

**SUNSHINE COAST  
JUNIOR RUGBY LEAGUE  
STRATEGIC  
PLAN  
2024-2027**





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This project was proudly completed by  
CPR Group, March 2024  
[www.cprgroup.com.au](http://www.cprgroup.com.au)

# INTRODUCTION

The Sunshine Coast Junior Rugby League (SCJRL) was originally formed to promote, foster, support and encourage junior rugby league football on the Sunshine Coast. The league is made up of affiliated junior rugby league clubs across a wide geographical area. SCJRL administers junior competitions in the area, as well as providing a representative pathway.

This strategic plan outlines the desired future direction of Sunshine Coast Junior Rugby League from 2024 to 2027.

The plan is centred around the following strategic pillars:

- » Support our clubs and volunteers
- » Grow our game
- » Develop our coaches, managers and officials
- » Promote our game
- » Improve our infrastructure and facilities

These strategic pillars, as well as a range of outcomes and prioritised operational actions within each pillar, have been identified through collaboration with association and affiliated club members. This plan also incorporates and considers the four priorities identified in the Queensland Rugby League Strategic Framework; Accessibility, Community, Innovation and Pathways & Participation.

REGISTERED  
PLAYERS

**4,699**

TEAMS

**268**

AFFILIATED CLUBS

**15**

## WHY WE EXIST

Our aim is to provide strategic direction, support and assistance to our affiliated clubs as they continue growing the game of rugby league.

## MISSION

To provide Sunshine Coast community members with opportunities to play rugby league within a safe, inclusive and healthy environment that encourages positive sporting and social interaction.

# ASSOCIATION PROFILE

## Junior Affiliated Clubs

- » Beachmere Junior RLFC
- » Beerwah RLFC
- » Bribie Island RLFC
- » Caboolture Junior RLFC
- » Caloundra Junior RLFC
- » Coolum Colts RLFC
- » Gympie Devils RLFC
- » Kawana Junior RLFC
- » Maroochydore Junior RLFC
- » Nambour RLFC
- » Nirimba RLFC
- » Noosa District RLFC
- » Pomona-Cooran RLFC
- » Stanley River RLFC
- » Western District Junior RLFC

## Situation Analysis

The following priorities were identified during the consultation process which comprised planning meetings with key QRL and SCJRL personnel, an online survey and a planning workshop attended by representatives from NRL, QRL, SCJRL and clubs:

- » Availability of funding for junior clubs in the region
- » A lack of available green space, coupled with population growth that is increasing the pressure on playing field use
- » Rugby league is traditionally a working-class sport. With the increased cost of living and changing demographics on the Sunshine Coast, the number of “rugby league” families is decreasing
- » The perception of rugby league as a dangerous sport
- » High expectations and demands on clubs and their volunteers

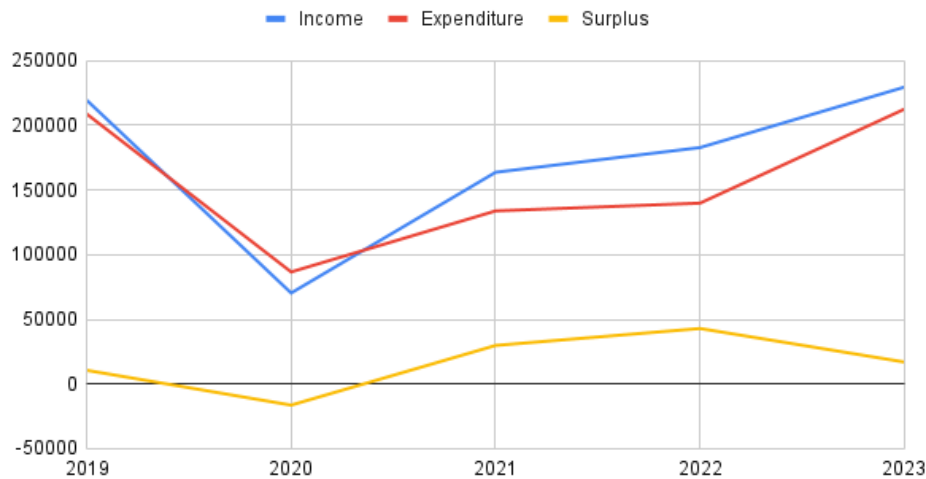
### ORGANISATION DETAILS

|  |   |
|--|---|
| <b>Full Legal Name</b>                 | Sunshine Coast Junior Rugby League Inc.   |
| <b>Incorporated Association Number</b> | IA07465   |
| <b>ABN</b>                             | 47 586 275 617  |
| <b>Club Email</b>                      | secretary@falcons.com.au  |
| <b>Website</b>                         | <a href="https://rugbyleaguesunshinecoast.com/">https://rugbyleaguesunshinecoast.com/</a>                         |
| <b>Facebook</b>                        | <a href="https://www.facebook.com/RugbyLeagueSunshineCoast">https://www.facebook.com/RugbyLeagueSunshineCoast</a> |

# SITUATION ANALYSIS

As seen in the graph, SCJRL has generated a healthy surplus in four of the past five financial years, with a significant amount of revenue generated from registration fees, development camps, functions and sponsorship. The association has averaged a surplus of \$30,000\* since 2019 and has built its cash balance from \$46, 210 at the end of the 2020 season (COVID-19 affected), to a healthy \$155, 047 at the close of 2023. Overall, the association is in a healthy financial position and well positioned for continued growth.

## INCOME, EXPENDITURE AND SURPLUS

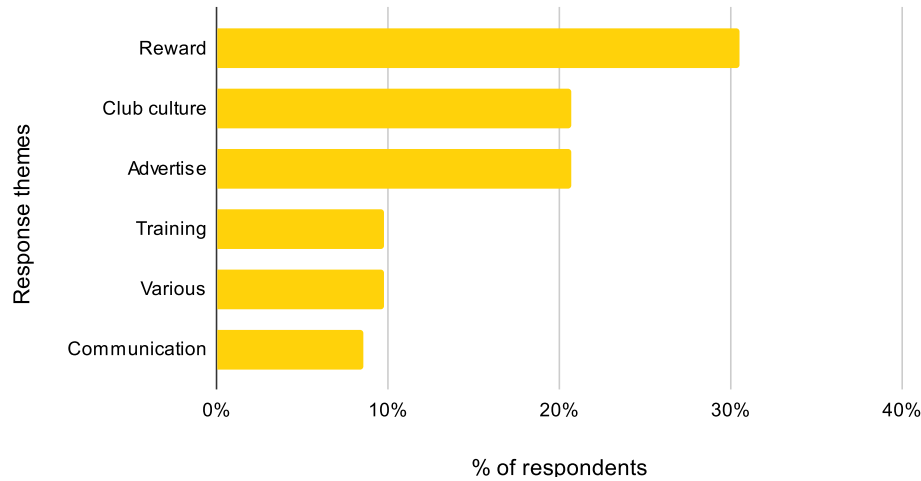


\* Financials from 2020 not considered due to the COVID-19 pandemic and SCJRL's inability to operate for that season.

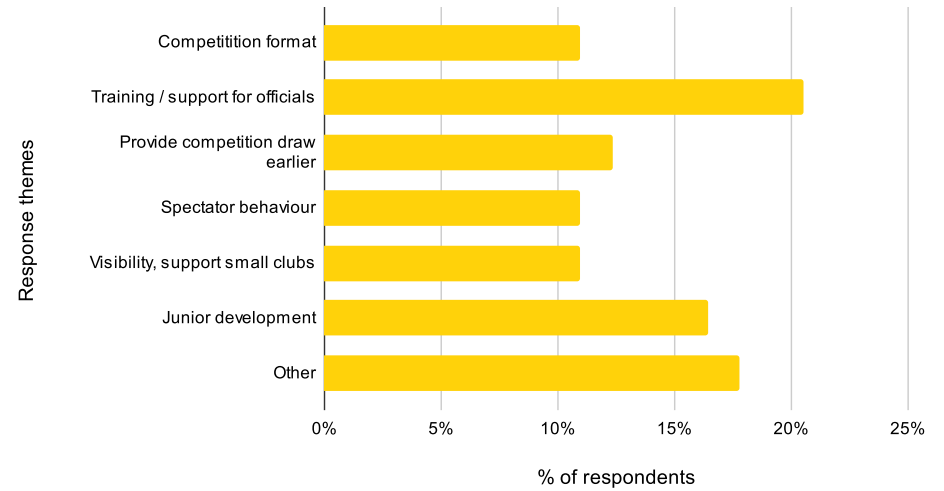


# CONSOLIDATED MEMBER SURVEY RESPONSES

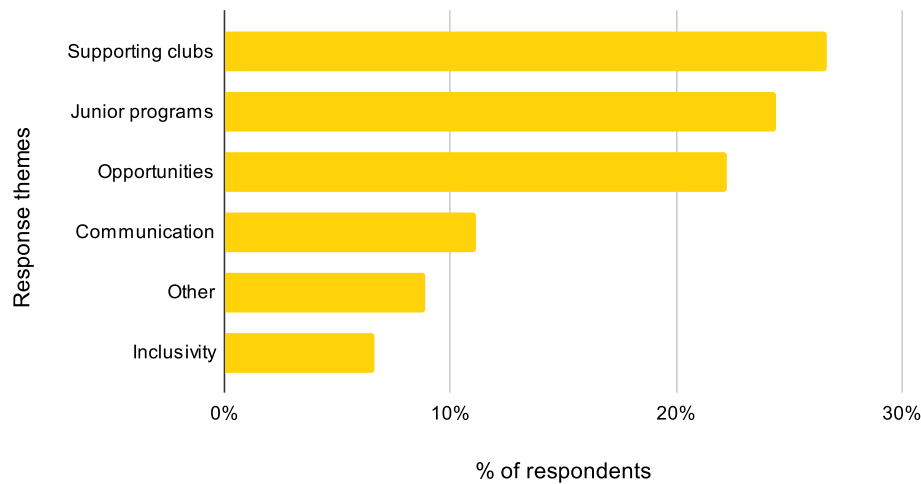
## HOW TO RECRUIT VOLUNTEERS



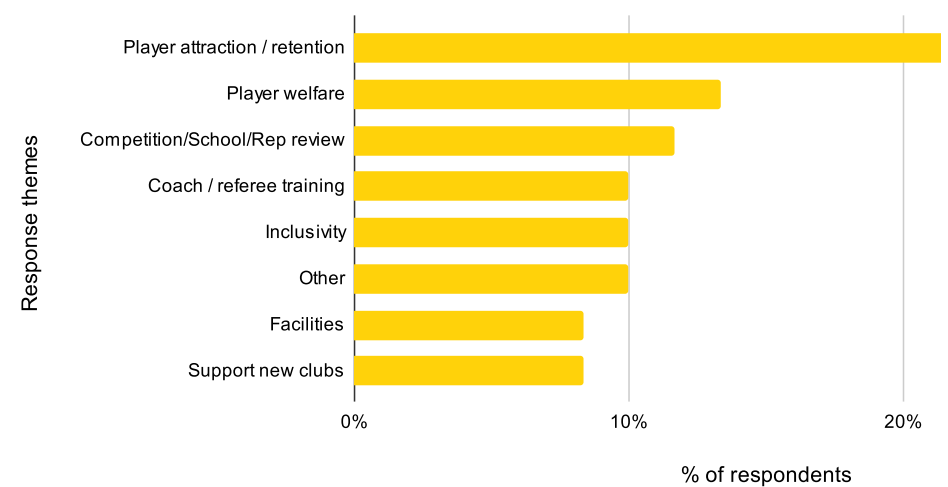
## HOW COULD SCJRL IMPROVE?



## WHAT IS SCJRL DOING WELL?

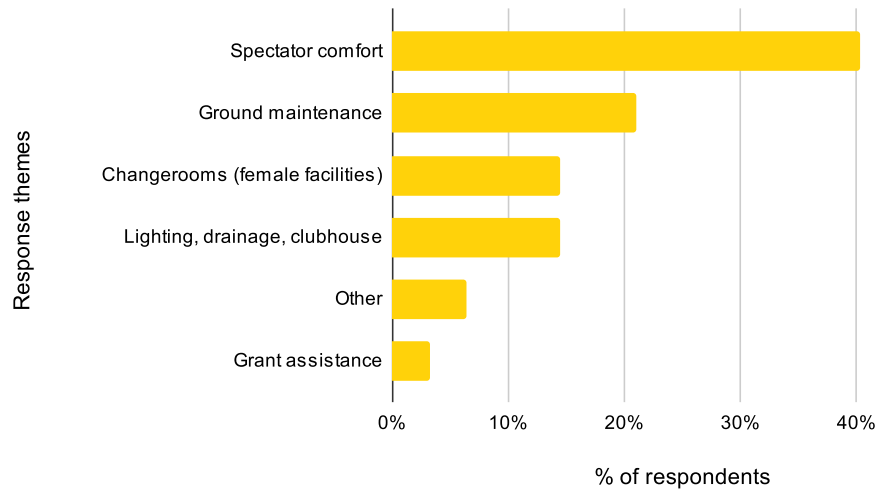


## WHAT SHOULD BE SCJRL'S PRIORITIES?



# CONSOLIDATED MEMBER SURVEY RESPONSES

## PRIORITIES FOR FACILITY DEVELOPMENT





PILLAR 1

# SUPPORT OUR CLUBS AND VOLUNTEERS

Aligning with the QRL Strategic Framework priorities of Accessibility, Community and Innovation

| STRATEGIC OUTCOMES   | OPERATIONAL ACTIONS  | RESPONSIBILITY | IMPLEMENTATION         |
|--|--|----------------|------------------------|
| Support our clubs through shared resources and opportunities | Encourage and facilitate open sharing of resources, best practice and successful initiatives amongst clubs   | QRL<br>SCJRL   | End of 2024<br>Ongoing |
|  | Identify opportunities for SCJRL and QRL to provide ‘central services’ for clubs to reduce duplicated activities and volunteer workload, then implement where feasible: <ul style="list-style-type: none"> <li>» grant assistance services</li> <li>» shared financial services</li> <li>» sponsorship opportunities</li> <li>» common policies, procedures and processes</li> </ul> | QRL<br>SCJRL   | End of 2024<br>Ongoing |
|  | Engage with QRL and external facilitators to host workshops for clubs on various topics, including: <ul style="list-style-type: none"> <li>» social media and websites</li> <li>» governance and administration</li> <li>» member protection</li> </ul>  | QRL<br>SCJRL   | End of 2024<br>Ongoing |
|  | Identify and share all available grants and funding opportunities for clubs  | QRL<br>SCJRL   | End of 2024<br>Ongoing |
| Recruit volunteers   | Collaborate with QRL to provide clubs with: <ul style="list-style-type: none"> <li>» descriptions for common volunteer positions, including required skills</li> <li>» regular club information sessions on volunteer engagement</li> <li>» communication platforms for volunteer recruitment</li> </ul>   | QRL<br>SCJRL   | 2025 pre-season        |
|  | Promote the SCJRL and its clubs amongst volunteer networks and forums  | SCJRL          | 2025 pre-season        |
| Retain volunteers  | Collaborate with QRL to provide clubs with: <ul style="list-style-type: none"> <li>» volunteer induction and training program/s</li> <li>» volunteer recognition and reward programs</li> <li>» clear guidelines and processes for volunteer safety, inc. codes of conduct for players, spectators and volunteers</li> </ul>   | QRL<br>SCJRL   | 2025                   |
|  | Develop a ‘volunteer friendly club’ program that can be implemented by affiliate clubs   | QRL<br>SCJRL   | 2025                   |





PILLAR 2

**GROW OUR GAME**

Aligning with the QRL Strategic Framework priorities of Accessibility, Community, Innovation and Pathways & Participation

| STRATEGIC OUTCOMES                              | OPERATIONAL ACTIONS   | RESPONSIBILITY        | IMPLEMENTATION  |
|---|---|-----------------------|-----------------|
| Increase exposure of rugby league opportunities | Work with clubs and QRL to achieve alignment with rugby league junior pathway   | QRL<br>SCJRL<br>Clubs | Ongoing         |
|   | Assist clubs to partner with schools in Sunshine Coast area and surrounding areas to deliver promotional and entry level programs | QRL<br>SCJRL<br>Clubs | Ongoing         |
| Seek player and family feedback                 | Survey junior players via parents and legal guardians pre and post season   | SCJRL<br>Clubs        | 2024<br>Ongoing |
|   | Create a “junior leadership committee” of junior players selected by clubs to provide feedback and ideas to SCJRL                 | SCJRL<br>Clubs        | 2024<br>Ongoing |
| Improve player experience                       | In collaboration with the QRL, assist clubs in improving game day experiences through:  | QRL<br>SCJRL<br>Clubs | 2024<br>Ongoing |
|   | » increased interaction between junior, senior and Falcons players  |                       |                 |
|   | » opportunities for junior players to play fixtures on the same day/ground as senior teams  |                       |                 |
|   | » increase in RISE <sup>1</sup> carnivals   |                       |                 |

<sup>1</sup> Routine, Identity, Socialise and Evolve [RISE Program](#).



PILLAR 2

**GROW OUR GAME**

Aligning with the QRL Strategic Framework priorities of Accessibility, Community, Innovation and Pathways & Participation

| STRATEGIC OUTCOMES   | OPERATIONAL ACTIONS   | RESPONSIBILITY                                 | IMPLEMENTATION     |
|--|---|--|--------------------|
| Review current competition format  | Collaborate with QRL to create a working group to review and strengthen junior league, with consideration given to: <ul style="list-style-type: none"> <li>» flexibility</li> <li>» junior to senior transition</li> <li>» divisions</li> <li>» travel</li> <li>» coaching philosophies</li> <li>» coach accreditation and training</li> <li>» development camps</li> <li>» season length</li> <li>» representative opportunities</li> <li>» best practice from other sports</li> </ul> | QRL<br>SCJRL<br>Clubs                          | End of 2024 season |
| Inclusive, supportive environment for all members  | Collaborate with QRL to provide best-practice training for clubs, coaches/manager, volunteers and officials, including: <ul style="list-style-type: none"> <li>» player safety</li> <li>» acting on poor player /spectator behaviour</li> <li>» inclusive activities and culture</li> </ul>   | QRL<br>SCJRL<br>Clubs<br>Referee's Association | 2024 Ongoing       |
| Increased junior players and teams through targeted promotion and recruitment strategies | Build social media presence to highlight rugby league opportunities   | QRL<br>SCJRL<br>Clubs                          | Ongoing            |
|  | Support and direct clubs to utilise QRL and NRL marketing material  | QRL<br>SCJRL<br>Clubs                          | Ongoing            |
|  | Utilise QRL staff and resources when planning activities and promotional programs   | QRL<br>SCJRL<br>Clubs                          | Ongoing            |



### PILLAR 3

## DEVELOP OUR COACHES, MANAGERS AND OFFICIALS

Aligning with the QRL Strategic Framework priorities of Accessibility, Community, Innovation and Pathways & Participation

| STRATEGIC OUTCOMES                            | OPERATIONAL ACTIONS   | RESPONSIBILITY                                 | IMPLEMENTATION  |
|---|---|--|-----------------|
| Recruit, train, reward and support officials  | Collaborate with the QRL and clubs to implement strategies and programs that: <ul style="list-style-type: none"> <li>» recognise and celebrate officials, specifically junior referees</li> <li>» support positive play</li> <li>» encourage positive spectator behaviour</li> <li>» facilitate and advertise accreditation and education opportunities for officials</li> <li>» provide examples of positive language and behaviours for officials while stamping out anti-social behaviour</li> <li>» protect officials, acting swiftly to stamp out poor player and spectator behaviour</li> </ul> | QRL<br>SCJRL<br>Clubs<br>Referee's Association | 2025 pre-season |
| Effective coaching programs across the league | Collaborate with QRL to: <ul style="list-style-type: none"> <li>» facilitate coaching forums, workshops and information sessions</li> <li>» develop junior coaching philosophy for adoption by all clubs</li> <li>» support and advertise coach education opportunities from QRL and NRL</li> <li>» organise and facilitate coaching masterclasses for club and rep coaches in the region, utilising high profile players and coaches where possible</li> <li>» assist clubs in providing coaches with relevant accreditation</li> </ul>  | QRL<br>SCJRL<br>Clubs                          | 2024 Ongoing    |
| Improve player wellbeing                      | Across coaching and official programs and initiatives, ensure focus on safe techniques across all facets of rugby league<br><br>Continued focus on PEP program <sup>2</sup>   | QRL<br>SCJRL<br>Clubs                          | Ongoing         |

<sup>2</sup> Positive Environment Program [PEP](#)



## PILLAR 4

# PROMOTE OUR GAME

Aligning with the QRL Strategic Framework priorities of Accessibility and Community

| STRATEGIC OUTCOMES                         | OPERATIONAL ACTIONS  | RESPONSIBILITY        | IMPLEMENTATION  |
|--|--|-----------------------|-----------------|
| Support from government stakeholders       | Engage with local, state and federal government members through: <ul style="list-style-type: none"> <li>» Invitations to events</li> <li>» Seeking assistance for grants and funding</li> <li>» Communication and “selling” rugby league</li> <li>» Providing a united rugby league voice</li> </ul> | QRL<br>SCJRL<br>Clubs | 2024<br>Ongoing |
|  | Act on behalf of SCJRL clubs as delegates to relevant local councils, state and federal government, QRL and NRL to obtain support for rugby league in the region   | QRL<br>SCJRL<br>Clubs | 2024<br>Ongoing |
| Increase rugby league profile in community | Work with all clubs to tell the story of rugby league through: <ul style="list-style-type: none"> <li>» Engaging with community and local businesses</li> <li>» A unified approach to external communications</li> <li>» Identifying positive stories and sharing them</li> </ul>                    | QRL<br>SCJRL<br>Clubs | 2024<br>Ongoing |
|  | Promote rugby league, SCJRL and clubs to potential sponsors, capitalise on sponsors looking for community engagement   | QRL<br>SCJRL<br>Clubs | 2024<br>Ongoing |



PILLAR 5

# IMPROVE OUR INFRASTRUCTURE AND FACILITIES

Aligning with the QRL Strategic Framework priorities of Accessibility and Community

| STRATEGIC OUTCOMES  | OPERATIONAL ACTIONS  | RESPONSIBILITY                                 | IMPLEMENTATION   |
|---|--|--|------------------|
| Improve infrastructure and facilities for the benefit of all stakeholders | Engage with QRL to develop a ‘Future Facilities Plan’ for the league, including: <ul style="list-style-type: none"> <li>» facility audit</li> <li>» identification of club facility expansion needs</li> <li>» identify need for inclusive facilities, including multi-purpose change rooms and referee facilities</li> <li>» identification of potential greenspace</li> <li>» improvement of spectator experience (shade, seating, parking, food and beverages)</li> </ul> | QRL<br>SCJRL<br>Clubs<br>Referee’s Association | 2024<br>Annually |
|   | Compile a prioritised list of all major projects across clubs to ensure grant applications are coordinated and organised to maximise success   | QRL<br>SCJRL<br>Clubs<br>Referee’s Association | 2024<br>Annually |
| Allocate priority funding for infrastructure and facility improvements    | Create a SCJRL Facility Fund to support club facility upgrades based on agreed priorities  | QRL<br>SCJRL<br>Clubs                          | 2024<br>Ongoing  |

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