

High Performance Playbook

2016–2020



Introduction to the Playbook

World Rugby's Strategic Plan 2016-2020 guides the organisation towards its vision of "A sport for all, true to its values" via the mission of "Growing the global rugby family". **Accelerating The Global Development Of Women In Rugby 2017-2025** is a key subset of the strategic plan, steering rugby's ambition "to be a global leader in sport, where women have equity on and off the field".

The High Performance Playbook 2016-2020 is an implementation plan for World Rugby's High Performance Programme which supports both organisation-wide plans. Its purpose is to outline how and why World Rugby invests (and plans to invest) in high performance initiatives, in order to develop the underpinning structures to impact upon the competitiveness of elite international rugby.

The strategies outlined have been developed in a framework initially for 15s (men), which contains the capacity and flexibility to extrapolate to 15s (women) and sevens (men and women) in the future.



High Performance Strategy

World Rugby's Strategic Plan 2016-2020 has six strategic goals, all of equal priority to the organisation. Each strategic goal has a number of key performance indicators (KPIs).

The High Performance Programme contributes to each goal and is specifically a considered a commercial and financial objective at strategic goal 4 – “Maximise the commercial values and increase the financial sustainability of international rugby”.

The goal has five KPIs, the last of which – KPI 4.5 – provides the ultimate measure of success – “World Rugby's High Performance Programme demonstrates an impact on the competitiveness of international rugby”.



STRATEGIC GOALS 2016-2020

Protect

Drive player welfare best practice

Protect and promote rugby, its values, spirit and ethos

Grow

Increase global participation

Maximise commercial values and increase the financial sustainability of international rugby

Inspire

Olympic participation is successful in every way

Provide strong inspirational leadership

Progressive

Modern

Attractive

Dynamic

Inclusive

‘Mission Critical’

Why is high performance a commercial and financial objective for World Rugby?

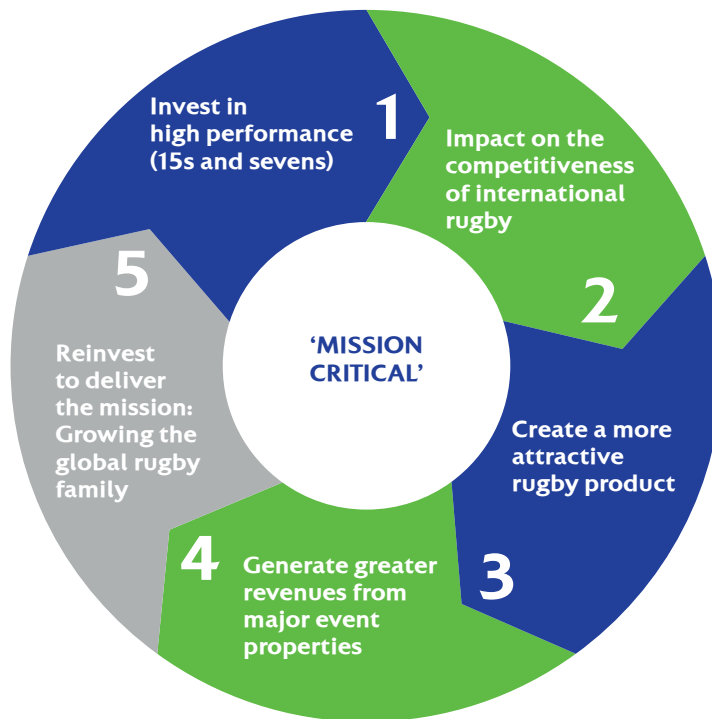
In a world of scarce resources, a fit-for-purpose High Performance Programme, capable of impacting competitiveness in 15s and sevens, is ‘mission critical’ for World Rugby.

Investment in high performance is our main source of influence on competitive international rugby and creating a more attractive product. A more attractive product enhances the quality of our major event properties*, which gives us the ability to generate greater revenues from them. These revenues can then be reinvested in all business programmes, in order to deliver the mission of our strategic plan “Growing the global rugby family”.

And then the wheel keeps turning...

*Our major event properties are:

- Rugby World Cup 15s (men)
- Rugby World Cup 15s (women)
- Rugby World Cup Sevens (men and women)
- HSBC World Rugby Sevens Series (men and women)
- World Rugby U20 Championship (15s men)



What is High Performance?

High performance is sport at its highest level of competition with elite athletes as the competitors, where integrated systematic learning and continuous improvement takes place over multiple cycles to meet an end target.

Ordinarily, where high performance is present, five characteristics will be displayed which clarify what high performance is, and what it is not:

1. The best possible performance (processes and outcome/result) at a pinnacle event is the goal
2. A structured, communicated pathway with multi-entry/exit points, that supports athlete, coach and official development and performance
3. World-class coaching and integrated sports science and sports medicine, based on the needs of the teams and individual athletes, that impacts performance
4. Effective, professional leadership, management and operational support to national teams, including the best people working together at all levels of the programme to deliver a high performance plan with critical success factors and clear, measurable targets
5. Efficient investment in key priority areas, that brings a return on investment in terms of best possible performance



HP Programme Targets: 15s Men 2016–19

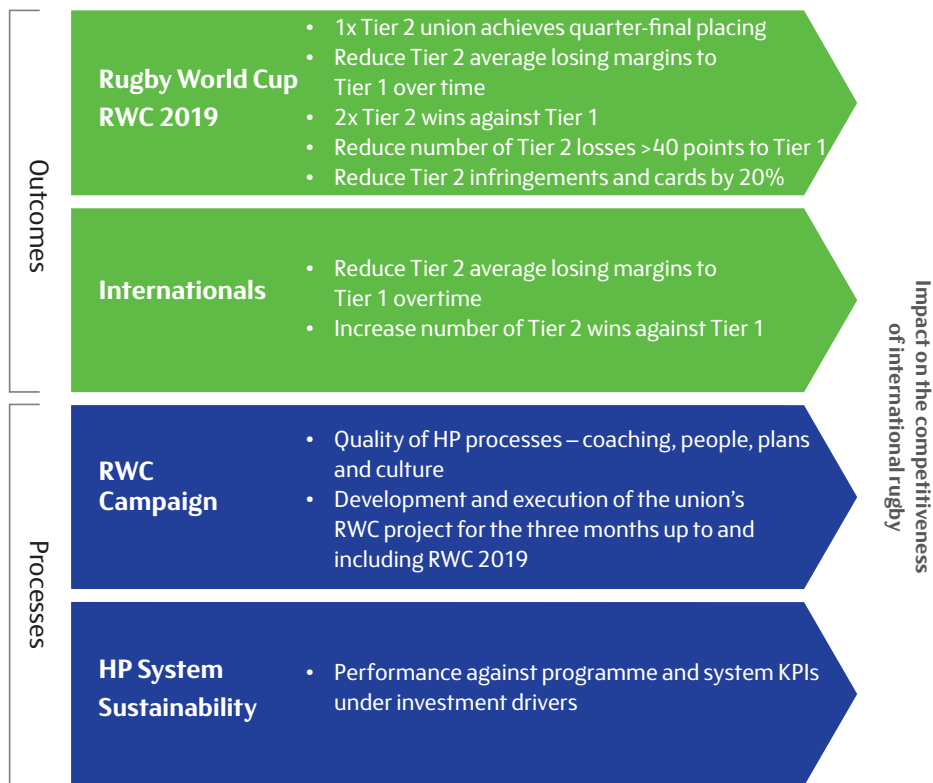
The High Performance Programme focuses its investment on the unions banded below the established Tier 1 unions, who we call the Tier 2 and Emerging High Performance unions (see page 8) and their performance in pinnacle events, which are the peak of high performance for World Rugby.

Strategic targets are therefore aligned to these unions and these events. The high-level targets for 2016-2020 (15s men) are:

- One Tier 2 union to qualify for the quarter-finals of RWC 2019
- Two Tier 2 unions to qualify for the quarter-finals of RWC 2023

These targets are further detailed across the system of union investment. First, we target processes within unions that underpin success in pinnacle events. Second, we target measurable outcomes of national teams representing unions. When all targets are aligned, we can truly impact on the competitiveness of international rugby.

At all times, high performance for World Rugby is a two-pronged approach where we seek to assist unions to perform at their pinnacle events in the current cycle and at the same time broaden the number of unions capable of qualifying for and performing at pinnacle events in future cycles.



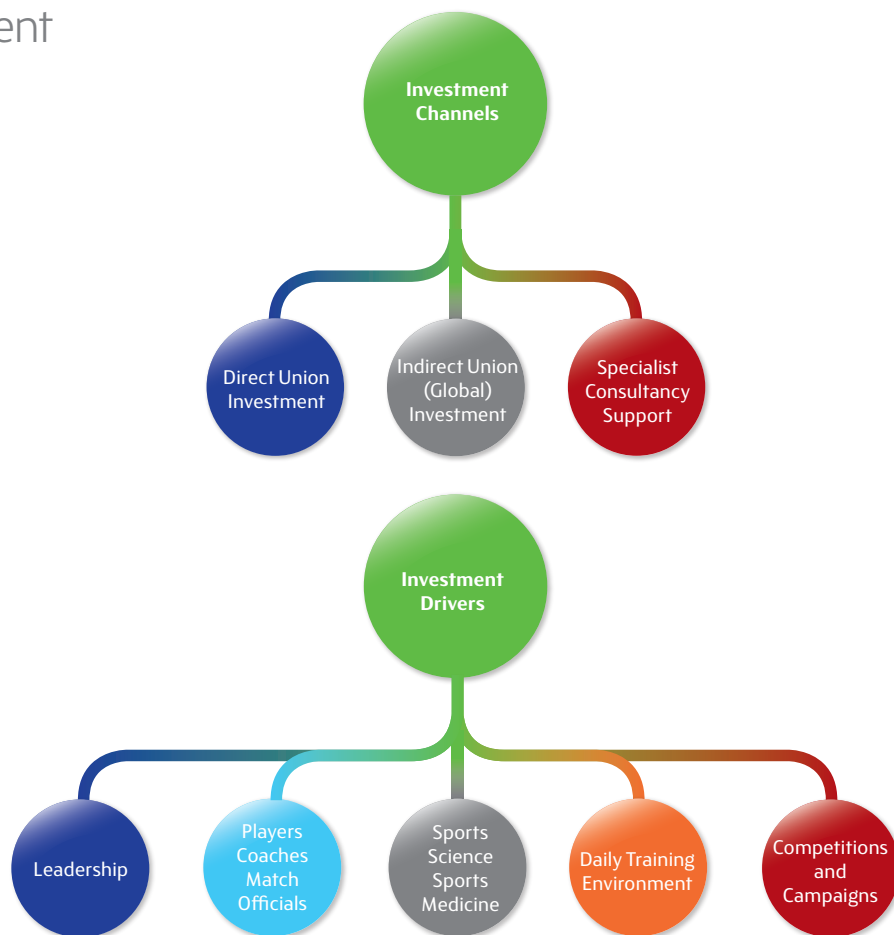
High Performance Investment

Investment in high performance is made through three distinct channels:

- A. Direct Union Investment:** in union HP Programmes and people
- B. Indirect Global Investment:** in international competitions; education programmes; conferences and workshops; player welfare; research and innovation
- C. Specialist Consultancy Support:** from sports management and HP experts; World Rugby staff

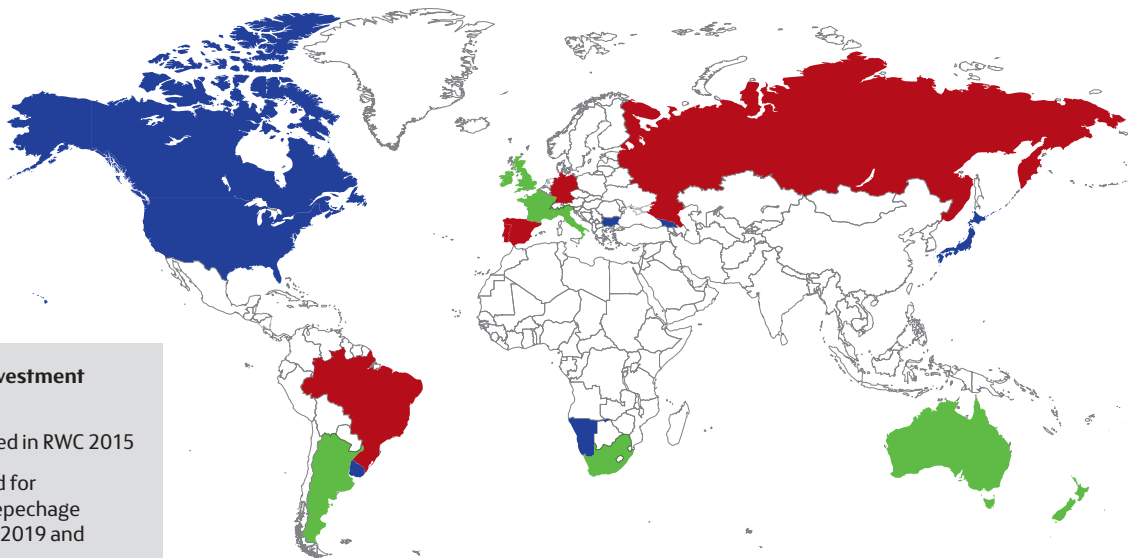
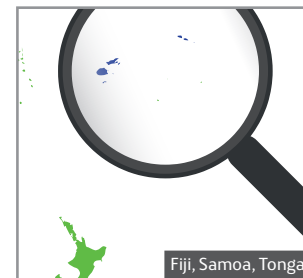
The next level of investment is categorised by five distinct drivers of elite rugby performance:

- 1. Leadership:** programme management, people, infrastructure, governance, administration and financial management
- 2. Players Coaches Match Officials:** talent identification, development and optimisation, and welfare
- 3. Sports Science Sports Medicine:** technology, performance analytics, medical support, research and innovation projects
- 4. Daily Training Environment:** academy programmes and national team camps
- 5. Competitions and Campaigns:** 15s and sevens competition support



Current High Performance Investment Unions

Tier 1 Unions	Tier 2 Unions	Emerging Unions
Argentina	Canada	Brazil
Ireland	USA	Portugal
Scotland	Uruguay	Spain
Wales	Namibia	Germany
England	Romania	Russia
France	Georgia	
Italy	Japan	
South Africa	Fiji	
Australia	Tonga	
New Zealand	Samoa	



The current high performance investment unions are:

- The 20 unions who participated in RWC 2015
- Five emerging unions selected for their potential to qualify for repechage tournaments and hence RWC 2019 and RWC 2023

Performance Management Framework

The principles of the high performance investment in unions are:

1. An elite, top-down, targeted approach, prioritised to unions with the greatest probability of success in meeting our targets
2. A performance partnership with unions, which seeks accountability for outcomes
3. An investment allocation, based on projected impact and demonstrated need

The Performance Management Framework guides the continuous assessment of unions within the HP Programme.

The framework focusses on a pinnacle event within a cycle (RWC 2019 for 15s men) and assesses the five areas most relevant to success at the event. From this assessment, the union's most critical success factors are derived and agreed.

Implementing the framework involves annual face-to-face interactions between World Rugby and the union, with open performance dialogue and joint problem solving. In odd years, it is a Performance Case submission and presentation, while in even years, it is an Annual Review visit and meetings.

Assessment Area	Performance Driver
1. Past Performance	1.1 15s Men Senior National Team
	1.2 15s Men Senior A Team
	1.3 15s Men U20 Team
2. Future Potential	2.1 Player depth
	2.2 Age-grade/academy pathway
	2.3 Benchmark competitions
	2.4 Performance targets
3. RWC 2019 Campaign	3.1 Planning
	3.2 Coaching
	3.3 Competitions
	3.4 Culture and Team Environment
	3.5 Sports Science Sports Medicine
	3.6 Team Management
4. HP Programme	4.1 Leadership*
	4.2 Daily Training Environment
	4.3 Players/Coaches/Match Officials
	4.4 Sports Science Sports Medicine
	4.5 Competitions and Campaigns
5. Budget	5.1 2016-19 plan, budget and resourcing
	5.2 Annual plan, budget and resourcing
	5.3 Budget pressures
	5.4 World Rugby investment priorities
6. Critical Success Factors	6.1 Critical success factors**
	6.2 Additional key factors

* including governance, administration and financial management

** 3-10 deliverables which are unique to each individual union

Performance Case Process

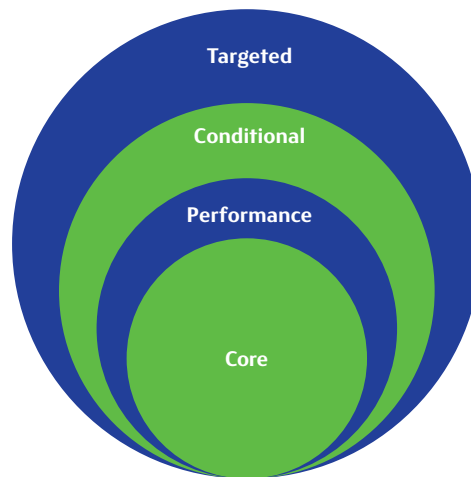
Every two years, World Rugby invites priority unions to submit a Performance Case to seek high performance investment. The assessment criteria is the Performance Management Framework with an allowance for the union to express its own unique selling points.

The Performance Case is in two parts:

1. The union makes a detailed desktop submission
2. The union presents its case to the Performance Case Investment Panel

After all unions have presented their case, the panel recommends investment for allocation by World Rugby's Executive Committee. Unions are allocated investment in up to four tiers (which in turn supports projects within the five performance drivers):

1. **Core Investment:** the minimum sum based on participation in the programme
2. **Performance Investment:** an additional sum, based quality of Performance Case
3. **Conditional Investment:** an additional sum, based on KPIs to be achieved
4. **Targeted Investment:** additional sum, based on ability to achieve specific World Rugby targets (RWC 2019 quarter-final potential or long-term major market appeal)

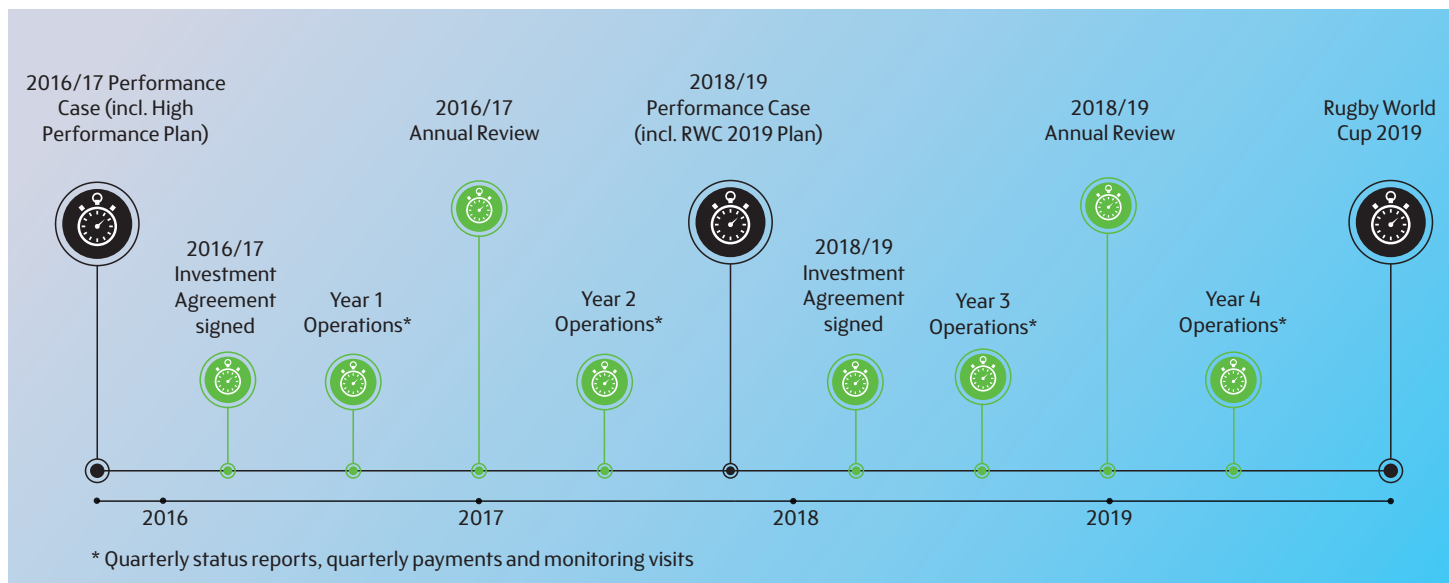


Key Milestone Dates: 15s Men 2016–19

Within the four-year cycle, there are four strategic interactions between World Rugby and unions. Unions apply for investment twice via a Performance Case and World Rugby reviews progress twice via an in-country Annual Review.

In between the strategic interactions, monitoring of the investment takes place via status reporting submitted quarterly to World Rugby by the union, approval of which triggers payment of investment.

World Rugby staff and consultants also undertake monitoring visits to the union to review and or assist with specific projects – for example, the recruitment of high performance staff during the year.



Contact Details

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