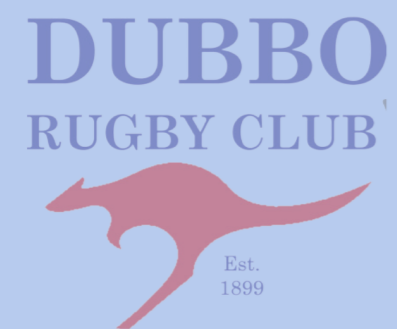


# DUBBO KANGAROOS RUGBY CLUB

STRATEGIC PLAN  
2025-2028



# DUBBO KANGAROOS RUGBY CLUB

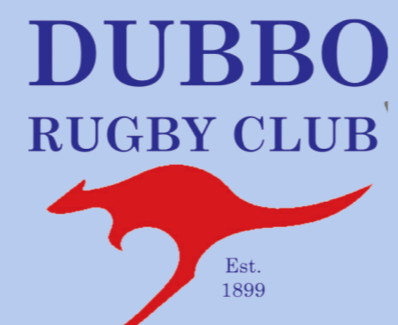
## VISION

To be the premier sporting club in our community.

## MISSION

To deliver an enjoyable, inclusive, high-level rugby experience to our families, supporters, players and sponsors; building on our history and positioning the club for future success to hand it on to rugby enthusiasts.

This is the ROO'S WAY.



# DUBBO RUGBY CLUB HISTORY

Rugby in the central western area of NSW has shown remarkable resilience and growth since the 1850s, despite the challenges of wartime and economic downturns. The sport was played in the established areas of Bathurst and Orange districts, with records showing games played as early as 1874. A testament to this resilience is the photograph of the 1899 Dubbo XV, proudly displayed on the wall of the Dubbo Clubhouse. The club's commitment to rugby was evident even during the Great Depression of the 1930's, and in the early 1950's, Wellington and district fielded seven rugby teams in a district competition.

The Dubbo Club was reformed in 1963 after a six-year lapse. Their colours for the year were white jerseys and whatever shorts and socks were available at the time. The next year, they changed to sky-blue jerseys. In the early 1970s, a red kangaroo was added.

After winning the Grand Final in the Far West Zone in 1966, the club transferred to the Central West competition, entering teams in 1967. This decision provided the club with more rugby over the year.

In 1971, the Dubbo Rugby Club commenced operating a licensed clubhouse directly opposite Victoria Park, the only rugby club in the west with licensed facilities. The Clubhouse operated for 16 years before being placed in receivership in 1987. A meeting in 1996 at Number 1 Oval between the General Manager of Dubbo council and the Club President concluded that the then public toilet block would be renovated and expanded to the current Clubhouse. Although technically, the Clubhouse belonged to the Council, the Dubbo Rugby Club was granted permanent residency. The Dubbo Junior Rugby Club was formed in 1990 and has grown dramatically. It is now one of country NSW's largest and most successful junior clubs.

The DKRC has consistently been a leading club within the Central West competition both on and off the field. They won three premierships in a row from 2006 - 2008 and a further premiership in 2014. The Roos have won seven premierships since 1972.

In 2018, the Dubbo Rugby Club significantly promoted gender equality in sports by founding the Westfund Ferguson Cup and starting a women's 10's competition in 2019. The club's commitment to women's rugby was further demonstrated in 2022 when the competition expanded to 15-a-side competition. The Dubbo Rugby Club has been home to a thriving women's rugby scene, with past players being selected for international and NSW country honours. Since the competition's formation, the Roos women's team has been a dominant force, playing in four grand finals and winning three consecutive from 2022 to 2024.



# OUR VISION

## CARE, CONNECT, INSPIRE

Our goal is to be the premier sporting Club within our community and region. We are committed to commercial growth and sustainability by nurturing our local, national, and global connections. We inspire people in Dubbo and the central west region to play our great game and discover the next generation of talent.

Our commitment to inclusivity is at the heart of everything we do. We are on a mission to become the most **connected**, community-focused rugby club in the Central West. Here, everyone is not just welcomed, but truly valued, regardless of their abilities, backgrounds, nationalities, or genders.

At the Dubbo Kangaroos Rugby Club, all players are valued and **cared** for equally, irrespective of their team, skill level, background, or gender. We foster a culture without hierarchy, where all teams and players connect and interact freely, **inspiring** our members and fans.

Our Club is dedicated to delivering more than just a rugby experience. We are committed to providing an enjoyable, inclusive, high-level rugby experience to our families, supporters, players, and sponsors. We aim to build on our rich history and position the Club for future success, which we will proudly hand over to future rugby enthusiasts.

**WANNA BE A WALLABY, RATHER BE A ROO!**



# CARE CONNECT INSPIRE

COMMUNITY- PASSION - INCLUSIVE - INTEGRITY - LEGACY

## COMMERCIAL

Growing traditional commercial revenue streams and creating viable alternative revenue streams

## PERFORMANCE

Fostering a winning approach in all aspects of the game, setting the standards of behaviour on and off the field mirroring the best of community standards.

## DEVELOPMENT

High performing coaches, players and volunteers who are provided opportunities to develop and advance

## ENGAGEMENT

To be a club for all members of our community deeply connected through all touch points through engagement and transparency to all stakeholders

## COMMUNITY

Continuous growth in participation in Dubbo and the Central West Region, respecting our history, diversity and community

DELIVERING AN ENJOYABLE, INCLUSIVE & HIGH LEVEL EXPERIENCES TO OUR STAKEHOLDERS

**WANNA BE A WALLABY, RATHER BE A ROO!**

VALUES

PILLARS

MISSION





## COMMUNITY

### ACTIVATE & ALIGN THE COMMUNITY

-  Showing respect for everyone involved in creating the best sporting experience both on and off the field through inclusivity and having a positive impact on our community
-  The Club is finding the joy of sport and keeping a positive attitude on and off the field by winning with humility and losing with dignity.
-  Remembering our history and staying close to our former players and members
-  At our Club, the health and well-being of our players is paramount. We place their physical and mental health above all other considerations, fostering a culture of care and support.
-  Striving for excellence, helping our players and coaches discover how good they can be, and facilitating them to achieve their potential
-  Allowing our players and members to learn and develop as people through rugby and make the life-long friendships that rugby allows
-  Our Club is a place where all abilities, backgrounds, nationalities, and genders are celebrated. We advocate for diversity and foster a culture of acceptance and respect.

# PILLAR 2

## CREATE STRONG DEVELOPMENT, RECRUITMENT & RETENTION PATHWAYS

-  Our people are the backbone of our club and sport. Their role in developing rugby within the Dubbo Kangaroos Rugby Club and the Central West is invaluable. We must ensure they feel encouraged, trained, and appropriately acknowledged for their commitment.
-  Through appropriate resource allocation, our coaches, players, and volunteers are provided with development opportunities enhancing the club's growth of administration/management/team support and players through education and training.
-  It's imperative that we develop strong and defined pathways for junior club members, guiding them through colts and senior grades. We aim to further these pathways into representative and high-level competitions.
-  Alignment with higher level clubs, defining brother/sister club status.



DEVELOPMENT

# PILLAR 3

## INCLUSIVE & COMMUNICATIVE

# ENGAGEMENT



The way the sport is marketed and communicated to the whole Central West community is not just important, but it's a testament to the Dubbo Rugby Club's integral role in the community as a hub for sports, social interaction, and community development.



We value and listen to all stakeholders through regular communications and engagement through multiple channels and networks. Your voice is not just heard, but it's a crucial part of our decision-making process.



We aim to promote Rugby as not just a safe and enjoyable sport but also an inclusive one. Our commitment to enhancing Rugby's safe image and the 'Roos way' is about making everyone feel not just welcomed, but truly part of our diverse community.



Leverage major events and link with CWRU, NSWRU, and Rugby Australia to capitalise on state championship matches played to showcase our local competition.



We actively target mainstream media to promote the game, our club, and our events, expanding our networking and footprint within the rugby Australia community.



Increasing our social media presence and maintaining an active and up-to-date website to promote our competition and results.



# PILLAR 4

## CREATE A DIVERS AND SUSTAINABLE FUNDING MODEL

-  Maintain our financial portfolio support of sponsors and explore non-traditional partners and new rights opportunities. Building our member, volunteer, and sponsorship base effectively and sustainably
-  Apply diligent cost control measures to manage and maintain cash flow, ensuring strong financial practices for economic sustainability.
-  Maintain our club's first philosophy and develop clear roles, succession plans, and supporting policies.
-  Explore diversified revenue streams and fundraising events.
-  Modernise policies & procedures consistent with CWRU and NSWRU constitutions.

COMMERCIAL

# PERFORMANCE

## PILLAR 5

### ACHIEVING OUR HIGHEST POSSIBLE STANDARDS



Playing competitively and playing to win whilst playing fairly and honestly, obeying the rules and laws of competition in both letter and spirit, and recognising that winning is only meaningful when competition is fair.



Establishing clear expectations for how individuals should conduct themselves in various situations, whether they are actively participating in the game or engaged in external club events



Maintain professionalism, be a role model, uphold the club's values and reputation, and consistently act with integrity, discipline, and mutual respect.



Our goal is clear-we strive to be the top choice for individuals, families, and groups seeking sporting opportunities in our region. We aim to build a sense of pride and connection among our participants, making rugby a physical activity and a crucial part of our community's identity and lifestyle.

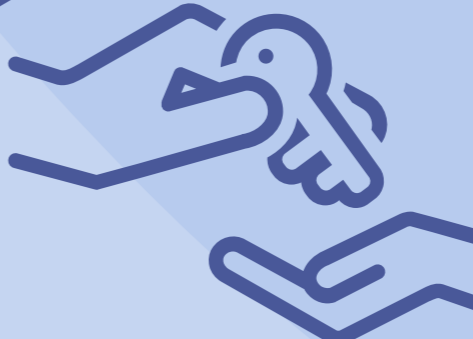
# OUR VALUES



**PASSION**



**COMMUNITY**



**LEGACY**



**INTERGRITY**



**INCLUSIVITY**

Fueling motivation and drive to push individuals to strive for excellence, inspire and influence others, fostering a winning environment and shared ambition.

Cultivating a sense of belonging, camaraderie, and community among players and members.



Impact and influence through actions, values, and contributions to inspire future rugby enthusiasts.

Reflect the values and principles of integrity, leadership, and community.

Building a foundation for others to build upon ensures that the positive contributions continue even after one is absent.



We support and respect our colleagues' roles and contributions.  
We appreciate and celebrate diversity and foster an inclusive environment.  
We trust and empower each other to achieve excellence.  
We demonstrate commitment to others and the club.  
We focus on being coordinated and integrated across all areas of our club.



We are always transparent, ethical, and accountable.  
We are responsible and honest in all our dealings, doing what is right.  
We share information and are approachable to all.  
We own our actions - we do what we say.



We appreciate and celebrate diversity and foster an inclusive environment  
We put our community, partners, and members at the centre of all that we do  
We listen to our coaches, our players, and our community and ensure we are responsive to all  
We work with our sponsors to ensure we are aligned in outcomes and actions.  
We build trust through our actions and behaviours.



# OUR ACTIONS

SHORT TERM ACTIONS (immediate)	MEDIUM TERM ACTIONS (2-3 years)	LONG TERM ACTIONS (5 years)
<p>A Code of Conduct developed and in place for 2025</p> <p>Gym Partnership in place</p> <p>Player and coach recruitment</p> <p>Establish and define club roles.</p> <p>Continued success - 1st and 2nd grade premierships</p> <p>End-of-season domestic tour</p> <p>More transparent communication channels increase sponsor, supporter, and old-boy engagement</p> <p>Bridge gap between junior and senior transformation</p>	<p>Roos Club gym facility opening with brother/sister club</p> <p>Clubhouse extensions and further renovations</p> <p>Defined player and coach recruitment pathways, driving higher player registration and retention numbers</p> <p>Home grand final</p> <p>Establish a brother/sister club, developing pathways domestic or international.</p> <p>International tour</p> <p>Second women's team</p> <p>Player scholarships for registration/merchandise juniors proceeding into seniors</p>	<p>Quality training facilities and recovery facilities</p> <p>Upgrade clubhouse facilities (disabled access)</p> <p>Continued player and coach retention</p> <p>Revisit and revise the strategic plan.</p> <p>Club Championship</p> <p>Regional women's 10's competition</p>



**DUBBO**  
RUGBY CLUB



Est.  
1899