

# **The Lions Rugby Union Club Inc.**

## **Strategic Plan**

**2017 – 2019**



## 1. CLUB DETAILS

Name:	The Lions Rugby Union Club Incorporated (IA11716)
Address:	PO Box 7026, Mount Crosby, 4306
Club Location:	Anthony Short Oval, Cairns-Cowan Drive, Karana Downs
Web Address:	Lions Rugby Union Club Community Page (Facebook)

## 2. HISTORY & PROFILE

The Lions Rugby Union Club was established in 1988 and is part of the Brisbane Junior Rugby Union competition (BJRU). The majority of our players are students between the ages of 5 – 12 years. We also have a small but growing female player group. Our membership ranges from 12 to over 40's.

The Lions Rugby Union Club has two teams;

- Under 7's
- Under 8's

## 3. ABOUT THIS PLAN

This strategic plan has been developed by a forum representing members of the Lions Rugby Union Club. It recognises that whilst there are and always will be individual needs within the Club there is the need to share common goals. It is these common goals that are documented.

The plan begins by documenting the following:

- **Environment** – An overview of external factors that directly or indirectly affects the club.
- **Targets** – The people and organisations we need to communicate to both now and in the future.
- **Positioning** – How we are generally perceived in the community.
- **Competitors** – Those who take human resources, time and money that could be utilised in achieving our goals.
- **Resources** – What we have to work with.

The plan then focuses on a SWOT analysis, reviewing the strengths, weaknesses, opportunities and threats to the Club. The plan then identifies 4 major objectives of the Club and what actions or operational objectives have to be achieved to attain these goals. This strategic document is then supported by a 3 year rolling plan that serves as a tool to achieve the clubs goals in the next 3 years.

#### **4. MISSION STATEMENT**

*To provide a fun, sociable sporting atmosphere for all The Lions Rugby Union Club members.*

#### **5. VISION**

*To be the Club of choice for Rugby participants within the Karana Downs, Mount Crosby, Karalee and Bellbowrie areas.*

#### **6. OBJECTIVES**

- 1. To be financially viable and sustainable**
- 2. To increase community based participation**
- 3. To improve the existing facility**
- 4. Develop a sustainable player base**

#### **7. KEY RESULT AREAS**

These areas have been identified by the club as being key areas for future development:

- Planning
- Finance
- Human Resources
- Competitions
- Participation

## **8. ENVIRONMENTAL SNAPSHOT**

This strategic plan is prepared with the consideration of the environment as it can be perceived at the time of writing. It is vital to highlight the issues in the general environment that the Lions Rugby Union Club operates in and the relevant targets, resources, competitors and finally the positioning of the Club in the community. A summary of these factors includes;

### **General Environment**

- Various sporting clubs exist in the region
- Situated in a growing area of the region
- Increasing external commitments for participants, including work
- Not a strong rugby culture in the region
- Other codes are dominant in media, sponsorship and recruitment
- A lot of Clubs are competing for the same sponsorship dollars

### **Targets**

- Potential and current players
- Female players
- Past players
- Junior rugby clubs
- Schools
- Potential sponsors
- Business community

### **Positioning**

- Smallest Club in the BJRU
- Seen as a traditional Club
- Not a wealthy Club
- Friendly Club with great history

### **Competitors**

- Other football codes draw from same player base
- Other rugby clubs
- Work commitments
- Professional incentives from other sports

### **Our Resources**

- Club maintained community page of Facebook
- Limited access to ARU and QRU resources
- Quality coaches
- Active committee

## 9. SWOT ANALYSIS

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Secure training venue</li> <li>• Number of players interested in Club</li> <li>• Excellent stable coaching staff</li> <li>• A good reputation in rugby community</li> <li>• Club provides an enjoyable environment for players and supporters</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Volunteers – are mainly mums and dads who are time poor</li> <li>• Lack of ex-players and supporters being involved in the Club</li> <li>• Limited Clubhouse facility</li> <li>• Difficulty collecting fees</li> <li>• No senior program for transition of junior players</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Create strategic relationships with local junior Clubs and schools</li> <li>• Encourage female participation</li> <li>• Improved transition from juniors to seniors with better coaching networks and focus on player development</li> <li>• Sponsorship and local business community</li> <li>• Coordinate approach by better committee structure</li> <li>• Clear and visible signage at Illawong Way and Cairns-Cowan Drive interface</li> <li>• Develop a Lions Rugby Club webpage</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Health and management of the two football fields – irrigation, turf condition, ongoing management plan</li> <li>• Disability ramp and access stairs not built to National Building Code</li> <li>• Other football Clubs</li> <li>• Other football codes</li> <li>• Financial instability</li> <li>• Cost to play rugby (insurance and affiliation)</li> <li>• Recruitment to other clubs via schools</li> <li>• Transition within rugby – juniors to seniors</li> <li>• Professional incentives from other sports (Rugby League)</li> </ul>

## OBJECTIVE 1 – TO BE FINANCIALLY VIABLE

### Key Result Areas

- Financial Management
- Planning
- Grant Funding

<b>Strategies</b>	<b>Actions</b>
1. Engage a committee member in seeking sponsorship	<ul style="list-style-type: none"><li>• Prepare a sponsorship proposal</li><li>• Plan key events and activities to engage current and potential sponsors</li></ul>
2. Monitor and mentor all players in the management of finances	<ul style="list-style-type: none"><li>• Design a player package to be received once fees have been received</li></ul>
3. Source funding grants	<ul style="list-style-type: none"><li>• Identify all grant sources and outline key dates</li></ul>

## OBJECTIVE 2 – ATTRACT AND DEVELOP COMMUNITY BASED PARTICIPATION

### Key Result Areas

- Quantity of volunteers
- Quality of experience for volunteers
- Quality of players
- Growth in Club participants in Rugby

Strategies	Actions
1. Undertake a coordinated and targeted approach to affiliation with a junior club and/or area that has a player base source	<ul style="list-style-type: none"> <li>• Approach junior club(s) and/or player base source with proposal of a partnership</li> <li>• Outline club commitments and benefits to junior club(s)</li> <li>• Hold a joint sign-on day</li> <li>• Initiate contact with targeted clubs and/or player base source through email, letters, phone</li> </ul>
2. Engage the broader community to encourage participation in the Lions Rugby Union Club	<ul style="list-style-type: none"> <li>• Engage corporate support and interested parties in key club events e.g Golf day, theme nights</li> <li>• Develop operational calendar to distribute to members</li> <li>• Highlight a charity event that the club will support and make a donation</li> <li>• Club to participate in Clean-up Australia Day</li> <li>• Develop a supporters membership for non-players</li> </ul>
3. Manage a recruitment strategy within the school and surrounding area	<ul style="list-style-type: none"> <li>• Develop a recruitment package encouraging female and male players</li> <li>• Distribute recruitment resources in key areas e.g rugby magazines, websites, schools, junior clubs, etc</li> </ul>

## OBJECTIVE 3 – TO IMPROVE THE EXISTING FACILITY

### Key Result Areas

- Quality and facility
- Development of facility
- Management of facility

Strategies	Actions
1. Develop a partnership with Brisbane City Council to facilitate upgrade of facility	<ul style="list-style-type: none"> <li>• Seek support from local groups</li> <li>• Devise an upgrade proposal</li> <li>• Work with BCC to bring facility up to National Building Code</li> </ul>
2. To source funding to assist in the upgrade of the Lions Rugby Club sporting complex	<ul style="list-style-type: none"> <li>• Apply and undertake process with BCC for facilities funding</li> <li>• Apply and undertake process with State Sport and Recreation for facilities funding including female/gender neutral toilet and change room facilities</li> <li>• Seek funding from QLD Rugby Union</li> <li>• Monitor and manage the upgrade of the Lions Rugby Union sporting complex</li> </ul>
3. Develop a facility plan to maintain the quality of the venue for the Club	<ul style="list-style-type: none"> <li>• Establish a facility management plan that incorporates:               <ul style="list-style-type: none"> <li>○ Signage</li> <li>○ Grounds maintenance</li> <li>○ Building maintenance</li> <li>○ Electrical audits</li> <li>○ Booking procedures</li> </ul> </li> <li>• Develop partnerships with community based organisations for the utilisation of the facility</li> </ul>



## OBJECTIVE 4 – DEVELOP A STABLE PLAYER BASE

### Key Result Areas

- Quantity of players to include females & males
- Quality of coaches

<b>Strategies</b>	<b>Actions</b>
1. Establish clear Club operating procedures	<ul style="list-style-type: none"><li>• Develop an operational calendar for players</li><li>• Distribute to players by mail out, email, website and Facebook page</li><li>• Include all social events</li><li>• Develop website, update and maintain</li><li>• Allocate a coach and manager to each team</li><li>• Establish and communicate a club calendar to all relevant stakeholders</li></ul>
2. Create a specific focus on the education and development of coaches and volunteers	<ul style="list-style-type: none"><li>• Identify coaches as a special group in the Lions Rugby Union Club</li><li>• Ensure all coaches have access to accreditation, SmartRugby and coach education</li><li>• Support club members to update sports medicine qualification</li></ul>