



# OUR STRATEGIC PLAN 2015-2017

(one page summary)

**Our Mission**  
 “To Foster, Administer and Encourage Rugby, and Supporters of Rugby throughout the District, at all levels”

**Our Vision**  
 “”BayWide BayPride”  
 Unifying and Inspiring the Bay of Plenty

**Our Values**  
 Honesty  
 Excellence  
 Accountability  
 Respect  
 Teamwork

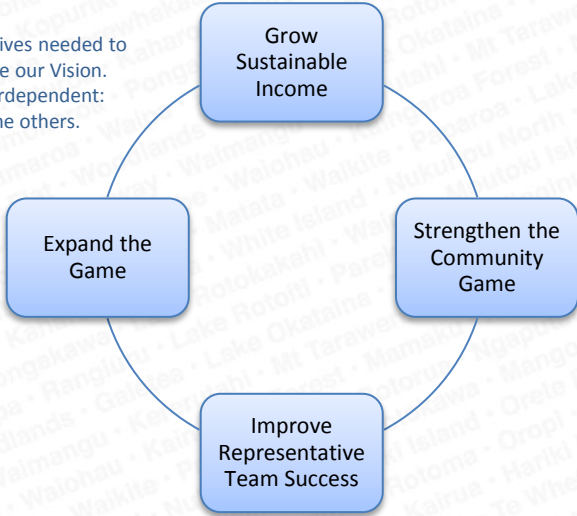
Our **Mission** is what we do: our purpose; the reason BOPRU exists (from the constitution).

Our **Vision** is the Big Hairy Audacious Goal we are striving to achieve.

Our **Values** are how we’ll behave: how we’ll make choices as we pursue our vision.

### Our Strategies

Our Strategies are the initiatives needed to fulfill our Mission and achieve our Vision. They are connected and interdependent: we can’t have one without the others.



### Our Measures

Our Measures tell us how effectively we are implementing our Strategies. They help us determine progress towards our Vision. We will be accountable for the specific targets we set.

<b>Grow</b> Sustainable Income	<ul style="list-style-type: none"> <li>Retention of income from existing sources and relationships</li> <li>Growth in revenue from existing sources and relationships</li> <li>New revenue from new relationships</li> <li>New revenue from new sources</li> </ul>
<b>Strengthen</b> the Community Game	<ul style="list-style-type: none"> <li>Retention and attraction of players</li> <li>Retention and attraction of coaches</li> <li>Retention and attraction of referees</li> </ul>
<b>Improve</b> Representative Team Success	<ul style="list-style-type: none"> <li>Improving competition rankings</li> </ul>
<b>Expand</b> the Game	<ul style="list-style-type: none"> <li>Growing participation in new codes and formats of the game from new markets and new channels</li> </ul>

### Our Tactics

Our Tactics are the specific projects and programmes we are putting in place within each strategy to achieve the targets we have set.

Grow Sustainable Income	Strengthen the Community Game	Improve Representative Team Success	Expand the Game
<ul style="list-style-type: none"> <li>Attract more commercial partners by moving from selling ‘sponsorship’ to operating as a ‘rugby marketing agency’ developing bespoke rugby-related programmes that deliver more relevant business outcomes.</li> <li>Through closer engagement with the BOP rugby community, find new commercial opportunities and new revenue sources such as bequests.</li> <li>Expand our portfolio of revenue-earning events.</li> <li>Market our Rugby IP internationally.</li> </ul>	<ul style="list-style-type: none"> <li>Enroll our stakeholders in a common purpose, shared vision and clear strategy.</li> <li>Recognising the diversity of our region and the varying opportunities, resources and capabilities of our clubs and schools, create a participation framework with clear pathways, tools and support.</li> <li>In particular, provide support for the professional and personal development of administrators, coaches and referees.</li> <li>Evolve our competitions in response to a changing world.</li> <li>Create a positive Rugby environment.</li> </ul>	<ul style="list-style-type: none"> <li>Extend and realign our High Performance programme to embrace all our representative teams.</li> <li>Strengthen and expand our High Performance programme: our ability to identify and upskill talent.</li> </ul>	<ul style="list-style-type: none"> <li>As we are beginning to do with Sevens rugby, introduce and support new formats of the game, new ways to participate (such as workplace or iwi teams) that make rugby more attractive to new players (e.g. more women, more young Māori) and create new events that will attract new spectators.</li> </ul>

**Communication**

Open up—or create new—communication channels directly with players and other stakeholders. Invest more time and effort in sharing relevant information and news.

**Identity**

Refresh the visual identity of Bay of Plenty Rugby, so that rugby has a more contemporary image. Utilise the “BayWide BayPride” brand to help unify and inspire stakeholders.