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GM, CORPORATE SERVICES

It is absolutely imperative that this department provides the support to enable other elements of the ARU business to achieve their goals.

2004 saw many organisational changes following the successful Rugby World Cup in 2003. One of these changes was the establishment of the Corporate Services department.

This new department combined the resources that existed previously under Finance & Administration, and was then enhanced with the inclusion of Legal, Information Technology, Human Resources and Strategy.

The current overall departmental structure is outlined below, with a number of other staff reporting to the heads of each function.

The underlying theme of the department is service, illustrated by the departmental Mission Statement:

“To provide a customer orientated service approach to the other units of the ARU, the Board of Directors and all stakeholders of Rugby in Australia”

Each of the functions below has its own objectives for the year, with the following general outcomes.



FINANCE

Graeme Shearman, as Financial Controller heads the team that is responsible for providing all financial services to the organisation. Similarly to other parts of Corporate Services, this includes services to New South Wales and Northern Territory Rugby Unions. A professional team carries out all necessary functions, providing timely reports to all levels of the organisation. Due to the restructure occurring during the year, the team had to deal with many changes and improvements in reporting, which will be made in the year ahead.

Part of the finance team is the Operations Centre and Warehouse located at Artarmon. The centralisation

of warehousing and purchasing for both the ARU and New South Wales Rugby Union has created cost savings and efficiencies. Gavin Barnes manages the warehouse facility, as well as acting as a central purchasing point for most of the large, recurrent purchases for both organisations. Another part of the Artarmon facility is the archives function, managed by our qualified Archivist, Judy Macarthur. Judy manages all of the valuable archives of both organisations, which have been valued at well over \$2 million. With her skills and experience, Judy also provides support with records management, which will be enhanced in the future with the help of the IT team.

LEGAL

Janey Draper joined the team in November 2004 as the legal function of the organisation moved from a separate department to form part of Corporate Services.

With the aid of firms such as Freehills and Ebsworth, this function provides services to all areas of the business and is therefore the central point for all legal matters. Services are also provided to the New South Wales Rugby Union under the Management Services Agreement, however all Member Unions can contact Janey at any time for legal advice if so required.

HUMAN RESOURCES

This is a relatively new function in the organisation and has proved to be an invaluable resource, especially during the organisational changes that occurred in 2004. Recruitment being insourced has saved the costs of external recruitment agencies in most cases, therefore justifying the overhead on this alone. As well as providing a recruitment function, Human Resources has also been used to improve the policies and procedures of the organisation, improve workplace health and safety issues, but most importantly, work with the senior management in establishing a more contemporary performance management system. Mark Roberts, the Human Resources Manager, also carries out similar duties for the New South Wales Rugby Union under the Management Services Agreement, however, can provide services on an ad hoc basis to other Member Unions. As an example, Mark was heavily involved in the recent recruitment of the General Manager for the South Australian Rugby Union.

INFORMATION TECHNOLOGY

Previously, the IT function had two homes. Network Support was included in Finance & Administration and Online Services was part of Marketing & Strategy.

Under Corporate Services, the entire IT function has been combined and is headed by Greg West. As with all of Corporate Services, the number one objective of IT is to support and service the ARU and Member Unions in achieving their annual goals. To achieve this, the IT team provides the following seven core functions and services:

1. Provide operational IT infrastructure and support, 365 days a year at a justifiable cost;
2. Provide IT consultation to ARU and Member Unions;
3. Provide IT systems and applications and meet business needs;
4. Support and maintain systems and applications;
5. Provide education/awareness of leading technology that will enhance Rugby;
6. Ensure technology provides the best return on investment;
7. Ensure infrastructure, software, hardware and processes are in accordance with all relevant regulations and industry best practice.

During the year and previously, the IT function has been at the forefront in helping the ARU become more technology proficient. The online environment including rugby.com.au, MyRugby Admin and the database around our Customer Relationship Management program are envied by most sports. Again, the insourcing of these services has provided large cost savings to the organisation, as opposed to developing those services externally.

STRATEGY

As the previous Marketing & Strategy department concentrates now totally on marketing, the strategy component now comes under Corporate Services, with a strong dotted line report to the Chief Executive Officer. The main focus of this area, managed by Eddie Moore, has been to manage the outcomes from the Rugby World Cup Legacy programs and provide support to all departments in the lead up to the National Conference in 2005, which will result in a new Strategic Plan and Memorandum of Understanding between the ARU and the Member Unions.

TRAVEL

For many years the insourcing of travel has been a big success for the organisation, not only providing cost savings, but also efficiencies to all departments requiring travel services. Jo-Anne Ashby, as manager of this function, has arranged more than \$5 million of travel and accommodation for all parts of the business. The support provided to the teams, especially the Wallabies, is not only absolutely necessary, but was delivered with a quality level of service, hence providing a minimum

of fuss for teams and particularly team managers. The management of the new Qantas contract and the many and varied hotel arrangements throughout the country is an enormous job and for another year was done so with a service level far greater than what could be achieved from an outside organisation. The fact that this function basically manages itself is testament to the dedication and skills of the staff concerned.

The Corporate Services Department as a team is still in its infancy, however all staff have embraced the concept and desire to provide a service. It is absolutely imperative that this department provides the support to enable other elements of the ARU business achieve their goals. To that effect, Corporate Services has been and will continue to be an extremely important component of the future of the ARU business.

HIGHLIGHTS

- Corporate Services Department established in July 2004;
- Finance Department restructured to deliver improved financial services and reporting to the organisation;
- Legal Services insourced and established under Corporate Services, providing support to ARU and Member Unions;
- IT group centralised and a functional plan put in place to deliver network and online support to the organisation;
- Human Resources function enhanced with better policies and procedures in place and improved performance management system;
- The legacy programs for both Joint and State initiatives being delivered and monitored. Preparation begins on 2005 National Conference;
- Travel Services deliver more than \$5 million worth of travel and accommodation for the year.