



HKU Sandy Bay  
RFC

# Strategic Plan 2019-2023



# Foreword

It gives me great pleasure to introduce HKU Sandy Bay's 4-year Strategic Plan. Sandy Bay has taken Hong Kong rugby by storm in 2019 across all levels. However, our history in Hong Kong rugby extends back over 30 years. It all started with our minis section in 1990 and through the early 2000's expanded to include youth boys and girls. Our seniors' section began life as Aberdeen RFC before transitioning to HKCC, and since the 2018/19 season has been part of Sandy Bay.

Today we boast total membership of 1,000 players, which includes around 550 minis, 250 youth and 200 seniors. We are a diverse club with 700 male and 300 female players, and over 20 nationalities playing for Sandy Bay.


Throughout this 30-year journey, there have been few seasons as successful as 2018/19. This gives us an incredible foundation on which to build our plans. In 2018/19 our minis continued to develop and perform at the highest levels in festivals and competitions, both in Hong Kong and overseas. The youth boys and girls had much success in their divisions, with 45 players representing the club in the HKRU

National Age Grade programme. The men's social teams won silverware in their respective divisions and the ladies team continued to develop and improve.

Without doubt the highlight of this inaugural year as an integrated club was the epic battle of our Men's Premiership side to turn a slow start to the season into a Grand Championship winning performance. Not bad for year one!

However, we are not content to stop there. Sandy Bay has ambitions to be amongst the most successful clubs in Hong Kong at all levels. We strive for development and performance that can separate us from other clubs. To achieve this, we need to have a clear plan to give us the direction of travel. The plan will be implemented over four years and has been developed to align with the HKRU and World Rugby's strategic planning cycle, which both fall in line with the Rugby World Cup cycle.





The plan contains five main parts. There are details around governance and business operation, individual strategies for our three sections (minis, youth and seniors) and strategies to help us achieve our goal of being 'One Club' i.e. a seamless club with a shared identity and pathway from Under 5s to senior rugby. The plan also contains a mission and vision statement and Club Values that will be the bedrock for all players, parents, coaches, volunteers and supporters of Sandy Bay.

As the Chairman of HKU Sandy Bay it is a privilege to be involved with such an exciting club, and developing this plan has filled me with optimism for what we can do in the future. It would not be possible to achieve our past and future successes without a strong volunteer base and very supportive sponsors. We are highly appreciative of both. We are also indebted to our club Directors and Committees who work tirelessly in their own time to make this club a success.

What we need now is for everyone involved in Sandy Bay to get behind this plan and help us drive the club to the next level. This is a long-term plan and

one which will be periodically reviewed and amended to take on board suggestions, advice and feedback.

We look forward to receiving your support and seeing Sandy Bay going from strength to strength in the coming 4 years.

*Iain Carmichael*

*Chairman  
HKU Sandy Bay RFC*

# Mission Statement

HKU Sandy Bay will be a unified rugby club providing a safe, enjoyable, and seamless pathway from mini-rugby towards high performance senior rugby, instilling the club values every step of the way.

# Vision Statement

Living by its own club values, HKU Sandy Bay RFC strives to be more than a high performance rugby club and rather a community consisting of players, volunteers, coaches, parents and supporters that together make friendships and memories that last a life time. To ensure the long-term sustainability of the club, integration with the wider community and a professional public image are paramount.

# Club Values

Inclusion	Teamwork
Respect & Tolerance	Excellence
Integrity & Sportsmanship	Perseverance

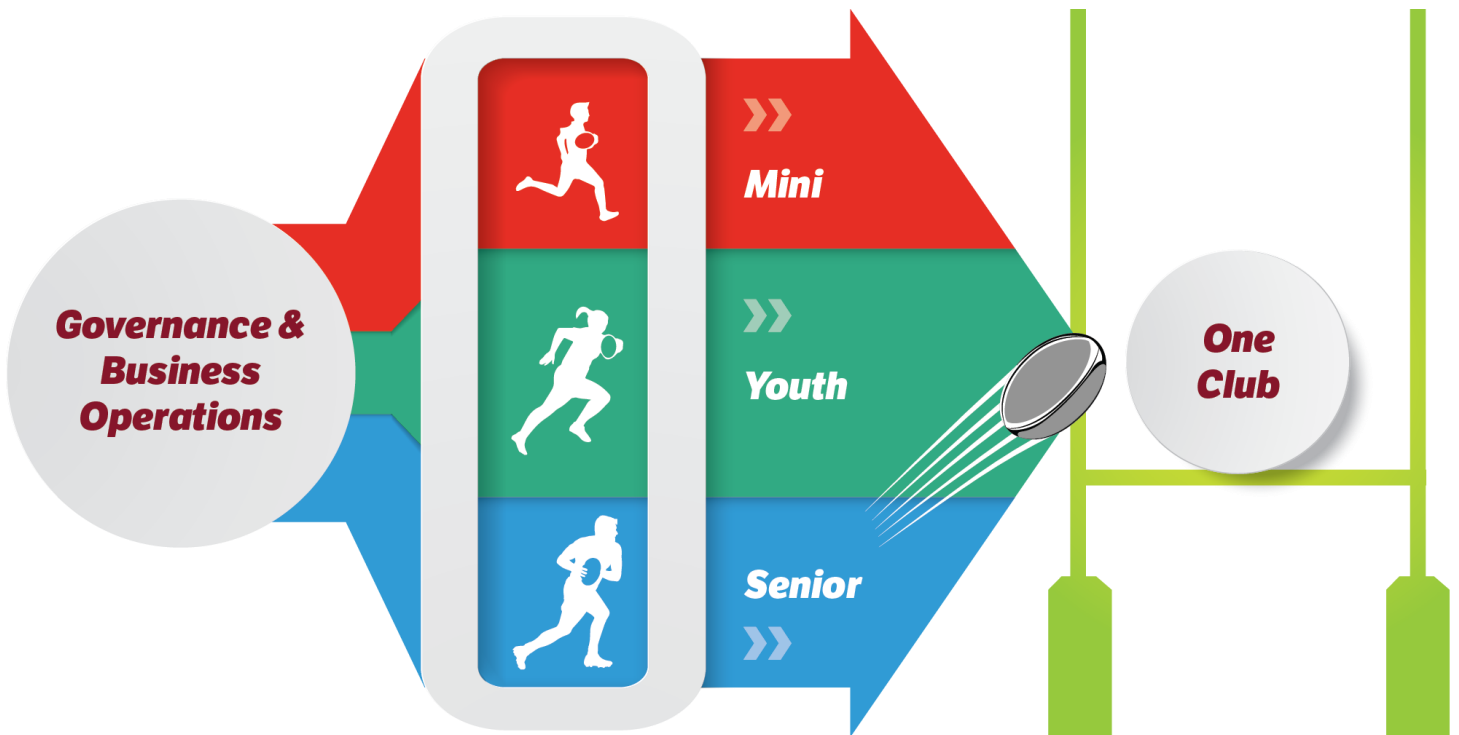






# Our Foundation

HKU Sandy Bay will be a unified rugby club providing a safe, enjoyable, and seamless pathway from mini-rugby towards high performance senior rugby, instilling the club values every step of the way.



# Strategic Goals

## (1) Governance & Business Operations

- Ensure the long-term sustainability of the club in relation to financial independence, player retention and recruitment, club administration and access to facilities
- Provide all stakeholders with a quality experience in all interactions with the club and maintain a positive image
- Maintain operational competence in all elements of administration from budget control to human resourcing
- Increase integration with the community



# Strategic Goals

## (2) One Club

- Ensure there is unity and strong connectivity throughout all sections of the club
- Promote a culture of physical safety and mental welfare at all levels
- Create a culture where all players, supporters, coaches and parents are role models to fellow members and the community at large, by demonstrating and regularly reinforcing the club values
- Have a consistent high quality club-wide rugby programme leading to a clear pathway from mini to youth to senior and national representation, developing a culture of striving to be the best you can be
- Maintain and promote a diverse culture where all are welcome and develop a community that makes long-term friendships and memories
- Ensure there is effective communication both internally and externally



# Strategic Goals

## (3) Mini

- Foster a culture that develops skills and values while maintaining enjoyment throughout
- Grow numbers at each age group each season, factoring in the drop off within the upper age groups

## (4) Youth

- Recruit and retain as many players as possible to field at least one competitive team in each age group

## (5) Senior

- Maintain a strong link for those graduating from youth rugby
- Create a clear pathway from the lower-ranked teams to the first teams and national team or pro rugby
- Each team to reach at least the semi-finals of their respective league
- To have a team in the Women's Premiership
- Win the HKRU Premiership A and Premiership



# HKU Sandy Bay RFC

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