



STRATEGIC PLAN

QRL Strategic Plan

2013-2017

This Strategic Plan has been developed in consideration of the broad demographic and reach the Queensland Rugby Football League Limited (QRL) has across the state. It has a will to maintain its unique place in the communities of Queensland through a comprehensive range of competitions and programs that are unmatched in other sports through scale, success or participation.

This plan outlines the relevant governance and operational methodology demonstrating the Queensland Rugby League's understanding of the new operating environment - to work in a united fashion under one governing body constructively for the good of the whole game. The Queensland Rugby League has identified key objectives that support the Australian Rugby League Commission's Whole of Game objectives while also contributing to the ARLC Whole of Game initiatives.

The QRL will continue to review its structure and management, seek out stakeholder feedback on what it offers as a sport and adapt itself where necessary in terms of the values and the six key pillar plan that the ARLC has identified.

The Greatest Game Of All

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 focused 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 20 and the Queensland State-wide Competitions.

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 Key 2017 Targets

	Metrics	2017 Targets
Most entertaining	Club members	10,000
	Social media reach	431,000
	Television viewing	79,380
Most engaging	Player Participation	77,549
	Players participating in QAS Emerging Under 20's program play Under 20 State of Origin	50%
	Players participating in QAS Emerging Origin program play State of Origin	5%
Most respected	Intrust Super Cup clubs undertaking welfare programs	12
	State-wide Competitions teams undertaking welfare programs	30
	Representative Teams undertaking welfare programs	18
Financial Strength	Total central revenue	TBA

» **VISION**
The most entertaining, most engaging and most respected sport

» **MISSION**
To bring people together and enrich their lives

» **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



Elite Representative Programs, State-wide Competitions, Clubs and Players

OBJECTIVES

STATE OF ORIGIN

Maintain a successful State of Origin program on and off the field.

Representative programs are designed to maximise the full potential of the players.

REPRESENTATIVE

Maintain a successful representative program on and off the field. Representative honours are revered as the pinnacle of player achievement.

COMPETITIONS

State-wide competitions will be strong, competitive and strategically aligned. Our competitions meet all contemporary standards relating to sports administration in Australia and the expectations of the ARLC. Recommendations from **Whole of Game Review** fully implemented.

CLUBS

Clubs will be sustainable and resourced to perform and grow. Recommendations from **Whole of Game Review** fully implemented.

PLAYERS

Our game will attract and retain the best athletes by providing first rate player conditions and career pathways. Our players are afforded the same education and welfare opportunities as those in the NRL system.

STRATEGIES

STATE OF ORIGIN

Maintain pathways through the Queensland Academy of Sport. Maintain resources to the management of the State of Origin program. High Performance Unit that partners with NRL clubs to identify and monitor the development and ongoing performance of identified players. Establish and maintain a High Performance Coach mentoring program.

REPRESENTATIVE

Continual state-wide review and delivery of the Representative program ensuring it meets the needs of the QRL, Players and other stakeholders. Maintain resources for the management of the representative program. Sufficient financial and human resources to ensure state-wide access to representative opportunities.

COMPETITIONS

Partner with the ARLC and the Clubs in the implementation of the deliverables of the **Whole of Game Review**. Maintain resources for the management of the competitions. Annually review the competitions to ensure they are strong, competitive and strategically aligned.

CLUBS

Drive high standards of operations across all clubs. Provide funding for strategic initiatives that drive Club growth. Provide a Club Services Unit to work with Clubs to maximise growth opportunities. Partner with the ARLC and the Clubs in the implementation of the deliverables of the **Whole of Game Review**.

PLAYERS

The game will employ two Education and Welfare Coordinators to implement programs in accordance with the National Education and Welfare Strategic Plan. Undertake ongoing research to identify best practice for player development. Continually audit facilities and programs to ensure first rate player conditions.

Pathways and Life Long Participation

OBJECTIVES

GRASSROOTS COMPETITIONS

Participation will have grown 3% per annum. All participants will be engaged through a central database.

A state competitions plan finalised by 2014.

These programs meet the identified participation needs of the QRL and ARLC.

FIRST CONTACT PROGRAM

These programs meet the identified participation needs of the QRL and ARLC.

Annual audit of first contact programs.

PATHWAYS

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.

Establish and maintain programs that provide access for women, Indigenous and outback participation. Establish and maintain programs that consider and understand the cultural requirements for participation of Pacific Islander people in all aspects of the game. Continually review all aspects of the game to address the changing and diverse participation base with particular emphasis on the impact on new participation and retention rates.

Define and document existing pathways and develop future strategies to address any gaps. Continue to form partnerships with recreational forms of the game.

FACILITIES

Access to quality facilities for all participants.

STRATEGIES

GRASSROOTS COMPETITIONS

Annual review of participation growth rate. Audit facilities to ensure that they are adequate to support participation growth. To recruit, retain and educate sufficient volunteers to support participation growth. Liaise with the ARLC regarding the efficient use and management of the national databases. To maintain the employment of a minimum of three full time national database administrators. On an annual basis audit existing competitions to inform the state competitions plan.

FIRST CONTACT PROGRAM

Conduct an annual competitions review identifying community demographics that may influence the competitions. Liaise with the ARLC on the delivery of first contact programs. Annual audit of first contact programs.

PATHWAYS

Promote and support the integrated national development model considering local requirements. The Women's, Indigenous and Outback sub-committees continue to provide the representation of their groups to the QRL. Continue to provide access to participation, competitions and representative programs. Establish and maintain programs that provide access for women, Indigenous and outback participation. Establish and maintain programs that consider and understand the cultural requirements for participation of Pacific Islander people in all aspects of the game. Continually review all aspects of the game to address the changing and diverse participation base with particular emphasis on the impact on new participation and retention rates. Define and document existing pathways and develop future strategies to address any gaps. Continue to form partnerships with recreational forms of the game.

FACILITIES

Conduct an annual review and audit of facilities to identify future needs and in particular those at high risk at being lost to the game. Continue to partner with the ARLC on the establishment of minimum standards for all levels of competition. Co-ordinate and support stakeholders to access Government and ARLC funding.

Rugby League Family

OBJECTIVES

FANS

To increase the attendances at Senior Local League Grand Finals and Intrust Super Cup final series by 4%. Increasing the profile of Rugby League in non-sporting media, events and activities.

Identify the baseline attendance at Senior Local League Grand Finals and the Intrust Super Cup final series during the 2013 season. Fans are surveyed on an annual basis to determine their level of satisfaction with their Rugby League experience. Expand the Rugby League's presence through the strategic placement state-wide exposure of matches and events. Co-ordinate three community awareness themed rounds of the Intrust Super Cup. Develop and implement a media strategy that profiles Rugby League in non-sporting media, events and activities.

Conduct a review during the 2013 season to consider the merits of expansion of the Intrust Super Cup.

MEMBERS

A game-wide commitment to building a membership culture, combined with new investments in member servicing, recruitment and retention will increase membership numbers to 9000 members (Maroon members and Cauldron Club members) and a further 10,000 members for the Intrust Super Cup Competition.

Research, develop and implement a membership program that meets the needs of the members and clubs. Identify the servicing requirements to ensure the retention of memberships on year to year basis. Allocate sufficient resources to ensure program's success. Review membership programs annually to align with current market trends.

CODE OF CONDUCT

Adopt and promote the new values-based national code of conduct.

VOLUNTEERS

Grow volunteer numbers in line with the trends of the game. Volunteers will have the competencies necessary to fulfil their specific roles within the game. Provide a safe and supportive environment for volunteers.

STRATEGIES

FANS

Identify the baseline attendance at Senior Local League Grand Finals and the Intrust Super Cup final series during the 2013 season. Fans are surveyed on an annual basis to determine their level of satisfaction with their Rugby League experience. Expand the Rugby League's presence through the strategic placement state-wide exposure of matches and events. Co-ordinate three community awareness themed rounds of the Intrust Super Cup. Develop and implement a media strategy that profiles Rugby League in non-sporting media, events and activities. Conduct a review during the 2013 season to consider the merits of expansion of the Intrust Super Cup.

MEMBERS

Research, develop and implement a membership program that meets the needs of the members and clubs. Identify the servicing requirements to ensure the retention of memberships on year to year basis. Allocate sufficient resources to ensure program's success. Review membership programs annually to align with current market trends.

CODE OF CONDUCT

Annual review of the QRL Rules to ensure that they continue to align with the National code of conduct. Develop an overall program to promote National code of conduct.

VOLUNTEERS

Conduct the QRL reward and recognition program that links to the ARLC 'One Community' program. Increase the number of paid employees at a Local League and Regional level to support volunteers. Leverage Government and other NGO's for assistance to increase volunteers numbers and retention. Enforce codes of conduct and other related QRL rules and policies at the Club and Local League level. Review the positions descriptions for all volunteer roles. Conduct a skills audit against position descriptions (by Local League Administrators and Club Audits). Implement an education program (State-wide and Regionally based conferences and workshops and by Local League Administrators).

Reach and Profile

OBJECTIVES

MEDIA INVESTMENT

Rugby League media platforms will be an essential part of any conversation around the game. Rugby League will lead Queensland's digital sports market. Regular, quality content will be produced across all platforms.

Ongoing analysis of current digital media trends worldwide, national and state.

REACH

The Intrust Super Cup competition will be recognised locally, nationally and internationally with increasing viewer numbers year on year. Intrust Super Cup matches will be held at strategic locations to increase the profile of the competition.

Increase the broadcast footprint of the State-wide Competition (Intrust Super Cup) into international markets. Partner with the ARLC to ensure that the broadcast of the State-wide Competition (Intrust Super Cup) is included in future **Whole of Game** broadcast negotiations. Create a three year strategy for placement of games. Continue to partner with Government and NGO's to resource Country week.

IMAGE

Consistent brand guidelines will be used across the game. Clear QRL game-wide public relations and communication plans will be in place. Rugby League will be seen by parents as a safe choice for children. Effective utilisation of media channels will be used to promote **Whole of Game** brand campaigns.

STRATEGIES

MEDIA INVESTMENT

Engage more deeply through innovative data acquisition, database management, digital marketing initiatives, investment in the quality and growth of our digital and social media presence and building a detailed knowledge of fan interaction. The establishment of a QRL media unit that generates new content, products and technologies and which enhances the game's digital brand.

REACH

Maintain live free to air coverage of one State-wide Competition (Intrust Super Cup) game per week as a minimum.

Increase the broadcast footprint of the State-wide Competition (Intrust Super Cup) into international markets. Partner with the ARLC to ensure that the broadcast of the State-wide Competition (Intrust Super Cup) is included in future **Whole of Game** broadcast negotiations. Create a three year strategy for placement of games. Continue to partner with Government and NGO's to resource Country week.

IMAGE

Develop agreed integrated branding guidelines in partnership with the ARLC. Monitor the compliance of the branding guidelines at all levels of the game. Review and update the public relations and communication plans on an annual basis. Ensure that adequate resources exist in the media unit to implement the public relations and communication plan. Research safety statistics across all sports and include this outcome in the public relations and communication plan. Continue to promote modified games and the national safe play code.

Community

OBJECTIVES

SOCIAL INCLUSION

Rugby League will be recognised for a diverse fan base that welcomes new members. Indigenous communities will have an affinity with the game and will embrace the opportunities it provides for their involvement. Programs are available and delivered that encourage participation by Culturally and Linguistically Diverse (CALD) individuals or groups. Rugby League's commitment to gender diversity is 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.

STRATEGIES

SOCIAL INCLUSION

Increase the number of NRL Community Engagement Officers based in Queensland. Negotiate with the NRL for the employment of more former Queensland players as 'One Community Ambassadors'. Develop and implement programs on an identified needs basis that will cater for new members to the game and existing groups currently in the game. Promote and encourage Indigenous Carnivals to meet the QRL criteria for sanctioning. Continue to administer the delivery of the Queensland Murri Carnival.

OBJECTIVES

REVENUE GROWTH

The game's non-broadcast revenue will increase by 50%. 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.

Review current licensing programs / agreements to ensure the use of the QRL brand is appropriate and valued correctly. Host 3 Boardroom lunches annually to create and build strong business partnerships. Build and maintain a strong partnership with the NRL Government Engagement Officers. Align Government funding priorities for State Sporting Organisations with the QRL Strategic Plan.

STRATEGIC INVESTMENT

All funding will be performance based and aligned with **Whole of Game** priorities.

- Three QRL Divisions
- Queensland State Primary Schools RL
- Queensland State Secondary Schools RL
- Queensland Tertiary RL
- Queensland Independent Schools RL
- Queensland Police RL

GOVERNANCE

Standard 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.

STRATEGIES

REVENUE GROWTH

Corporate Sales and Membership events Increase corporate sales and membership events by annually reviewing the market to maximise revenue. **Sponsorship** Value the current sponsorship agreements. Leverage existing sponsors to increase revenue. Attract new non State of Origin sponsors. **Licensing** Review current licensing programs / agreements to ensure the use of the QRL brand is appropriate and valued correctly.

Host 3 Boardroom lunches annually to create and build strong business partnerships. Build and maintain a strong partnership with the NRL Government Engagement Officers. Align Government funding priorities for State Sporting Organisations with the QRL Strategic Plan.

STRATEGIC INVESTMENT

Annual negotiation and agreement of deliverables through the provision of grant funding with;

- Three QRL Divisions
- Queensland State Primary Schools RL
- Queensland State Secondary Schools RL
- Queensland Tertiary RL
- Queensland Independent Schools RL
- Queensland Police RL

GOVERNANCE

Perform Club audits and report on outcomes. Analyse result of Club Audits annually to identify future program development. Continue to use technology to gain efficiencies. Leverage ARLC business processes to create efficiencies. Identify risks and maintain a risk register which is reviewed quarterly by the Audit and Risk Committee. Implement risk mitigation strategies. Compliance with ARLC policy and operational standards. Annual review of QRL rules. Ensuring the models of governance match the models of operations. Develop succession planning strategies for clubs, boards and administrators.