

RFL ANNUAL GENERAL MEETING

WEDNESDAY
24 JULY 2019



AGENDA ITEMS 1.0 – 4.0

WELCOME & INTRODUCTION

Brian Barwick



AGENDA ITEM 5.0 – ACCOUNTS OF THE RFL 2018

**Tony Sutton &
Robert Graham**



2018 Financial Statements – Audit & approval

- Audit completed – unqualified audit report and no significant items reported
- Audit and Risk Committee review and recommendation for approval – May 2019
- RFL Board review and approval – June 2019
- Approval required from Members at this AGM
- Signing by auditors and Board
- Submission to Companies House

2018 Financial Statements - review

- £327k loss after tax in 2018 (loss of £1,818k in 2017)
- Challenge Cup Final - £859k adverse impact against budget due to reduced gate revenue
- Staff cost has reduced by 4% against 2016 (RFL only)
- Average staff numbers in 2018 are 143, 18% lower than in 2016
- Board costs in 2018 are lower than in 2017 and 2016
- Year-end cash balance increased by £1.2m to £4.5m
- Property re-valued upwards to reflect current values, also lowers Balance Sheet reserves reduction to £190k

2019 and beyond - review

- Budgeted profit in 2019 of £206k
- Challenge Cup Final budget has been de-risked
- Challenge Cup overseas clubs position going forward agreed at Board
- Three-year plan to 2021 to align with Strategic Plan objective
- Modelling for post 2021

Financial Reserves Policy

- RFL Board have reviewed and approved updated Policy
- RFL retain profit of £200k pa to ensure enhanced liquidity
- Improved liquidity will save on finance costs
- Medium-term aim to return to distributing profit to members
- Policy aligns with general enhanced audit requirement to demonstrate Going Concern

FINANCIAL STATEMENTS

It is hereby resolved that
The accounts of the RFL
for the 2018 accounting
period be approved

AGENDA ITEM 6.0 – APPROVAL OF KPMG AS AUDITORS

Tony Sutton



Approve the appointment of KPMG as Auditors

- It is hereby resolved that KPMG should be appointed as auditors to the RFL for the period up to the date of the Annual General Meeting in 2020
- Audit tender being held for 2019 accounts
- KPMG will not take part & will resign
- Board will then appoint preferred bidder

APPOINTMENT OF KPMG AS AUDITORS

It is hereby resolved that
KPMG

should be appointed as
Auditors for the RFL for the
period up to the date of the
Annual General Meeting in
2020

AGENDA ITEM 7.0 – RFL PRESIDENCY

Ralph Rimmer



STEPPING DOWN OF RFL PRESIDENT



That after completing his year
in office

Andy Burnham

is stepping down as the
President of the RFL

APPOINTMENT OF RFL PRESIDENT



That after due consideration
Tony Adams MBE
to be elected as the
President of the RFL

AGENDA ITEM 8.0 – RFL VICE-PRESIDENCY

Ralph Rimmer



STEPPING DOWN OF RFL VICE-PRESIDENT



That after completing a year
in office

Pat Crawshaw

is stepping down as the
Vice-President of the RFL

APPOINTMENT OF RFL VICE-PRESIDENT



That after due consideration
Carl Hall
to be elected as
Vice-President of the RFL

AGENDA ITEM 9.0 – CHRIS BRINDLEY

Brian Barwick



APPOINTMENT OF NON-EXECUTIVE DIRECTOR



That after due consideration
Chris Brindley MBE
to be re-elected as
Non-Executive Director of the
RFL

RFL COUNCIL MEETING

WEDNESDAY
24 JULY 2019



AGENDA ITEM 4.0 – MINUTES

Brian Barwick



AGENDA ITEM 5.0 – GOVERNANCE



**AGENDA ITEM 5.1 - EXTERNAL EVALUATION
OF THE RFL BOARD**

VALUEALPHA,
SEAMUS GILLEN

AGENDA ITEM 5.2 – EQUALITY & DIVERSITY PLAN

Tony Sutton



EQUALITY AND DIVERSITY



What have we all achieved under the plan so far?

- Women's Super League +124% increase on 2017
- In 2019, the “21 by 21” campaign was launched which aims to have 21,000 Women and Girls playing Rugby League by 2021
- Women's Challenge Cup Final will be played as part of a triple header with the Men's Coral Challenge Cup Semi Finals

Achievements - continued

- At present there are more women's and girls' teams playing Rugby League than ever in the sport, an increase of + 7% from 2018
- Physical Disability RL has been established initially and is growing quickly; over 120 players are registered to play PDRL
- There are more teams than ever playing Wheelchair RL (17 teams and 215 players registered)
- LDRL growing x9 teams and 123 players registered

Actions & Challenges

- Training, Advisory Group & Youth Board
- Competing priorities in Clubs
- Competition with other sports for visibility and profile of initiatives
- Resources in Clubs and the RFL
- Sharing best practice/collaborative working
- Awareness and sourcing of funding

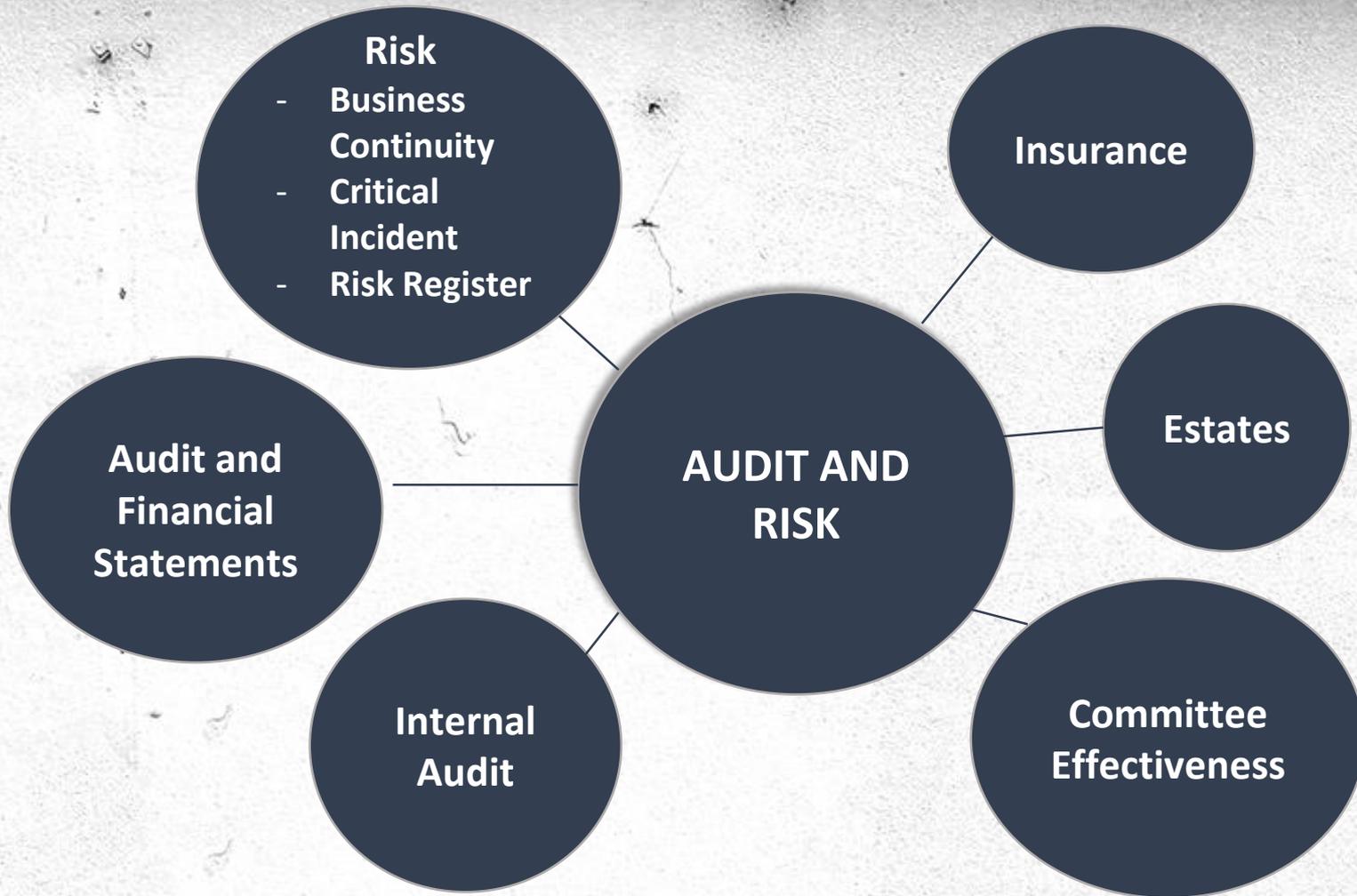
AGENDA ITEM 5.3 – WORK OF THE BOARD SUB-COMMITTEES

**Brian Barwick,
Simon Johnson &
Chris Brindley**



Audit & Risk Committee

- Attendance for five meetings for 2018 and to date in 2019 is as follows;
 - Simon Johnson – 5
 - Chris Brindley – 3 (resigned from Committee during period)
 - Chris Hurst – 2 (appointed during the period so attended all due)
 - Tony Sutton – 5
 - Richard Donlon – 4
 - Rachel Hunt – 4
 - Ian Roberts – 4



Remuneration Committee

- Attendance for six meetings for 2018 and in 2019 to date is as follows;
 - Simon Johnson – 6
 - Chris Brindley – 6
 - Clare Morrow – 1 (term ended during year so attended all due)
 - Chris Hurst – 3 (appointed during the period so attended all due)
 - Tony Sutton – 5 (as Secretary)

**NED
(including Chair)
Remuneration**

**CEO and Senior
Executive
Remuneration
and Objectives**

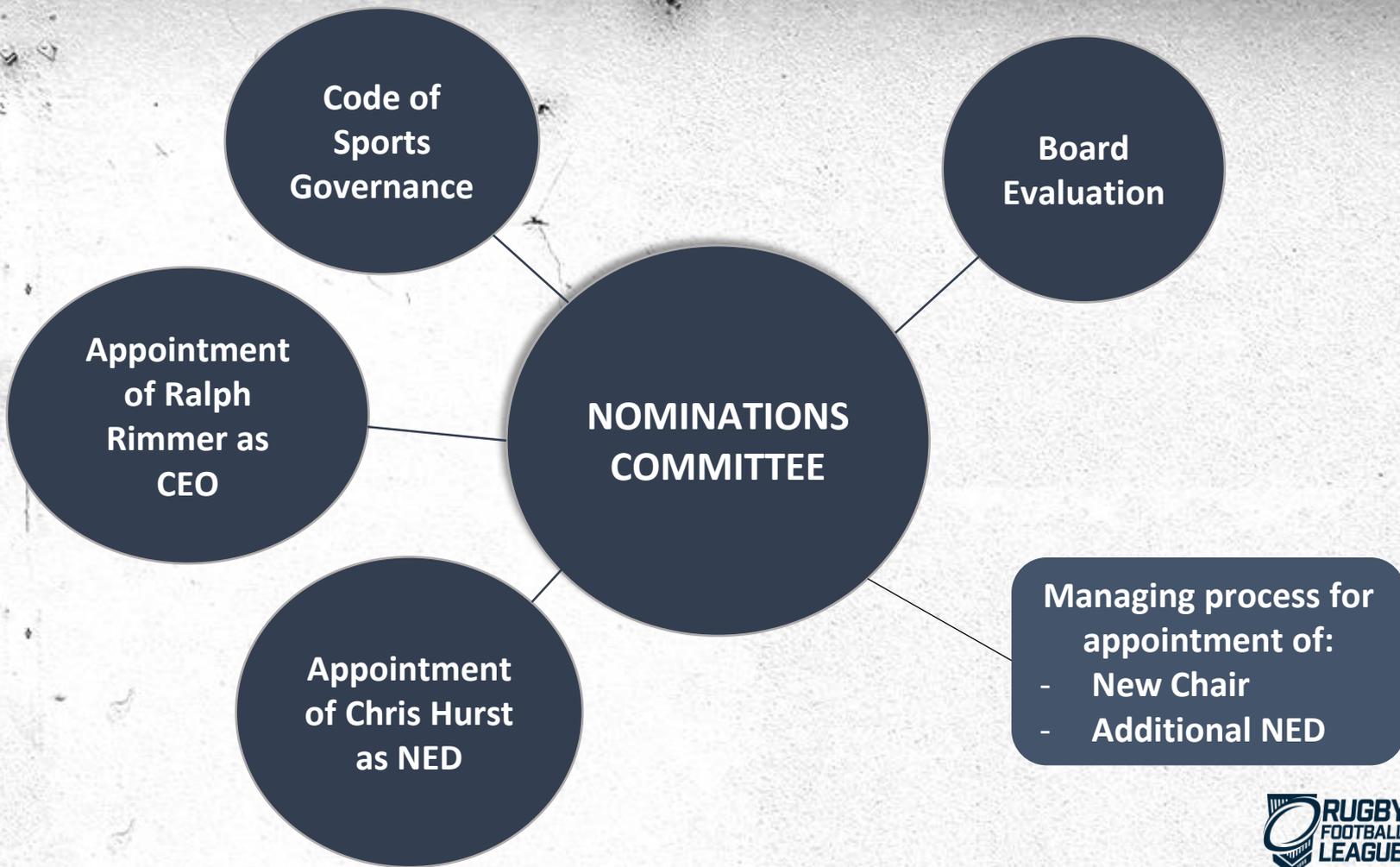
REMUNERATION

Benchmarking

**Review of
Effectiveness**

Nominations Committee

- Composition
- Chaired by RFL Chair
- All NEDs

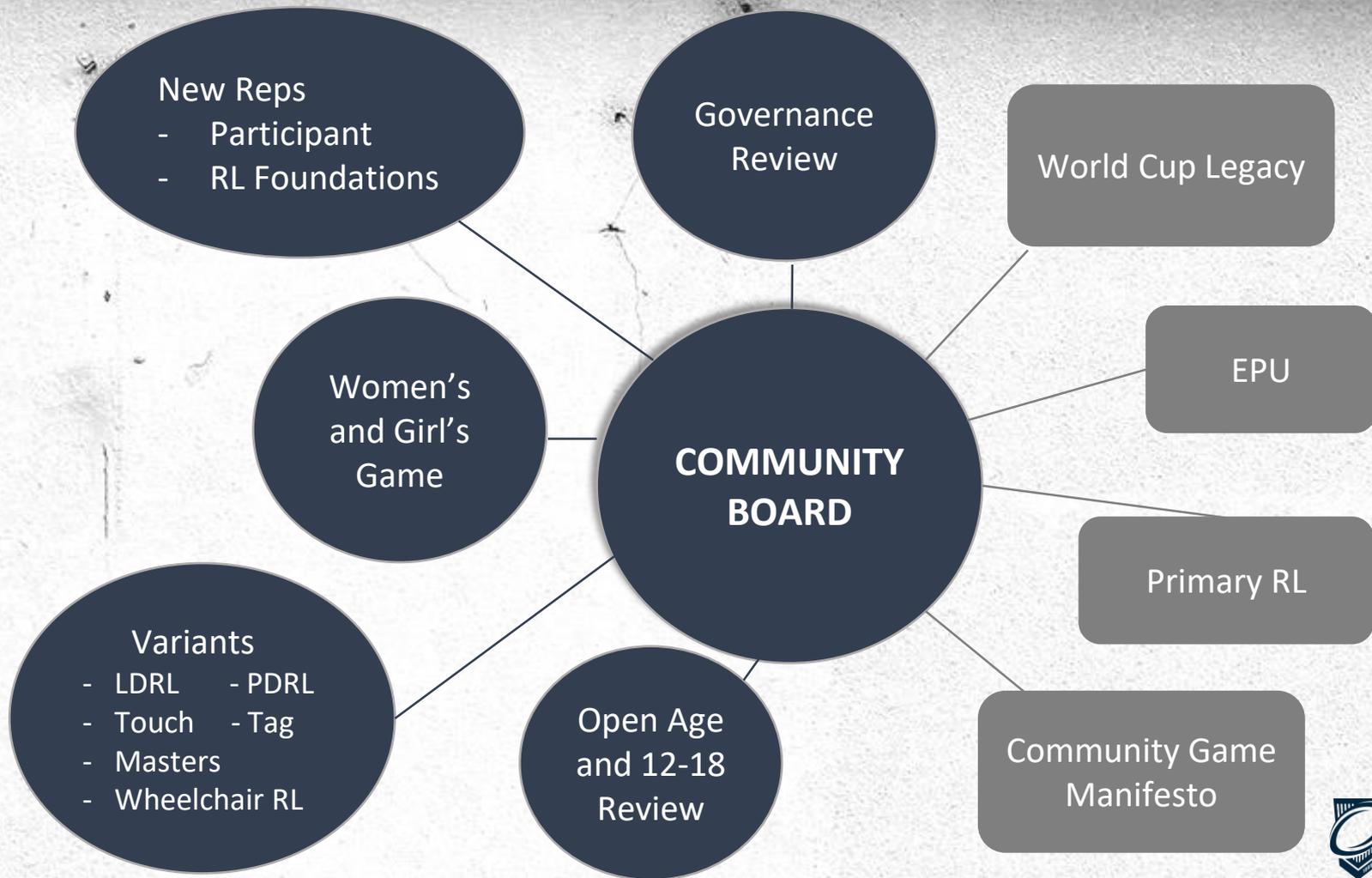


Community Board Representation

- Chaired by NED of RFL
- Education – 1 Representative – Experience in delivery of sport in a school/higher education facility
- Further Education – 1 Representative – Experience in delivery of sport in further education facility
- Community Game Competition – 3 Representatives – League/Club Volunteer experience – Tier 4; Tier 5 Adult; Tier 5 Y&J

Community Board Representation

- Community Game Participant – 1 Representative – England Lions or Lionesses Captain
- Foundations Representative – 1 Representative – Foundations to elect
- Independent Representative – 2 Representatives – appointed based on skills required
- BARLA & Armed Forces – 1 Representative each – Nominated Reps

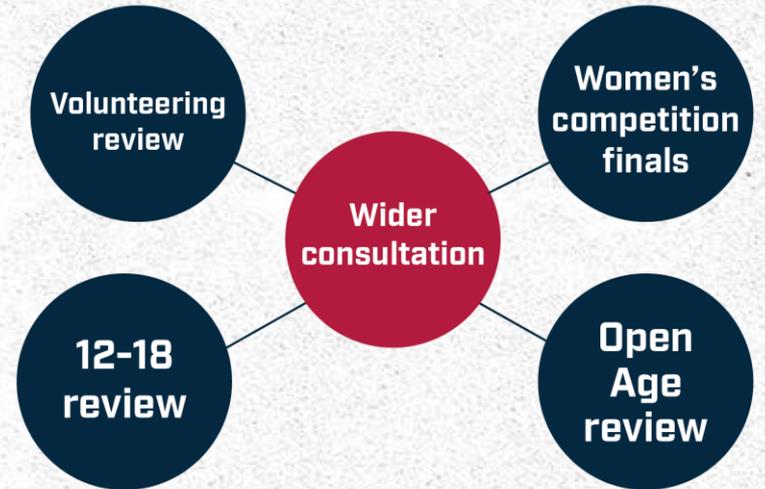


AGENDA ITEM 6.0 – STRATEGY AND 2018 REVIEW

Ralph Rimmer



Mid Term Strategy



2019-2021 STRATEGY REFRESH



CORPORATE GOALS:



MORE PLAYERS



MORE SPECTATORS



MORE VIEWERS



MORE DIGITAL



ENGLAND WINNING



FINANCIAL SUSTAINABILITY



EXCELLENT GOVERNANCE

VISION

A GROWING, ACCESSIBLE AND VIBRANT SPORT

MISSION

CONSISTENTLY DELIVER GREAT RUGBY LEAGUE EXPERIENCES

VALUES

UNITED PROFESSIONAL EXCELLENCE RESPECT

BY 2021 THE RFL WILL ACHIEVE:

COMMUNITY

FLEXIBLE, INCLUSIVE AND ACCESSIBLE PLAYING OFFERS FOR EVERYONE

BROADCAST

MORE OPPORTUNITIES ACROSS MORE PLATFORMS FOR MORE NEW VIEWERS

ENGLAND TEAMS

MEN'S, WOMEN'S AND WHEELCHAIR SENIOR TEAMS READY TO WIN IN 2021; WORLD CLASS YOUTH AND ACADEMY TEAMS

EVENTS

OUTSTANDING WELL-PROMOTED EVENTS FOR NEW AND EXISTING FANS

WOMEN

MORE THAN DOUBLE THE NUMBER OF WOMEN PLAYING

DIGITAL ENGAGEMENT

DIRECT ENGAGEMENT WITH THE MAJORITY OF FANS AND ALL PLAYERS, VOLUNTEERS

REGULATION & ADMINISTRATION

TRUSTED REGULATION AND EFFICIENT, RESPECTED ADMINISTRATION

RLWC2021 LEGACY

TRANSFORMATIONAL AND LASTING SPORT-WIDE LEGACY

2019

- INCLUSIVE PARTICIPATION
- STRONG, PROFESSIONAL LEAGUE COMPETITIONS
- ENGLAND PERFORMANCE UNIT
- REFRESHED CHALLENGE CUP
- GB&I LIONS
- NEW BROADCAST AND MARKETING OPPORTUNITIES
- MEMBERSHIP GROWTH
- INCOME DIVERSIFICATION
- RLWC FACILITIES INVESTMENT

2020 > 2021

- ENGLAND PERFORMANCE UNIT
- NEW BROADCAST DEALS
- SUSTAINABILITY
- CHALLENGE CUP GROWTH
- ENHANCED PROFESSIONAL LEAGUE COMPETITIONS
- POST-2021 PREPAREDNESS
- NATIONAL CENTRE
- RLWC + LEGACY
- COMMUNITY GAME ASSETS



2018 Review

**Mid-term
Strategy
Review**

**RFL
Board
Review**

**England win
NZ Test Series**

Cumulative attendance of **76,069**.
Average match audience for all
3 games over 1m

**Creation of
England
Performance
Unit (EPU)**



maximisation:

**Inspiration ALL,
CreatedBy**

**Second
successive year
of participation
growth
99,358 to 102,304**

**Greater understanding
of the challenges facing
the Community game**
12-18 Review, Open Age Review

**Doubled the number of
women playing across
all settings, driven by
the success of
Women's Super League**

**Further develop
Disability offers,
PDRL, LDRL,
Wheelchair RL**

**Growth in
viewing for live
Super League**
cumulative match audience +13.4%

**Challenge Cup
Semi-Final
Double Headers Sell Out**
26,086

88k
OURLEAGUE Members

2019 Focus & Direction of Travel

RFL budget delivery of

£200k

Reset RFL

Support for reset
Super League Europe
and
Rugby League Cares

Growing to
200k
emailable customer contacts

75,000+

at Wembley for the
Challenge Cup
Final



Commercial Partnerships
Income of

£1.87M

175k

OURLEAGUE Members

Growing and supporting
a more inclusive and
diverse volunteer base

5%

participation
growth across
all formats:

revamped social offers; junior;
12-18; disability RL; open age;
new HE and FE formats

10%

growth in girls' and women's games

Successful GB&I Lions Tour

75%

win record

RLWC2021 maximisation:

£4 million

invested via large and small grants
in community legacy in projects
worth £10m

AGENDA ITEM 7.0 – 2019 REVIEWS

Dave Rotherham



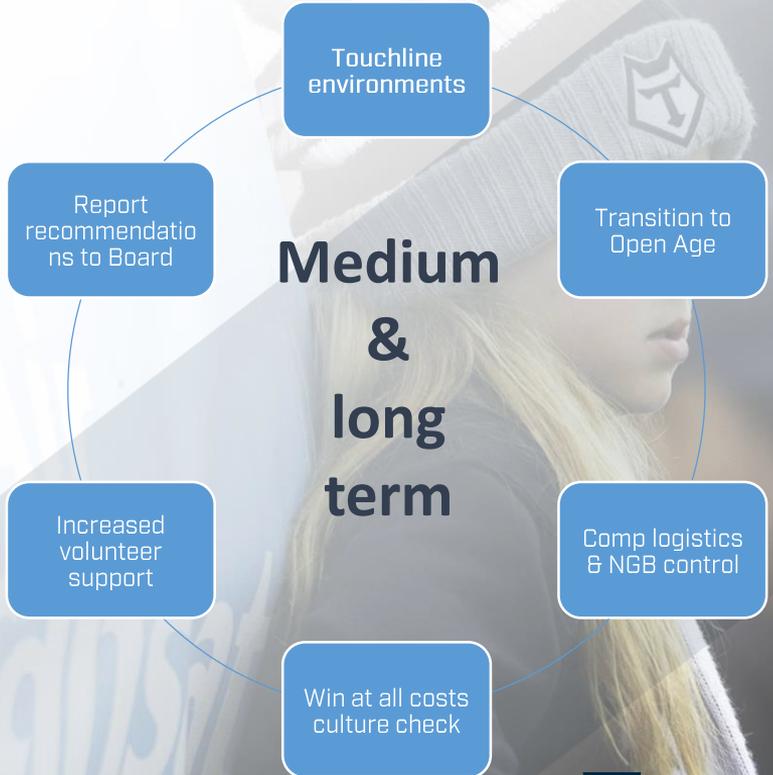
AGENDA ITEM 7.1 – 12-18 REVIEW



Success to date



Medium & long term



AGENDA ITEM 7.2 – OPEN AGE REVIEW







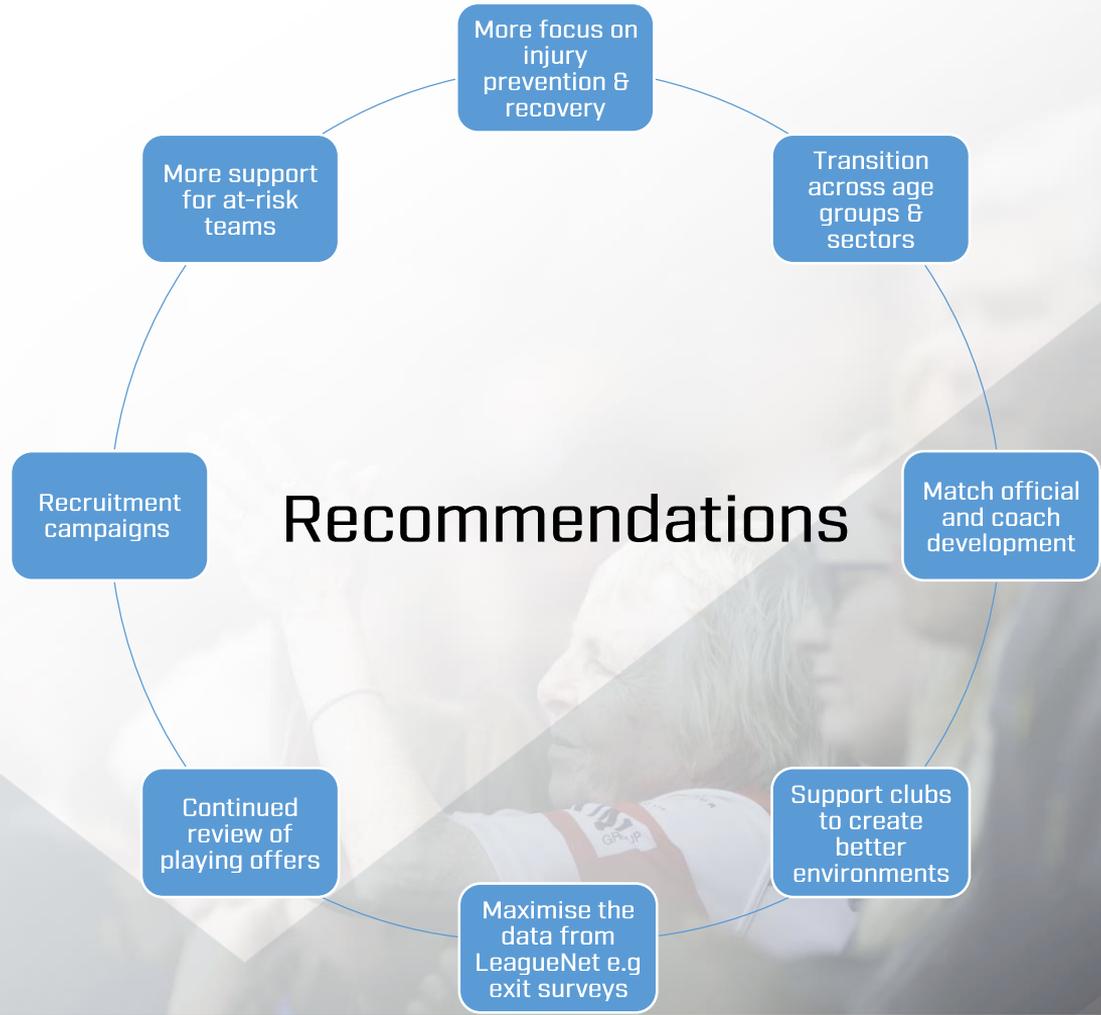
Players happy
with season
structure

Players are
dissatisfied when
games are called
off

Emerging themes

Most popular time
to play is still
2.30pm on
Saturday

Overall
dissatisfaction
with quality and
quantity of match
officials



AGENDA ITEM 7.3 – RESPECT – ENJOY THE GAME CAMPAIGN



Proactive, underpinned with reward & research

ENJOY THE GAME



ENJOY THE GAME

PLEASE REMEMBER

- 

THE PLAYERS ARE KIDS
- 

THE REFEREES ARE HUMAN
- 

THIS IS A GAME
- 

THE COACHES ARE VOLUNTEERS
- 

THIS IS NOT THE GRAND FINAL

 RUGBY FOOTBALL LEAGUE

AGENDA ITEM 7.4 – MATCH OFFICIALS STANDARDS PANEL

Dave Rotherham



AGENDA ITEM 8.0 – PROJECT 2021

**Kevin Sinfield,
Stephen Brown &
Jodie Cunningham**



AGENDA ITEM 8.1 – ENGLAND PERFORMANCE UNIT

Kevin Sinfield



ENGLAND PERFORMANCE UNIT



Aim

- Win 3 World Cups in 2021

Objectives:

- Players and staff to enjoy representing England.
- Greater playing exposure against other countries.
- Intense and meaningful fixtures.
- More opportunities to wear the badge.
- Create life experiences.

2019

- EPS (Off-feet sessions)
- KPS (Off-feet sessions)
- GBPS (Off-feet session)

- National Performance Programmes (Regular sessions)
- Youth, Academy, Wheelchair & Women
- Academy & Women Origin Fixtures
- Core Skill, Decision-making & Tackle Technique



2019 FIXTURES TBC

- **England Men** –

World 9's Sydney (18th & 19th Oct)

No GF Players



- **GB** - 4 Tests vs Tonga (26th Oct)

- 2 Tests vs New Zealand (2nd & 9th Nov) vs
PNG (16th Nov)

- **Women** - 2 Origin Fixtures (19th May & 16th June)

- World 9's Sydney (18th & 19th Oct)

- PNG Tour (2 Tests vs PNG 9th & 16th Nov)

- **Wheelchair** – 2 Tests vs France (21st June & 23rd June)

- Australia Tour (NSW, Queensland & 3 Tests vs Australia)

2019 FIXTURES TBC



- **Knights** vs Jamaica [20th Oct]
- **Academy**
 - 3 Origin Fixtures (20th April, 18th May & 15th June)
 - 2 Tests vs France (A) [Oct TBC]
- **Youth**
 - 2 Tests vs France (H) [17th - 20th July]
 - 1 Test vs Wales (A) 31st Aug

AGENDA ITEM 8.2 & 8.3 – RLWC2021 & LEGACY

**Stephen Brown &
Jodie Cunningham**





STRATEGIC FRAMEWORK

OUR VISION

To deliver the biggest and best ever
Rugby League World Cup

OUR MISSION

To create inspirational moments that excite,
engage and leave a long-lasting legacy

CUSTOMER

INNOVATION

RESPONSIBLE

IMPACT

OUR VALUES



BRAVE AND BOLD



WORLD CLASS



AUTHENTIC



INCLUSIVE

OUR STRATEGIC GOALS

- 1 To be the most attended and viewed World Cup
 - 2 ever
 - 3 To deliver a profitable tournament
 - 4 To leave a long-lasting legacy
 - 5 To increase profile and visibility for Rugby League
- To be the most digitally connected sports
entertainment event of 2021



IT'S YOUR WORLD CUP

OPPORTUNITIES AND BENEFITS

PERFORMANCE

CUSTOMER

IMPACT

VISIBILITY

LEGACY





ALL ROADS LEAD TO THE DRAW – 2019

PRESTON
LIVERPOOL
DONCASTER
COVENTRY
YORK
BOLTON
WARRINGTON
NEWCASTLE
THE HOSTS
SHEFFIELD
HULL
WIGAN & LEIGH
ST HELENS
KIRKLEES
TRAFFORD
MANCHESTER
LONDON
TEES VALLEY

Hosts towns &
cities announced





ALL ROADS LEAD TO THE DRAW – 2019



RLWC2021
Ambassadors recruited





ALL ROADS LEAD TO THE DRAW – 2019

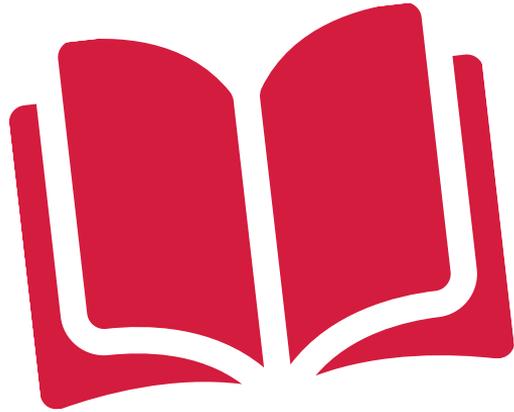


Deloitte partnership
announced





ALL ROADS LEAD TO THE DRAW – 2019



Msc in Sport &
Business Management
applications open





ALL ROADS LEAD TO THE DRAW – 2019



#WEARETHEHOSTS

Team base and training camps revealed





ALL ROADS LEAD TO THE DRAW – 2019



International
Development
Programme visit
to Jamaica





ALL ROADS LEAD TO THE DRAW – 2019



RLWC2021 &
Vitality Netball
World Cup join
forces





ALL ROADS LEAD TO THE DRAW – 2019



Host and procurement workshops





ALL ROADS LEAD TO THE DRAW – 2019

LESSON 1 - RUGBY LEAGUE 9s
CATCH, PASS AND PLAY-THE-BALL
OBJECTIVE: TO DEVELOP RUGBY LEAGUE 9s CATCH AND PLAY-THE-BALL SKILLS

INSPIRED BY RUGBY LEAGUE WORLD CUP ENGLAND 2021

LESSON OVERVIEW	CONTENT	1. Warm-Up/Stretch	2. Main Activity
ACTIVITY	COACHING POINTS	LESSON 1 - WARM UP	LESSON 1 - CATCH AND PASS
LESSON 1 - WARM UP	LESSON 1 - CATCH AND PASS	LESSON 1 - WARM UP	LESSON 1 - CATCH AND PASS

1- WARM UP
STUCK IN THE MUD

ACTIVITY OVERVIEW

- Two players have a ball and must touch the other players with the ball between the receiver and avoid within the grid.
- If the player's runner without the ball step out of the grid they are classed as being touched.
- The player must be holding the ball as the receiver is touched for the touch to be effective.
- When touched the player is rotated 180 degrees with their arms out.
- The other players can get their backs into the game by running underneath their arms from back to front.
- When all receivers are touched, or the set time limit has elapsed, change the cheaters.

EXPLANATION

- **Setup:** Use the cheaters - add more cheaters, narrow the grid.
- **Marker:** For the cheaters - remove a cheater, widen the grid, encourage the ball carrier to use a one-handed grip.
- **Alternative 1:** Once an receiver has been touched, they become the cheater but cannot touch the player who has touched them.

COACHING POINTS - WARM UP

- Grip - feet hands, centre of ball, thumb and index finger greater than 90° angled palms. Some coaching points apply when challenging with one-handed carry.
- Carry - centre of body, elbows out.
- All participants to be active at all times. For large numbers use more than one grid.

LESSON 1 - CATCH AND PASS

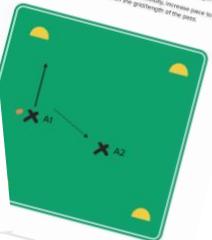
ACTIVITY OVERVIEW

- **Setup:** A1 and A2 mark up and down by a 5m grid (meeting phase) from either side.
- The ball must be passed backwards in relation to the direction they are travelling.
- Ball to be placed down over the try line with both hands after a pass has been received and while the ball is on ground and before going for the try in the line between the 2 posts of either end.

EXPLANATION

- **Marker:** If receivers are being performed successfully, increase prize to 10p and then to 20p or more the goal length of the pass.

ALTERNATIVE 1 - Once an receiver has been touched, they become the cheater but cannot touch the player who has touched them.



Educational schools resources goes live



ALL ROADS LEAD TO THE DRAW – 2019



Women's & Wheelchair Nations announced





ALL ROADS LEAD TO THE DRAW – 2019



RLWC2021 International
Development Programme team to
visit Nigeria





ALL ROADS LEAD TO THE DRAW – 2019

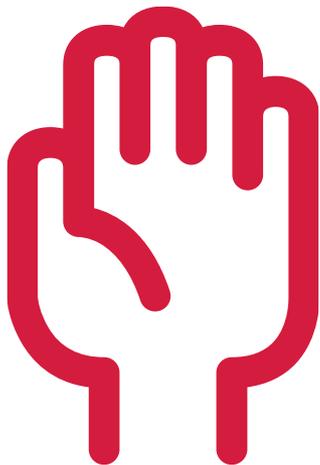


Total awarded	£1.1m
Total project costs	£3.1m





ALL ROADS LEAD TO THE DRAW – 2019



Volunteer programme
launches – 2,021





ALL ROADS LEAD TO THE DRAW – 2019



Digital strategy
rolled out





ALL ROADS LEAD TO THE DRAW – 2019



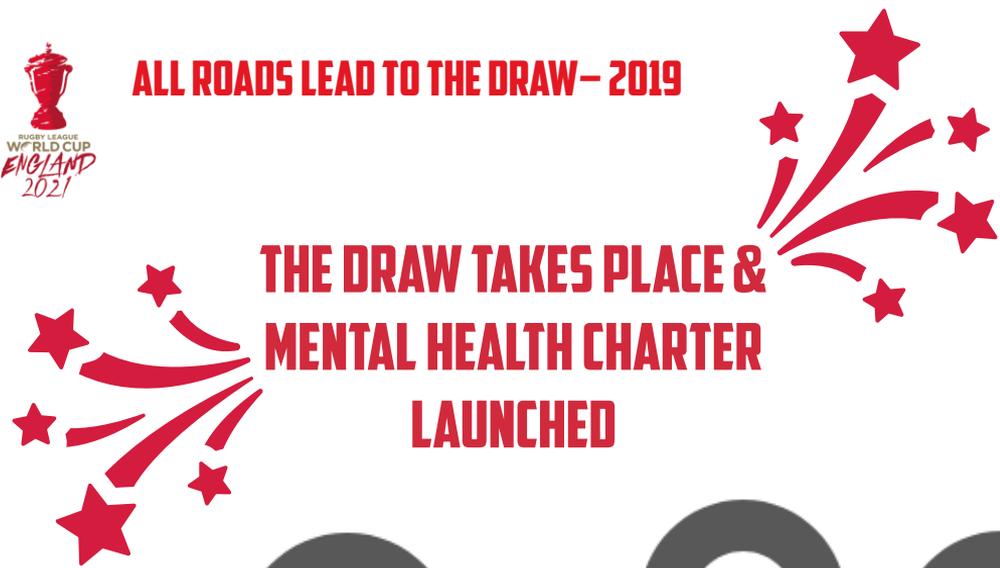
RLWC2021
International
Development
Programme
team to visit Brazil





ALL ROADS LEAD TO THE DRAW – 2019

**THE DRAW TAKES PLACE &
MENTAL HEALTH CHARTER
LAUNCHED**





OUR APPROACH – 2020 & 2021

2020

-  **Fixtures**
-  People recruitment
-  Fan travel
-  Trophy tour
-  International Development Programme
-  Commercial partners
-  **Ticket Ballot – July**
-  Hosts – adopt a nation
-  Social Content – data capture
-  The Kangaroos – chance to raise the profile
-  **Tickets on Sale – 1 year to go!**

2021

-  People recruitment
-  Build up to the Tournament
-  InspirationALL
-  International Development Programme
-  **Tickets**
-  Trophy tour
-  Commercial partnerships
-  Hosts – Welcome to...
-  Player / Nation Profile
-  Social content switches to call to action

AGENDA ITEM 9.0 – ANY OTHER BUSINESS

Brian Barwick

