

## Australian Rugby Strategy Group – Terms of Reference

### Preamble

Australian Rugby is a complex matrix organisation that operates in a federated structure made up of the following bodies:

- **National Governing Body** – the "keeper of the code" of the Game of Rugby in Australia from the grassroots to the elite level, responsible for fostering, promoting and arranging Rugby throughout Australia. This includes driving strategy, policy, governance, integrity, representing Australia's interests on and interacting with global bodies, as well as running all national teams, competitions and programs.
- **Super Rugby Clubs** – responsible for running high performance teams that compete in the SANZAAR Super Rugby competition and all commercial and business functions related to the participation in that competition.
- **State Member Unions** – responsible for fostering, promoting and arranging Rugby throughout the States and Territories of Australia. This includes running competitions (or administering affiliates that carry out this function), state representative teams and participation programs.
- **National Rugby Championship Clubs** – responsible for running teams that compete in the National Rugby Championship - the national domestic Rugby competition - and all commercial and business functions related to the participation in that competition.
- **National Governing Body Affiliates and Member Union Affiliates** – responsible for carrying out the Governing Body / Member Unions' roles and responsibilities in particular regions and/or running competitions (including representative teams) relating to a particular region (eg NSW Country) or group (Australian Services Rugby Union).
- **Local Clubs / Schools** – responsible for arranging teams, recruiting players and providing infrastructure to enable participation in Member Union and/or Affiliate competitions and school competitions.

The governance of Australian Rugby is further complicated by interaction and membership of World Rugby and SANZAAR – Australia is itself a Member of a broader governance structure that sets policy, administers and sets the laws of the game, and manages international competition schedules and programs.

To better manage this complexity, we will operate under a 'cooperative federated model' by implementing four initiatives to create excellence in how the Game is run:

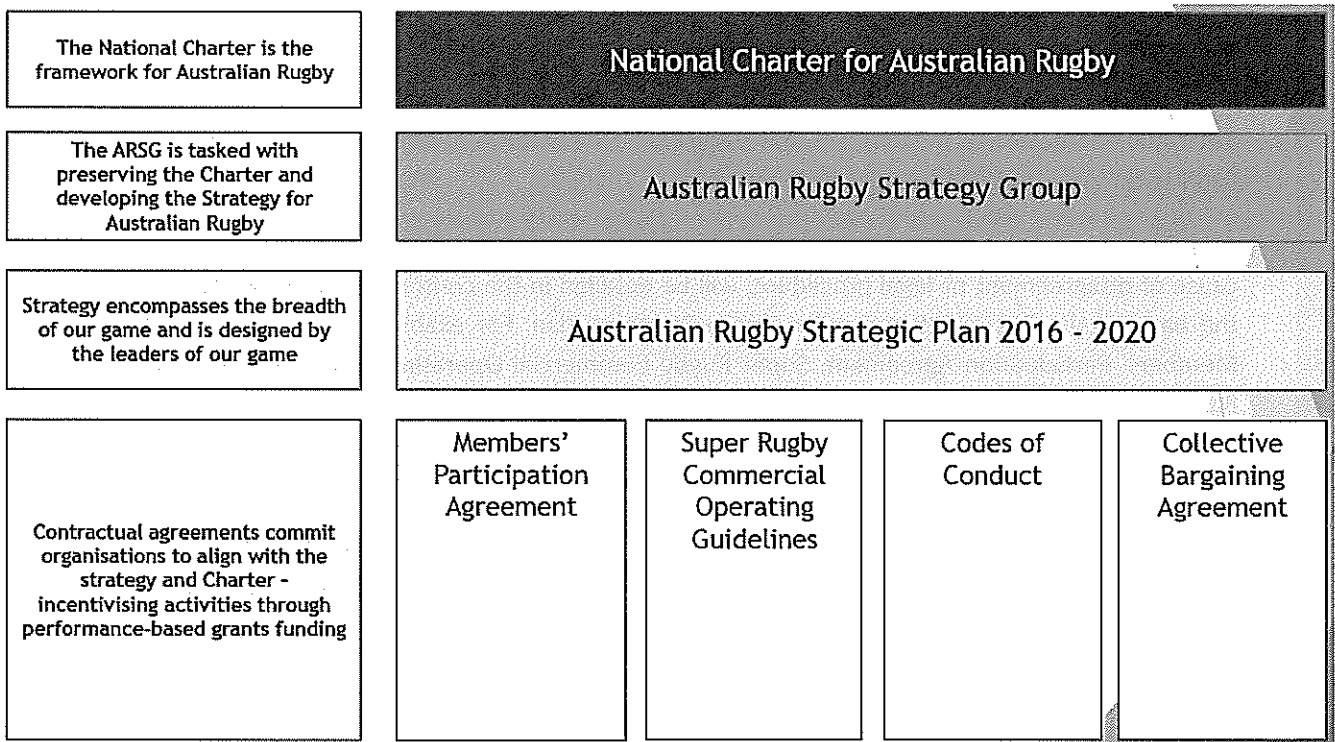
- The Australian Rugby National Charter
- The Australian Rugby Strategy Group
- A whole-of-Rugby strategic planning process
- Driving administrative excellence in Rugby through establishing a high performance culture; driving the Rugby economy and effective global and domestic partnerships.

**Function**

The ARSG is responsible for:

- Developing, upholding and amending the National Charter, including conducting an annual review of the effectiveness of the Charter and identifying opportunities for further clarifying the allocation of roles and responsibilities
- Providing recommendations to the ARU Board, through the ARU CEO, including:
  - Guiding and informing the development of the 2016-2020 Australian Rugby Strategic Plan
  - Allocating investment for strategic plan initiatives
- Engaging and seeking input and advice from key stakeholders in the strategic planning process, including peak rugby bodies, community partners, the Rugby Union Players' Association and relevant subject matter experts
- Delegating responsibility to sub-committees or individuals on specific areas of strategy
- Developing, finalising and communicating national governing policies

**The National Charter Framework**



**EXECUTION PAGES**

Signed for  
**Australian Rugby Union Limited**  
**(ACN 002 898 544)**  
by its authorised representative  
in the presence of:

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Authorised Representative

\_\_\_\_\_  
Name (please print)

\_\_\_\_\_  
Name (please print)

Signed for  
**New South Wales Rugby Union Limited**  
**(ACN 000 222 711)**  
by its authorised representative  
in the presence of:

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Authorised Representative

\_\_\_\_\_  
Name (please print)

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Name (please print)

Signed for  
**Queensland Rugby Union Limited**  
**(ACN 055 120 217)**  
by its authorised representative  
in the presence of:

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Witness

\_\_\_\_\_  
Authorised Representative

\_\_\_\_\_  
Name (please print)

\_\_\_\_\_  
Name (please print)

Signed for  
**Northern Territory Rugby Union Incorporated**  
**(NT 00592C)**  
by its authorised representative  
in the presence of:

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Name (please print)

\_\_\_\_\_  
Authorised Representative

\_\_\_\_\_  
Name (please print)

Signed for  
**South Australian Rugby Union Limited**  
**(ACN 091 684 409)**  
by its authorised representative  
in the presence of:

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Witness

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Name (please print)

\_\_\_\_\_  
Authorised Representative

\_\_\_\_\_  
Name (please print)

Signed for  
**Tasmanian Rugby Union Incorporated**  
**(TAS IA09283)**  
by its authorised representative  
in the presence of:

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Name (please print)

\_\_\_\_\_  
Authorised Representative

\_\_\_\_\_  
Name (please print)

## **Schedule 1: 2016 Meeting Schedule**

The schedule and frequency of ARSG meetings in 2016 will be determined by Members. However, it is intended for ARSG meetings to be held six times annually over a 1.5-2 day period, to allow time for Members to consider and debate issues of strategic importance and related agenda items.

Where possible, meetings will be held around Super Rugby and other key Rugby fixtures / events, with hosting duties to be rotated. Costs associated with hosting and attending meetings will be managed by the ARU – with a contribution from each Member to be allocated from their Central Funding. Locations for 2016 ARSG Meetings will be confirmed once the 2016 Super Rugby draw is finalised.

It is intended that each meeting will be based around a key topic, with subject matter experts invited to participate as required. Other agenda items will be included following consultation with Members. A standing item for each meeting will be the 2016-2020 Australian Rugby Strategic Plan.

An indicative list of key topics for 2016 meetings includes:

- National Participation Products
- High Performance | Player Contracting | Salary Cap
- Digital Platforms – Websites | CRM | Social Media
- 2017 Strategic Priorities
- 2017 Funding Allocation
- Fan Engagement and Game Day Activation

**National Charter - National Policies and Strategies RAPID**

RAPID Matrix Key A = Agree P = Perform I = Input D = Decide	Governing policies						Strategies of Australian Rugby (Each of these strategies is a subset of the broader Australian Rugby strategy)						Funding model for Australian Rugby			
	Australian Rugby National Charter (Development and Consensus)	Dispute resolution and mediation processes (ARU agreements with members of the National District)	International and National Rugby Interaction (WIL FORU)	Interaction and representation on SANZAR	Communication and Implementation of National Policies	Australian Rugby Strategic Plan Development	Member Union Strategic Plan Development	Super Rugby Clubs Strategic Plan Development	Super Rugby Strategy (English) - both the "B" Strategy domestically and the competitions as a whole	National Participation Strategies	National Talent Pathways Strategy (Programs & competitions)	Fan Engagement Operations, Ticket sales, customer interaction		Financial Strategies (Sponsorship strategies, government funding, shared structures etc)		
ARU Board	D	D	D	D	D	D			D	D	D	D	D	D		
Australian Rugby Strategy Group	P/R	A/R	I	A/R	D/R	R/A	I	I	A/R	A/R	A/R	A/R	A/R	A/R	A/R	
ARU Executive	A/I/P	I/P	R/P	P/P	I/P	I/P	I/A	I/A	P	I/P	I/P	I/P	I/P	I/P	I/P	
Super Rugby Clubs	I/P	I/P	I	I/P	I/P	I/P	I	R/D/P	I/P	I/P	I/P	I/P	I/P	I/P	I/P	
Member Unions	I/P	I/P	I	I/P	I/P/R/A	I/P	R/D/P	I/A	I/P	I/P	I/P	I/P	I/P	I/P	I/P	
Local Clubs	I	A/I/P	I	I		I/P									I/P	
RUAA		This relates to developing processes and procedures, not ruling on individual matters			Communications should occur at the state union predominantly. However, for national strategies the ARU should be recommending a consistent approach	This includes the process for developing and recommending the Australian Rugby Strategic Plan for sign-off by ARU's Board	While flexibility needs to exist, Strategic Plans should align with key national strategies developed by ARU - consistent with the idea of Counterpoint	While flexibility needs to exist, Strategic Plans should align with key national strategies developed by ARU - consistent with the idea of Counterpoint								
<b>General Comments</b>	<p><b>Key Guiding Principles</b>                      The National Policies and Strategies of our game should be developed in partnership with those individuals impacted by these policies and strategies. To create buy-in and ensure that the right people are engaged in developing strategies for Australian Rugby, the Australian Rugby Strategy Group will be established to make recommendations directly to the ARU Board. Once Strategies have been agreed by the ARU Board, funding should flow in accordance with these strategies.</p>															

**Key Guiding Principles**  
 The National Policies and Strategies of our game should be developed in partnership with those individuals impacted by these policies and strategies. To create buy-in and ensure that the right people are engaged in developing strategies for Australian Rugby, the Australian Rugby Strategy Group will be established to make recommendations directly to the ARU Board. Once Strategies have been agreed by the ARU Board, funding should flow in accordance with these strategies.

# National Charter - Pathways & Performance RAPID

RAPID Matrix Key R = Recommend A = Agree P = Perform I = Input D = Decide	Developing High Performance (HP) Capacity & Performance										Strategic investment in national pathways and participant capacity				Develop and implement national policy and regulation			
	National Research Programs	Player Wellbeing (includes player management/career training/personal development etc)	National Sport Science & Sports Medicine Program	National Sport Science & Sports Medicine Program	SRC Sport Science & Sports Medicine Program	National Data Management & Analysis Programs (includes TID)	HP Workforce Education, Training & Retention (Coaching, Physical Performance, Medical)	National Talent Development Programs	National Team Programs (Sevens, U20s, Schools)	National Approach to Coach Education, Training & Accreditation	National Approach to Officiating, Education, Training & Development	National Team Selection Policies (Wallabies, U20s, 7s etc)	Coaching & Officiating Accreditation Regulations	Law regulation and amendment engagement with World Rugby	Law regulation and amendment Super Rugby and NRC			
ARU Board																		
Australian Rugby Strategy Group	I	I/R	I	I	I	A/R	I/R	I	R	R	D	I	I	I	R			
ARU Executive	D/P/R	D/P	D/P/R	D/P/R	I/A	D/P	D/P	D/R/P	D/P	D/P	P	D/P/R	D/P	D/P	D/P			
Super Rugby Clubs	I/A/R	D/P	I	I	D/P/R	I/R	I	I/P	I/A	I/A	I	I/P	I	I/A	I/A			
Member Unions	I/A/R							I/A/P	I/A	I/A		I/P	I	I/A	I/A			
NRC/Local Clubs																		
RJPA																		
General Comments																		

Need for a national approach to coach development was highlighted. The ARSG, in particular, could play a key role in this

A new area of focus through the Strategic Plan and needs to evolve. Currently D depends on whether player is a PONI or not.

## National Charter - Participation RAPID

RAPID Matrix Key R = Recommend A = Agree P = Perform I = Input D = Decide	Deliver economic security and sustainability through the integration and growth of all assets				Strategically invest in growing participation and expanding Rugby's national scale and volume				Development and Implementation of national policy and regulation				Develop and implement national business support systems and processes	
	National Participant Registration Fee	National Insurance Plan	Development of new Products - R & D	Workforce training	National Strategic Growth Funding- Allocation, renewal reporting, renewal	National Marketing Campaign/ Strategy	National Approach to Schools (Products like Game on Ice)	National approach to non-contact Rugby (Viva 7s)	Member Protection Policy	National Participation Policy	National policy register rugby.com.au/policies	Course design and deliver train the trainer for education and training	National System for registration, competition and management	National Participation Census
ARU Board	D				D				D					
Australian Rugby Strategy Group	A/R	A/R	A/R	A/R	A/R	A/R	A/R	I/A	I/A	I/A	I/A	I/A	A/R	
ARU Executive	I/P	D/P	D/P	D/P	I/P	D/P	D/P/R	I/P/R	I/P/R	D/P/R	D/P/R	D/P/R	D/P	
Super Rugby Clubs		I	I											
Member Unions	I/P	I/P	I/P	I/P	I/P	I/P	I/P	I/P	I/P	I/P	I/P	I/P	I/P	
RUPA								I						
General Comments								Also addressed in integrity.						

### Federal System Verbs

National: Research, planning, competitor analysis, benchmarking  
 Framework/ how to implement  
 Monitor quality/quality assurance

State: Implementation within national framework  
 Implement courses and monitor quality  
 Review, evaluation, feedback, inform national body



