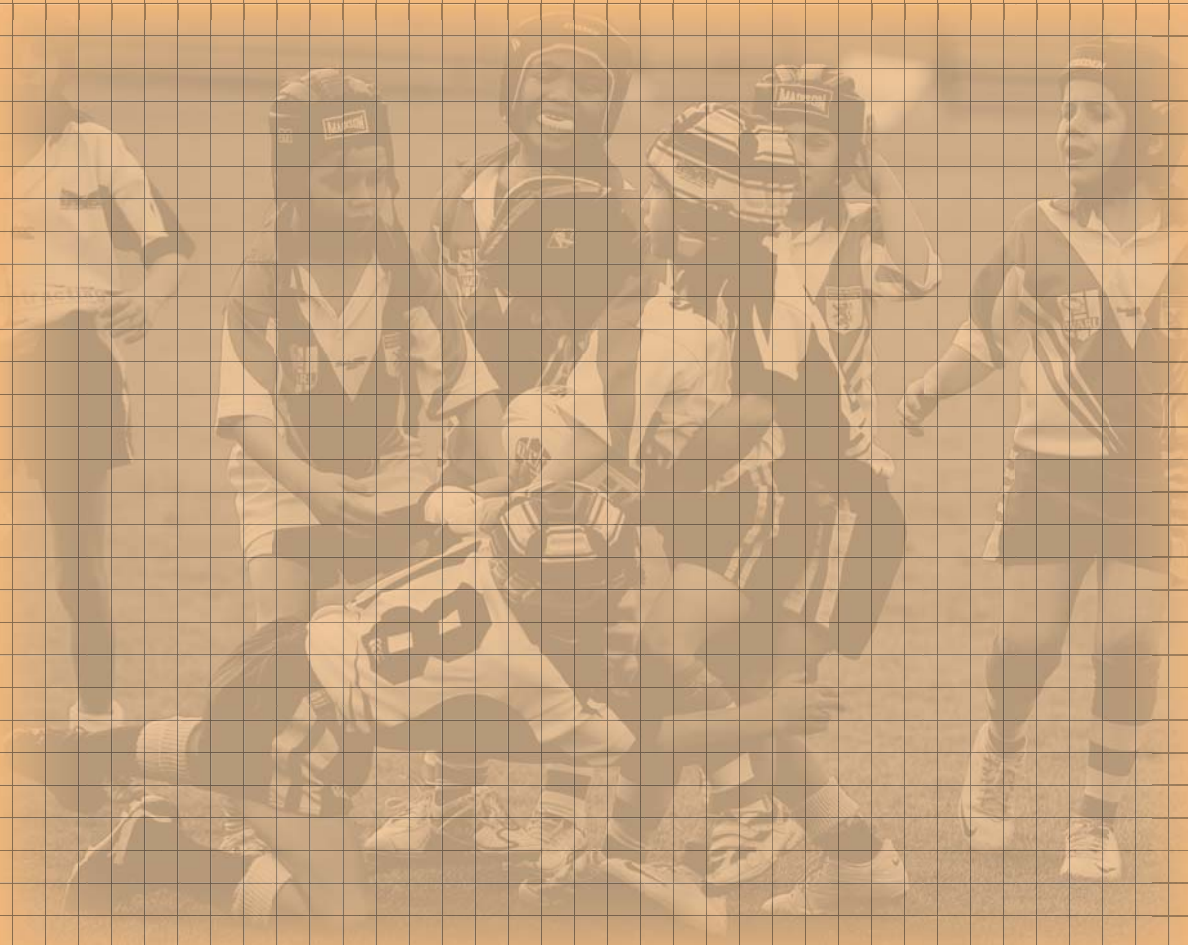
WESTERN AUSTRALIAN RUGBY LEAGUE LIMITED

2020 VISION & STRATEGIC PLAN

To inspire and enrich the lives of Western Australians through the great game of Rugby League



Introduction

The Western Australian Rugby League (WARL) has outlined a cultural and business vision, designed to promote the game of Rugby League in Western Australia through to the year 2020.
This plan takes into account the changing economic environment, specific local challenges and the opportunities afforded to the WARL to represent the interests of rugby league in WA.
The strategic planning process provided the opportunity to refocus and develop a professional and profitable organisation built upon a solid base. This base focuses on two key areas:

- A Cultural Vision: to provide insight into the philosophy of the organisation and provide guidance on the cultural expectations of all stakeholders within the WARL; and,
- A Business Vision: to outline the basis of a visionary organisation that is both professional and profitable, leaving a legacy on which the future of rugby league in WA can be built upon.

Western Australian Rugby League Cultural Vision

Our Core Purpose

To inspire and enrich the lives of Western Australians through the great game of Rugby League.

Our Core Values

We will conduct our business with the following core values:

1. Leadership
   Our leaders build a reputation based on honesty, integrity, respect and transparent actions to benefit the growth of the game.
2. Unity
   As representatives of the Rugby League community, we move together in unison to achieve progressively better outcomes with strength and conviction.
3. Community
   We develop and provide socially responsible initiatives for the benefit of the community.
4. Innovation
   We challenge the boundaries, and redefine the standards of sport, through innovation, creativity, decisive implementation and good governance.

Our Big Goal

By 2020, Western Australian Rugby League and it's brand is in the top five most recognised and respected sporting brands in Australia.

Our Vivid Description

By 2020, WARL has community participation at every level equivalent to the leading AFL team brand with:

- Participation of 10,000 senior and junior players;
- An SG Ball Premiership team;
- The capacity and support to host a State of Origin or a National Team representative match in WA;
- Our own competitive State of Origin team;
- A successful, profitable self-sustaining competitive community integrated NRL team with secured funding of $300 million dollars to establish a purpose built training facility and Licensed Premises and Clubrooms; and,
- Developed self sustainable regional hubs in the North West, Mid West and South West.

Western Australian Rugby League Business Vision

Strategic Priority 1: Organisational Design and Governance

Objective

An organisation that is a solid business foundation for Rugby League in Western Australia, sufficiently flexible to handle the strong growth that will come with fulfilling the 2020 business vision.

Strategic Initiatives

1.1 Complete the 2020 Vision WARL Strategic Plan for adoption by the board.
1.2 Clearly define and adopt appropriate policies for;
  1.2.1 Board conduct, responsibilities and duties;
  1.2.2 Authority limits for the Executive;
  1.2.3 Guidelines for the Board and Executive; and
  1.2.4 A strategic policy diary for timely compliance with obligations.
1.3 Develop and implement a review and priorities program to ensure the implementation of the key strategic initiatives.
1.4 Establish an efficient Organisation Structure based on a suite of policies and procedures outlining best practice, due diligence and corporate regulation;
1.5 Establish a culture of leadership and accountability throughout the organisation in accordance with the core vision.
1.6 Develop a Recruitment Strategy for the recognition and appointment of the Board, WARL Staff and Players;
1.7 Adhere to ARL standards and policies to identify and address WARL compliance requirements for the establishment of any team competing in the national competition.
1.8 Develop and implement a Risk Management Policy.
1.9 Develop an Induction & Education Program for all board members to broaden and develop their knowledge of director's responsibilities.

Strategic Priority 2: Networks & Alliances

Objective

To engage strategic networks and alliances that will assist the WARL to reach the 2020 Vision.

Strategic Initiatives

2.1 Appoint a Bid Manager and support team to manage the process for the establishment of a WA based national NRL team.
- 2.1.1 Conduct Market Research to determine the WA NRL team name and branding.
- 2.1.2 Develop a Marketing and Communications Plan that facilitates the development of Rugby League.
- 2.1.3 Create a Membership Strategy that focuses on strategies to embrace the Mining Sector.
- 2.1.4 Develop a PR Strategy that includes social and electronic media, to build brand recognition.
- 2.1.5 Develop a Sponsorship Strategy to maximise business investment.

2.2 Select a Charity to be supported by the WARL.
2.3 Formulate the Government Relations & Lobbying Strategy.
2.4 Develop a Strategic Communications Plan to continue building strong links to all stakeholders.

Strategic Priority 3: Financial Capital & Cash Flow

Objective

To secure the necessary income and financial capital, whilst maintaining cash flow to meet the 2020 Vision.

Strategic Initiatives

3.1 Establish a Master Planning and Budgeting Process Policy to allow immediate, qualified and precise financial decisions to be made.
3.2 Ensure that a Reserve Fund of $5m or greater is reached and maintained.
3.3 Develop an Investment Strategy that delivers strong passive income streams.
3.4 Develop commercial partnerships to minimise overheads and maximise financial capital and income streams.
3.5 Implement a Funding Criteria to strengthen and increase the number of associated clubs and associations.
3.6 Devise a vigorous System of Measurement for all strategic initiatives.

Strategic Priority 4: Human Capital

Objective

To identify and harness the full potential of all WARL staff, referees, players and volunteers for the development of rugby league in Western Australia.

Strategic Initiatives

4.1 Develop a Cultural Alignment Program to communicate the new Cultural Vision of the WARL to all key stakeholders including but not limited to WARL staff, referees, players, Club Presidents and Secretaries and volunteers.
4.2 Support a Referee Development Program to professionalise and increase the number of referees, whilst raising adequate sponsorship to pay WARL referees.
4.3 Develop an education process that includes a Code of Conduct for all clubs, parents and players.
4.4 Develop a Cultural Diversity Program.
4.5 Develop a strategy to expand the role and influence of women in Rugby League.
4.6 Develop a Volunteer Communication Strategy to attract, acknowledge, reward and recognise the efforts of volunteers assisting WARL clubs.
4.7 Develop and secure funding for a Junior Development Train-The-Teacher Program that can be implemented into schools; and
4.8 Educate and assist WARL clubs to streamline and unify their Club Procedures for development.

Strategic Priority 5: Intellectual Resources

Objective

To define, develop and protect the intellectual resources and reputation of the WARL.

Strategic Initiatives

5.1 Develop a Brand & Styles Guide.
5.2 Develop a Reputation Management Strategy.
5.3 Develop a Technology Strategy that ensures the automation of as many business systems as possible to increase overall efficiency and effectiveness of WARL.
5.3.1 Develop a Customer Relationship Management System for corporate and membership use.
5.3.2 Implement automated reporting systems.
5.4 Define, develop and implement business processes and systems to capture, utilise and protect information.

Strategic Priority 6: Physical Capital

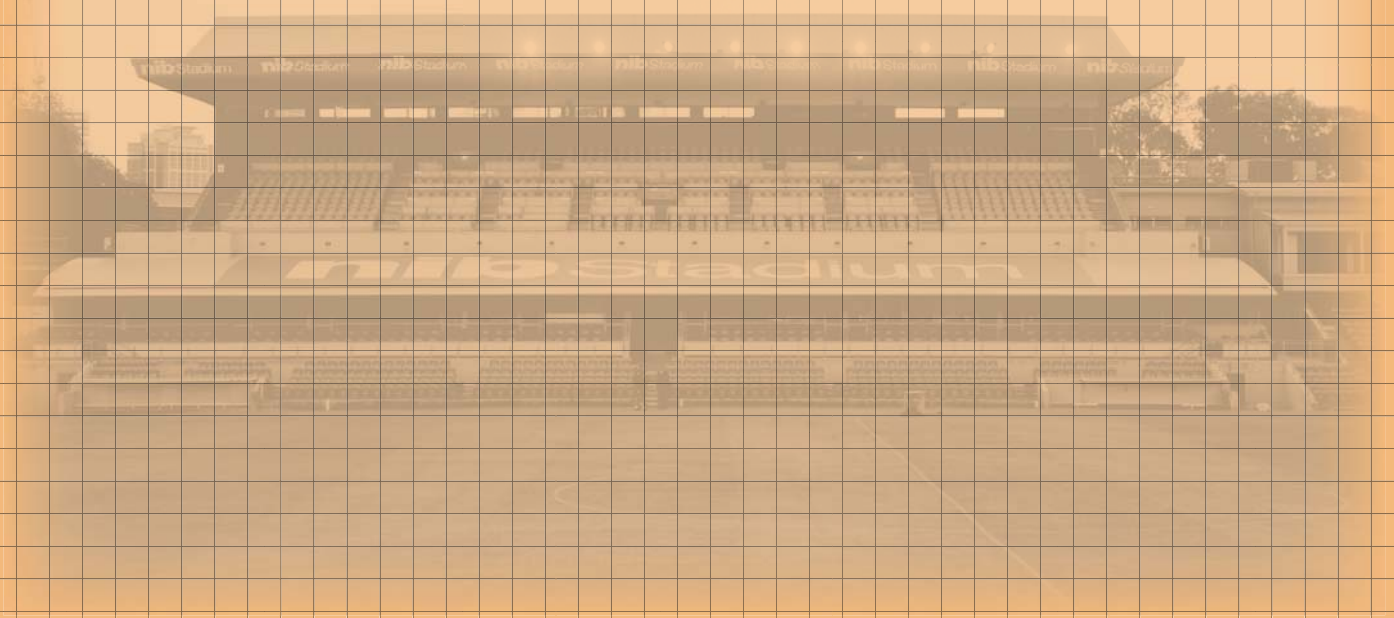
Objective

Develop a world class, state-of-the-art, sporting and training facility with an adjoining licensed facility.

Strategic Initiatives

6.1. Secure adequate infrastructure for a home ground for the Western Australian Rugby League with a state-of-the-art WARL training facility and licensed club house for the national NRL team.

6.2. Develop and Equipment Refresh Policy to ensure the use of technological and physiological advancements in achieving a state-of-the-art team training facility.



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