

STRATEGIC PLAN 2013 TO 2017



EXECUTIVE SUMMARY

1st March 2013

Easts Leagues Club is intrinsically linked with the Roosters and we operate as one entity, known as the Easts Group. To ensure a long-term and prosperous future, at the beginning of 2013, a five year strategic plan was formulated to ensure sustainability of both sides of the business, Football and Licenced Club operations. This plan was presented to all staff members to display one set of Vision, Mission and Values for both entities working together, delivering the vision of the Board of Directors to achieve our overall goals separated into 6 key areas:

1. Football Operations
2. Business Operations
3. Finance and Governance
4. People and Culture
5. Community Engagement
6. Future Club Facilities

This strategic plan set by our Board and Management Team was delivered to team members of the Easts Group | Sydney Roosters, it will be reviewed every two years to ensure continued success.

The first year of our plan delivered great success with Leagues Club membership growing 32% and Football Club membership, sponsorship and crowd numbers reaching record levels. The year also saw a fifth licenced club added to the Group with the amalgamation of Woy Woy Leagues, proud home of the Woy Woy Roosters. Most importantly, our reason for being, our NRL side delivered the Club it's 13th Club Championship, 17th NRL Minor Premiership and 13th NRL Premiership.

So here's looking forward to an exciting 2014 where many more goals can be ticked off...

Nick Politis
Chairman

Scott Bennetts
Group CEO

VISION

**A GREAT
COMMUNITY CLUB,
TO WHICH MEMBERS
WISH TO PASSIONATELY
BELONG...**

MISSION

OUR MEMBERS

They are our club. Promising the best service and products creating memorable entertainment experiences.

OUR EMPLOYEES

They are our heartbeat. Providing the development, work environment and recognition that encourage and promote growth.

VALUES

HONESTY

We are open, authentic and transparent, and we inspire trust by saying what we mean.

RESPECT

We value diversity and unique contributions and treat others as we would like to be treated.

TEAMWORK

We are a group united in working adventurously towards a common goal of excellence.

OUR COMMUNITIES

They are integrated. We will engage and support our communities at individual and group levels.

OUR FOOTBALL TEAM

Their success is our success. Investing in the best resources possible which maximise performance.

ENTHUSIASM

We project energy and passionate positivity about our club and the meaningful roles we play.

RESPONSIBILITY

We are accountable for our actions and results, built upon making courageous and considered decisions.

PRIDE

It's in our club, our people, our work, our history and the Roosters jersey.

OUR VALUES



KEY PERFORMANCE AREAS



KEY PERFORMANCE INDICATORS

1. FOOTBALL OPERATIONS

- To play NRL finals every year with at least one premiership.

2. BUSINESS OPERATIONS

- Sponsorship to grow by 20% p.a.
- Football club Membership to grow by 17% p.a. to 20,000.
- Licensed club Membership to grow to 50,000.
- Crowd average to grow to 20,000.
- Licensed club revenue to grow by 10%.
- Digital engagement with our members and supporters.

3. FINANCE AND GOVERNANCE

- To make a group profit annually that is in excess of \$3 million by 2017.
- To comply and have best practice with all government and governing rules and regulations.

4. PEOPLE AND CULTURE

- To be an employer of choice.
- Health and safety best practice.
- High performance culture.
- Building capabilities and talent.

5. COMMUNITY ENGAGEMENT

- Focus on positive community outcomes.
- To expand a positive reach and profile.

6. FUTURE CLUB FACILITIES

- To develop current and future facilities to progress the vision.
- Strategic investments to ensure future continuity.



KEY PERFORMANCE OBJECTIVES

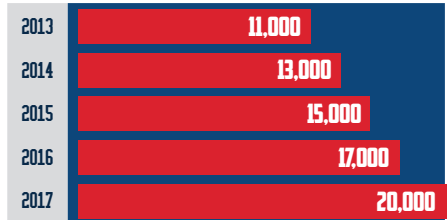
1. FOOTBALL OPERATIONS

- 1.1 Organisational performance is effective and efficient with maximum staff engagement.
- 1.2 Expansive and quality player recruitment program achieving maximum value from recruiting opportunities.
- 1.3 Provide a holistic player development program affording development of life skills, career education and well being.
- 1.4 Highly effective talent identification and talent development programs involving challenging development pathways for progression in to the senior ranks, which includes our Junior League and affiliate open age Club, Newtown Jets.
- 1.5 Invest in the coaching, performance and operations staff development to the most professional standards and best practice, and retain staff within the club.
- 1.6 Expand the high performance department which is "leading edge" in the areas of sports science, sports medicine, sports psychology, sports technology, skills acquisition and coaching methodology.
- 1.7 Foster a culture of innovation to identify opportunities for improvement.
- 1.8 Achieve sustainable and repeated success through a process of "enculturation", performance development and delivery of elite coaching programs.

2. BUSINESS OPERATIONS

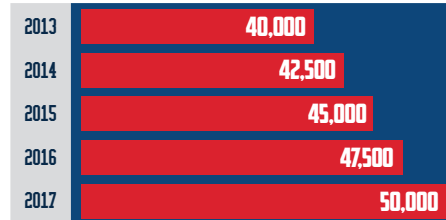
- 2.1 Sponsorship to achieve a year-on-year growth in corporate partnerships revenue by effective new business development whilst maintaining, building and growing relationships with our incumbent partners.
- 2.2 Football Club membership to grow by 17% per annum.
- 2.3 Licensed Club Membership to reach 50,000.

FOOTBALL CLUB MEMBERSHIP



Football club membership to grow by 17% every year.

LICENSED CLUB MEMBERSHIP



Licensed Club Membership to reach 50,000.

- 2.4 Crowds to provide an entertaining and world class match day experience for all members and supporters that is benchmarked across the NRL. Average crowds to reach 20,000.
- 2.5 Licensed club venues
 - 2.5.1 To be known in the industry as a leader in customer service.
 - 2.5.2 To provide a safe and secure environment.
 - 2.5.3 To provide state of the art hospitality facilities for the enjoyment of our members.
 - 2.5.4 To provide best practice socially responsible solutions.
- 2.6 Digital Strategy to drive the continual growth of our online community via the insightful development and amplification of club exclusive content that informs, educates and engages the global Club audience.



3. FINANCIAL AND GOVERNANCE

- 3.1 Deliver true, correct, and timely finance reports for the use of management to maximise the results of the business.
- 3.2 Highly effective controls and processes for Group Funds with risk management strategies, ensuring business sustainability in an ever changing environment.
- 3.3 Always acting with the utmost professionalism, complying with all requirements of statutory, tax and governing bodies.

4. PEOPLE AND CULTURE

- 4.1 To be an Employer of Choice by focusing on building our Employee Value Proposition (EVP) and promoting our brand as an employer that provides meaningful and rewarding careers.
- 4.2 To be an industry leader in Workplace Health and Safety practices by promoting a culture whereby being healthy, happy and safe reaches all aspects of an employee's work/life.
- 4.3 To create and sustain a unified winning high performance culture by strategically recruiting the right people, for cultural fit, values and behaviours; being transparent in how we communicate to our people and delivering unified HR Programs across the business.
- 4.4 To invest in the future of the Club and our people by building capabilities and developing talent through targeted and effective learning and development programs.

5. COMMUNITY ENGAGEMENT

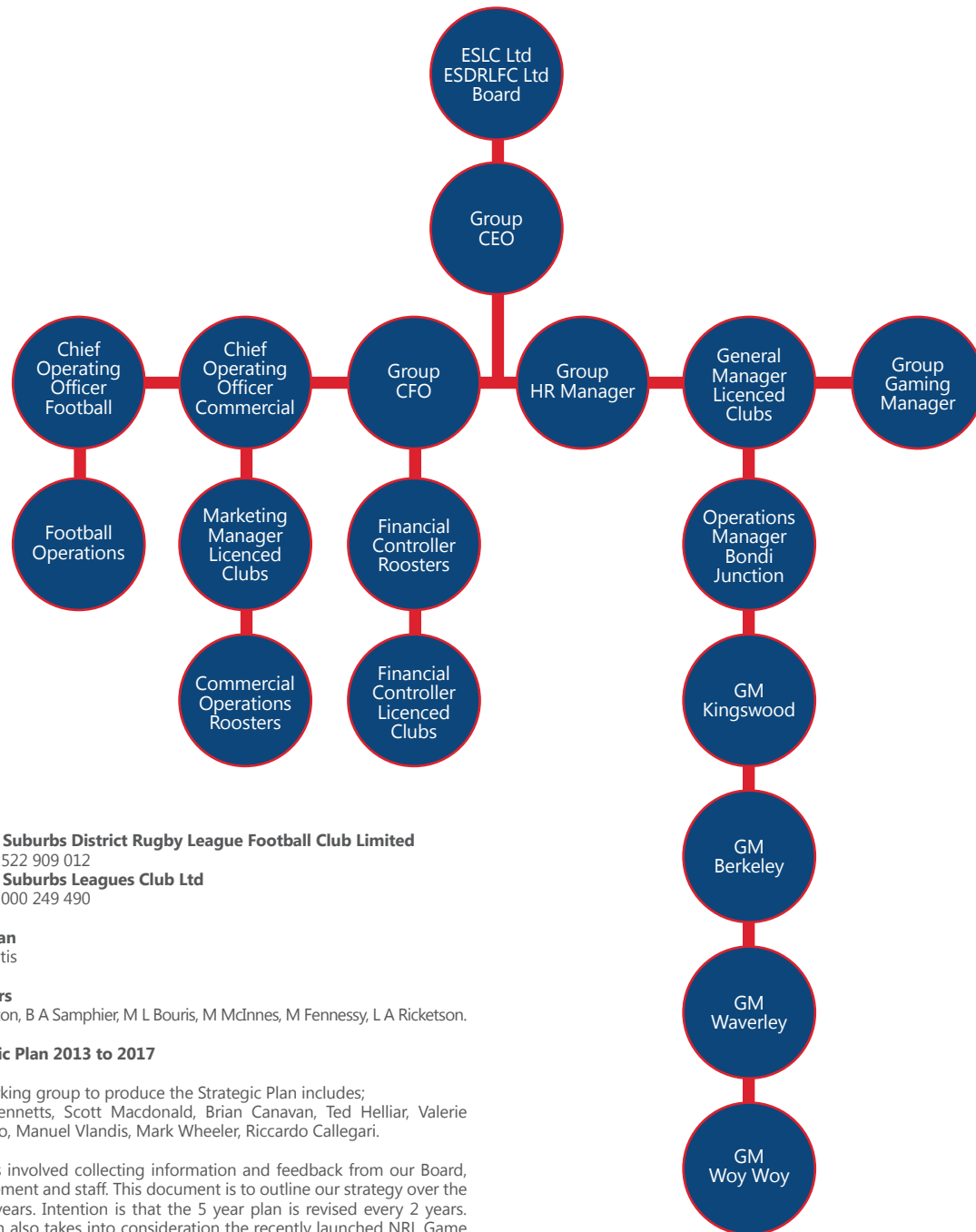
- 5.1 Build the Club profile as an outstanding community organisation, leading and supporting community activities and charities.
- 5.2 Integrate and build engagement program with all bodies in the Club including targeted community groups.
- 5.3 Expand the community assistance program including Steggles Charity Nest, Ted Noffs and Mission Australia.
- 5.4 Invest in the community by creating mutually beneficial relationships with local schools, junior clubs and affiliated groups; including our Junior Leagues clubs, Bondi United, St.Charles, Clovelly Crocodiles, and Paddington Tigers.
- 5.5 A strong and active Past Players Association which results in the preservation of the Club's history and tradition enabling maximum impact in the community program.
- 5.6 Utilise the Roosters brand and profile to expand community program and improve their effectiveness.

6. FUTURE CLUB FACILITIES

- 6.1 To continue to build and grow facilities for food and beverage, entertainment, fitness, sporting groups and to provide services for our valued members in the community.
- 6.2 Finalise development plan for the Narellan Club, developing a diversified and self-sufficient business.
- 6.3 Develop a master plan for Roosters Headquarters for future growth focusing on:
 - 6.3.1 Training Facilities including full size training field with good accessibility.
 - 6.3.2 Administration facilities designed for growth to ensure competitiveness well into the future.
- 6.4 Master Plan for the Waverley site, focusing on developing a diversified and self-sufficient independent business.
- 6.5 Develop the recently amalgamated Woy Woy site into a business aligned with the vision of the company by considered strategic investment.
- 6.6 Maintain facilities for competitiveness in the Licensed Club market at:
 - 6.6.1 Bondi Junction
 - 6.6.2 Kingswood
 - 6.6.3 Berkeley

EASTS
TO
WIN

ORGANISATIONAL STRUCTURE



Eastern Suburbs District Rugby League Football Club Limited
ABN 74 522 909 012
Eastern Suburbs Leagues Club Ltd
ABN 63 000 249 490

Chairman
N G Politis

Directors
P J Newton, B A Samphier, M L Bouris, M McInnes, M Fennessy, L A Ricketson.

Strategic Plan 2013 to 2017

The working group to produce the Strategic Plan includes;
Scott Bennetts, Scott Macdonald, Brian Canavan, Ted Helliard, Valerie D'Angelo, Manuel Vlandis, Mark Wheeler, Riccardo Callegari.

This has involved collecting information and feedback from our Board, management and staff. This document is to outline our strategy over the next 5 years. Intention is that the 5 year plan is revised every 2 years. The plan also takes into consideration the recently launched NRL Game Plan 2013-2017. Developed by people who are passionate about the club.

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STRATEGIC PLAN

2013 TO 2017