



STRATEGIC PLAN

FY22-FY25

BUILDING A STRONGER
COMMUNITY



Brothers Rugby Club is well established as one of the leading community rugby clubs in Australia; drawing players, supporters and volunteers from all corners of the country and indeed the world. We cater for players as young as four years old to internationals – both male and female – in rugby union and touch football, Rugby Sevens and Modified Rugby.



“From the fundraising we have all done, to the matches we have played, through the drinks we have shared, on the tours we have made, through the tears and the cheers, though many of us now walk different paths in different cities of the world, we share that great bond, the bond of Brethren. Long may it last. Our lives are better for it.”

JOHN EALES, AM



SERVING OUR COMMUNITY

As a Club we commit the following to our members and community:

1

To develop sporting **pathways** and programs that deliver competition success and **opportunity** for individual excellence

2

To create an environment that promotes **inclusive**, enjoyable and relevant community rugby formats

3

To be the **custodians** of our land and facilities as a local 'place to go to' for the whole family

4

To uphold the standards and values of **The Brothers Way** – Respect, Humility, Integrity, Trust and Legacy

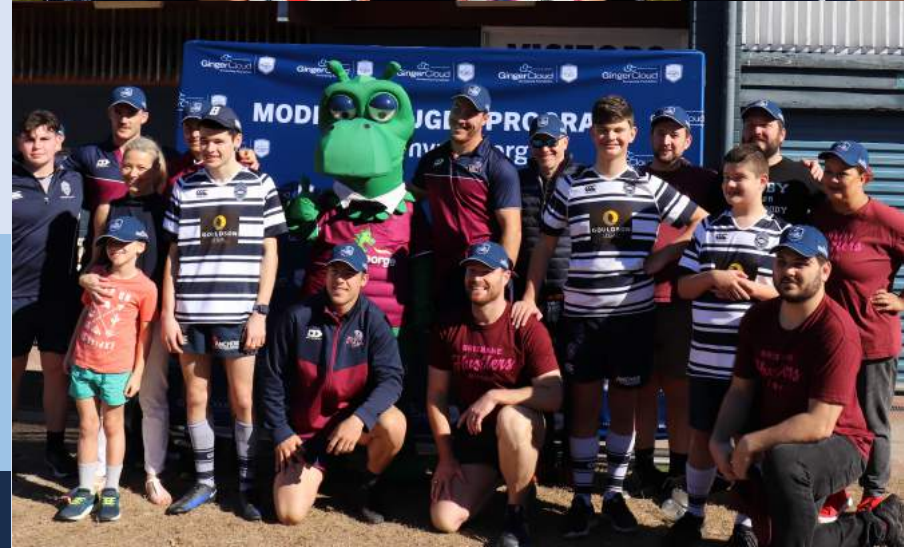
WHO WE ARE



Fiercely proud of our traditions, our unique culture is the bedrock of what makes us endure. Culture will always be at the centre of our Club and we will not deviate from that.

We welcome all people regardless of sex, race, disability, religion or location, insisting that members and players comply with our core values contained in The Brothers Way.

We seek to balance the needs of all players and members from our youngest through to our most famous, with none more important than the other.



91

AUSTRALIAN representatives

SINCE 1905

28

FIRST GRADE Premierships

260

QUEENSLAND representatives

174

All competitions Premiership wins

STRATEGIC PLAN

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VISION

To become the #1 community rugby club in Australia.

PURPOSE

To operate a modern sporting organisation that delivers on-field success, supports the needs of our community, is adaptable, is sympathetic to the environment, promotes participation and inclusiveness, and provides a platform for commercial sustainability into the years to come.

2025 VISION OF SUCCESS



PREMIERSHIPS AND ON-FIELD SUCCESS

Delivering on the vision through the achievement of the Club's major goals.



PARTICIPATION



SUSTAINABILITY

OUR VALUES – THE BROTHERS WAY



RESPECT

For each other and our community



INTEGRITY

In our attitudes and actions



HUMILITY

Be humble and selfless



TRUST

In each other to achieve our vision and purpose



LEGACY

Our history and our future



KEY PILLARS

1A. PERFORMANCE & PATHWAYS

1B. PARTICIPATION EXPERIENCE

2. COMMERCIAL

3A. COMMUNITY

3B. BRAND & HERITAGE

4. MASTERPLAN & FACILITIES

5. CULTURE



KEY CHALLENGES & RISKS

MAINTAINING RELEVANCE

STATE OF THE GAME

FINANCIAL RESILIENCE



KEY PILLARS

1A. Performance & Pathways

We will pursue competition success in all formats of the game by investing in talent identification, development and recruitment for all ages and genders. The Elite Development Program and Brothers Player Support Program will be central to this endeavour.

1B. Participation Experience

We will complement our pursuit of success by fostering a culture of inclusion and delivering a participation experience that caters not only to all abilities, but to all modes of Club engagement – be it playing, coaching, volunteering, and spectating. Brothers Rugby Club will further build on its reputation as a place to play, learn and connect.

2. Commercial

We will maintain a strong commercial and fiscal platform that facilitates our investment in, and protection of, our sporting and community programs. This will be achieved through sustainable growth of our traditional revenue streams, focused cost management and identification of diversified opportunities.

3A. Community

We will deliver on our Family Club ethos through quality playing and spectating experiences, a vibrant events calendar and regularly communicating with our diverse audiences. The Brothers Helping Hand program will ensure the Club's resources and goodwill can be deployed to causes and communities in need.

3B. Brand & Heritage

Whilst pursuing a strong and exciting future, we will protect and embrace our rich and proud heritage. The Club will continue to strengthen our links with other Brothers Clubs throughout Queensland and nationally, being a lead advocate for the Brothers brand and values.

4. Masterplan & Facilities

Our Masterplan redevelopment will ensure both the quality and sustainability of our sporting precinct and facilities, whilst creating diversified revenue streams. Central to this outcome will be the strength of our community and government relationships.

5. Culture

The Brothers Way will continue to prioritise player welfare, a safe and inclusive workplace, a culture of accountability and the pursuit of high community standards.



KEY CHALLENGES & RISKS

Maintaining Relevance

- Changing habits and community needs
- Societal shift to busier lives, with less time available for community engagement and active participation
- Youth participation in traditional organised, seasonal sport is on the decline as preferences for non-traditional sport and modes of participation grow.

State of the Game

- Popularity of rugby in one of the world's most competitive sporting markets
- Interest and pathways participation ebbs and flows with the performance of elite teams
- Servicing the growth of the game at grassroots level is at times left to clubs themselves to initiate and deliver.

Financial Resilience

- Hand-to-mouth operating constraints with heavy reliance on player registrations, sponsorship and events revenue
- Challenge to create surplus revenue to re-invest into sporting programs, pathways and people.

OBJECTIVES & PERFORMANCE MEASURES

PILLARS



PERFORMANCE,
PATHWAYS &
PARTICIPATION



COMMERCIAL



COMMUNITY,
BRAND & HERITAGE



MASTER PLAN
& FACILITIES



CULTURE

KEY FOCUS AREAS

- Performance programs
- Senior participation
- Junior participation
- Women's & girls' growth
- Touch participation & elite performance
- Modified Rugby Program
- Coach development & support
- Elite pathway progression & player development
- Brothers Player Support Program

- Economic sustainability
- Diversified revenue streams
- Profitability
- Cost management
- Reinvestment in sporting programs
- Sponsorship retention and acquisition
- Membership program
- Events, functions and fundraising activities

- Protection and promotion of brand & history
- Engagement with Brothers fraternity clubs
- Quality experience for community stakeholders
- Effective communications
- Philanthropy initiatives through the Brothers Helping Hand program
- Brothers Volunteer Program

- Facility sustainability
- Financial security
- Alternative revenue streams
- Governance and risk mitigation
- Community engagement and value
- Government relationships
- Quality of sporting precinct

- Behavioural standards and expectations
- Espousing The Brothers Way & The Family Club ethos
- BRC as an Employer of Choice
- Role of Club as contributor to community

PERFORMANCE MEASURES

- Premierships
- Club Championships (Doughty Shield)
- Participation numbers
- Player and Parent Satisfaction
- Coach education & accreditation program
- Touch performance at premier/state tournaments
- EDP pathway to premier program/representation
- Continued involvement in, and contribution to, key governing bodies (RA, QRU, etc)

- EOFY Operating P & L
- Sponsor retention rate & acquisition growth
- Increased membership
- Positive financial return from key events
- Controlled sporting program and operational budgets

- Media monitoring & communications growth
- Success of community engagement activities
- Effective volunteer management program

- Quality playing, training and spectator facilities for programs
- Commercial partnership agreements at facility
- Establishment of governing entity for asset management

- Visibility & acceptance of The Brothers Way within the club and broader community
- Demonstrated local community initiatives