



**Western Australia Rugby Union Referees
Association**



STRATEGIC PLAN

2023-2025

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Revision A

OVERVIEW

The objectives of WARURA as per the Constitution are:

- 1 To promote knowledge and understanding of the laws of the game of rugby union football as adopted by the Rugby Australia and Western Australian Rugby Union Associations.
- 2 to encourage persons to act as referees of rugby union football and to instruct, coach and develop them in the art of refereeing
- 3 to encourage persons to qualify as active members of the Association
- 4 to provide referees to control games of rugby union football generally, and more particularly games in competitions conducted by WARU, WARUJU, the Western Australian Schools Association and other similar organisations
- to assist its members in all matters pertaining to rugby union football.

Purpose

WARURA administer and control rugby refereeing in WA, to assist in the development, promotion and enjoyment of rugby.

Mission Statement

Respect the Game, Respect the Call

Values

- 1 Integrity
- 2 Passion
- 3 Teamwork
- 4 Discipline
- 5 Respect

Vision

To be an example of excellence for Australian rugby refereeing organisation.

We will achieve this by the quality and continual improvement of our:

- 1 [Membership](#)
- 2 [Governance](#)
- 3 [Match officials](#)
- 4 [Coaches, Assessors and Selectors](#)
- 5 [Training and Development Programmes](#)
- 6 [Talent Development \(High Performance Match Officials\)](#)
- 7 [Technology](#)

Strategic Plan

To facilitate the Association meeting the Purpose, Mission Statement, Values and Vision the following strategic Plan has been developed

MEMBERSHIP

Vision

Our membership will be fully engaged.

Our membership will show personal growth to continue to meet the needs of WARURA and our stakeholders.

We will identify, recruit and retain the best people to develop them in to the best referees, coaches and administrators.

Targets

The following targets will enable us to measure whether we are achieving our goal.

#	Target	Acceptance Criteria
1	Satisfaction: 80% of members satisfied with WARURA (measured annually)	+/- 10% variance
2	Participation : Growth in attendance at WARURA events by 10% per year on year	+/- 10% variance
3	Recruitment: 10 new active referees For Seniors and Juniors Annually	+/- 10% variance
4	Retention: 75% of members retained annually	+/- 10% variance

Responsibility

Unless an individual role is specifically assigned to an action, the President of WARURA will be responsible for the following actions and achieving these targets.

Strategic Plan Goals

#	Aim	Action
1	Approve and implement an annual recruitment and retention plan.	Development of an action plan with RugbyWA, RugbyWA Jnrs and Snrs to make mandatory engagement and Supply with all clubs for supply of Senior and Jnr referees.
2	Increase awareness of RugbyWA referees through Media, social media and promotion to encourage new members	Engage an Executive member to be fully in charge of all social media, Media releases and promotion of RugbyWA referees
3	Develop a recognition and rewards program that rewards members for their Contributions that go over and above normal expectations	Develop a program that provides recognition of Members contributions on a scheduled basis that go over and above and develop a reward system
4	Develop a Social program that engages with all members and promote a Club atmosphere	Engage an Executive Member / Sub committee to have a budget and full control on Social events catering for the entire referee Cohort.
5	Actively engage with our members to gather their requirements and gain feedback on WARURA performance.	Appoint a Rugby Referee Captain / Head Referee reporting to the Executive (but not an Executive Member) to provide member feedback, promote education, assist in member retention and liaise with the Appointments Board and Talent Development Group
6	Actively recruit and develop programs to provide an expansion of the 'Womens / Girls' Referees talent pool with annual increases of 10%	Promote and appoint more Girls / Womens to Mens and Womens Rugby games including Girls 10's competition to enable increased diversity and promotion of Girls / Womens Refereeing

GOVERNANCE

Vision

WARURA has strong governance that reflects WARURA's goals

Targets

Satisfaction: 80% of members satisfied with the performance of Executive Committee

Responsibility

Executive Committee

Unless an individual role is specifically assigned to an action, the Executive Committee will be collectively responsible for the following actions and achieving these targets.

Strategic Plan Goals

#	AIM	Action
1	Consistently demonstrate behaviour and performance that reflects a quality not-for-profit organisation including inclusiveness and executive committee solidarity.	Annual Surveys and Head Referee feedback is taken on board and measures undertaken to address all issues raised.
2	Demonstrate transparency, consistency, timeliness in all aspects of governance.	All documentation (non Confidential) is available for all members to be reviewed.
3	Actively engage with all our stakeholders to gather their requirements, identify gaps and gain feedback on the Executive Committee's performance.	Head Referee appointed and member feedback to provided to every Executive meeting. Conduct Annual Surveys
4	Actively identify potential candidates (inside and outside of WARURA) and provide a pathway to being an Executive Committee member, to increase the quality of candidates for the Executive Committee.	Develop a Charter for all members to understand Executive Roles and actively pursue all members for future roles
5	Undertake annual reviews of the Associations Governance documentation and implement all required policies and procedures	Review the Constitution annually and make amendments as required. Develop and implement policies and procedures as required to meet all guiding standards, regulations and commitments
6	Be fully compliant with Associations Act, Member Protection Requirements, RugbyWA and RugbyAU policies	Review the Constitution annually and make amendments as required. Develop and implement policies and procedures as required to meet all guiding standards, regulations and commitments
7	Develop an Operations Manual to provide guidance to all Executive members perpetually	Develop an Operations Manual stating key information, key dates and guidelines for the Executive to allow the operations of RugbyWA Referees to function without the need of 'historical' knowledge.

MATCH OFFICIALS

Referees and Assistant Referees

“Referees apply the Laws of Rugby in such a way as to ensure the Game is played according to the principles of play. The referee and their assistants can achieve this through fairness, consistency, sensitivity and at the highest levels, management

Our match officials will perform at a standard required by WARURA and our stakeholders and we will recognise quality, consistent performance and address poor performance.

Targets

1	Talent Development Group reviewed and published at the beginning of each season
2	Law – 100% active referees are accredited to the level for their appointment
3	Referees appointed to 100% RugbyWA competition games from Under 11 to Premier

Responsibility

Unless otherwise stated the Executive Committee member for Referee Development will be responsible for the following actions:

Strategic Plan Goals

#	Aim	Actions
1	Demonstrate transparency and consistency in all appointments and interchanges (Appointments Manager)	Appointments Board communicates with its members and through the Head Referee as required to demonstrate appointment processes and changes
2	Demonstrate adherence to a clear criteria for selection and continued participation – Premier, Senior, Intermediate and Juniors	Appointment Board develops an appointment process that can be followed and provide clear guidance to all members.
3	Ensure each match official is clear on where they sit in panel and what steps they need to take to develop further	Appointments Board to liaise with all referee Coaches to determine referee capacity, capabilities and long term goals.
4	There are pathways and opportunities for development that is only limited by individuals demonstrated abilities.	Appointments Board to liaise with all referee Coaches to determine referee capacity, capabilities and long term goals.
5	Actively engage with stakeholders to identify specific and general areas of improvement for match officials.	Education sessions to be have advice from Referee Coaches, Appointments board and Head Referee for the development of these sessions.

COACHES, SELECTORS, ASSESSORS

Referee Development (Appointments Board)

Our coaches, assessors and selectors will be suitably qualified and support our match officials.

Targets

Quality: suitably trained coaches with current qualifications

All active referees viewed and contacted by a referee coach twice per season

Recruitment: Target ratio of referee coaches of 1:5 (1 referee coach for every 5 “fully active” referees)

Retention: 80% of coaches retained

Satisfaction: 80% of members satisfied with quality of coaches, assessors and selectors

Responsibility

Unless otherwise stated the Appointments Manager will be responsible for the following actions:

Strategic Plan Goals

#	Aim	Action
1	Actively engage with WARURA and Stakeholders to understand their coaching and selector requirements, identify any gaps and gain their feedback on the quality of our coaches and selectors.	Executive Committee to develop individual goal plans for all referees to understand their needs and wants
2	Actively promote and participate in Referee Coach training and development programs	Recruitment increases by 5% per year of Referee Coaches Upskilling of current referee Coaches continues with Continued Professional Education and Training made available every year
3	Seek opportunities to deliver timely performance feedback to our Match Officials.	Develop a communication system from the AB, TDG and Head Referee for feedback (both ways) to all members and to keep members abreast of all development
4	Actively identify potential candidates (inside and outside the WARURA) for referee selector, assessor or coach roles to increase the number of quality referee selectors, assessors and coaches within WARURA.	Appointments Board and Executive to develop retention and recruitment processes for all levels of Coaches
5	Development of the Talent Development Group to continually improve and identify new members	TDG Members, Referee Coaches and appointments Board to provide feedback on potential candidates to the TDG Manager

Training and Development Programmes

Our training and development programmes will support our Match Official's goals.

Targets

Deliver Training and Development meetings annually (Pre-season Seminar), as per training and development plan (TDG Leader).

Satisfaction: 80% of members satisfied with the quality of the training programme.

Grow attendance at Training and Development meetings by 10% annually

80% of TDG members

20% of all other members

Responsibility

Appointments Manager

Strategic Plan Goals

#	Aim	Actions
1	Deliver opportunities for our Match Officials to meet the appropriate level of fitness and skill for their panel and their future aspirations.	Develop a fitness training program available to all members Develop education sessions around RA and WARU guidelines
2	Actively engage with our members to understand their development requirements, identify any gaps and gain their feedback on the quality of the training programme	Develop a Goal plan for all referees for use by AB, TDG and Head referee to determine goals and aspirations
3	Demonstrate consistency in our approach to match official development. Practical and theory training and development meetings – monthly during season. Interactive training and development sessions with "subject matter expert" presenters	Development of a Education Training Plan to all members annually
4	Alternate training and development meetings as required – Associate Referees and alternate locations.	Develop and locate alternate training and Education venues suitable to all members (Alternating locations NOR,SOR etc)
5	Seek opportunities for our coaches and selectors to grow their understanding and experience through interactions with other organisations, referee associations and interchanges.	Develop an exchange program with other Associations for all members to participate in.

Commentary

We will have comprehensive training programmes for those members who wish to grow their referee skills, capability and seek promot the panels

Talent Development (High Performance Match Officials)

WARURA will identify, develop and deliver potential future High Performance Match Officials in a manner that reflects the aspiration Association and its Stakeholders. This means we need to ensure they are the best in our Association and they are sought after by Rugby. We want our High Potential Match Officials to meet or exceed the expectations

Targets

Performance: High Potential Match Officials sighted or nominated for higher duties (beyond our Association)

Compliance: High Potential Match Officials will meet or exceed all RugbyAU Referee requirements.

Responsibility

TDG Leader, Executive, Head Referee

Strategic Plan Goals

#	Aim	Action
1	To best prepare our referees to cope in the High Performance environment	Talent Development Group to prepare education and training guidelines in line with RA, World Rugby and WARU guidelines for high performance.
2	Actively review the success of our development programme against other similar programmes.	Benchmark the TDG against other associations to determine its functionality, suitability and where changes are required.
3	Demonstrate transparency in all appointments and interchanges including publishing the criteria for selection.	Set guidelines for the minimum criteria and requests for acceptance into the TDG
4	Demonstrate adherence to a clear criteria for selection and continued participation.	Develop minimum guidelines for inclusion within the TDG
5	Utilise RugbyWA resources such as Strength and Conditioning trainer, Nutritionist etc	Engage with RA, WARU to provide facilities to the referees Association for fitness, nutrition and medical staff
6	Actively engage with our High Potential Match Officials to establish pathways for each member, identify any gaps and gain feedback on performance	TDG group to be given formal guidance on feedback
7	Actively engage with RugbyAU to ensure our match officials are being developed in a manner that encourages higher duties.	TDG and Executive to work with RA to determine suitability of future referees development
8	Actively seek opportunities to develop our High Potential Match Officials in other programmes and interchange (Interstate or overseas).	Engage with RA to determine fixtures and locations for TDG or other members to participate in.

Commentary

We always seek and develop candidates that are capable of higher duties and ensure their pathway through the panels is transparent

TECHNOLOGY

We recognise that technology plays a key role in 21st century. We need to identify and use technology in delivering to the needs membership. This may require further investment from the Executive Committee.

Targets

100% Premier games video taped

50% Games analysis HUDL

Responsibility

Executive Committee

Actions

The Executive Committee actively identifies the needs of members and how technology can be adapted to those needs.

Examples of how technology may be utilised:

- 1 Video recording of game situations, editing and then providing feedback to referees and coaches.
- 2 A technology suite procured from HUDL to aid in learning and development.

Executive Committee will be responsible for :

- 1 Web based applications – website development
- 2 Individual learning and development plans
- 3 Email Communication to members
- 4 Social Media : Facebook

Strategic Plan Goals

#	AIM	Action
1	All training and education sessions to have facilities for Remote access	Use of Zoom / Teams to be utilised and purchases as required
2	Use of HUDL with TDG and others	TDG Group to analyse games each week for education sessions and self awareness
3	Promote the Televised games on Stan (or other platform)	Association to develop promotional equipment / guidance for use during televised events (i.e. recruitment campaigns, interviews etc)
4	Association Information, guidance and procedures to be stored in secure and available location	Appropriate technology platforms are developed for the storage of Association data, emails and reference information.