



THE CARDIFF RUGBY WAY

STRENGTH THROUGH UNITY

FOREWORD

At Cardiff Rugby we know our people are our greatest strength. Whether that is our players and coaches, our supporters and sponsors, or our excellent workforce, we are all part of the same Cardiff Rugby family and we are stronger together.

We are custodians of a global brand with an unrivalled history and a future with unlimited potential.

There are more than 200 passionate people, working right across our business with a relentless shared desire to succeed.

Everything we do is geared towards that and underpinned by our cultural values – Respect, Passion and Family. Every decision we make is focused on fulfilling and exceeding our strategy.

In this strategy document we will illustrate clearly and concisely what it means to be part of the

Cardiff Rugby family, what we stand for and what drives us to succeed every day.

Welcome to the Cardiff Rugby family.



Alun Jones

Alun Jones
Chairman



Richard Holland

Richard Holland
Chief Executive Officer

OUR STORY

Cardiff Rugby is one of the four professional regions introduced to Welsh rugby in 2003 and competes in Europe’s top competitions.

While Cardiff Rugby was formed as a region in 2003, the team’s history can be traced back to the late 1800s.

In 1876, Cardiff Rugby Football Club was created following an amalgamation between Cardiff Wanderers and the Glamorgan Football Club. During the next 127 years, the Blue & Blacks became universally acknowledged as one of the world’s most successful, and subsequently famous, sides.

Playing at Cardiff Arms Park, they claimed victories over major touring teams, including Australia, New Zealand and South Africa, and achieved numerous national honours.

With the advent of regional rugby in 2003, Cardiff RFC was granted its own region and Cardiff Blues was created as the new professional side at Cardiff Arms Park. Cardiff RFC continues as a semi-professional side in the Welsh Premiership.

The region originally encompassed Cardiff and the Vale of Glamorgan, but following the demise of the Celtic Warriors in 2004, proudly took on responsibility for a wider area that included Rhondda Cynon Taf, Merthyr and Powys.

The Cardiff Rugby region currently represents five unitary authorities (Cardiff, Rhondda Cynon Taf, Merthyr, Powys and the Vale of Glamorgan) and 76 clubs, including Cardiff, Merthyr and Pontypridd in the Welsh Premiership.

Cardiff Rugby remains proud of its heritage as well as the wider area it now represents, the many renowned clubs within it and their own unique achievements.

During the regional era Cardiff Rugby have twice won the European Challenge Cup (2010 and 2018), and the Anglo-Welsh Cup (2009).

2003

Cardiff Blues was created

76

Proudly represents 5 unitary authorities and 76 clubs

3

European Challenge Cup winners (2010 & 2018), Anglo-Welsh Cup (2009)

50+

Welsh Internationals since 2003

9

British & Irish Lions since 2003

OUR VALUES



RESPECT

We respect each other, our workplace, our heritage and the region we represent.

- We are consistent
- We are on time
- We are self-reliant
- We preserve and enhance all environments
- We are welcoming to all
- We treat everyone with honesty, humility and integrity



PASSION

We are passionate about everything we do, the badge we wear and the people we represent.

- We are positive at all times
- We strive to be the best in everything we do
- We celebrate our heritage and embrace our region
- We share our love of rugby
- We embrace all of our responsibilities and duties



FAMILY

We are ALL part of the Cardiff Rugby family.

- We care for and look after each other
- We are open, honest and accountable
- We are inclusive in all that we do
- We share our highs and lows
- We enjoy each other's company



THE CARDIFF RUGBY WAY

UNITE & ENGAGE WITH OUR REGION

We will continue engagement with our clubs, schools, colleges and universities, while forging stronger links with our Premiership clubs. By building upon our robust links with supporters throughout our region we aim to make everyone proud.

COLLABORATE WITH OUR PARTNERS

We will continually strive to add value to our commercial partners, leverage our global brand for the benefit of charitable causes and develop, improve and enhance our thriving Community Foundation. We will support and assist the Professional Rugby Board to ensure the best for the entire professional game in Wales.

DEVELOP OUR TALENT

We will continue the development of players into the academy with a constant stream of players graduating into the Cardiff Rugby senior squad and achieving Wales honours. We will develop coaches and staff and promote from within when possible.

DELIVER SUSTAINABILITY

We will deliver sustainability by creating a virtuous circle – realising the commercial opportunities within this region, which will increase our revenue streams, allowing us to invest in our people and facilities, which will in turn, assist us in fulfilling our playing objectives.

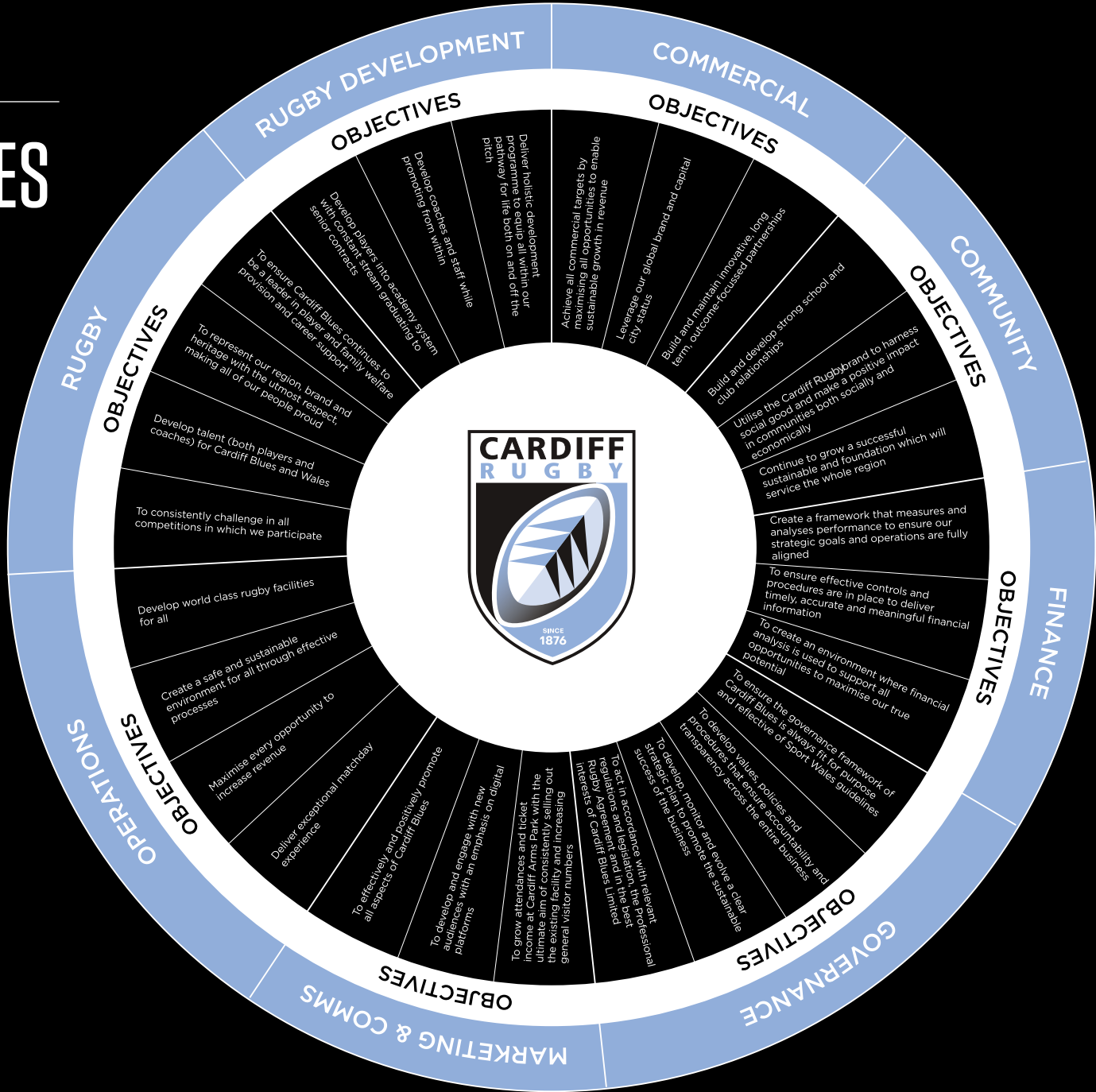
SHARE OUR SUCCESS

We will invest in our most important asset – our people – and create the best possible environments to ensure every member of the Cardiff Rugby family can fulfil and exceed their potential. We will enhance and improve our facilities to offer the best possible match-day experience and ensure all supporters have the opportunity to share in our success.



THE CARDIFF RUGBY WAY

OBJECTIVES





COMMERCIAL

TO IDENTIFY AND MAXIMISE ALL COMMERCIAL OPPORTUNITIES AND LEVERAGE THE CARDIFF RUGBY GLOBAL BRAND

OBJECTIVES

- Achieve all commercial targets by maximising all opportunities to enable sustainable growth in revenue
- Leverage our global brand and capital city status
- Build and maintain innovative, long term, outcome-focussed partnerships

ACTIONS

- Ensure the highest possible partner retention rate, building sustainable, long term partnerships
- Engage with more businesses north of the M4, while targeting London and international brands
- Develop regular competitor analysis to identify new opportunities
- Fully utilise the contacts of Cardiff Rugby directors
- Proactively deliver into Business Management Board initiatives and establish programmes to ensure Cardiff Arms Park is fully utilised for all Principality Stadium events



COMMUNITY

USE THE POWER AND VALUES OF SPORT TO INSPIRE, ENGAGE AND IMPROVE OPPORTUNITIES FOR ALL PEOPLE WITHIN OUR COMMUNITY

OBJECTIVES

- Build and develop strong school and club relationships
- Utilise the Cardiff Rugby brand, players, values and heritage to harness social good and make a positive impact in communities both socially and economically
- Continue to grow a successful sustainable and foundation which will service the whole region

ACTIONS

- Develop and deliver sustainable, innovative, inclusive and high-quality programmes, engaging more people, more often throughout the whole region irrespective of age, ability or gender
- Establish area officers for higher impact and offer all the opportunity to engage with the Cardiff Rugby brand
- Work with WRU to strengthen and improve our schools and clubs through high quality rugby provision
- Work in conjunction with commercial partners, public sector bodies and third sector agencies to create a successful, sustainable Foundation
- Use rugby to improve and support four main strands – health, education, employability and inclusion



THE CARDIFF RUGBY WAY

FINANCE

TO DELIVER A SUSTAINABLE CARDIFF RUGBY LIMITED

OBJECTIVES

- Create a framework that measures and analyses performance to ensure our strategic goals and operations are fully aligned
- To ensure effective controls and procedures are in place to deliver timely, accurate and meaningful financial information
- To create an environment where financial analysis is used to support all opportunities to maximise our true potential

ACTIONS

- Long-term financial forecast and plan
- Monthly financial performance reporting and KPIs
- Financial milestones aligned to strategic plan
- Regular review of reporting focus to mitigate identified risks
- Vigilant adherence to internal controls



GOVERNANCE

TO PROVIDE HIGH STANDARDS OF STRATEGIC AND OPERATIONAL LEADERSHIP ACROSS ALL ASPECTS OF CARDIFF RUGBY LIMITED

OBJECTIVES

- To ensure the governance framework of Cardiff Rugby is always fit for purpose and reflective of Sport Wales guidelines
- To develop values, policies and procedures that ensure accountability and transparency across the entire business
- To develop, monitor and evolve a clear strategic plan to promote the sustainable success of the business
- To act in accordance with relevant regulations and legislation, the Professional Rugby Agreement and in the best interests of Cardiff Rugby Limited

ACTIONS

- Monitor and review company structures and roles to ensure effective and efficient governance
- Ensure that the necessary operational resources are in place to meet agreed strategic planning objectives
- Implement and monitor effective policies for appraising board, management and employee performance
- Review policies and procedures to ensure compliance with requirements of governance best practice and applicable regulations
- Implement effective management reporting to measure operational performance across the business
- Establish an effective framework for risk oversight and management

THE CARDIFF RUGBY WAY

MARKETING & COMMUNICATIONS

TO ENGAGE ALL KEY STAKEHOLDERS THROUGH EFFECTIVE COMMUNICATIONS

OBJECTIVES

- To grow attendances and ticket income at Cardiff Arms Park with the ultimate aim of consistently selling out the existing facility and increasing general visitor numbers
- To develop and engage with new audiences with an emphasis on digital platforms
- To effectively and positively promote all aspects of Cardiff Rugby

ACTIONS

- Continue and enhance the production of top-class content
- Build upon marketing database
- Grow digital audiences and attract new audiences
- Improve customer experience at CAP
- Add value across memberships
- Continue and expand our use of Welsh language
- Establish a supporters advisory group
- Regular market analysis to identify further opportunities



THE CARDIFF RUGBY WAY

OPERATIONS

TO DELIVER COMPLIANT AND ENJOYABLE ENVIRONMENTS FOR ALL AT CARDIFF ARMS PARK AND OTHER FACILITIES UTILISED BY CARDIFF RUGBY

OBJECTIVES

- Deliver exceptional matchday experience
- Maximise every opportunity to increase revenue
- Create a safe and sustainable environment for all through effective processes
- Develop world class rugby facilities for all

ACTIONS

- Maintain existing facilities to maximise all opportunities and deliver best possible experience
- Evolve appropriate operational processes in line with changing requirements, regulations and legislation
- Implement orientation programme and clear development pathway for all customer facing employees
- Endeavour to maintain and improve facilities to enable professional rugby to thrive



THE CARDIFF RUGBY WAY

RUGBY

TO WIN MATCHES. TO MAKE OUR REGION PROUD AND INSPIRE FUTURE GENERATIONS THROUGH SUSTAINED SUCCESS

OBJECTIVES

- To consistently challenge in all competitions in which we participate
- Develop talent (both players and coaches) for Cardiff Rugby and Wales
- To represent our region, brand and heritage with the utmost respect, making all of our people proud
- To ensure Cardiff Rugby continues to be a leader in player and family welfare provision and career support

ACTIONS

- Increased investment in playing resources and facilities
- Enhanced succession planning and talent identification in line with the joint Rugby Management Board
- Continually maintain and develop first-class coaches to maximise player potential and deliver success
- Develop leadership-enhancing programmes

THE CARDIFF RUGBY WAY

RUGBY DEVELOPMENT

TO IDENTIFY, NURTURE AND DELIVER FUTURE TALENT FOR CARDIFF RUGBY AND WALES

OBJECTIVES

- Develop players into academy system with constant stream graduating to senior contracts
- Develop coaches and staff while promoting from within
- Deliver holistic development programme to equip all within our pathway for life both on and off the pitch

ACTIONS

- Improve development programmes and provision of coaching
- Invest, maintain and enhance high performance facilities for all within Cardiff Rugby rugby programmes
- Develop a competitive and thriving schools programme
- Maintain and strengthen relationships with Premiership clubs and all within our pathway through Cardiff Rugby Pathway Rugby Management Board
- Collaborate with Welsh Rugby Players Association and our commercial partners to ensure all academy members are engaged in an educational or vocational programme



WALES'
CAPITAL
REGION