



EASTS TIGERS

STRATEGIC PLAN 2020 - 2022

THE CLUB OF CHOICE



OUR MISSION

To engage, promote, develop, innovate and provide opportunities within our game.

OUR VISION

To be the club of choice in our chosen competition.



EXECUTIVE SUMMARY

1 November 2019

This strategic plan was adopted by the Management Committee of the Eastern Suburbs DRLFC (the Club) in July 2019 and applies to the 2020 to 2022 seasons.

The Plan has been presented to all team members.

The Plan communicates our Club's Vision, Mission and Key Performance Areas (KPA's) and is reviewed annually.

The Plans KPA are linked to the Club's annual budget and business plan.

Actual results against annually adopted Key Performance Indicators (KPI's) are reported to the management committee on a monthly basis.

Team members individual target KPI's are included in their annual performance worksheets. These KPI's are used by as a tool to determine team members annual performance .

This Plan is used by management to assist in the delivery of deliver clearly identified outcomes for the club.

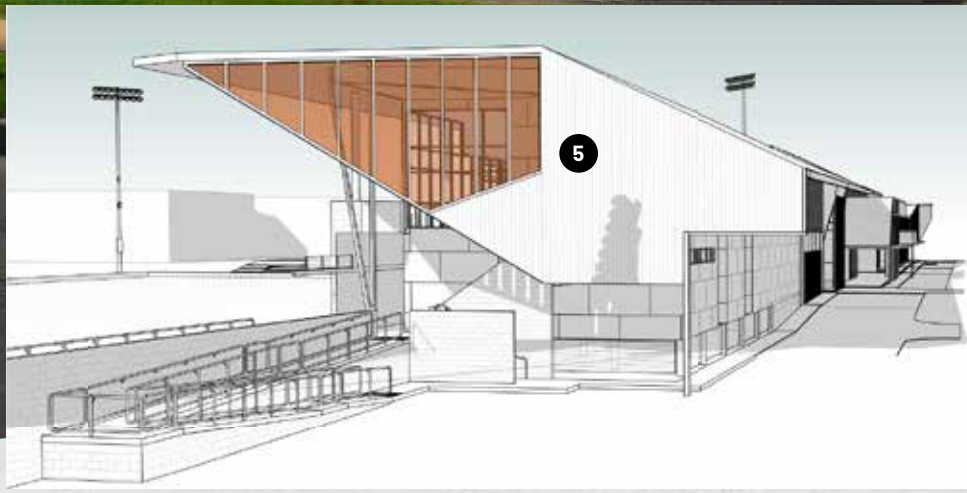

KEITH PHILLIPS
President


BRIAN TORPY
Executive Officer



THE NEW 'TIGERS HQ'

Our vision is to deliver the Intrust Super Cup's leading Centre of Excellence





FIRST FLOOR WILL INCLUDE:

- 1 COACHES' BOXES
- 2 BOARD ROOM
- 3 CORPORATE BOXES
- 4 MEDIA BOXES
- 5 FUNCTION ROOM
- 6 ADMINISTRATION OFFICES
- ▶ GROUND SEATING CAPACITY: 4000

GROUND FLOOR WILL INCLUDE:

- 7 GYMNASIUM
- 8 TRAINING FACILITIES
- 9 EDUCATION FACILITIES
- 10 CHANGE ROOMS
- 11 MERCHANDISE OUTLET
- 12 CATERING FACILITIES



OUR VALUES



HONESTY & INTEGRITY



RESPECT



RESILIENCE



ACCOUNTABILITY



TEAMWORK



ASPIRATIONAL





KEY PERFORMANCE AREA



FOOTBALL OPERATIONS



BUSINESS OPERATIONS



FINANCE & GOVERNANCE



COMMUNITY ENGAGEMENT



PEOPLE & CULTURE



CLUB FACILITIES

SENIORS

1. To make the finals every season.
2. Win a least one premiership.
3. Develop pathways for our players.
4. Develop a volunteer recruitment and retention program.
5. Improve our sports science practices and programs, including:
 - a. Greater use of NRL affiliation.
 - b. Development of partnerships.
6. Improve talent identification through:
 - a. Talent scout network.
 - b. Utilisation of recruitment specialist.
 - c. Utilisation of player manager network.



JUNIORS

1. Expand our junior participation base to create a larger pyramid.
2. Establish a talent identification network, including country and regional networks.
3. Conversion of school visitation into club registration
4. Establish Memorandum of Understandings with all junior affiliate clubs.
5. Implement a junior development Strategy to repair trust issues, increase coaching knowledge, and increase visibility with our junior affiliates.
6. Establishment of Junior Academies which focus on skill acquisition, personal development on social awareness programs.



BUSINESS OPERATIONS

1. Identify and implement alternate revenue streams:
 - a. Increase independent funding.
 - b. Investigate other business opportunities.
 - c. Potential 9's tournament.
2. Build Assets
 - a. Club to retain southern land area and consider development options.
3. Develop a marketing/branding strategy
 - a. Better use of Melbourne Storm affiliation.
 - b. Consideration of name change to Brisbane Tigers.
4. Redevelop and improve existing facilities, including a 2nd training venue.
5. NRL Licence
 - a. Establish readiness to bid for a 2nd NRL Brisbane team.
 - b. Consider a Joint Venture opportunity with like-minded ISC Clubs.
6. Increase sponsorship by 5% per annum
7. Increase home games attendance by 5% per annum.



1. In conjunction with the NRL/QRL, develop and implement a player welfare program.
2. Create partnerships with schools, universities and VET organisations to assist players to earn or learn.
3. Implement organisational culture surveys to ascertain staff, players and fan engagement levels.
4. Development and measure key performance indicators to ascertain if the Club how the Club is achieving it's mission to be the Club of Choice.



FINANCE & GOVERNANCE

1. Deliver timely and accurate financial reports to assist management to maximise the results of the business.
2. Ensure effective internal controls, policies and procedures and risk management processes are in place to ensure business sustainability in changing environments.
3. Ensure ongoing compliance with all statutory, taxation and governing bodies.
4. Establish succession planning for committee membership:
 - a. Medium term strategy to transform from management committee nature to a “board” nature.
 - b. Increase volunteer or casual staffing numbers so committee members are “freed-up” to act in a board nature.

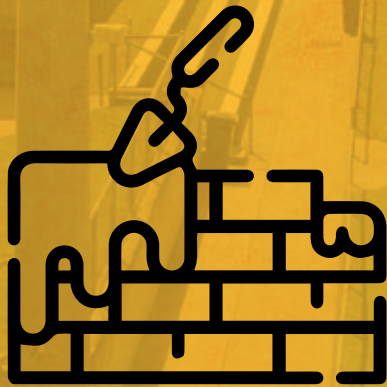


1. Develop a community engagement plan, including the
 - a. Better utilisation of players and coaching staff
 - b. Increase utilisation of social media to engage with fans and the greater community
2. Develop a social responsibility program including:
 - a. Establishment of charity partners who have a nexus with the Club;
 - b. Identification and implementation of a social program which will provide benefits to the local community and the Club.

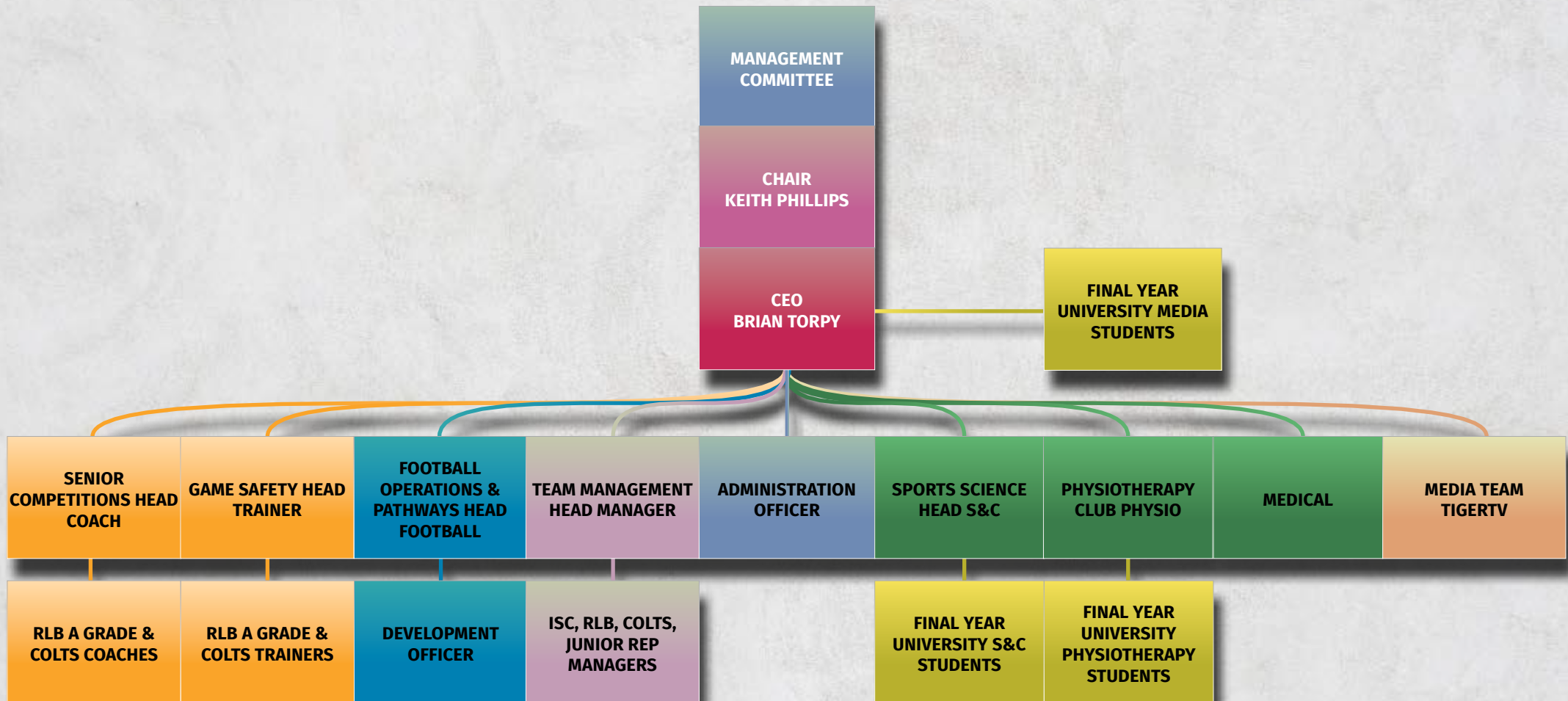


CLUB FACILITIES

1. Negotiate a long-term lease with the Brisbane City Council (BCC);
2. Negotiate a long-term lease with BCC for Chadwick Park;
3. Obtain a lease on second training venue;
4. Obtain development approval for new Centre of Excellence (Tiger HQ), including revenue generating space/facilities;
5. Erect new spectator seating on eastern, western and northern end of the main playing field;
6. Relocate, refurbish and utilise the heritage grand stand at the southern end of the main playing field;
7. Obtain necessary grant, revenue or loan funding to fund the Centre of Excellence;
8. Upgrade playing lights to minimum televised standards.



TIGERS ORGANISATIONAL CHART





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