THE GAME PLAN 2013 – 2017
In what must surely be one of the most successful eras in Rugby League’s history, there is now an opportunity for us all in this great game to work towards an even greater future.

To do that effectively we need a game plan, one that gives us direction and inspires us to achieve. One under which, for the first time, every part of our great game has the opportunity to work in a united fashion under one governing body for the good of the whole game.

This plan heralds a time of tremendous opportunity, a time when excellence, inclusiveness, courage and teamwork can be the cornerstones of each and every decision; a time when the initiatives we undertake can underpin exceptional growth for the future.

The values and the six key pillars of this plan establish a framework through which the Australian Rugby League Commission can set objectives, determine investment priorities and assess outcomes.

They also remind us that Rugby League is much more than just a game. It touches millions of people in the Rugby League Family on many levels, reaching out to them in communities stretching from major cities to remote country towns. It impacts on their lives positively and can be the catalyst for long-term social dividends.

For the first time in our game’s history, this game plan gives us the tools to work together and to ensure Rugby League’s long term standing as The Greatest Game of All.

We look forward to sharing this exciting challenge with you all.

John Grant
Chairman
Mission
To bring people together and enrich their lives

Vision
Rugby League – The Greatest Game of All
The most entertaining, most engaging and most respected sport

Values

Excellence
» Valuing the importance of every decision and every action
» Striving to improve and innovate in everything we do
» Setting clear goals against which we measure success
» Inspiring the highest standards in ourselves and others

Inclusiveness
» Engaging and empowering everyone to feel welcome in our game
» Reaching out to new participants and supporters
» Promoting equality of opportunity in all its forms
» Respecting and celebrating diversity in culture, gender and social background

Courage
» Standing up for our beliefs and empowering others to do the same
» Being prepared to make a difference by leading change
» Putting the game ahead of individual needs
» Having the strength to make the right decisions, placing fact ahead of emotion

Teamwork
» Encouraging and supporting others to achieve common goals
» Committing to a culture of honesty and trust
» Motivating those around us to challenge themselves
» Respecting the contribution of every individual
There is a place on the field for everyone

From the moment we step on the field of play we can identify our starting point, pathway and destination.

**Excellence, Inclusiveness, Courage and Teamwork** define every step.

Our mission is simply to bring people together and enrich their lives.

One powerful statement encapsulates the aspirations and beliefs of all on our field: **Rugby League – The Greatest Game of All.**

It is a vision focussed on Rugby League being the most **entertaining,** most **engaging** and most **respected** sport.

**Financial Strength, Reach, Profile** and **Community** engagement allow us to reach out to new fans and new participants.

**Participation** is for boys, girls and adults looking for a fun, safe way to start with a ball or whistle in hand or for those who simply want to get active by taking part in skills clinics, non-contact and modified games.

**Pathways** is for those really looking to test their skills on and off the field through an unrivalled network of elite school, junior representative, metropolitan, country and state competitions.

**Elite Clubs, Players and Competitions** encompasses the Kangaroos, State of Origin, Telstra Premiership, Jillaroos, the Under 20s and the NSW and QLD Cups.

The **Rugby League Family** encompasses the men, women and children who take to our field as members, who cheer, watch, listen and volunteer and those who invest in the game.

This is a field where everyone is welcome to join and where nobody need ever leave.
### Our 2017 objectives

#### Elite Clubs, Players and Competitions

**COMPETITION AND CLUBS**
- All elite competitions will be strong, competitive and strategically aligned
- Clubs will be sustainable and resourced to perform and grow
- Our events will be the benchmark for Australian sport

**PLAYERS**
- Our game will attract and retain the best athletes by providing first rate player conditions and career pathways
- All elite junior and senior players will be in education, training or employment
- Elite players will be acknowledged as role models

**INTERNATIONAL**
- Kangaroo selection is revered as the pinnacle of player achievement
- The international game and specifically Pacific nations will be strengthened
- The 2017 Rugby League World Cup in Australia and New Zealand will be the most successful ever

### Pathways and Participation

**FIRST CONTACT PROGRAM AND COMMUNITY COMPETITIONS**
- Participation will have grown by 3% p.a. to 700,000
- A single national, integrated development model will be in place and include a world class first contact program
- All participants will be engaged through a central database

**PATHWAYS**
- All first contact programs will look to engage children as players and/or lifelong fans
- Pathways will be clearly defined for all participants – players, coaches, support staff, referees and administrators
- Gender and culturally specific programs attract and retain a diversifying participation base

**PARTNERSHIPS**
- Rugby League will establish strategic partnerships with recreational forms of the game that grow the game’s overall participation and widen its connection with communities

**FACILITIES**
- Access to quality facilities for all participants will be coordinated and improved

### Rugby League Family

**FANS**
- An improved game-day experience will have driven growth in average elite game attendance by 4% to 20,000
- Fan satisfaction will be measured at record levels
- A coordinated plan will have improved supporter facilities at all levels

**MEMBERS**
- A game-wide commitment to building a membership culture, combined with new investments in member servicing, recruitment and retention will increase membership numbers by 14% p.a. to 400,000

**VOLUNTEERS**
- Recognition and retention program implemented for volunteers will have grown volunteer numbers by 3% p.a. to 100,000
- A volunteer assistance strategy, including online registration across all grassroots Clubs, will be in place to support and develop volunteers

### Reach and Profile

**MEDIA INVESTMENT**
- Rugby League media platforms will be an essential part of any conversation around the game
- Rugby League will lead Australia’s digital sports market
- Regular, quality content will be produced across all platforms, growing the relevance of Rugby League Films and the Rugby League archive

**REACH**
- Rugby League TV ratings will have grown year on year in all capital cities
- The NRL competition will be promoted internationally, growing viewer numbers year on year
- Elite matches will be held in every state

**IMAGE**
- A consistent brand will be used across the game
- Clear game-wide public relations and communication plans will be in place across all levels of the game
- Rugby League will be seen by parents as a safe choice for children
- Effective utilisation of media channels to promote whole-of-game brand campaigns

### Community

**COMMUNITY OUTCOMES**
- Rugby League’s record in delivering community outcomes will see it established as a partner of choice for Government programs and investment
- Rugby League will be recognised nationally for making a positive difference in the community and for speaking out on issues of social significance

**SOCIAL INCLUSION**
- Rugby League will be recognised for a diverse fan base that welcomes new members
- Indigenous communities will feel a sense of pride and opportunity through their involvement in the game
- Rugby League programs will reach out to Pacific Island and all cultural communities in ways that enrich people’s lives
- Rugby League’s commitment to gender diversity will be supported by skills development programs and reflected by a greater representation of women at all levels
- Rugby League will commit to creating further opportunities and support for people with disabilities
- Rugby League will be nationally recognised for the promotion of community harmony led by the All Stars event and the game’s Reconciliation Action Plan

### Financial Strength

**REVENUE GROWTH**
- The game’s non-broadcast revenue will double
- Targeted engagement plans will be implemented to create new corporate and government partnerships
- Research and planning will have delivered the opportunity to significantly grow the value of broadcast rights
- Government funding that aligns with the game’s strategies and reflects its community support will have delivered measurable outcomes that attract increased investment

**STRATEGIC INVESTMENT**
- All funding will be performance based and aligned with whole-of-game priorities
- Over $200m will have been allocated to a growth fund for investment in projects across the game

**GOVERNANCE**
- Standards of governance throughout Rugby League will be consistent with the highest corporate standards
- Best practice policies and procedures will be in place across the game
Our key initiatives

Eight major initiatives to achieve our 2017 goals

Provide Elite Clubs with the fundamentals for growth
Create a performance based Club funding model that:
» Attracts and rewards the best athletes
» Drives high standards of operation across all Clubs
» Provides funding for strategic initiatives that drive Club growth
» Delivers a Club Services Unit to work with Clubs to maximise growth opportunities

Create and refine pathways
Refine 'whole-of-game' structures and pathways that:
» Support players through a lifelong association with the game and offer targeted growth opportunities at each stage of their development
» Establish the highest standards in refereeing, coaching and support staff
» Develop skills, values and opportunities that extend beyond Rugby League

Achieve deeper engagement
Engage more deeply with the Rugby League Family using digital and social media through:
» Innovative data acquisition, database management and digital marketing initiatives
» Investment in the quality and growth of our digital and social media presence
» Building a detailed knowledge of every fan's interaction with the game
» The establishment of a Rugby League media unit that generates new content, products and technologies and which enhances the game's digital brand

Generate positive presence, profile and brand
Grow profile and positive presence through:
» Heartland strategies that strengthen support for the game in traditional areas
» Integrated strategies for marketing, communications, corporate partnerships and government relations
» Increasing the profile of elite players in non-sporting media, events and activities
» Expanding Rugby League's presence through strategic placement and national exposure of matches and events
» Conducting a formal review after the 2014 season to consider the merits of expansion

Grow participation at all levels
Create a comprehensive program for grassroots growth through:
» A single, integrated national development model
» Providing tools to enable grassroots Clubs to grow, including investments in research, co-investment in local facilities and a volunteer assistance strategy
» A world class first contact program and targeted participation initiatives for players in both metropolitan and regional locations
» Partnerships with recreational forms of the game

Grow our fan base
Consolidate the current fan base and generate new fans by:
» Improving the game-day experience
» Directly engaging with members and fans
» Targeting specific marketing initiatives at potential fans
» Delivering a five-year membership plan
» Pursuing a stadium strategy that places matches in optimal locations

Deliver community outcomes
Create, deliver and promote programs that provide positive community outcomes through:
» A national framework and delivery model that aligns and empowers the game's stakeholders
» The use of current and former players who inspire others through their involvement
» The creation of specific social inclusion programs
» A focus on building positive legacies in our communities

Increase financial resources
Consolidate the game's financial base by:
» Doubling non-broadcast revenues and maintaining a focus on efficiency
» Ensuring all funding is aligned to the strategic plan and is performance based
» Building strategies to optimise the next broadcast deal
## Our key 2017 targets

<table>
<thead>
<tr>
<th>Category</th>
<th>Target 1</th>
<th>Target 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Most entertaining</strong></td>
<td>400,000</td>
<td>5,800,000</td>
</tr>
<tr>
<td>Club members</td>
<td></td>
<td>Social media reach</td>
</tr>
<tr>
<td><strong>Most engaging</strong></td>
<td>700,000</td>
<td>1,650,000</td>
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<tr>
<td>Players</td>
<td></td>
<td>Rugby League experiences</td>
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<tr>
<td><strong>Most respected</strong></td>
<td>84%</td>
<td>1,800,000</td>
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<tr>
<td>NRL players in education or career training</td>
<td></td>
<td>People engaged in community programs</td>
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<tr>
<td><strong>Financial strength</strong></td>
<td>over $300m</td>
<td>over $200m</td>
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<tr>
<td>Total central revenue</td>
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<td>Growth Fund investments</td>
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