



Toowoomba Rugby League Strategic Plan

2020-2022

(Revised 08.06.20)

LEAGUE DETAILS

ENTITY: Toowoomba Rugby Football League Limited

TYPE: Australian Public Company- Limited by Guarantee

ABN: 15 011 065 151
ACN: 011 065 151

INCORPORATED: 13/08/1990
GST REGISTERED: 01/07/2000

ADDRESS: 6 Cress Street, Toowoomba, Qld. 4350

TENURE: Lease with Toowoomba Regional Council
COMMENCEMENT: 1st April 2017
EXPIRY: 31st March 2027
TERM: 10 Years
OPTIONS: Nil

WEB ADDRESS:

AFFILIATED CLUBS:- 12 First Grade Clubs
- 32 Senior Teams
- 12 Under 18 Teams
- 8 Open Women's Teams

COMBINED MEMBERSHIP: Approx. 5,000

USER GROUPS: QRL (Operations); NRL Development; Toowoomba Junior Rugby League; Toowoomba Rugby League Referees' Association; SW Touch; Men of League and Qld Touch

INSTITUTED: 1919
INAUGURAL SEASON: 1919

HISTORY AND PROFILE

Rugby league was first played in Toowoomba in 1908 when the New Zealand Maori team played a Queensland team, with the Queenslanders winning 11-9. According to Max Howell in his book *The Centenary of the Greatest Game Under the Sun* "The game, which was the first played by an international team outside of Brisbane, also started a proud tradition for Toowoomba, Since then the Downs city has been a graveyard for many touring teams."

The very first club rugby league fixture took place on 24 March 1913 when East Toowoomba played West Toowoomba in Queen's Park. A third local team, Railways, made up the local Toowoomba competition in its inaugural year. Valleys entered the competition in 1914 and claimed their very first premiership. Other teams competing in 1914 were Railways and West End. Of course, 1914 also saw the start of World War I and rugby league was essentially put on hold until hostilities ceased in 1918.

The Toowoomba Rugby League (TRL) was formed in 1919 and commenced the inaugural senior rugby league competition in Toowoomba in the same year.

1919 is recognised as the official start of because it has been uninterrupted since then and includes Brothers and Valleys as foundation clubs of the Toowoomba Rugby League. Below are details of when new clubs entered the competition. No details of when some clubs may have left the competition are provided.

1919 – Valleys, Brothers (All Whites), Boomerangs

1920 – Valleys, Brothers, Boomerangs, Returned Soldiers (Diggers)

1922 – Newtown, Rangers

1926 – South End (renamed Southern Suburbs in 1951)

1939 to 1945 – Southern Cross, Military Hospital, Bulldogs, Champions, Reds, Gunners, Spotters, Highfields, Swans, Mt Lofty Swifts, Devils Own, RAAF Oakey, RAAF Jondaryan, RAAF Leyburn, Colts

1967 – Pittsworth, Millmerran, Oakey, Wattles

1986 – Warwick, Stanthorpe, Gatton

1996 – Goondiwindi, Dalby

1999 – Broncos Colts (1 season only)

2003 – Broncos Colts (1 season only)

2013 – Highfields

World War II provided a massive boost to the competitions with an influx of army base teams that were stationed locally.

The Toowoomba Rugby League has a strong and rich history in the game of rugby league. It has been the premier Queensland regional rugby league area/stronghold for decades and at one stage during its high-profile history, it was the centre of rugby league in Australia.

The area and competition have produced a multitude of players that have represented the Toowoomba Clydesdales, their State and country. From this playing group, this region has produced some of the best rugby league talent and revered characters throughout history.

INTRODUCTION

The Toowoomba Rugby League understands the importance of effective planning, to set the vision and direction for rugby league in the Toowoomba region.

The plan focuses on a SWOT analysis, reviewing the strengths, weaknesses, opportunities and threats to the sport and the TRL competition. The plan then identifies 4 major objectives of the TRL and what actions or operational objectives must be achieved to attain these goals. This strategic document is then supported by a 2-year rolling plan that serves as a tool to achieve the Toowoomba Rugby League goals over this period.

MISSION STATEMENT

- To promote and champion the game of rugby league within the Toowoomba and Darling Downs Region, governed by a strong, diverse, business centric and professional Board of Directors, supported by financially viable affiliated clubs.
- Oversee and continue to develop a rugby league competition that provides a fun and sociable sporting atmosphere for families while developing player's skills in a safe environment, with aim to be the No.1 regional country competition in Australia.

VISION

Toowoomba Rugby League to be a financially stable and sustainable organisation that is fully engaged with all stakeholders and the local community, and operates a strong, diverse and growing competition, offering development opportunities and pathways to all associated with the game.

PURPOSE

- Administer, develop and grow the game of rugby league, and foster and promote the game within Toowoomba and the Darling Downs Region.
- Provide representative pathways and work closely with all levels of the sport from junior clubs through to NRL.

VALUES

Pride; Tradition; Excellence; Resilience; Proactive; Courage; Inclusiveness; Innovation and Teamwork

STRATEGIC PILLARS

GOVERNANCE / FINANCIAL MANAGEMENT

- Direction and stable leadership
- A strong financial position: annual surplus and revenue diversity
- Effective controls and accurate reporting

OPERATIONS

- Effective day to day running of the competition and association
- Clear communications to stakeholders
- Clear articulation of stakeholder expectations

PARTICIPATION AND DEVELOPMENT

- A strong, modern and viable competition
- Events and carnivals
- Affordable participation

FACILITIES AND INFRASTRUCTURE

- Enhanced facilities in accordance with Vision and Facility Development Plan

COMMUNITY PROFILE

- Promotion of the Toowoomba Rugby League as an organisation, the game, the competition and related activities in accordance with the Marketing Plan
- Rebranding of the TRL, its affiliated clubs, the competition and the game of rugby league.

STRONG CLUBS

- Co-ordinated support to clubs to assist in building not only viable clubs but also a viable competition.

SWOT ANALYSIS

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Social Media • TRL in place since 1919, over 100 years • Large competition with high participation (1,500 players) • Relationships with TJRL, QRL & NRL • Experienced & stable Board, with diverse skill sets • Sport of rugby league • Cress Street headquarters • Close geographic locality to Brisbane • Quality of players in the competition 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Poor & weakening financial position reflected by an unstable and weakening cash flow and declining sponsorship revenue • Lack of procedures and systems • Board governance and roles and responsibilities not articulated • Diluted quality of some teams and clubs • Player retention/ attrition - lack of pathways • IT systems • Referees – quality and quantity • Lack of grants • Player retention - junior to senior grade drop off • Close geographic locality to Brisbane • Diminishing volunteer base • Collapse of surrounding competitions - clubs outside of usual competition boundaries
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Sponsorship & engagement with local business community • TRL All-Stars vs SW Emus games • Implement a marketing plan • Growing population of Toowoomba and Darling Downs • Revamp competition: to support changing social attitudes, spectator engagement and expansion (other leagues), and a family/spectator friendly environment • Western Mustangs • Governance & policy change • Women's Rugby League • Clubs outside the competition • Grants funding • Implementation of improved Board governance protocols 	<p>THREATS</p> <ul style="list-style-type: none"> • Other sporting codes • Board not embracing or enacting change across all areas • Social issues • Decreasing trend of people's involvement in organised sport. Less structured activity becoming more popular • Lack of engagement in general by people/children in physical activity • Rising costs • Increasing workload on volunteers from increased administration/red tape

OBJECTIVES

1. Governance
2. Financial management and future viability
3. Competition
4. Operations and Facilities

These are 4 objectives the current Board wishes to focus on over the next three years. Key result areas and specific strategies/actions required to achieve these objectives are set out in the following pages.

OBJECTIVE 1 -**Governance****Key Result Areas**

- Direction and Stable Leadership
- Effective Decision Making
- Planning
- Directors' Roles and Responsibilities

Key Result Areas	Strategies/Actions
1. Direction and Stable Leadership	<ul style="list-style-type: none"> • Maintain a Board that contains strong business acumen, diverse professional/industry backgrounds, together with ability to work as part of a team, with the right attitude and commitment • Prepare a succession plan • Support all decisions made by the Board, whilst maintaining confidentiality and personal views to one's self • Adopt a 'Statement of Principles Supporting Practices'
2. Effective Decision Making	<ul style="list-style-type: none"> • Review TRL policies and procedures on an ongoing basis • Review current compliance procedures • Maintain up to date IT software and hardware to ensure all information is accurate, up to date, relevant and accessible • Review TRL Constitution and By Laws and assist all Directors to develop a good knowledge of these documents
3. Planning	<ul style="list-style-type: none"> • Complete a Strategic Plan to guide decision making and monitor & evaluate performance against the Plan • Review the Strategic Plan annually and update where required • Complete an events calendar a minimum of 12 months in advance, together with organisation and costing on each. 'Template' to be developed to support by 31st December annually, for the ensuing 12 months. • Finalise and implement before 1st January each year a full media & promotional campaign • Table a fully costed list of IT equipment

	<p>and other requirements before 1st January annually</p> <ul style="list-style-type: none"> • Support an annual grants program
<p>4. Directors' Roles and Responsibilities</p>	<ul style="list-style-type: none"> • Ensure all Directors understand the role and responsibility of being a Director • Allocate (immediately after the AGM each year) a portfolio to each Director to administer and report back to the Board on • Prepare a Directors' Handbook • Develop and conduct an induction for all new Directors • Emphasise to Directors that they must always make decisions in the best interests of the Toowoomba Rugby League, without prejudice or favour

OBJECTIVE 2 - Financial Management and Future Viability

Key Result Areas

- Financial
- Sponsorship
- Grant Funding
- Profitability and Cash Reserves

Key Result Areas	Strategies/Actions
1. Financial	<ul style="list-style-type: none"> • Submit to the December Board meeting each year (and certainly no later than 31st December) an annual budget for approval • Update the budget on a monthly basis in light of actual results • Utilise MYOB system with the TRL Operations Officer updating weekly and managing debtors/creditors, overseen and managed by Chairman and Finance Director • Provide regular and detailed financial reports and updates to the Board and affiliated clubs, in line with meeting events, and other times when considered appropriate • Ensure that all reporting and recording is completed in accordance with Australian Accounting Standards and at minimum by the end of every month. Any reports to be ratified at every Board meeting • Ensure appropriate controls are in place to manage access to TRL bank accounts and investments, limiting same with a minimum of 2 Directors or appointed TRL Officers to sign • Receive and consider reports on annual Club (Affiliates) Health Checks conducted by the QRL Operations Manager
2. Sponsorship	<ul style="list-style-type: none"> • Review and refresh sponsorship agreements in regards to terms and offerings, as well as sponsorship materials • Attain of “marquee” sponsors • Review and refresh the League’s promotion of sponsors

	<ul style="list-style-type: none"> • Relaunch a refreshed TRL brand
3. Grant Funding	<ul style="list-style-type: none"> • Develop and co-ordinate a 'grant' strategy to both support and benefit the TRL and its affiliates • Plan, cost and strategize what is required to support the TRL planning and have a grants program ready to support its funding. This is for internal operations and logistics as well as support for external events, operations and affiliates. • Support and offset costs/help fund projects and initiatives • Complete an annual review of the grants program in line with budgeting and planning processes
4. Profitability and Cash Reserves	<ul style="list-style-type: none"> • Ensure that the organisation remains solvent and profitable, with increased cash held YIYO • Develop a strategy for non-rugby league revenue (eg events, joint partnerships, investments, etc) • Plan and budget for all events to ensure a net profit (after all associated expenses)

OBJECTIVE 3 - Competition

Key Result Areas

- Structure
- Finals Format
- Events
- Representative Football
- Referees

Key Result Areas	Strategies/Actions
1. Structure	<ul style="list-style-type: none">• Undertake a complete and full review of the current competition format, scope and tiered grading.• Consider an elite “Division 1” grade.• Consider the optimal number of teams for a Division 1 grade• Determine and implement criteria for inclusion in a Division 1 competition• Consider the concept of promotion vs relegation• Consider expansion of current format to include a “Social Rugby League” Division• Review Under 18 competition vs an Under 17 competition, transitioning to an Under 20 Grade. To be conducted in conjunction with Toowoomba JRL and Warwick & District JRL to ensure all implications and impacts are considered• Review the Women’s Competition. It is acknowledged that there has been no competition in 2020 to date but perhaps review what has been learned from setting up and any trial matches held• Consider the advantages of any new competition format that might require a club’s teams to play at different venues on a given weekend• Invite the Western Mustangs to participate in any review of the competition structure with a view to the TRL providing a stronger and more competitive competition to support a future ISC team out of Toowoomba

2. Finals Format	<ul style="list-style-type: none"> • Review current finals series in respect to structure, venues and profitability • Consider use of Club grounds to host the semi final series, on a profit share basis with TRL, and develop format, eligibility to host and processes • Complete a review of prize money structure and format • Arrange a formal meeting between the TRL Executive and Qld Government representatives regarding the future use of Clive Berghofer Stadium and its costs and requirements/conditions of hire
3. Events	<ul style="list-style-type: none"> • Develop an annual calendar of events that the TRL will be hosting/involved in. These events must be profitable and supportive of the TRL's Mission, Vision, Purpose and Values • Assume responsibility for the total running and operation of the annual Indigenous TRL All Stars vs South West Emus game. (Incorporate as part of TRL Aboriginal and Torres Strait Islanders Engagement Policy) • Plan to host an NRL trial game every 2 years • Consider hosting tournament/round robin events to not only promote the game but generate much needed cash flow • Review and revamp the TRL's Season Launch and Presentation of Awards functions • Become more involved with other stakeholders such as TJRL and the Western Mustangs • Develop and implement checklists for events such as the TRL All Stars vs South West Emus games; the finals series, the Season Launch; NRL games; the Presentation of Awards function
4. Representative Football	<ul style="list-style-type: none"> • Undertake a full review of current policies, processes and protocols in respect to the TRL's representative program" • Incorporate in such a review processes which facilitate: <ul style="list-style-type: none"> - The early identification (previous season) of representative level players

	<ul style="list-style-type: none"> - The early appointment of coaching and management staff - the establishment of a dynasty of winning the 47th Battalion Trophy <ul style="list-style-type: none"> • Develop coaching and management staff job criteria, key performance indicators and expected outcomes • Ensure that the representative program is supported by the necessary equipment, software, hardware, programs, upskilling/development of coaching staff, etc required • Put in place a structured trial match program, inclusive of ISC level competition • Incorporate the annual TRL All Stars vs South West Emus game as part of Clydesdales representative selection process
5. Referees	<ul style="list-style-type: none"> • Undertake a complete review of current referee structure, organisation and funding to support development and to grow TRLRA membership, in line with planned growth of TRL • Assist the TRLRA in the recruitment and ongoing development of referees • Develop with the TRLRA a strategy for the transition of referees from junior to senior ranks • Foster a feeling of comradery/mateship between the TRLRA, clubs and players • Implement a strategy that focuses on improved crowd behaviour.

OBJECTIVE 4 - Operations and Facilities

Key Result Areas

- Operations
- Facilities
- History of the Game

Key Result Areas	Strategies/Actions
1. Operations	<ul style="list-style-type: none"> • Undertake a full stocktake of all furniture, plant, equipment and other goods owned by TRL • Source copies of all agreements that the TRL has entered into over recent years, that are still current to understand terms and conditions. This includes but is not restricted to the lease agreement with TRC; the rental agreement for the storage shed; rental & occupancy terms relating to the use of TRL premises by NRL, QRL and SW Touch • Review TRL Operations Officer's job role and formalise with an Employment Agreement, a job description and KPIs • Review current financial processes and procedures, to ensure clear and correct reporting lines and responsibilities are being adhered to • Review all policies, procedures and processes to ensure the TRL has an up to date and formalised structure to administer and adjudicate across all areas. eg complaints handling; Indigenous engagement; competitions; representative program, et.
2. Facilities	<ul style="list-style-type: none"> • Review the requirements and needs of TRL to continue to run a modern, efficient and professional business, and to support its affiliates, stakeholders and the local community • Review requirements to support the representative program in terms of player development, coaching development, playing gear and training equipment. The review should consider coaching software, training equipment, plus other items such as trailers, tents, massage tables and various other equipment

	<ul style="list-style-type: none"> • Review how the TRL can provide to support of its affiliated clubs • Review what the TRL can provide to support its stakeholders • In light of a revised sponsorship package/offering, review what the TRL needs to attain, upgrade or provide to promote its sponsors • Undertake a review of premises to ascertain any maintenance/repairs that need to be undertaken; the internal set up/seating arrangements; storage requirements; security, with a view to providing a more efficient operation and a professional outlook.
3. History of the Game	<ul style="list-style-type: none"> • Organise further inductions events • Scan old programs, photos, videos, etc • Arrange for appropriate physical storage of programs, photos, trophies, jerseys, etc • Develop a website with properly stored images, videos, Hall of Fame, etc • Continue to recognise past greats, life members, etc • Display memorabilia • Update and then maintain a list of the TRL's life members • Update and then maintain details of past and present TRL committees/boards • Maintain and update the TRL's history • Form a committee that is focused on researching, documenting and promoting the history of the TRL