



To: **Secretaries/Chief Executive Officers of Unions and Regional Associations in Membership of World Rugby**

From: **David Carrigy  
Head of Development & International Relations**

Date: **October 14, 2016**

Re: **World Rugby 2016-2020 Strategic Plan**

At its Special and Annual Meeting held on May 11, 2016 Council agreed the final revised Strategic Plan for 2016 – 2020 subject to the final review and confirmation of the plan by the Executive Committee. The Executive Committee at its October 3, 2016 meeting have subsequently reviewed and agreed the final revised Strategic Plan for 2016 – 2020.

The development of the revised plan follows a consultation process initiated in 2015 that included a strategic review by the Executive Committee, as well as consultation with Regional Associations and Member Unions, including feedback received via a global survey and a facilitated session held at the 2015 General Assembly during which the draft plan was presented.

A copy of the Strategic Plan 2016 – 2020 is set out in **APPENDIX ONE** and on the World Rugby website (<http://www.worldrugby.org/strategic-plan>)

Yours sincerely,

A handwritten signature in blue ink, appearing to read "David Carrigy".

**David Carrigy  
Head of Development & International Relations**





**Protect**

## 1. Drive player welfare best practice

- 1.1 World Rugby recognised as a leader and pioneer of best practices in player welfare. Concussion prevention and management processes are adopted by all member unions and other sports
- 1.2 Injury incidence in published injury rates 1,000 hours of playing time in the period 2016–20 remains stable (does not get significantly worse (+ 10 percent))
- 1.3 World Rugby player welfare standards are adopted by all adult elite competitions

## 2. Protect and promote rugby, its values, spirit and ethos

- 2.1 World Rugby's Laws, regulations, protocols, and its disciplinary processes are seen to consistently align and are amended to reflect the true values, spirit and ethos of the game
- 2.2 The importance of the values, spirit, and ethos of the game are apparent throughout the global rugby family
- 2.3 Minimal integrity cases with any breaches dealt with swiftly and decisively
- 2.4 Anti-doping processes and procedures identify and target violators who are acting contrary to the spirit and ethos and ensure they are dealt with expeditiously



# Grow

### 3. Increase Global Participation

- 3.1 Registered player numbers continue to increase with an overall target of four million registered players by 2020
- 3.2 Overall, total player numbers reach 11 million by 2020
- 3.3 There is growth in 15s, Sevens and non contact forms of the game
- 3.4 There is growth in accredited coaches (70,000), match officials (25,000), medical staff (2,000) and strength and conditioning coaches (3,500)
- 3.5 World Rugby maintains a strong and engaged network of fans, broadcasters, sponsors, events, and partners and uses it to grow interest and participation in the game
- 3.6 World Rugby demonstrates that it is breaking down barriers to playing the game by providing variations to the game that are inclusive

### 4. Maximise commercial values and increase the financial sustainability of international rugby

- 4.1 Rugby World Cup 2019 delivers a net surplus of 60% of Rugby World Cup 2015
- 4.2 The commercial programme for Rugby World Cup 2019 delivers £210m
- 4.3 World Rugby Sevens Series commercial programme delivers £55m
- 4.4 Revenues from other sources total £20m
- 4.5 World Rugby high performance programme demonstrates an impact on the competitiveness of international rugby



# Inspire

## 5. Olympic participation is successful in every way

- 5.1 The Olympic rugby competitions in 2016 and 2020 are considered to be one of the best team sport events
- 5.2 World Rugby is considered an essential sport for future Olympic Games and is regarded as a key federation within the Olympic Family
- 5.3 Maximise revenues for rugby through Olympic participation, NOCs and Olympic Solidarity
- 5.4 Maximise the benefit of Olympic participation for all forms of the game

## 6. Provide strong inspirational leadership

- 6.1 World Rugby demonstrates that it is a global leader in sport and its governance processes are agile, dynamic and driven by best practice
- 6.2 Regional Associations and Unions demonstrate that they are incorporating best practice governance and financial management processes
- 6.3 Lead a review of the international tours schedule and ensure that there is a global season structure that provides a flow from club and regional competitions to the international game
- 6.4 The World Rugby organisation and its employees are aligned and are seen to be operating at their highest performance capability as they deliver service to member unions and regional associations, as considered by EXCO
- 6.5 World Rugby is seen as a leader in sports education, sports medicine, integrity, and employees of World Rugby are seen as leaders in their field
- 6.6 Other sporting federations adopt World Rugby processes