



QUEENSLAND RUGBY LEAGUE

STRATEGIC FRAMEWORK

2023-2027



ACKNOWLEDGE OF COUNTRY

Queensland Rugby League respects and honours the Traditional Custodians of the land and pay our respects to their Elders past, present and future. We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on the lands we meet, gather and play on.



INTRODUCTION

The Queensland Rugby League (QRL), as the governing body for the game in Queensland, contributes to the development of players, coaches, officials and administrators, and provides participation pathways from grassroots to elite level.

As a custodian of the game, the QRL's role is to develop and drive continuous improvement to ensure accessibility for all. Rugby League is a game for everyone and the QRL is driven to ensure it's the most accessible game in Queensland.

The QRL Strategic Framework 2023 - 2027 outlines four key priorities for the organisation over the next five years. In using a Framework rather than a fixed plan, the QRL is well placed to adapt to a rapidly evolving external environment and the needs of our stakeholders. The Framework will shape the QRL's Annual Game Plan, which highlights how the QRL will operationalise key opportunities on an annual basis.

In developing this Framework, stakeholders across the State were engaged allowing a deep cross section of feedback to shape the future state of rugby league in Queensland to define what success looks like at all levels.

ANNUAL GAME PLAN

In October of each year, the QRL will produce its 'Game Plan', which will operationalise the Strategic Framework by prioritising key opportunities and areas of focus for the upcoming 12 months. This Game Plan will be developed in consultation with QRL employees and will guide individual Key Performance Indicators (KPIs) for the year ahead.



SNAPSHOT OF RUGBY LEAGUE IN QUEENSLAND



64,556

players in 2022 across community and statewide competition clubs



20,000+

volunteers across the state



370

clubs across Queensland, running 447 active competitions



152,768

fans passed through the gates of Hostplus Cup games in 2022, with 7304 attending the Grand Final



28,052

Maroons Members supporting our elite teams in 2022



An implemented and evolving **Reconciliation Action Plan** currently in the 'innovate' stage, with an ongoing commitment for further education and growth.



An embedded **Female Strategy** with registered player numbers exceeding targets set in 2019.



Renewed **Infrastructure Strategy** to identify, develop and improve spaces and places supporting the rugby league community.



CELEBRATING OUR ACHIEVEMENTS



Queensland Rugby League participation

GREW 4.75%

year on year in 2022 to a total of **64,566 players** – the highest in a decade.



\$255,000

Funding allocated from the game's relief fund to get Queensland community clubs back on their feet following the devastating 2022 floods.



The Positive Environment Program launched to empower club volunteers to **tackle behavioural issues at over 300 community clubs** across the state.

RISE

QRL extended its commitment to the RISE Rugby League development program, **with 2,066 participants** taking part in 22 specialised player development programs across the state.



3,000 fans

lined the wet streets of Warwick for the 2022 Queensland Maroons Fan Day, with **\$9,600 raised for local clubs**, 300 kids participating in footy clinics, and Maroons players connecting with all facets of the community ahead of Game III.



3.2 million minutes watched

via the QPLUS.tv streaming platform. That's **443 games livestreamed**, providing fans with more access than ever before.



The Hostplus Cup continued to produce talent for the National Rugby League, with **70 players** **having transitioned into the NRL** since 2017.



OUR WOMEN IN LEAGUE



Female state competitions thrived in 2022, with the **BMD Premiership and Harvey Norman Under 19s** providing opportunities for aspirational players across the state.



In a first for the game in Queensland, the Harvey Norman Queensland Maroons head coach moved into an expanded **full-time role to strengthen female pathways and development.**



Harvey Norman Queensland Maroons players **EARNED \$15,000** – the same amount as the men's State of Origin match fee.



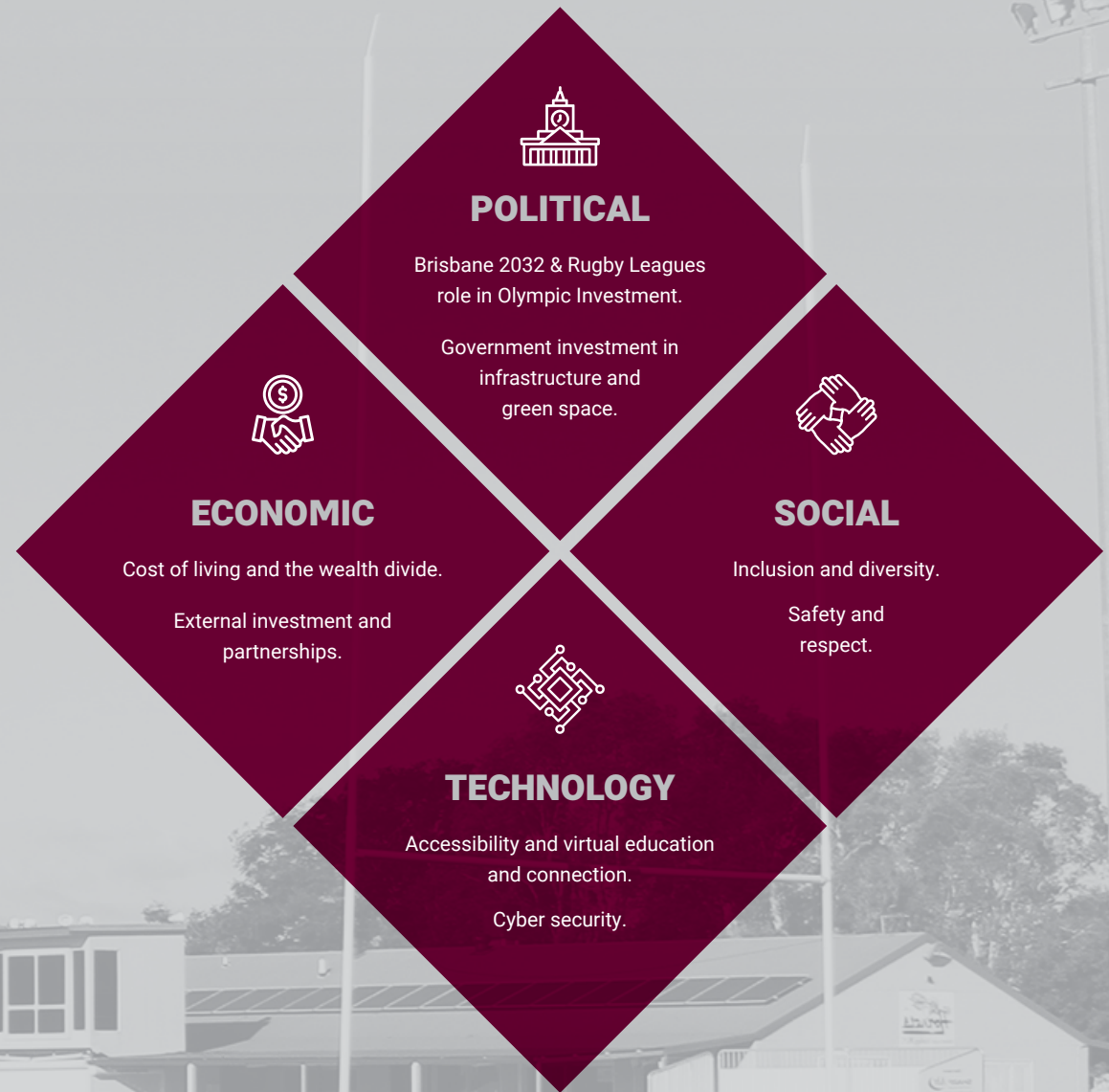
7 QRL staff graduated from the Accelerating Women Executives' (AWE) program

CHALLENGES TO RUGBY LEAGUE IN QUEENSLAND

Rapid changes in society, as well as shifting expectations on social issues has heightened the need to be open minded and agile as we look to the future of rugby league in Queensland.

Our game needs to focus on key challenges and how these may be seen as opportunities.

A sustainable future is paramount to long term success and ensuring a thriving rugby league ecosystem.

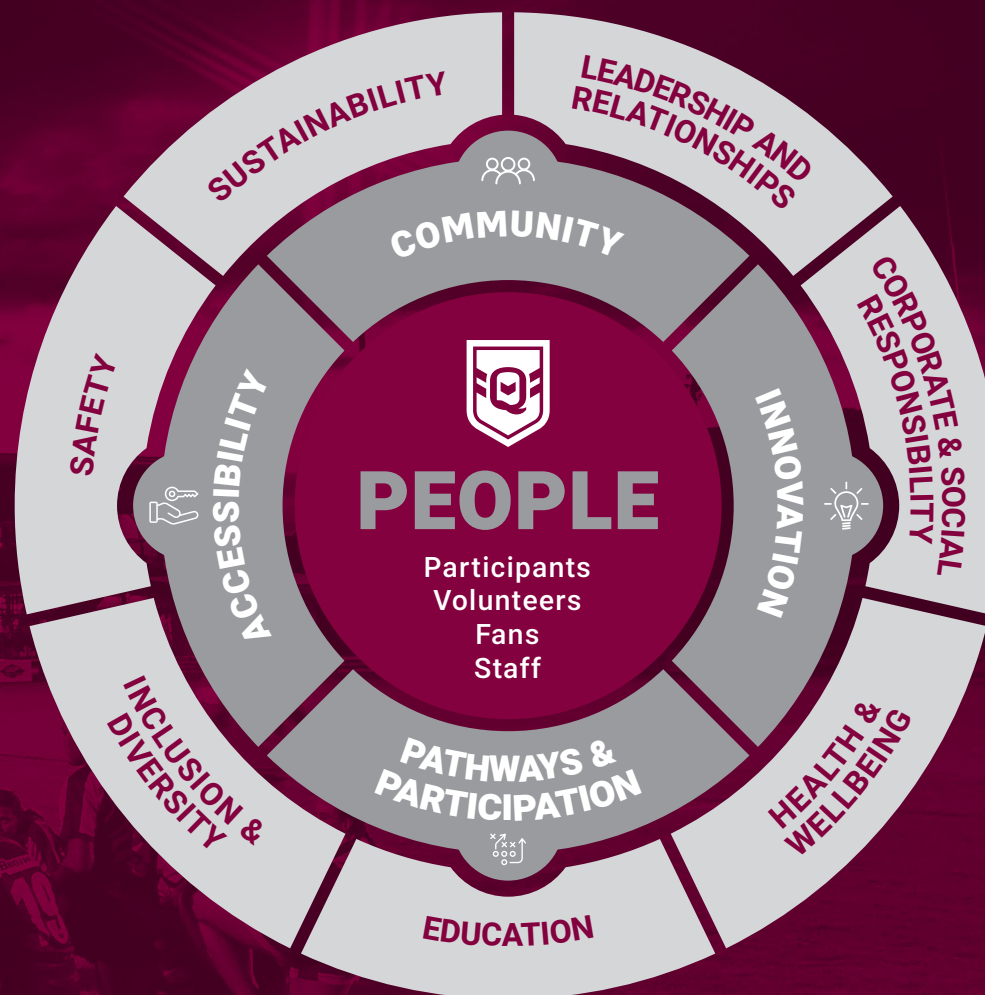


STRATEGIC FRAMEWORK

OUR VISION

A game that unites, excites and inspires all Queenslanders to have a deep connection to rugby league and their community.

STRATEGIC FRAMEWORK



THE STRATEGIC FRAMEWORK HAS THREE ELEMENTS:

FOUNDATION - THE PEOPLE

The participants, volunteers, fans and staff involved in rugby league in Queensland are the foundations of what drives the success of the game in this great state. The QRL will continue to encourage, support and build the capabilities of all people involved with our communities and our organisation.

PRIORITIES



ENABLERS

Our enablers will connect into the operational rollout of the Priorities and Opportunities within the Strategic Framework and Game Plan, to ensure we are achieving our goals whilst maintaining alignment.

SUSTAINABILITY

LEADERSHIP AND
RELATIONSHIPS

CORPORATE & SOCIAL
RESPONSIBILITY (CSR)

SAFETY

HEALTH AND
WELLBEING

INCLUSION AND
DIVERSITY

EDUCATION



COMMUNITY

Leverage our unique footprint and profile to create a positive impact on Queensland communities.

OBJECTIVES

1. Maximise the role of rugby league within Queensland communities to positively impact the health, safety and wellbeing of Queenslanders.
2. Celebrate our volunteers and tell the stories of our game that have a positive impact.
3. Drive greater engagement and inclusivity in culturally diverse communities.
4. Build stronger relationships and connections between all rugby league stakeholders in Queensland.

MEASURE OF SUCCESS

- › An annual average NPS score of 20+ from volunteers, fans and stakeholders.
- › Delivery of a centralised 'resource hub' for community stakeholders and volunteers.



INNOVATION

Deliver our game in the best possible way whilst adapting to meet ever-evolving community needs.

OBJECTIVES

1. Adopt change and new technology to make our game easier, prioritising continuous improvement for our stakeholders.
2. Offer amazing experiences to engage fans across Queensland, both on and off the field, and through sharing the game as widely and freely as possible.
3. Diversify our business to ensure commercial growth and long term sustainability through new products and partnerships.
4. Engage with rugby league on a global stage, with a focus on Brisbane 2032 as a significant opportunity.

MEASURE OF SUCCESS

- › Delivery of a whole of game Data Strategy that provides administrators and volunteers with the tools they need to make on the ground decisions that improves their experience.
- › A strong portfolio of owned assets, investments and partnerships.



ACCESSIBILITY

Deliver experiences and programs that enable everyone the opportunity to be involved in our game.

OBJECTIVES

1. Ensure programs, competitions and roles prioritise access to our game at all levels and across all abilities.
2. Attract new participants through changing the perception of rugby league and adopt new forms of the game supporting inclusion, diversity and wellbeing.
3. Educate the rugby league community on the inclusion and diversity strategies which the QRL has in place, ensuring their wide-spread adoption and support.
4. Establish future infrastructure investment to improve more places for Queenslanders to play the game.

MEASURE OF SUCCESS

- › Updated and embedded targeted strategies focusing on inclusion and diversity and the female game.
- › Embedded QRL Infrastructure Plan, delivering projects with a targeted 10 to 1 multiple on QRL's investments to benefit the community.



PATHWAYS AND PARTICIPATION

Positively engage participants across all levels of the game and ensure they are developed to remain in the game long term.

OBJECTIVES

1. Champion Rugby League as a game for life.
2. Nurture talent both on and off the field to grow the game and increase retention across all formats – tackle, touch and tag.
3. Increase female participation through continued growth and professionalisation of competitions.
4. Inspire the youth by celebrating the elite and their pathways to the NRL and NRLW – for players, officials, coaches and administrators.

MEASURE OF SUCCESS

- › 75,000 registered participants across the state by 2027, with an increased focus on improving retention of players across the game.
- › A new Statewide competition to support the Female game within the 15-17 year age group.

ENABLERS



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**UNITE.
EXCITE.
INSPIRE.**

