

STRATEGIC PLAN 2017-2021



FIJI RUGBY™

FIJI RUGBY UNION

"Inspiring our nation through rugby"



•Fit for Purpose •Sustainable •World Leaders •Dynamic
•Passionate •Proud •Friendly •Faithful •Strong



PRESIDENT'S MESSAGE

FIJI RUGBY UNION



RATU VOREQE BAINIMARAMA

I wish to congratulate the Rugby Family in Fiji in formulating the FRU Strategic Plan 2017 – 2021.

This is a great achievement for the Fiji Rugby Union and the Rugby Family in Fiji and I sincerely wish to thank all the Stakeholders and the Affiliate Unions who had attended the two day workshop conducted on the 27th and 28th of October 2016 to map out the way forward for Rugby in Fiji.

For too long the Rugby Union Family has been divided with Affiliate Unions only focused on what is in their best interest but I am proud, that especially after the sterling performance our Flying Fijians in the 2015 Rugby World Cup and the history creating Gold medal win in the Rio Olympics by our Men's 7s Hero's, that we have been able to put our differences aside and agree to move forward together with the same Aspirations and Dreams.

Rugby is a National Sport in Fiji and whenever one of our National Team plays, it stops the Nations and we become united as “one people and one nation”.

When our National Rugby Teams win, all Fijians share in the joy and happiness with the players and when our Team loses, we all share in the hurt and the pain with our players. .

I therefore urge you as the Rugby Family to work together so that we can move Rugby forward into the Professionalism Era.

I also look forward to the successful implementation of all the Strategic Objectives outlined in the document so that we can start to see the outcomes and more importantly claim our sport as “A leader in World Rugby”.

CHAIRMAN'S MESSAGE

FIJI RUGBY UNION



CMDR FRANCIS KEAN

Ni sa bula vinaka.

We are at the dawn of a new horizon for Fiji Rugby Union; "To Be World Leaders in Rugby." Looking forward, it is always mindful to know our beginnings and what a colorful history has the FRU enjoyed, a past filled with passion, commitment and great achievements by our National Teams. Since the advent of the game in 1884 and the genesis of competition in 1913 our Flying Fijians had undertaken tours to Australia, New Zealand, Europe, the Pacific and Asia where we were competitive in showcasing a brand of rugby that was spirit free and entertaining. Similarly, we performed fearlessly at our home internationals. Since the introduction of the abbreviated code of sevens rugby, we have reached the pinnacle of rugby success where a small nation like Fiji has stood amongst giants. The recent success at Rio is significant of this long, arduous and fulfilling rugby journey our rugby nation has traversed successfully over a century plus years.

We acknowledge and thank all the past rugby administrators, players, family, friends and supporters near and afar for bringing us those special moments and great achievements despite all the challenges that a small rugby nation like ours were confronted with, to remain competitive and relevant in the eyes of the powers at World Rugby.

We as a rugby union fraternity despite all our best efforts in past years have failed to fully embrace the era of professionalism. This has left Fiji Rugby Union lurking in the depths of amateurism for too long despite a well renowned brand plus the enormous contributions we have made to the growth of the game internationally. The recognition by the World Rugby hierarchy of this valuable contribution in our meeting in 2016 in Nadi has resulted in a paradigm shift of improved relationship and partnership with the world governing body. The future augers well for Fiji Rugby with this type of support.

We as a voluntary Board wish to reassure the Fijian Rugby Family here and abroad of our commitment to cross this rubicon in fully embracing professionalism. The advent of this transformation was on several fronts, stabilizing affairs at Rugby House financially, operationally and exercising good governance principles, developing a sense of ownership and accountability amongst staff and Council Members, improving customer service to council members, injecting professionalism in our relationship with sponsors, renegotiating our current sponsorship arrangement including merchandizing and licensing sponsorship where for decades

FRU has lost stupendous amount of much needed revenue, engaging professionals to manage the commercial aspects of FRU, reviewing of our Constitution to embrace the era of professionalism, developing this long and much awaited superior planning document, restoring our relationship with the World Rugby which has never been better and projecting FRU in international rugby forum's.

The contributions of Fiji Rugby to our national economic coffers is immeasurable. The diplomatic role our rugby players play on and off the field, internationally and domestically has been a major stimulant for our Tourism and Trade Sector. Our contributions in remittances although a drop in the pond has contributed immensely to our national well being. We are forever thankful to the financial support from Government which has contributed to the development of the sport and to many of our great successes.

We know the journey ahead will not be easy however we are enthusiastic and are positive about the future in light of the steps we have commenced in analyzing the commercial aspects of the game and the immense rewards it can render to Fiji Rugby. We are particularly keen in uplifting player welfare, without whom, we would not have a great game. At the fore front of all our discussions, player wellbeing and welfare has always been priority however at what we can afford. It is our prayer that we can journey together as a rugby team to bring to fruition this long held myth that FRU cannot fully embrace professionalism. We desire this for our rugby players, our rugby administrators, our rugby family and our friends. Together we can!!

We sincerely thank all the FRU Council members, stakeholders and staff who contributed valuably to the collation of this strategic planning document for Fiji Rugby. We implore the rugby family in Fiji and abroad to journey with FRU and help us make this document a reality on the ground.

We also commend the support of World Rugby Consultant Mr. Rob McGregor for facilitating this Strategic Management Workshop and massaging our contributions to make FRU a World Leader in Rugby.

We look forward to your support and prayers in this journey and commend this Strategic Document to you all.

Francis Bulewa Kean
Commander
Chairman

CHIEF EXECUTIVE OFFICER

FIJI RUGBY UNION



JOHN O'CONNOR

I wish to acknowledge all the Affiliate Unions, our stakeholders, partners, sponsors and our supporters for their support in making the 2016 Rugby Season a success. I would like to thank all rugby volunteers, technical officials and administrators who work behind the scenes and turn up for their clubs, school teams, and respective provincial teams every day to ensure their teams are prepared, equipped and supported so that they go out there and perform and shine. Without your commitment, sacrifice and passion for Rugby, there will be no Rugby in Fiji. Yours is a thankless task and I on behalf of the Rugby family say vinaka vakalevu. We have had Strategic Plans in Rugby House in the past but such plans were usually formulated and implemented within Rugby House, and our Affiliate Unions, stakeholders, sponsors, partners and likewise supporters most of the time were not aware of such Plans. We congratulate our Men's 7s Rugby heroes who won Fiji's first ever Olympic Gold medal at the Rio Olympics and also defended the World Rugby HSBC Sevens Series. We also acknowledge the performance of our Flying Fijians, Women's 7s Team, Women's XVs Team, Under 20 and likewise our U18 Team who all performed well during the 2016 season. We have achieved all these results in the field even with only a fragmented approach. We can only imagine what we will achieve as a rugby-mad nation if we the Rugby Family all come together and work in partnership and undertake this journey together to achieve greater achievements.

I thank all the stakeholders, Unions, sponsor and partners who participated and contributed towards the formulation of our Strategic Plan 2017 - 2021. I thank the Chairman and Board of Directors for their leadership and guidance in the process and also acknowledge Mr. Rob MacGregor and Dr. Paul Jonson for their facilitation at the workshops. The strategies outlined in the Strategic Plan we have all agreed will guide us through a highly significant five year period in the lead up to the 2019 Rugby World Cup and the Olympics in 2020. We also have a World Rugby Sevens World Cup, Youth Olympics, Mini Pacific Games, Pacific Games and the Commonwealth Games during this five year period. The Plan sets out five key goals and related strategies to help we the Rugby family achieve our major goals and to help us operate effectively and efficiently as a world class Rugby Union. The five major goals include having a fit for purpose organisation, financial sustainability and independency, world class rugby systems, drive stake holders engagement, and engage women in all things rugby.

Our focus on the implementation of the strategic plan will be to ensure financial sustainability so we can support all our programs starting at grass root local rugby. The next four years will continue to see growth in professional rugby and while we will implement strategies to adapt to the changing global rugby environment, it is important that we strike a balance to ensure we continue to promote, enhance, support and fund our amateur rugby which is the foundation of Fiji Rugby.

We, your staff at Rugby House are committed to taking this journey with the Rugby family in Fiji and we undertake to continue to communicate continuously with all our stakeholders as we undertake this exciting journey with you.



THE FIJI RUGBY UNION WILL FOSTER

- A dynamic rugby environment
- Create a sustainable vibrant and competitive Rugby Environment
- Promote growth and development of Rugby in the Fiji Islands
- Provide equitable returns to stakeholders



MISSION

VISION

- To Be World Leaders in Rugby

VALUES

OUR CORE VALUES

- Achieve Rugby Excellence through Discipline and Teamwork
- Lead with Passion and Integrity
- Invest in our People and our Players
- Take Pride in our Unique Fijian Rugby Flair
- Honour God and Respect the Vanua

WHAT WE STRIVE FOR

Loved and Respected Brands

Winning Performances in World Events

Protecting our Culture and Values

Enhance Stakeholder Engagement

Embracing School Rugby Development and Player Pathways

Promoting Women in All Things Rugby

Operating World Class Rugby System

Player Welfare Participation and Growth

The Employer of Choice

Leader in Match Officials Development

A Fit For Purpose Organisation

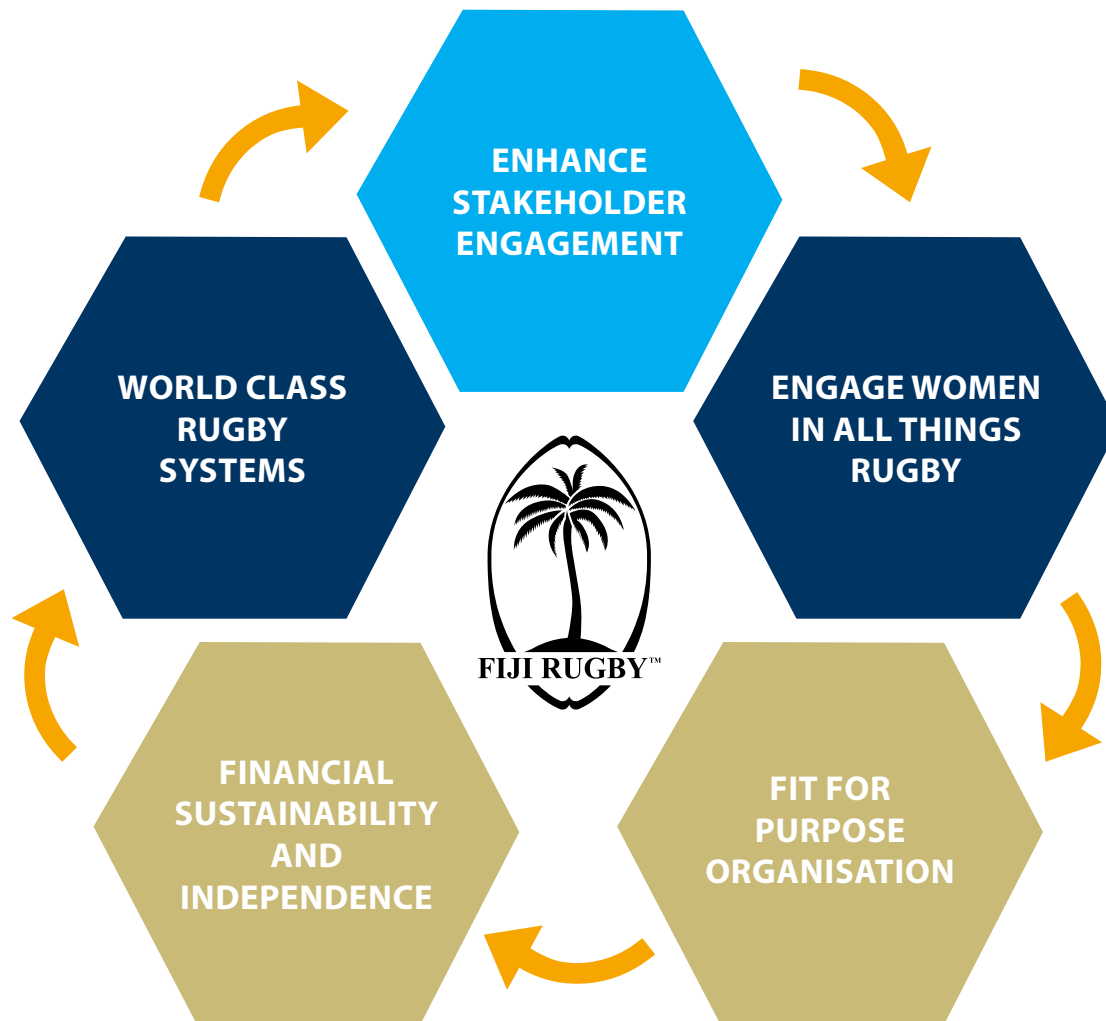
The Champion For Field and Facilities Development

Striving For Financial Sustainability and Independency

Operating and Promoting Governance Best Practice



FIJI RUGBY – BUILDING A LOVED AND RESPECTED BRAND



PRIORITISING OUR GOALS

1

A Fit for Purpose Organisation

2

Financial Sustainability and
Independency

3

World Class Rugby Systems and Facilities

4

Enhance Stakeholder Engagement

5

Engage Women in All Things Rugby

STRATEGIES



GOAL 1

Fit For Purpose Organisation

Meaning: A highly professional organisation with a clear and achievable Vision, formal structures, effective processes and procedure's and with the right people with the right skills to Plan, Organise, Direct and Control the organisation to achieve its Strategic Objectives within agreed timelines. A highly desirable organisation to be associated with.

1

2017 FRU Constitution completed and adopted by the 2017 General Election

2

Develop and Implement Governance Operations Policies and Procedure's that clearly define the role of the Board and Management

3

Implement a robust Financial Planning, Forecasting, Operating, Reporting, and Cost management systems.

4

Develop and Implement Risk Management Policies and procedures

5

Develop and Implement Employee Performance Management and Development Plans



GOAL 2

Financial Sustainability and Independency

Meaning: Established as a business with reliable and consistent financial resources to achieve the major planned activities for each and every year with less dependence on traditional Funding Grants. FRU operating effectively and growing Rugby in Fiji from commercial activities and self generated financial resources and activities.

1

Increase the Level of Commercial income to be greater than 60% of the total annual income of FRU by 2020

2

Build Strong, open and honest working relationship with the Fiji Sports Commission, World Rugby and FASANOC

3

Implement a robust Financial Planning, Forecasting, Operating, Reporting, and Cost Management Systems.

4

Develop and implement Robust Financial Policies and Procedures

5

Review, Consolidate and renegotiate all Supply, Sponsorship and Service Contracts



GOAL 3

World Class Rugby Systems

Meaning: Fiji Rugby Union has the Best systems in place for Development of the game of Rugby with pathways systems from Grass Roots to Elite level, that are focused on Fiji Winning Performances in World Events Consistently.



Design, Develop and Implement a Master Rugby Strategy for Fiji Rugby



Design and Implement a World Class Domestic Competition



Growth and Development Strategies for Coaches, Players and Match Officials



Player Welfare – Putting Players First



Implement Robust Policies and Procedures for Key Areas of our Rugby System



GOAL 4

DRIVE Stakeholder Engagement

Meaning: Involving our stakeholders in all things we do, asking for their involvement and actively promoting their participation in steering our business in the right direction.

Treating them like FAMILY.

1

Develop and implement a Stakeholder Engagement Plan by Stakeholder Group

2

Develop and Implement a Communication Strategy by Stakeholder Group

3

Launch the "FIJI FRONT BENCH" supporters Club

4

Develop, launch and maintain a World Class Website





GOAL 5

Engage Women in All Things Rugby

Meaning: FRU Truly embraces the engagement of Women in all aspects of Rugby including Playing, Coaching, Refereeing, Administering and Supporting . Women are a significant contributor to Rugby in Fiji and their involvement has and remains vital.



Appoint a Woman Rugby Director to the FRU Board



Double Women's Participation in Rugby year on year



Establish Specific Funding Channels for Women's Rugby Development



Implement Strategies to Change the Cultural Mind-set of Women Playing Rugby





GOALS	PRIORITY	STRATEGIES
1 FIT FOR PURPOSE ORGANISATION	1	2017 FRU CONSTITUTION COMPLETED AND ADOPTED AT 2017 AGM
	2	DEVELOP AND IMPLEMENT GOVERNANCE OPERATIONS POLICES AND PROCEDURES
	3	CHANGE LEGAL ENTITY OF FRU TO A COMPANY LIMITED BY GUARANTEE
	4	DEVELOP AND IMPLEMENT RISK MANAGEMENT POLICIES AND PROCEDURES
	5	DEVELOP AND IMPLEMENT AN EMPLOYEE MANAGEMENT AND DEVELOPMENT PLAN
2 FINANCIAL SUSTAINABILITY AND INDEPENDENCY	1	INCREASE COMMERCIAL INCOME TO 60% OF TOTAL INCOME BY 2020
	2	BUILD STRONG RELATIONSHIPS WITH FSC, WORLD RUGBY, FASANOC
	3	IMPLEMENT ROBUST FINANCIAL PLANNING, FORECASTING, COST MANAGEMENT, REPORTING SYSTEMS
	4	DEVELOP AND IMPLEMENT ROBUST FINANCIAL POLICIES AND PROCEDURES
	5	REVIEW, CONSOLIDATE AND RENEGOTIATE SUPPLY, SPONSORSHIP AND SERVICE CONTACTS
3 WORLD CLASS RUGBY SYSTEMS	1	DESIGN, DEVELOP AND IMPLEMENT A MASTER RUGBY STRATEGY FOR FIJI RUGBY
	2	DESIGN AND IMPLEMENT A WORLD CLASS DOMESTIC COMPETITION
	3	GROWTH AND DEVELOPMENT OF COACHES, PLAYERS AND MATCH OFFICIALS
	4	PLAYER WELFARE - PUTTING PLAYERS FIRST
	5	IMPLEMENT ROBUST POLICIES AND PROCEDURE FOR KEY AREAS OF OUR RUGBY SYSTEMS
4 DRIVE STAKEHOLDER ENGAGEMENT	1	DEVELOP AND IMPLEMENT A STAKEHOLDER ENGAGEMENT PLAN BY STAKEHOLDER GROUP
	2	DEVELOP AND IMPLEMENT A COMMUNICATION STRATEGY BY STAKEHOLDER
	3	LAUNCH THE FIJI FRONT BENCH SUPPORTERS CLUB
	4	DEVELOP, LAUNCH AND MAINTAIN A WORLD CLASS WEBSITE
5 ENGAGE WOMEN IN ALL THINGS	1	APPOINT A WOMAN DIRECTOR TO THE FRU BOARD
	2	DOUBLE WOMEN'S PARTICIPATION IN RUGBY YEAR ON YEAR.
	3	ESTABLISH SPECIFIC FUNDING CHANNELS FOR WOMEN'S RUGBY DEVELOPMENT
	4	IMPLEMENT STRATEGIES TO CHANGE THE CULTURAL MIND-SET OF WOMEN PLAYING RUGBY







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