



# CQ CAPRAS STRATEGIC BUSINESS PLAN - TOWARDS 2020

## Point No 1 – Create a winning attitude and culture

This will start from the top down. There is a new look and progressive Board of Directors and CEO driving the six-point plan and the long-term success of the CQ CAPRAS.

Every person involved in the Club will be expected to positively contribute to a winning attitude and culture.

The CQ CAPRAS Culture is about systems and processes to drive and sustain high performance that is supported by the right mindsets and values.

At the CQ CAPRAS we deliver on our commitments to achieve and sustain best outcomes for our club, our community, the supporters, our partners and our shareholders.

## Point No 2 – Operate the club as a business

The club will be managed and run as a profitable business.

Every aspect of the off field management of the club will be continuously scrutinised and reviewed for improvement.

We encourage thinking outside the square and challenging thinking like 'that's the way it's always been done around here'.

We seek growth in our on and off field performances by continuously questioning, improving and re-engineering our processes as we create opportunities.

## 6-Point Plan for Success

The CQ CAPRAS Rugby League Club are totally focused and committed to producing results in 2018 and beyond for both their sponsors and fans.

Hard calls and changes are necessary for the long-term viability & future of the club.

Put simply, 'we must change our input to get a different output'. It is a fact of life, 'If you keep doing what we have always done, you'll keep getting what you've always got'.

We need to become distinct or we will become extinct.

Outcomes - There is a need to provide consistent expectation, behaviour & responsibilities across sites

Therefore the CQ CAPRAS have developed a six-point plan for success on and off the field.

## Point No 3 - Build a winning team

Players will be released because their attitude and on field performance are not up to the club's high expectations.

Winning is an attitude on and off the field. Teamwork will be demanded on and off the field, professionally and socially.

There will be no guarantees for players. All players will be picked on their on and off field performances.

The CQ CAPRAS junior development program will be built on in the upcoming seasons. This program is the future of the Club. It is vital to create a pathway for our local juniors to stay in the Region.

## Point No 4 – Appoint a long term coach

A vital component of the club's future sustainable success is the appointment of long term experience in our coaching ranks.

A long-term coach is needed to build consistency and continuity with fans, sponsors and most importantly players.

The club and the players need someone who can coach and produce results on and off the field.

## Point No 5 – Engage the community, supporters and sponsors

New model for communication – Seek first to understand, then to be understood. (Covey) *'We have such a tendency to rush in, to fix things up with good advice. But we often fail to take time to diagnose, to really, deeply understand the problem first... This principle is the key to effective interpersonal communication.'*

Supporters and sponsors will be asked via face-to-face, phone and written surveys what they believe the CQ CAPRAS do well off the field (e.g. Game day etc.) and how, in their opinion, things could be changed or improved.

Apart from the obvious (winning football games), we want to know exactly what our supporters and sponsors want. We are hell bent on becoming completely 'market driven'.

## Point No 6 – Create a long term alliance to create a pathway for juniors

This underpins a sustainable future for the CQ CAPRAS.

A vital component of the club's future sustainable success is the retention of juniors in the Region. Put simply we have too many CQ players playing against us.

An alliance with an NRL club that develops juniors locally and allows them to stay local through a pathway to the NRL is vital for sustainability of the club.