 and the Scottish Government.</li> </ul>

