



Strategic Plan 2016-2024



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(A) Organisational Structure & Responsibilities



1. Executive Summary

This document sets out the organisational needs and the strategic priorities that need to be followed to achieve continued success as a result of the 2016-2024 Strategic document. The document will ensure continued improvement at global level of the game for the Deaf communities that the World Deaf Rugby seeks to serve in 2016-2024.

The organisational structure in regard of job roles and key deliveries for each role is clearly set out, as is the governance. The structures that are in place and being continued follow in the main those already established for the Deaf Rugby Unions and National Deaf Sport groups worldwide. Funding of the WDR in order to achieve its objectives continues to be key. The need for income streams which WDR work with are from the many stakeholders of rugby and will place the WDR on a sound economic footing and enable WDR to deliver the outcomes listed in an efficient and effective way.

The organisation structure is correct and so the appropriate ongoing and new strategies can be put in place to ensure the game delivers.

While results have been excellent at international level it is still largely dependent on a small group of players who have been attracted to deaf rugby 'by word of mouth' rather than through a recognised system of identification and development.

While the national squads receive coaching and conditioning at a high level, a recognised development pathway must be put in place including identification of young talent to bring young players through to the National side. The need to expand the community coaching programme will be key in this regard. Finally there needs to be regular World Deaf Rugby competitions to promote Deaf Rugby worldwide.

There is no doubt that the success enjoyed by Deaf Rugby in a number of countries has inspired a number of deaf players. In some countries, it has attracted much financial support for performance and community programmes, this needs to be encouraged in other countries to gain benefit for the game.

At community level there needs to be regular sessions to develop the game for young Deaf & Hard of Hearing rugby players. It is vital that this is accomplished in conjunction with the Deaf schools, Deaf clubs and the national Deaf sport organisations and the home rugby unions. There should be particular emphasis on young players. This will require programs to enhance recruitment, development and retention. This is a major task and will need to be a major area of focus during 2016-2024. The way all these aspects work together can be shown below;



2. Vision

A World where all Deaf and Hard of Hearing people of all ages, who wishes to partake in Rugby Union Football can do so without hindrance.

3. Mission statement

In partnership with the World Rugby and other relevant bodies organise and develop Rugby Union Football for Deaf and Hard of Hearing persons of all ages.



4. Objectives

- Promote, develop and support the game of Deaf Rugby.
- Adhere to the World Rugby Laws, and World Deaf Rugby Laws.
- Assist in matters under disputes between any Deaf Rugby unions.
- Create relationships with World Rugby, with a view to associate membership with WR.
- Organise with hosting countries any announced Tournaments & Championships under the WDR name.
- Promote and where necessary enforce the WDR Equality Policy

4.1. Structure

- Create an organizational structure recognized by World Rugby (ongoing)
- Ensure Good governance
- Create robust policies and procedures
- Closer integration with the other sports bodies – World Rugby / ICDS, etc.

In this the aims of the WDR are the same as for existing rugby community development officers who are already visiting schools and clubs throughout the world. These community programmes already gives a large number of deaf children the opportunity to play rugby.

There are however a number of initiatives which would help the growth of deaf rugby:

- The introduction, in partnership with the national deaf societies, of a bolt on to coaching awards to ensure a number of coaches understand the needs and communication requirements of a deaf player.
- To develop partnerships with clubs in each of the area so young deaf players are encouraged to join those clubs
- To increase basic skills and taster sessions in specialist Deaf schools as part of sport and play initiatives and so to encourage youngsters to join their local rugby club
- To identify talent in these clubs to progress to their National Academy

There is also the issue of many existing 'deaf' players who are not aware of the opportunities rugby offers them. In addition, to improve marketing through the Community department it is proposed to add a 'Disability' clause to registration forms. Players so identified could be afforded an audiology test and invited to a development session.

The initiatives above should see an increase of deaf players and this would allow the staging of a series of regional competitions over the period of the plan.



4.2 Pathway to National Level

- o National Deaf Teams to be recognized by all relevant Rugby Unions or Organisations.
- o Creation of National Academies to allow player development in the relevant countries.
- o Continued support in the development of all WDR coaches, players and volunteers.

4.3 Development

- o It is important for the deaf communities in all countries that deaf rugby is embraced and fully supported by National Rugby Union, or similar organisations, personnel, policies and developments, where possible.
- o Given the investment made by the National Rugby Unions in these areas, it would be a waste of valuable resource if Deaf Rugby were not to benefit. In the same way as the deaf community in all countries seeks inclusion.
- o Once this WDR Strategic plan is fully approved by all stakeholders the WDR will be the effective organisation not only benefiting the deaf community in their country but also rugby worldwide.
- o WDR is not currently funded as part of the World Rugby. It is responsible for developing its own income streams from events and commerce/sponsorship.
- o WDR key objectives are to increase; Participation and Improve standards across the whole all deaf rugby spectrums, including volunteers, coaching staff, Physios and the players.
- o Create relationships with local and national deaf organisations who are already working with children, and develop partnerships to encourage the younger generation to play and join deaf rugby. Organise Taster Sessions with children from schools, clubs, etc.
- o Identify talent and encourage them to progress further to national level, including international deaf rugby level.
- o There is also the issue of scores of existing 'deaf' players who are not aware of the opportunities rugby offers them. In addition, to improve marketing through the Community department it is proposed to add a 'Disability' clause to registration forms.
- o The initiatives above should see an increase of deaf players and this would allow the staging of a series of regional competitions over the period of the plan.



4.4 Organisation

- The Constitution makes provision that 50% members of the Executive committee should have a minimum hearing loss of 25db+ across both ears. Roles as Chairman, Vice Chairman & Secretary.
- The main tasks of the committee include governance, organise the World Deaf 7's Tournaments & World Deaf Rugby Championships, and to raise funding for the main events, where possible.
- There is a need to review the constitution at each Conference.
- There is a need to review the key committee roles so that each is responsible for strategic direction and leadership.



5. WDR Strategic Timescale and Evaluation

Strategy	Timescale	Evaluation
5.1 Prepare Constitution document. Include logo + social media set up	April 2016	Completed document Design logo/set up social media
5.2 Prepare Strat doc	April 2016	Completed document
5.3 Present Strategic Plan and Constitution to all Nations	April 2016 & July 2018	Approval by Nations
5.4 Present Strategic document to World Rugby	Sept 2016 & July 2018	Receive World Rugby comments.
5.5 Review of roles in Executives	October 2016	Completed by June 2018
5.6 Review of governance	October 2016 & July 2018	Present to World Rugby
5.7 Ensure financial sustainability through grant aid and commercial support	Ongoing>	Secure funding
5.8 Ensure strategic and financial planning is monitored	Ongoing>	Targets and outcomes achieved



6. High Performance Rugby

Strategies	Timescale	Evaluation
6.1 Create an agreed High Performance structure	October 2016>	Review and reflect on annual basis to improve
6.2 Develop an example squad structure to assist National unions	October 2016>	Review and reflect on annual basis to improve
6.3 Develop an example National Academy to ensure identification and development of talent	Ongoing>	Have academy operational with staff in place.
6.4 Identify national home venue(s) for matches	Ongoing>	Secure venue(s) and service agreement in place
6.5 Identification and development of coaches and management	Ongoing>	Higher qualified coaches and management staff
6.6 Expansion of Deaf Rugby and Championship	Ongoing>	Increase in matches
6.7 Competition by touring - encourage	Investigate options	Tours arranged and notify WDR
6.8 Organisation of World Deaf Rugby Championships	Championships 202?> Next WDR7's 202?>	Dates / venues to be finalised



7. Community Rugby

Strategies	Timescale	Evaluation
7.1 Conduct a review of all schools and clubs where deaf rugby players currently play	April 2018>	Review & report to WDR
7.2 Review the current involvement of Community rugby staff with deaf rugby players in schools and clubs	April 2018>	Review & report to WDR
7.3 Introduce add on to existing coaching awards. Identify existing/new coaches and clubs they coach at. Identify clubs where deaf children can attend in all areas	April 2018>	In conjunction with Coaching depts set up awards. Identify clubs and set up club school links.
7.4 Introduce competition opportunities for players to bridge the gap from club to national rugby	April 2018>	New competitions to be set up or Community Events
7.5 Develop and implement a volunteer and retention strategy	Ongoing	In conjunction with WRU, Deaf Associations, local Deaf Club communities.
7.6 Launch a recruitment and PR initiative to highlight the opportunities deaf rugby can offer. Add disability clause to registration	Ongoing	In conjunction with National Union. Assess impact. Agreement by Unions to alter registration form and include section for persons with disabilities



APPENDIX; A

Organisational Structure



Chairman

- Chair meetings when necessary.
- Delegate tasks where necessary.
- Ensure work is completed within deadlines.
- Act as a central point of contact for decisions outside of the meeting arena.
- Agree the content of any correspondence sent on behalf of the organisation.
- Ensure the organisation follows its objectives.
- Assist with the operation of WDR to ensure of it's purpose and aims.
- Represent the organisation in meeting with external bodies.

Vice Chairman

- Support the same role & responsibilities as above.
- Assist Chairman as/when required and/or act on behalf of the Chairman, if/when absence.

Secretary

- Receive agenda items and co ordinate with the Chairman / Vice Chairman regarding the items
- Circulate meetings dates, time and locations
- Record and circulate meeting notes accurately recording the delegation of tasks
- Receive correspondence on behalf of the organisations
- Action any urgent correspondence via the Chairman / Vice Chairman