



# THE CARDIFF BLUES WAY

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STRENGTH THROUGH UNITY

# FOREWORD

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

Welcome to the Cardiff Blues family.



**Alun Jones**  
Chairman



**Richard Holland**  
Chief Executive Officer



# OUR STORY

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

While Cardiff Blues 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 Blues 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 Blues 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 Blues 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 Blues 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 BLUES 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 Blues 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.

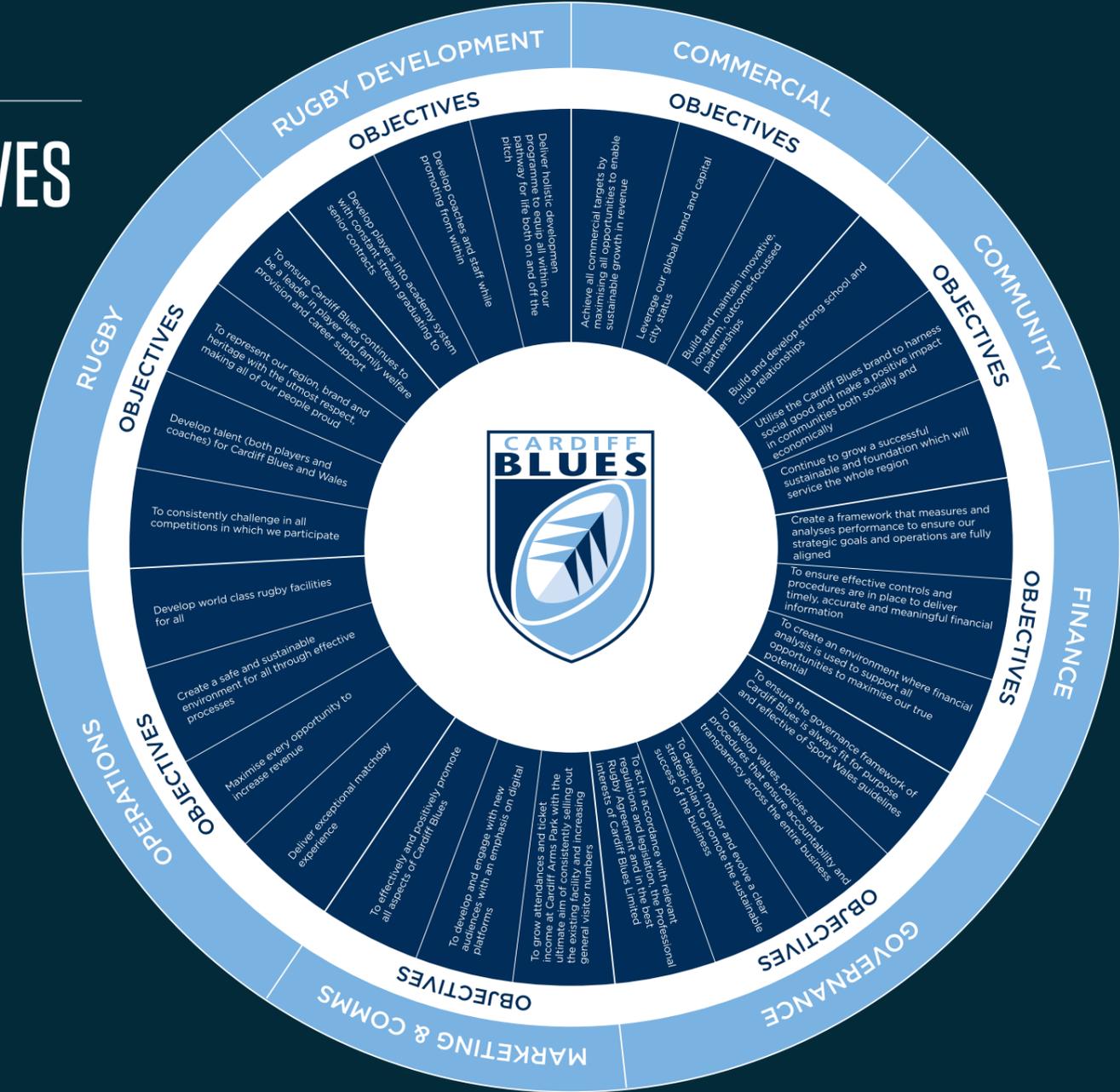
## SHARE OUR SUCCESS

We will invest in our most important asset – our people – and create the best possible environments to ensure every member of the Cardiff Blues 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 BLUES WAY

# OBJECTIVES





THE CARDIFF BLUES WAY

# COMMERCIAL

TO IDENTIFY AND MAXIMISE ALL COMMERCIAL OPPORTUNITIES AND LEVERAGE THE CARDIFF BLUES 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 Blues 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 Blues 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 Blues 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



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# FINANCE

TO DELIVER A SUSTAINABLE CARDIFF BLUES 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



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# GOVERNANCE

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

## OBJECTIVES

- To ensure the governance framework of Cardiff Blues 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 Blues 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

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# 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 Blues

## 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 BLUES WAY

# OPERATIONS

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

### 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 BLUES 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 Blues and Wales
- To represent our region, brand and heritage with the utmost respect, making all of our people proud
- To ensure Cardiff Blues 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 BLUES WAY

# RUGBY DEVELOPMENT

TO IDENTIFY, NURTURE AND DELIVER FUTURE TALENT FOR CARDIFF BLUES 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 Blues rugby programmes
- Develop a competitive and thriving schools programme
- Maintain and strengthen relationships with Premiership clubs and all within our pathway through Cardiff Blues 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