

2023-2025 STRATEGIC PLAN



PARRAMATTA JUNIOR RUGBY LEAGUE STRATEGIC PLAN



OUR VISION

To unite with our players and to motivate them to realise their potential while building camaraderie, lifetime friendships and memories.

OUR MISSION

To provide a safe and vibrant community-based competition for people of all backgrounds, genders and abilities to come together to celebrate their love of rugby league.

OUR VALUES – align with the Parramatta NRL Club:

ACCOUNTABLE

Accountable is delivering what we say we will and being responsible for our actions.

This is the foundation on which we build trust with each other, our partners, and our fans.

ALL-IN

All-In is the attitude we bring to contribute with the energy, focus and drive to win.

UNITED

United is how we work together towards our common goals, celebrating each other's success and supporting one another.

RESPECT

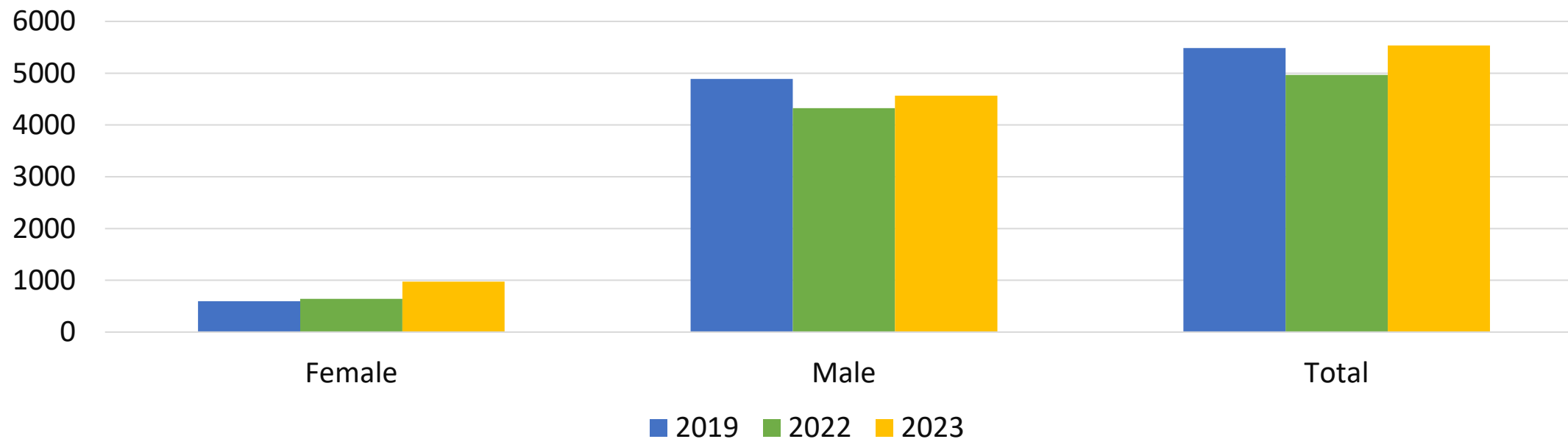
We respect our history, our jersey, our people, and our club.

We acknowledge the traditional custodians of the land.

We welcome all.



SNAPSHOT – Registration Numbers

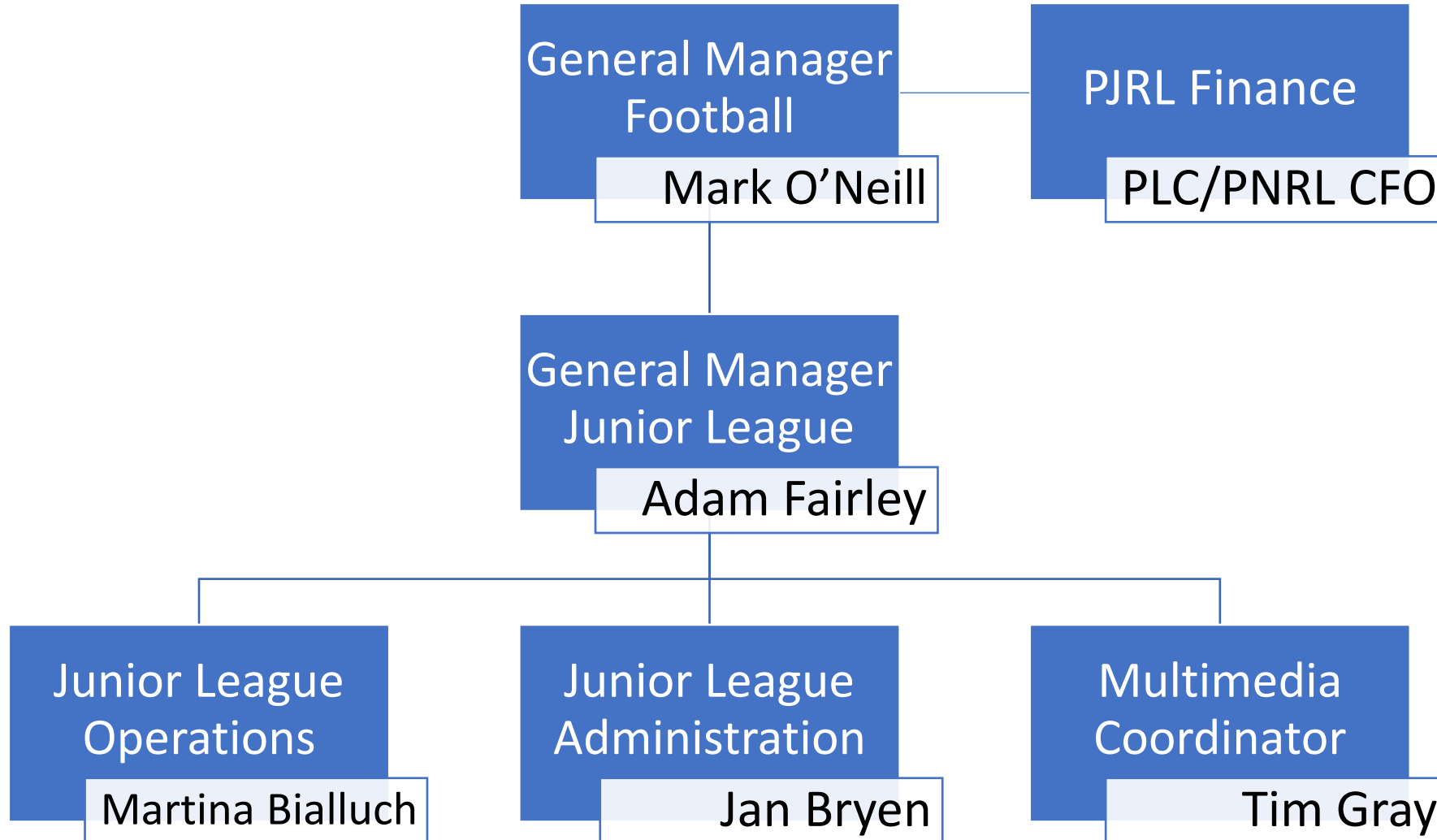


By Gender	2019	2022	2023	Var (2019)	Var (2022)
Female	596	643	970	374 (62.8%)	327 (50.9%)
Male	4,892	4,325	4,543	(349) (7.1%)	218 (5.0%)
Total	5,488	4,968	5,513	25 (0.0%)	545 (11.0%)

PARRAMATTA JUNIOR RUGBY LEAGUE STRATEGIC PLAN



SNAPSHOT - Staff Structure



PARRAMATTA JUNIOR RUGBY LEAGUE STRATEGIC PLAN



SNAPSHOT - What we do

- ▶ Junior League Strategy
- ▶ Stakeholder Management
- ▶ Junior League Finance
- ▶ Future Planning
- ▶ School Engagement & Participation
- ▶ Governance of Junior League Clubs
- ▶ Provide Leadership
- ▶ Conduct Events
- ▶ Club & Referee Liaison
- ▶ Transfers/Clearances
- ▶ Grade & Re-Grade Competitions
- ▶ Compile Draws, Venues & Schedules
- ▶ Collate Score Sheets
- ▶ Check Registration/Pending Registration Documentation
- ▶ Ensure Junior League Club Staff have cleared and up to date qualifications
- ▶ Member Protection
- ▶ Stakeholder Engagement
- ▶ Promote the Junior League and its people through Social Media
- ▶ Junior League Record Keeping

PARRAMATTA JUNIOR RUGBY LEAGUE STRATEGIC PLAN



SNAPSHOT - Stakeholders



includes Tackle and League Tag Participation

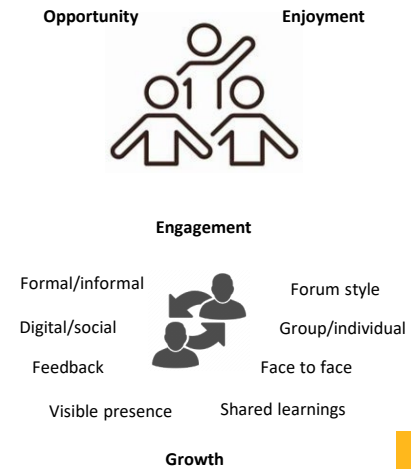
PARRAMATTA NRL STRATEGIC PLAN - JUNIOR LEAGUE EXCERPT

1. Implement Action plan resulting from Junior League Review
2. Create at least three touchpoints throughout the year to share information and receive feedback from our JL stakeholders
3. Deliver U/6 Gala day at CommBank and utilise our NRL players to promote registration days for all clubs

<p>Why is this initiative important:</p> <ol style="list-style-type: none"> 1. Build a sustainably successful junior league which provides opportunity and talent to progress through pathways 2. Build confidence in our junior league and allow touchpoints which contribute to the continued improvement and success of our Junior League 3. More participants playing our game underpins a stronger club with greater opportunity 	<p>Measure of Success:</p> <ol style="list-style-type: none"> 1. Improved performances relative to the 8 recommended actions 2. Willingness to engage, action taken on the back of information provided 3. Growth figures in all formats of rugby league. The experience quality of our participants 	<p>Owner: Adam Fairley</p> <p>Contributor: JL support staff , Jim Sarantinos, Mark O'Neill</p>
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PJRL STAKEHOLDER RESEARCH | RECOMMENDATIONS FOR IMPROVEMENT | THEMES

<p>1. STRATEGY & GOVERNANCE</p> <p>Clarify and align governance, vision and strategy for the Junior League, and re-emphasise a strong identity for Parramatta Juniors</p>	<p>3. CULTURE & BEHAVIOURS</p> <p>Through consistent leadership and management of accountabilities, shift culture and behaviours to overcome a perception of Club and individual self-interest at the expense of the "greater good"</p>	<p>5. FAIRNESS</p> <p>Implement initiatives to improve fairness across the League, including fairness in pathway opportunities, on-field competitive balance, and consistent and clear application of policies and rules</p>	<p>7. COACHES</p> <p>Highlight the importance of coaches in retention and development of junior participants, and provide (and actively enforce) coach and sports trainer accreditation and mentoring to improve coaching quality across all age groups</p>
<p>2. FUNDING & RESOURCES</p> <p>Address critical resource constraints at Junior League administration level, as well as in Game Development and community engagement, and in smaller Clubs that lack the scale and resources to ensure long-term sustainability</p>	<p>4. CLUB CAPABILITIES</p> <p>Establish minimum expectations for Club administration, including tools, templates and training, encourage succession planning for key roles, and provide targeted support where it is needed (especially in smaller Clubs)</p>	<p>6. COMMUNICATION</p> <p>Improve communications and collaboration at all levels, including internal communications among stakeholders, and external promotion of the Junior League</p>	<p>8. GAME DEVELOPMENT & COMMUNITY ENGAGEMENT</p> <p>Identify opportunities to improve Game Development and Community Engagement activities, especially in relation to diverse cultural groups across the district</p>



2023 Measures, Goals, Focus Areas & Targets

KEY ISSUES AND OPPORTUNITIES CARRIED OUT TO DATE



- Staff restructure that aims to best service the membership and promote the Junior League
- Use of surplus monetary assets to invest into initiatives that benefit the Junior League (purchase of VEO Units)
- Social Media plan to promote Clubs and Players across the Junior League in conjunction with a Marketing Plan to ensure that the PJRL is promoted across a website, on various social media platforms, in mainstream media and through schools and community groups
- Provide the PNRL Pathways Team with vision of as many minutes of games possible to ensure that every player has the opportunity to be considered for Development Squads and Representative Teams
- A schedule of meetings and events for PJRL Stakeholders so that everyone is informed in advance
- NRL and NSWRL have included PJRL stakeholders in their campaigns (NRL Community Campaign and Ampol Female State of Origin Launch)

2023 Measures, Goals, Focus Areas & Targets

KEY ISSUES AND OPPORTUNITIES



We will always strive to assist, foster, promote and propagate the game of Rugby League throughout and within the PNRL District

Focus Area	1. STRATEGY & GOVERNANCE		TARGETS
3 Year Measures	A clear strategy and plan which is communicated to all stakeholders.	Focus Areas	<ul style="list-style-type: none"> Greater than 80% satisfaction rating through surveys covering Communication, Delivery & Promotion of the PJHRL and Competitiveness of Competitions Progressively higher year on year player retention rates and achievable targets for participation set for the 2024 and 2025 seasons Club compliance submitting all required PJRL, NSWRL and Fair Trading documentation within the specified timelines Plans to promote all forms of football and how we will attract players A new PJRL Constitution which is written based on an Association Model, in line with how the PJRL is administered Implementation of a Code of Conduct for volunteers
	Defined targets for new and retained players in traditional and alternate formats of the game		
	Ensure Management Committees are informed and compliant in managing their Club		
2023 Goals	<ul style="list-style-type: none"> PJRL to meet with affiliated Club representatives, Community Rugby League Association, NSWRL and NRL on a regular basis concerning JRL issues 		
	<ul style="list-style-type: none"> PJRL to provide competitions that group players of equal ability against each other and delivers an experience and recognition of all players, which aims to retain players for years to come 		
	<ul style="list-style-type: none"> Clubs to understand the Committee positions required to manage a Club and the roles and responsibilities of those positions 		
	<ul style="list-style-type: none"> PJRL to work with Clubs to embrace alternate formats of the game, with an aim to increase participation 		
	<ul style="list-style-type: none"> To re-write the Constitution based on an Association Model 		

2023 Measures, Goals, Focus Areas & Targets

KEY ISSUES AND OPPORTUNITIES



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Focus Area	2. FUNDING & RESOURCES		TARGETS
3 Year Measures	<p>A gold standard administration and promotion of the Junior League</p> <p>Introduction of an annual planning & budgeting process which includes all funding sources</p> <p>Increase development of funding opportunities and sponsorships of the Parramatta Junior Rugby League</p>	Focus Areas	<ul style="list-style-type: none"> • Introduction of a streamlined financial process where Parramatta Leagues, Parramatta NRL and the Junior League can track their contribution to the Junior League and ascertain that targets have been met with respect to each funding initiative • Clubs to receive increased revenue from grants which help with the administration of the Club, the purchase of Club equipment and improvements to Club amenities (Canteen, Changerooms, Club Room, Toilets, Storage, Lights, Ground Surface, Irrigation & Drainage) • PJRL and PNRL to formulate a strategy for the use of facilities within the 5 LGA's • An increase in sponsorship dollars and in-kind contributions
2023 Goals	<ul style="list-style-type: none"> • PJRL to undertake a staff restructure that aims to best service the membership and promote the Junior League • PJRL to introduce a planning and budgeting process mapping out expected/required costs to deliver agreed strategy and programs, sources of funding and required contributions from Parramatta Leagues, Parramatta NRL and PJRL • PJRL to provide tools and resources to Clubs to enable them to submit successful grant applications to help them be successful • PJRL to use surplus monetary assets to invest into initiatives that benefit the Junior League • Provide guidance and tools to Clubs to apply for grants and other funding • Establish what a future Profit & Loss would look like for the Junior League as a standalone entity to understand what the strategy and approach needs to be for setting funding & sponsorship targets 		

2023 Measures, Goals, Focus Areas & Targets

KEY ISSUES AND OPPORTUNITIES



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Focus Area	3. CULTURE & BEHAVIOURS		TARGETS
3 Year Measures	Clubs to buy into "League first"	Focus Areas	<ul style="list-style-type: none"> PJRL to champion a NSWRL review of the Player Transfer Policy PJRL to work with PNRL Education & Wellbeing Team to develop a Culture Day PJRL to source training for Ground Manager's on how to deal with conflict and write reports (includes undertaking the NRL online course) PJRL to celebrate and reward positive behaviours PJRL to be transparent, diligent and are to provide leadership to build the trust of Clubs
	Behaviour on and off the Field to improve so that junior participants have a quality experience		
	Improved relationships between Clubs and PJRL Administrators		
2023 Goals	<ul style="list-style-type: none"> Clubs are to support the NSWRL Transfer Policy – PJRL to better promote the Policy and make all participants aware of the rules PJRL are to work with other JRL's and the NSWRL on a review of the Transfer Policy Develop a Culture Day for players aged 13 to 16 to be delivered prior to the 2024 season Consistent Rules for Ground Manager's at all Grounds across the PJRL and Central West Conference Competitions Bad behaviour is not to be tolerated, all cases are to be reported to the NSWRL for determination Appropriate sanctions are to be imposed on people that offend, repeat offenders are not to be rewarded The PJRL are to build trust with Club Administrators, through leadership, direction, fairness, innovation and trust The PJRL are to develop a Ground Managers Handbook 		

2023 Measures, Goals, Focus Areas & Targets

KEY ISSUES AND OPPORTUNITIES



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Focus Area	4. CLUB CAPABILATIES		TARGETS	
3 Year Measures	Club Committees to be functional and compliant	Focus Areas	<ul style="list-style-type: none"> PJRL to work with larger Clubs to share their processes with an aim to strengthen the administration off all Clubs across the PJRL – NRL and Sport Australia’s “Game Plan” resources are also to be referenced 	
	Clubs to have the tools and ability to attract and increase their sponsorship and volunteers			<ul style="list-style-type: none"> PJRL to work with Clubs on setting expectations for coaching and parent behaviour
	Clubs to implement succession plans for their Management Committees			<ul style="list-style-type: none"> The PJRL are to provide support to Clubs in obtaining sponsorship leads and grants to help with the progression of the Clubs, the venues within the PJRL boundary and the overall financial position of Clubs
2023 Goals	<ul style="list-style-type: none"> Clubs to implement a written Annual Plan for the delivery of their Rugby League product 			<ul style="list-style-type: none"> Clubs to be transparent, diligent and provide leadership to build the trust of their membership to make them want to be part of a Committee Succession Plan
	<ul style="list-style-type: none"> PJRL to create a Social Media plan to promote all Clubs 			
	<ul style="list-style-type: none"> PJRL to implement a Club governance and management oversight process that can identify where clubs are struggling or are unable to meet minimum expectations and to provide support and intervention where required 			
	<ul style="list-style-type: none"> PJRL to identify Clubs that require additional support of funding to lift standards and remain sustainable, and allocate resources accordingly 			
	<ul style="list-style-type: none"> Clubs to work closely with their membership to make them feel part of their “family” which will foster volunteers and new Committee Members The PJRL are to develop a strategy to attract more volunteers and to create more recognition and rewards for Volunteers 			

2023 Measures, Goals, Focus Areas & Targets



KEY ISSUES AND OPPORTUNITIES

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Focus Area	5. FAIRNESS		TARGETS
3 Year Measures	<p>An updated NSWRL, PJRL and Central West Conference Transfer Policy that is in line with modern trends and expectations</p> <p>Provide the Parramatta Pathways Team with the vision of matches to allow them to have eyes on players as part of their selection process</p> <p>Assess the viability of Clubs to be affiliated to the PJRL, including their size, number of teams, junior teams, participation in PJRL events, functions, discussions and information sessions</p>	Focus Areas	<ul style="list-style-type: none"> The Transfer Policy needs to be amended so that it is in line with modern trends and expectations. It has to be fair and transparent and it must consider many differing scenarios, including representative and development players, the grade of competition the players are transferring from and to, the embryonic stage of the female game aligned to the substantial growth in participation numbers Club Committees must run their Club in line with the required governance structure To become viable, Clubs must embrace and promote all forms of Rugby League (Tackle, League Tag, 9 a side, 11 a side & Masters) The PJRL are to write a Grading Policy
2023 Goals	<ul style="list-style-type: none"> Provide the PNRL Pathways Team with vision of as many minutes of games possible to ensure that every player has the opportunity to be considered for Development Squads and Representative Teams The PJRL are to work with the NSWRL and other Metro JRL's to formulate a Transfer Policy that is fair, transparent, easily understood and simple to apply The PJRL are to work on a strategy to ensure that Clubs are viable, that is they are financially sound, follow the required Club Committee governance structure, have a minimum number of teams The PJRL are to work with Clubs and the PLC to formulate a transparent and fair process with respect to ClubGrants The PJRL are to formulate a Grading Policy which outlines how Competitions are Graded and what information the Grading Committee are to refer to 		

2023 Measures, Goals, Focus Areas & Targets

KEY ISSUES AND OPPORTUNITIES



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Focus Area	6. COMMUNICATION		TARGETS
3 Year Measures	Establish a regular schedule of Junior League Stakeholder Meetings Advocate to the NRL and NSWRL for increased promotion and marketing of Junior League Participation Develop and implement a PJRL Marketing Plan encompassing a variety of channels, web, socials, community groups and schools	Focus Areas	<ul style="list-style-type: none"> • Provide advanced notice of meetings to the various stakeholder groups of the PJRL (Board, Advisory Committee, Club Committees, Coaches, Managers, Trainers, Players) • Ensure regular, proactive and transparent communication with all stakeholder groups • Work with the NRL and NSWRL to have them deliver registration campaigns that best promote Community Football that attracts players, coaches, managers, trainers, club committee members and volunteers and focuses on participation experience, safety, community, health and leadership qualities • Increase exposure and engagement across all social media platforms • Support and enable club-specific promotion to attract new participants
2023 Goals	<ul style="list-style-type: none"> • Develop a schedule of meetings and events for PJRL Stakeholders so that everyone is informed in advance • Work with the NRL and NSWRL to best promote grassroots community football through their channels which leads to retention of registered stakeholders and attracts players, coaches, managers, trainers, club committee members and volunteers • PJRL to work on a Marketing Plan to ensure that the PJRL is promoted across a website, on various social media platforms, in mainstream media, through schools and community groups 		

2023 Measures, Goals, Focus Areas & Targets

KEY ISSUES AND OPPORTUNITIES



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Focus Area	7. COACHING		TARGETS
3 Year Measures	<p>Improve planning, scheduling and communication around coach education and accreditation provided through the NRL</p> <p>Develop a Parramatta Junior District Mentoring Program, which includes a "Parramatta Way"</p> <p>Engagement of Parramatta Pathways Coaches to work with PJRL Coaches on their Session Plans and delivery</p>	Focus Areas	<ul style="list-style-type: none"> Promotion of coach education and pathways Ensuring that the 6 key fundamentals are taught across all grassroots Clubs Planning of long-term coaching strategies to implement a "Parramatta Way" Working with Clubs to ensure they all have Coaching Coordinators Working with NRL Game Development Officers to deliver education to Club Coaching Coordinators
2023 Goals	<ul style="list-style-type: none"> Engage with PJRL Coaches through social media channels with clear and concise short drills Formulate an all encompassing plan to drive coaching and coaching education in the PJRL Work with Parramatta Pathways Coaches to develop a "Parramatta Way" for coaching technique, playing style, leadership and behaviours Work with Parramatta Pathways Coaches to become involved in grassroots coaching sessions to help coaches with planning and delivery, which keeps the players engaged and continually improves their fundamental skills 		

2023 Measures, Goals, Focus Areas & Targets

KEY ISSUES AND OPPORTUNITIES



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Focus Area	8. COMMUNITY ENGAGEMENT & GAME DEVELOPMENT		TARGETS	
3 Year Measures	Seek/allocate appropriate funding to return Game Development resourcing in the PJRL to pre-Covid levels	Focus Areas	<ul style="list-style-type: none"> • Ensure that the NRL are delivering enough courses in the PJRL to guarantee that participants are accredited (coaches, sports trainers, league first aid) 	
	Develop targeted strategies to build awareness, interest, trial and conversion to participation among key cultural groups			<ul style="list-style-type: none"> • Engagement with schools to promote all forms of Rugby League and to gain an understanding of who wants to participate and when they want to participate
	Encourage Clubs to embrace non-traditional formats of Rugby League to increase participation			
2023 Goals	<ul style="list-style-type: none"> • Work with the NRL to ensure that there are enough Game Development Officers in the PJRL relative to our participation rates and the targeted population to deliver coaching, courses and skills sessions 		<ul style="list-style-type: none"> • Embrace the multiculturalism of the PJRL and encourage persons from non-traditional Rugby League culture to participate in their chose form of the game 	
	<ul style="list-style-type: none"> • Engage with the community to teach them the game of Rugby League and what it can offer them, and to get an understanding if they want to be involved in a Rugby League participation sport 		<ul style="list-style-type: none"> • Work with Clubs to understand their local ethnicity and ensure that the Club is offering the forms of Rugby League that they are seeking to participate in 	
	<ul style="list-style-type: none"> • Work with the Game Development Officers to have a specific targeted plan to attract participants to PJRL Clubs in all forms of the game 	<ul style="list-style-type: none"> • Work with NRL and NSWRL to create promotional and communication material in multiple languages 		
	<ul style="list-style-type: none"> • Understand the ethnicity within the different suburbs of the PJRL catchment 	<ul style="list-style-type: none"> • Make contact with players that formally played tackle Rugby League to see if they are interested in playing another form of the game or becoming a Referee • Work with the PNRL to promote, enhance and deliver "The Parra Eels Play" 		

PARRAMATTA JUNIOR RUGBY LEAGUE STRATEGIC PLAN



TIMELINE

Target	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	
Satisfaction Surveys				█												█									
Club Compliance					█												█								
Updated PJRL Constitution				█																					
Streamlined Financial Process					█																				
Increased Sponsorship										█														█	
Updated Transfer Policy					█																				
Culture Day Delivery										█														█	
Creation of a Grading Policy						█																			
Registration Campaigns						█	█	█	█	█									█	█	█	█	█		
Coaching Education				█	█		█	█		█	█						█	█		█	█	█	█	█	█
School Awareness & Promotion				█	█	█		█	█	█	█	█					█	█	█		█	█	█	█	█



2023-2025 STRATEGIC PLAN