

14th December 2018



Dear WA Rugby Community Stakeholders,

## Rugby WA 2018 Overview

As the year winds down and we all look to spending time with family and friends over the festive season, we at RugbyWA thought a year end wrap-up might add to the occasion. What a difference a Year has made!

You will recall this time in December last year RugbyWA had just emerged from Voluntary Administration forced upon us by Rugby Australia's axing of the Western Force and their subsequent attempts to pursue us for legal costs. Emerge we did but in a very tenuous financial state.

In 2018 we set ourselves a number of primary life preserving goals:

1. Secure co-tenancy agreements to ensure we were able to retain the Lease of RugbyWA Headquarters.
2. Maintain the Future Force Academy and associated Pathway programmes.
3. Secure guarantees from Rugby Australia for the future of our NRC Team.
4. Do all we could to support the new Western Force/World Series Rugby program.
5. Achieve all the above and deliver at worst a break financial year.

**RugbyWA HQ.** The first major challenge at the start of the year was to retain our position operating out of the Rugby WA building. This facility is the home to Rugby in the State and is of paramount importance to our Pathway and Professional programs. Pleasingly this has been successfully achieved over the year with the development of a wider tenancy sharing arrangement with *Perth Glory* and the new *Western Force (WF)*. This is now potentially expanding to also be the home of *Global Rapid Rugby*. Apart from the significant cost sharing benefits this also means that RugbyWA Headquarters will remain, for the foreseeable future, the Centre of Excellence for Rugby in our State.

**High Performance Pathway (HPP) plan and academies.** Through 2018 in conjunction with the WF, Rugby AU, Minderoo and the Future Force Foundation (FFF), Rugby WA have been able to evolve a strong partnership with all Rugby stakeholders to design, sustain and further evolve the HPP in the state. Established and professionally managed pathways now exist for all our talented youth (male and female) to stay in WA and play to the highest levels. No other State including the big 2 have an HPP to compare with WA.

At the higher pathway level seven (7) Future Force Academy players were selected in the Under 20s Junior Wallabies squad and in addition Carlo Tizzano and Jackson Pugh were selected in the National Under 18's squad now successfully touring the UK. Our female athletes have also shone brightly with currently 8 WA athletes in the Wallaroo training squad. In terms of professional pathway, 2018 Future Force Academy graduates Ben Grant and Carlo Tizzano have recently joined the Western Force squad as full professionals, evidence our HPP program is delivering the goods.

**National Rugby Championships** With the support of Minderoo and the new Western Force we fielded a very strong team in the NRC losing narrowly to eventual winners Fiji Drua in the semi-finals. The "Sea of Blue" support of the team and our ability to "Fill the Hill" became legendary in the competition and

certainly stands as a benchmark for other teams Nationally. The NRC provided a number of opportunities for Academy players and Community Rugby standouts to take the next step to higher honours. We will be back next year better and stronger, when we hope to raise the trophy for WA.

**Professional Rugby.** The exciting developments through the year with the “new” Western Force, WSR and now GRR have been a strong focus of the Board and team at Rugby WA to assist and support wherever possible. Throughout 2018 we have built a very solid partnership with the entities as they have evolved the rugby model and footprint of the future. We look forward to continuing to support and enjoy the growth of this new “Force” in Rugby in WA and up into the region.

**Financial Status.** Successfully out of VA we developed a business plan in 2018 that absorbed the change in lost revenues and increased costs resulting from the axing of the Force. The focus was on developing a number of Rugby WA supporting partnerships and restructuring overheads.

As mentioned previously Western Force and Perth Glory as tenant partners assisted greatly with retaining our home address. We have also further evolved relationships with a variety of excellent partners including; ICWA, Healthway, DLGSC, Rugby AU, Minderoo, FMG, Rhino and of course the Rugby WA Juniors community. These have been built up throughout the year, with the majority now committed into 2019 and beyond, with all assisting to build the robustness of the longer-term business plan in support of delivering the new strategic plan. This has seen a modest profit for the year, a little better than the “break even” target.

During the year we also welcomed new Board Members Francis Williams (taking up the role as President) and Alison Foskett and Kevin Russell broadening our base of expertise. We farewell outgoing President Hans Sauer and thanked Hans for his many years of service and dedication. With the new Board in place we set about planning for the future. Our Primary goals were;

- Creating a new Strategic Plan
- Updating the RugbyWA Constitution
- Increasing player participation
- Developing new game entry opportunities

**Strategic Plan.** With the transition of the Board from focusing on the governance of both a Professional rugby franchise (Western Force) and Community Rugby, the attention has now shifted to a focus on the evolution of a new 5-year strategic plan for Rugby in this state. The Plan has been developed by members of the Board and Management with consultation from Community Rugby and other Stakeholders. The one-page summarised version attached is provided to communicate the plan to all stakeholders and Rugby enthusiasts and will continue to provide the framework for the work and operations of the Board, CRAC and the Rugby WA staff well into the future.

**New Constitution.** We were required by Legislation and a need to better align the Constitution with Rugby WA’s revised role in the new “Post Force” order. After extensive and broad consultation with all Rugby Stakeholders a new Constitution has been developed and in the new year we will work through the formal EGM process to ratify and formally approve this by the membership, and Department of Commerce. In developing this updated version particular thanks goes out to Lavan who have continued to provide invaluable legal support to RugbyWA.

**Participation and Competitions.** While the actual participation numbers in our community game at both senior and junior level took a bit of a knock this year, we are confident that with the continued development of both the competition’s formats from 2018, that 2019 will see this drop rectified and clubs continuing to build a strong and positive community base. With the learnings from both juniors and seniors on board for 2019 the XV’s format of competitions is set to evolve at all levels. Furthermore, the new administration system of “Rugby Xplorer” that will be introduced in the new year, is shaping up

to make life very much easier and effective at all levels from the individual participant experience to the club and state administrators.

**Development.** 2018 has been a standout year in development activities. With the generous support of Minderoo the evolution of Rugby Roos as a program in schools and clubs made an impressive start in 2018. This has been supported by the continued operations of the RugbyWA development officers at multiple schools across both WA and the Perth metro area, which has seen the positive link of school rugby activities to those conducted at clubs. This will further evolve in the new year and club pre-season period with up to 9 clubs already signed up to conduct Try Rugby Roos programs at their clubs in the lead up and preparation for season 2019.

**Fees.** While we are awaiting confirmation of the final insurance levels from the insurance brokers for 2019, the only other variation to participation fees at the state level for 2019 will be the addition of a small increase to the Seniors fee by \$10. Juniors will remain at the same levels as 2018. This increase for seniors is part of the necessary business planning required to support the overall operations of Rugby WA in all functions. More importantly it will be directed toward ensuring we build a high-quality digital capture of our senior matches that can assist with ensuring positive communication of all facets of the games. Including safety governance, judiciary and most importantly the highlights reel of WA Rugby that promotes the game in support of all clubs and players. More details on this will be provided once all facets of the partnership for this capability are finalised.

**Media and information.** The relevance of communicating that Rugby is alive and well in the state has never been more important and Rugby WA will continue to evolve and develop this capability, in order to assist all clubs to promote their own activities and achievements, while also communicating on a national basis with Rugby AU support.

On behalf of the Board and Management we thank all club leaders and affiliated Rugby associations, Juniors and Referee's in particular for their tireless work in managing the game they play in heaven. We are confident that with the challenges of 2017 well behind us, and the consolidation of our operations through 2018, we will see Rugby in WA progress into 2019 and beyond in a very positive way.

All the best to you and your families,

On behalf of the Rugby WA Board,

*John Edwards*  
Chairman Rugby WA

*Francis Williams*  
President

*Bob Hunter*  
CEO Rugby WA

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ATTACHMENT: Rugby WA Strategic Plan 2019-2023



# RUGBY WA STRATEGIC PLAN 2019 - 2023

VISION: A Powerhouse of Australian Rugby

Our Ambition: Make Rugby the sport of choice in WA

AIM OF THE STRATEGIC PLAN	STRATEGIC OBJECTIVES	STRATEGIES	OPERATIONAL PLANS <i>(Refer in detail to Ops Plan)</i>	MEASURES	KEY PERFORMANCE INDICATORS
<p><b>To grow Rugby participation and rugby talent in Western Australia through the inspiration of our people.</b></p> <p>This plan provides a five year strategic framework for the development of Rugby in Western Australia 2019-2023 that:</p> <ul style="list-style-type: none"> <li>* Responds to and is reflective of our constantly changing environment.</li> <li>* Is unique to the challenges faced in WA and embraces the opportunities presented.</li> <li>* Provides day to day guidance for the actions and decisions of the board, management team and rugby stakeholders of WA Rugby.</li> <li>* Increase participation across all aspects of WA Rugby.</li> </ul> <p>Our strategic objectives are connected and inter dependent. Together they enable the realization of our vision and purpose.</p>	<p><b>1 A sustainable legacy.</b></p>	<p><b>People Engagement:</b> High levels of engagement from all stakeholders in WA Rugby.</p>	<p>Have the right structure and processes in place. Constantly providing positive recognition. Improving public awareness of who we are and what we do. Providing improved communication to all stakeholders.</p>	Overall Satisfaction Rating	4/5
<p><b>VALUES</b> (How we act &amp; behave to achieve our Vision)</p> <p><b>ONE TEAM</b> We are positive and supportive of our team mates. Courteous and professional at all times.</p> <p><b>PRIDE &amp; PASSION</b> We have huge pride in the Western Australian legacy. Are passionate about the ongoing success of rugby in Western Australia.</p> <p><b>EXCELLENCE</b> We will do everything in our power to produce the highest possible outcomes. Hold ourselves to account for achieving Goals.</p> <p><b>RESPECT</b> We show respect to every person we interact with. Acknowledge the individuality of their opinions and styles by genuinely actively listening to stakeholders.</p> <p><b>FUN</b> We enjoy the work we do and actively celebrate our successes.</p>		<p><b>Financial:</b> Maintain consistent financial results aligned with Strategic focus.</p>	<p>Developing and maintaining enduring revenue streams. Reducing Debt to zero and then building a modest Cash Reserve. Meeting yearly Operating Profit Targets.</p>	Revenue	YOY Increase (reviewed annually)
<p><b>WARU Simple Rules – Guiding Policies</b></p> <p>These are simple rules or polices that will help with decision making as well as help guide action and decide on resource allocation. Make decisions that take into consideration all of the Western Australian Rugby system. Be open and transparent – no hidden agendas. Be early adopters and advocates of change. Don't be scared – be open to what is possible and one of the first to promote and try new ideas. Focus on execution. Live within our means – sound financial governance.</p>		<p><b>Product Development:</b> Generate a game suitable for all, in all formats.</p>	<p>Diversifying our product to suit the requirements of our community e.g. 7s, 10s, Touch 7s, Get Into Rugby, Rugby Roos, Rippa 10's etc. Improving the NRC game experience.</p>	Actual Operating Profit v Budget	Favourable variance
<p><b>2 Consistently high performing NRC Team and Rep Teams.</b></p>	<p>NRC – Regular Finals. Future Force – Support NRC team and create legitimate pathways for success. Development – Support Senior Clubs and create legitimate pathways for success. Under 19s – Top 3 nationally. Junior rep teams (boys &amp; girls) – Top 3 nationally. Women's Super W – Top 2 nationally. Men's and Women's Sevens – Top 3 nationally.</p>	<p>Having a clear succession plan for the NRC Team aligned with our development program and player pathway. Ensuring the right resources are available. Developing and maintaining positive relationships with key stakeholders in the professional game.</p>	Debt Level	YOY Decrease (reviewed annually)	
<p><b>3 Engaged Participation.</b></p>	<p>Ensure retention rates are the best in all state unions in the following areas: * Junior Players. * Secondary School. * Women. * Team numbers. * Country Rugby. * Golden Oldies. * Senior Players. * Coaches, Officials &amp; Volunteers Grow our playing and non-playing member base through player and member attraction and retention initiatives.</p>	<p>Providing assistance to clubs with player retention and recruitment. Continually developing initiatives to attract new players to the game. Administering and facilitating development programs for Coaches, officials and administrators. Promoting and encouraging improved side-line behaviour.</p>	Club Game Day Attendances	YOY Increase (reviewed annually)	
<p><b>4 Strong and competitive Club Competitions.</b></p>	<p>Facilitate a strong and competitive premier competition (close scores, variety of championship winners, all teams competitive). A relevant selection of grades are available and operating (from junior rugby through to senior grades). Expand women's and girl's club competition.</p>	<p>Being innovative in how our club competitions are managed. Ensuring competition formats are in place that provide the most value to the most clubs. Providing administrative support to all clubs. Developing and maintaining positive communication and relationships both with and within clubs. Creating awareness, relevant competitions, recruitment plans and clear pathways for female rugby players, emerging players 16-20.</p>	Social Media Engagement – daily average	2000	
<p><b>5 Leading Development Programs.</b></p>	<p>Develop player progression through to provincial and national level. Produce national representation at various levels. Coach/official/administrator accreditation levels achieved/maintained.</p>	<p>Effectively facilitating and delivering High Performance, official and referee programs. Leveraging off current expertise and reputation. Ensuring clear development pathways are in place for players, coaches, officials and administrators. Having clear and consistent communication throughout all areas of Western Australian Rugby.</p>	Brand Awareness – score out of 5	4-May	
<p><b>ONE WA RUGBY EXTERNAL KEY STAKEHOLDERS</b></p> <p>Rugby Players &amp; Participants: Juniors, Seniors, Schools, SCRUM (Oldies), Country, Parents &amp; Supporters .</p> <p>Affiliate Associations; RWA Juniors, Referees, Country, SCRUM, Schools</p> <p>Key Partners; Rugby AU, Future Force Foundation, Sea of Blue, GRR, Western Force, Minderoo</p> <p>WA Government Organisations; DLGSC (DSR), ICWA, Healthway, WASF</p> <p>Sponsors: FMG, Rhino, Paladin</p>			New Player Numbers	YOY Increase (reviewed annually)	
				Coach Retention Rate	75%
				Official Retention Rate	85%
				NRC	Semi Finals
				Development Team – No. of players transitioning into NRC team	4
				U19s Tournament	Top Three
				Junior Rep Teams	Top Three
				Super W	Top Two
				National Sevens Tournament - Women	Top Three
				National Sevens Tournament - Men	Top Three
				Junior Sevens Tournaments - Girls	Top Three
				Junior Sevens Tournaments - Boys	Top Three
				Retention Rates – percentage of players registered - YOY	
				Junior Players – u13	90%
				Emerging Players – 13-15	85%
				Emerging Players – 16-20	70%
				Senior Players	85%
				Female Player Numbers	YOY Increase (reviewed annually)
				Team Numbers	YOY Increase (reviewed annually)
				Player Numbers	YOY Increase (reviewed annually)
				% of games where points differential is under 28	80%
				# of clubs who have won premiership in last 10 years	5
				# of years since current champion last won	3
				U19 Team performance in National competition	Top 4
				Number of Women's Club teams	Increase to 12 by 2023 (reviewed annually)
				Number of Colts Club teams	Increase to 16 by 2023 (reviewed annually)
				Number of WA Wallabies	4
				Number of WA GRR Rugby Players	10
				Number of WA Australian U20 Players	4
				Number of WA Sevens Players	4
				Number of WA Australian Representative/Coaches/Team Management	5
				Number of WA Referees in Global Rapid Rugby	4
				Number of WA people on Rugby Australia Board	1