



Camden Club Strategic Review

2019

Diversify and Unify

Approach and Document Purpose



Camden Rugby Club has been built over the past 45 years by tireless work and passion of a dedicated committee, player, supporter and sponsor group. The Club finds itself in a strong position with commendable performances on the field and a business model which has sustained it in the past. This Strategic Plan recognises all of these efforts and congratulates the Club on its history, however in a fast-changing social and economic environment, it is important that the Club plans forward to meet new challenges to ensure it establishes priorities and acknowledges the needs of its stakeholders to remain as a leader both within the Rugby community and the Macarthur district sports area.

This Strategic Plan has been developed for and on behalf of the Camden Rugby Club Committee and it is envisaged that the Plan will span a period of 3-5 years.

A Strategic Plan by necessity must be flexible and practical, yet serve as a guide to implementing objectives and strategies, evaluating how these elements are progressing and making adjustments, if necessary.

To ensure that this Plan was informed by contemporary and relevant stakeholder feedback, a Survey was developed and circulated. The results of the Survey were collated and summarised to appropriately inform the Planning process.

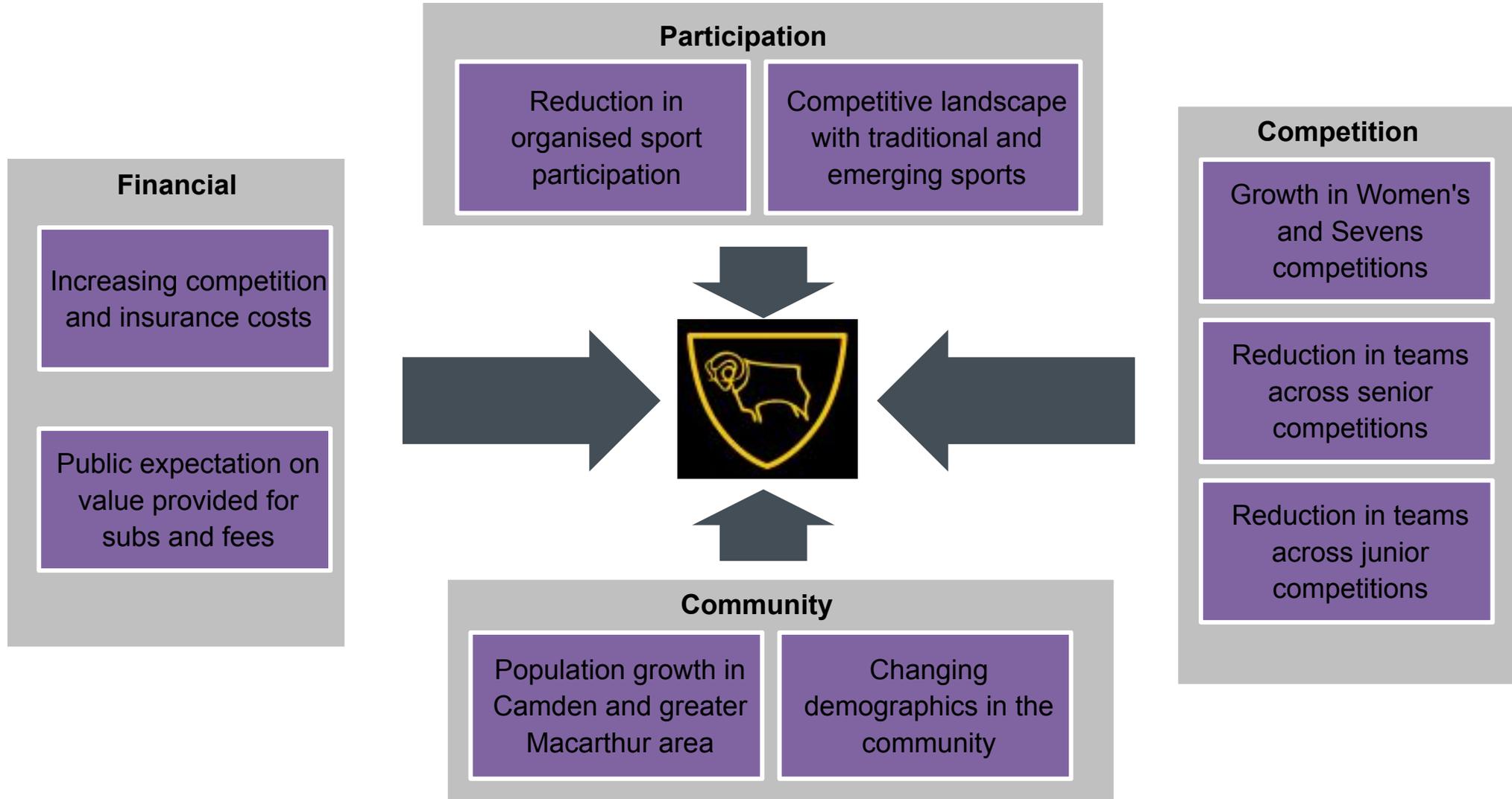
Equally as important as stakeholder input, is the need for a Strategic Plan to recognise, understand and give consideration to the environmental issues which will affect both the implementation and success of the Plan. To this end, information was obtained from various sources and elements such as:

- General demographic of players;
- Player retention; and
- Current and historical aspects of player numbers.

It is reasonable to expect that this Strategic Plan will inform decision makers within the Rugby Club. What should be expected is that all the groupings /stakeholders within the Club will accept the Plan, agree to the direction, and implement specific actions.

This Strategic Plan should be viewed as the framework for building a strong, united and resilient Rugby Club, cognisant of its stakeholder expectations and focused on being the best example of Rugby participation, performance, culture and administration.

Macro-trends impacting Camden Rugby



External resources reviewed in compiling the strategy



While designing this Strategic Plan the environment beyond Camden Rugby was considered to identify key considerations and trends of the game. This involved consulting and engaging with a broad range of stakeholders, including governing bodies, elite programs and clubs.

Sample external resources

GM of Community Rugby @ NSW Rugby

Manly Roos – Game On Case Study

NSW Rugby – Growth of Women’s Rugby

WHRUFC Strategic Overview

NSW Rugby Junior Retention Survey and Analysis

Hunter Schools Rugby Program

Paul Ramsay Foundation - Australian Rugby at Schools

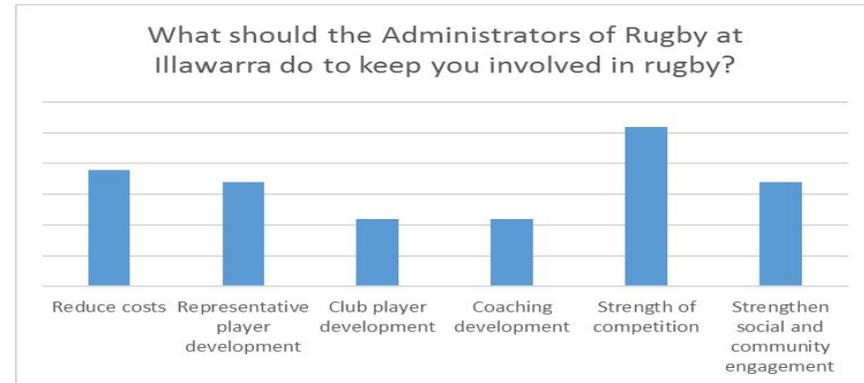
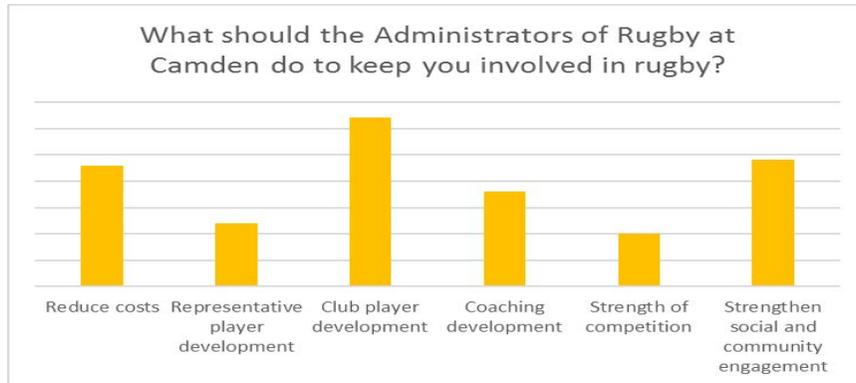
South West Sydney Academy of Sport (SWAS)

Club Survey Result

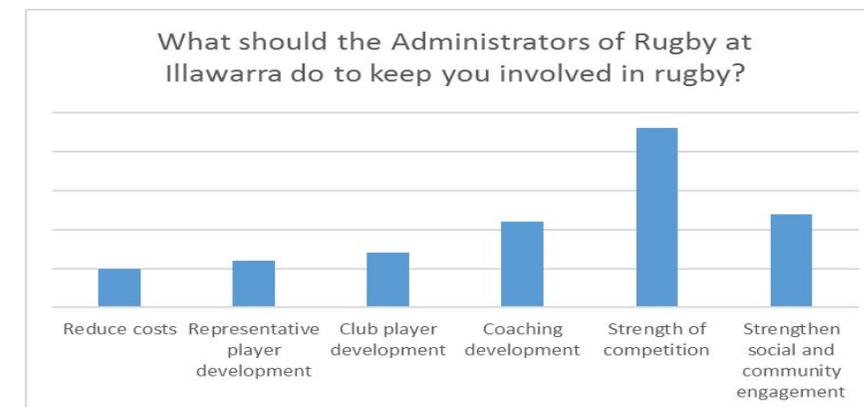
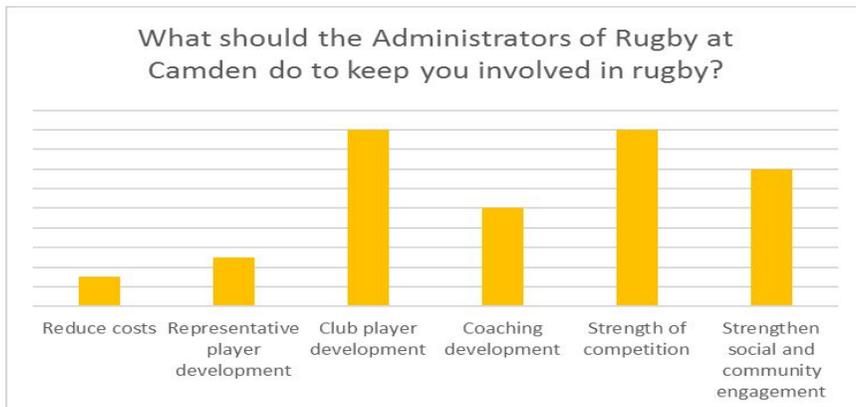


Club members, sponsors and supporters were consulted to gain insights into the areas they believe the club should focus. Over 120 responses were received with key considerations for both Camden Rugby and Illawarra District Rugby Union identified.

Senior Rugby



Junior Rugby





To provide a common purpose and focus for the club activities and behaviours, both on and off the field the below mission and vision statement is proposed.

Diversify and Unify

Vision:

*To be a club that excels in the promotion of the game of rugby through all levels of **player, supporter and volunteer** participation, behavior and performance*

Mission:

*To promote rugby as the ultimate sporting activity for **junior** and **senior** players by developing and maintaining the required infrastructure through the provision of high quality coaching, facilities and equipment, encouraged through a **supportive, friendly and fun** environment*

Strategic Pillars



The club strategy is organised into three strategic pillars to guide and shape the future direction of the club.



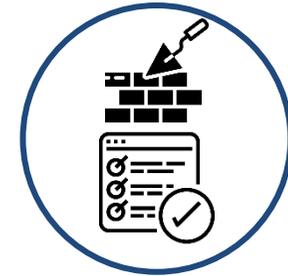
Community

Build a strong rugby community through the maintenance and growth of involvement in the game



Sustainable Success

Build sustainable success through junior and senior squads



Governance and Facilities

Review and maintain current governance and facilities programs and controls to meet appropriate and contemporary needs



Focus on these four areas of Community will provide guidance for programs and initiatives that could be implemented in order to achieve the objective of this pillar. The design and implementation of these programs and initiatives needs to be managed and coordinated through the club committee.

Diversification

- In consultation with both Illawarra and NSW rugby further develop female participation, including the development of Women's 7's and 10's programs and competitions
- Examine the feasibility of running a 7's competition across all age groups, including mixed teams

Inclusion

- Conduct family friendly events at the rugby club to engender a spirit of inclusion and community focus for club activities
- Build upon the concept of 'One Club' by conducting events with both senior and junior participation

Social and Volunteering

- Develop a social and event calendar ensuring inclusiveness, reasonable costing and programming of dates
- Examine the feasibility of developing a supporter group network, separate to the membership where monies raised go specifically to funding and improvements for the playing group
- Implement approaches to encourage and recognise volunteer contributions

Growth and Retention

- Ensure ongoing oversight and management of player retention through proper consultation with coaches, managers and support staff.
- Work with local schools to promote and support rugby development.

Sustainable Success



Focus on these four areas of Sustainable Success will provide guidance for programs and initiatives that could be implemented in order to achieve the objective of this pillar. The design and implementation of these programs and initiatives needs to be managed and coordinated through the club committee.

Player Development

- Implementation of programs to welcome new and returning players to the club to create a friendly and engaging environment
- Creation of pathway program to develop player skills within and across the rugby seasons
- Actively support and recognise player participation in available representative programs

Coach Development

- Implementation of programs to guide and support coaches and managers through development programs
- Create an environment where people aspire to be coaches and managers and are appropriately recognized and rewarded
- Create opportunities for coaching development outside of traditional methods (e.g. visiting coaches, senior coaches)

Retention and Recruitment

- Focused and targeted retention activity throughout the year to limit opportunity for players and coaches to seek alternate options
- Implementation of programs to maintain and support the player base throughout the year (e.g. Academy Training, off season engagement)

Playing Environment

- Development of a value proposition for players and coaches to be part of the Camden Rugby community
- Standardise and implement programs to recognise involvement and participation at Camden Rugby throughout the year and over their career
- Establish KPI's for minimum performance standards throughout the club

Governance and Facilities



Focus on these four areas of Governance and Facilities will provide guidance for programs and initiatives that could be implemented in order to achieve the objective of this pillar. The design and implementation of these programs and initiatives needs to be managed and coordinated through the club committee.

Planning and Control

- Undertake a review of the current annual planning process (inc. budgeting) to increase transparency, monitoring and sustainability. This should be supported with the implementation of a balanced scorecard to ensure the consideration and acceptance of all stakeholders.
- Undertake a review of the current club constitution to identify issues and to align with modern standards and expectations

Role Definition

- Complete regular review of operational roles and responsibilities throughout the club to establish clear separation of duties and accountability

Facilities Maintenance

- Review current facilities to identify where maintenance is required to comply with current standards and community expectations
- Ensure direct consideration for what is required to support the growth of women's rugby
- Establish annual maintenance plan to coordinate volunteer activities

Facilities Upgrade

- Develop a longer term 'Facilities Plan' to ensure appropriate prioritisation and funding from internal and external sources inline with future needs of the club
- Centralise and coordinate all grant activities to enable the delivery of the facilities plan