## RFL ANNUAL GENERAL MEETING

## WEDNESDAY 15 JULY 2020



## AGENDA ITEMS 1.0 -WELCOME & ROLL CALL

## Simon Johnson & Karen Moorhouse



# AGENDA ITEMS 2.0 – MINUTES OF THE AGM (24 JULY 2019)

**Simon Johnson** 



## AGENDA ITEMS 3.0 – RECEIVE THE CEO REPORT

## **Ralph Rimmer**



# AGENDA ITEMS 4.0 – RECEIVE THE WORK OF RFL DIRECTORS REPORT



# AGENDA ITEM 5.0 – RFL 2019 FINANCIAL STATEMENTS

**Robert Graham** 



### 2019 FINANCIAL STATEMENTS -AUDIT & APPROVAL

- Audit completed unqualified audit report and no significant items reported
- Audit and Risk Committee reviewed and recommended for approval – May 2020
- RFL Board reviewed and approved May 2020
- Approval required from Members at this AGM, then;
- Signing by auditors and Board followed by submission to Companies House

### **2019 FINANCIAL STATEMENTS - REVIEW**

- £75k profit before tax in 2019 (loss of £327k in 2018)
- Challenge Cup Final £358k adverse impact against budget due to reduced gate revenue
- Challenge Cup Final outturn mitigated by cost management
- Property valuations maintained, so no effect on profit and loss account
- Staff cost has reduced by 15% in 2019 (RFL only)
- Actions to reduce overheads and staff costs in 2020 as a reaction to COVID19 and to be fit for future
- Average staff numbers in 2019 are 132, 24% lower than in 2016 (RFL Only) and Board costs in 2019 are lower than last three years



## **GOING CONCERN REVIEW**

- Auditors will review the principle up until signing of the Balance Sheet
- A review of the impact of Covid19 will be significant
- This will include the effect on broadcast revenue for 2021
- Process will include a detailed assessment of cash flow
- Positive support from government loan scheme key to outcome of review



#### FINANCIAL STATEMENTS

## It is hereby resolved that the accounts of the RFL for 2019 be approved



# AGENDA ITEM 6.0 – APPROVAL OF GARBUTT & ELLIOTT AS AUDITORS

#### **Robert Graham**



#### APPOINTMENT OF GARBUTT & ELLIOTT AS AUDITORS

It is hereby resolved that Garbutt & Elliott

should be appointed as Auditors for the RFL for the period up to the date of the Annual General Meeting in 2021



# AGENDA ITEM 7.0 – RFL PRESIDENCY

### **Ralph Rimmer**





#### STEPPING DOWN OF RFL PRESIDENT

That after completing his year in office **Tony Adams MBE** is stepping down as the President of the RFL



## **APPOINTMENT OF RFL PRESIDENT**

That after due consideration
Clare Balding OBE
to be elected as the
President of the RFL



## AGENDA ITEM 8.0 – RFL VICE-PRESIDENCY

### **Ralph Rimmer**



## **Carl Hall**



#### **RFL VICE-PRESIDENT**

## **Mike Smith**

## SPECIAL RESOLUTION OF THE VICE-PRESIDENT

- IT IS HEREBY RESOLVED BY SPECIAL RESOLUTION THAT the provisions of section 5.2 of the Bye Laws of the Company (relating to the maximum term of Vice Presidency) be temporarily disapplied and that:
- (i) Carl Hall continues as Vice President until the Council Meeting in December 2020; and
- (ii) Mike Smith be and is hereby appointed as Vice President of the RFL for the period from the Council Meeting in December 2020 up to the date of the Annual General Meeting in 2022.



## RFL COUNCIL MEETING

## WEDNESDAY 15 JULY 2020



# AGENDA ITEM 4.0 – OPENING REMARKS AND MINUTES

**Simon Johnson** 



# AGENDA ITEM 5.0 -**REVIEW OF 2019 STRATEGY & IMPACT** OF COVID-19

**Ralph Rimmer** 



#### 2019-2021 STRATEGY REFRESH



#### **CORPORATE GOALS:**



#### 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

#### 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

#### WOMEN

DIGITAL ENGAGEMENT

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

**REGULATION & ADMINISTRATION** TRUSTED REGULATION AND EFFICIENT, RESPECTED ADMINSTRATION

#### RLWC2021 LEGACY TRANSFORMATIONAL AND LASTING SPORT-WIDE LEGACY



• ENGLAND PERFORMANCE UNIT • NEW BROADCAST DEALS

• SUSTAINABILITY • CHALLENGE CUP GROWTH

ENHANCED PROFESSIONAL LEAGUE COMPETITIONS

- POST-2021 PREPAREDNESS
- NATIONAL CENTRE
- RLWC + LEGACY
  - · COMMUNITY GAME ASSETS



DELIVERED IN PARTNERSHIP WITH SUPER LEAGUE EUROPE, RUGBY LEAGUE CARES AND RLWC2021

## **2019 REVIEW**

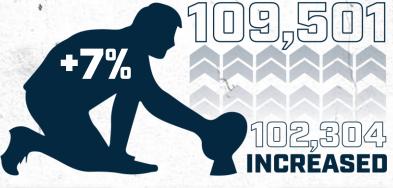


GREEN 100% and over 2019 target AMBER 80-99% of 2019 target RED <80% of 2019 target



## **2019 WINS**

#### NUMBERS OF PEOPLE REGULARLY PARTICIPATING IN RUGBY LEAGUE























## 2020 HEADLINE TARGETS (PRE COVID 19)



### **2020 COVID IMPACT**

- Positive start to year on Community player registrations halted
- Cancelled domestic events and no guarantee of any crowd at postponed events we hope to play later in the year
- Cancellation of the Rugby League Ashes
- Pressure on commercial income and budget, more challenges around sustainability and income diversity
- RLWC2021 and legacy impact
- A New Perspective : Reshape







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

## **FIT FOR THE FUTURE**



## AGENDA ITEM 6.0 -GOVERNANCE

Sarah-Jane Gray, Simon Johnson, Chris Brindley, Dr Rimla Akhtar, Sandy Lindsay, Chris Hurst





## **I&D ACTIVITIES 2019/2020**

- I&D Training Programme rolled out to staff and stakeholders including players.
- I&D Advisory Group further strengthened with external support.
- RFL Youth Board: 18 to 21 year olds established; 12 members.
- Strong relationships with equity partners, national organisations.
- Individual club initiatives commenced as part of game-wide learnings under the 'Enjoy the Game' campaign.
- 'Listening and Learning into Action' sessions with Black players and coaches led by Alex Simmons



## **INDIVIDUAL CLUB ACTIVITIES – UPDATE**

Swinton Project: To increase engagement with, and learnings from, groups within BAME communities in the Swinton / Manchester areas.

Activity: Swinton Lions in partnership with the Lions Foundation, Leeds Rhinos Foundation, Salford CVS and Trafford Borough Council will deliver a range of workshops and taster sessions to promote positivity and encourage diversity in KS2/3 within Swinton - the club's traditional base - and Trafford the Borough the club currently plays in.

**Next steps:** The Jose Kenga Rugby League Diversity Programme has targeted 12 schools for delivery x6 in Swinton (3 Secondary and 3 Primary) and x6 schools in Trafford (3 Secondary and 3 Primary).Trial days will then be run at the club. Project being run in association with Leeds Foundation with aim to link up with a local club to further promote diversity awareness and anti-racism campaigning.

**Featherstone Project:** Working with Primary schools to raise awareness of Diversity and how this is supported through Rugby League.

Activity: Delivered by Featherstone Rovers players within all the community's Primary schools.

**Next steps:** The project has now commenced in the Featherstone area. To expand when schools return to normal. Wakefield Trinity also supportive and intend to work in partnership with Featherstone to run this with their players in Primary schools in the Wakefield area.



## **INDIVIDUAL CLUB ACTIVITIES - UPDATE**

**Featherstone/Leeds Project:** Restorative approach to dealing with issues of racism, homophobia and other forms of discrimination with fans - based around education.

- Activity: Discrete activity trialled with RFL support, providing a model of learning to all clubs to roll out as appropriate.
- Next steps: Featherstone have begun to role the project out in the 2020 season led by the CEO. It is expected that the project with Leeds will follow.
- Keighley Project: Increasing meaningful engagement with the town's Asian community.
- Activity: Working in partnership with Sporting Equals, an expert charity in community-led engagement, the plan is to link in with both local schools and community centres.
- Next steps: Consultation with the schools and funding bids currently being progressed with the aim to role out in 2020.



## **PLANS FOR 2020 - 2021**

- Refresh of the RFL I&D Action Plan focusing on equality and anti-racism.
- Continue to embed I&D through resources, training, partnerships and activities.
- I&D Advisory Group to be led by Dr Rimla Akhtar (Non Executive Director, the RFL) enabling direct reporting to RFL Board.
- New training modules developed access via Our Learning Zone and face to face delivery.
- Listening and Learning into Action sessions to be continued



disability inclusion sport









# AGENDA ITEM 6.2 – WORK OF THE RFL BOARD SUB-COMMITTEES

Simon Johnson, Chris Brindley, Dr Rimla Akhtar, Sandy Lindsay, Chris Hurst



### SCHEDULE OF NED COMMITTEE RESPONSIBILITIES AT JULY 2020

Name	Approx Time Commitment	Simon Johnson	Chris Brindley	Chris Hurst	Sandy Lindsay	Rimla Akhtar
Nominations Committee	Every other Board mtg					
Remuneration Committee	Every other Board Mtg		22			
Audit & Risk Committee	4 meetings per year		1			
IRL Board	Monthly			2 7 2 2 2 3 3		
SLE Board	Monthly		1			
RLWC2021 Board	Monthly					
Champs/Lg One Forum	3 per year					
Community Board	and the second sec	A. 31				
Facilities Sub-Committee	Ad Hoc 🔪 -		Mark State	2 STAMPING	Service Service	and the second
RFL Investment Co (SPV for Govt Loan)	ТВС				1.200	
Scrutiny & Financial Oversight Committee for Govt Loan	Monthly					
Inclusion & Diversity Panel (Board)						
Anti-Doping & Integrity		168 · 224				NEW CONTRACTOR
Safeguarding			-			
Finance & Special Measures			23			145年1月1日1日

In addition, for each week of lockdown the Board has held 3 calls per week. We will propose ending these soon to bring some normality back to arrangements and to enable Directors to have more time available.

#### Key and Definitions

Green =Confirmed Member



# **AUDIT & RISK COMMITTEE**

- The Audit & Risk Committee has met six times in 2019 and to date in 2020 with a quorate attendance at each meeting.
- The Committee discharged its responsibilities during the year via receiving reports and carrying out work on:
  - Business Continuity Plan review & update
  - Risk Register review
  - Insurance renewal & broker tender
  - Board & Committee risk appetite setting and review
  - Terms of Reference annual review and update
  - Compliance, Whistleblowing & Fraud Policy, review and update



# **AUDIT & RISK COMMITTEE**

- External audit plan setting review, auditor tender & approval of 2018 Financial Statements
- Internal Audit programme
- 2020 Budget & budgeting process review
- Estates Update
- Significant Financial Variance review
- 2019 Committee effectiveness review, and
- Risk Management Action Plan setting for 2020



# **REMUNERATION COMMITTEE**

- The Remuneration Committee has met six times in 2019 and to date in 2020 with a 100% attendance from members achieved at each meeting.
- During the year the Committee received reports and carried out work in the following areas;
  - Non-Executive Directors & Chair remuneration for 2019
  - Chief Executive Officers appraisal and remuneration for 2018
  - Chief Executive Officer and Senior Executive pay award for 2019
  - A review of the Committees Terms of Reference
  - A review of the Committees annual report to the RFL Council
  - Benchmarking of Non-Executive Directors & Chair remuneration
  - Chief Executive Officers and Senior Executive bonuses awarded for 2018
  - The Committee annual work plan for 2019 & 2020
  - CEO & Senior Executive bonus objectives for 2019 and 2020



# **NOMINATIONS COMMITTEE**

- Composition
  - Chaired by RFL Chair (save where conflict)
  - All NEDs



Code of Sports Governance

Board Evaluation

NOMINATIONS COMMITTEE

Appointment of Simon Johnson as Chair Appointment of Rimla Akhtar and Sandy Lindsay as NEDs



# THINK TANK

Independent think tanks have been held with leading industry thinkers on 'How should rugby league adapt to a changing commercial landscape due to COVID-19?'

Brought together leading thinkers from the commercial, broadcast, digital, data and public sector world.

Key areas of discussion:

- Fan Engagement
- Commercial
- Community Purpose



# AGENDA ITEM 7.0 – PROJECT 2021

# Shaun Wane, Craig Richards, Joe Coyd ,Dave Rotheram, Jon Dutton



# AGENDA ITEM 7.1 – EPU & PERFORMANCE PROGRAMMES

Dave Rotheram, Shaun Wane, Craig Richards & Tom Coyd



## ENGLAND PERFORMANCE UNIT – MEN & KNIGHTS

### Men

- Regular contact throughout the year with the squad
- World Cup of Nines Semi Finalist

## Knights

- Knights versus Jamaica at Emerald Headingley
- Progression of players from Academy, Knights to Senior squads



# ENGLAND PERFORMANCE UNIT – WOMEN & WHEELCHAIR RUGBY LEAGUE

- Southern Hemisphere tours for both programmes
- Excellent preparation ahead of RLWC 2021

### Women

- World Cup of Nines
- Papua New Guinea
- Received payment for the first time

Wheelchair

4 full test matches in 2019 versus France and Australia



# ENGLAND PERFORMANCE UNIT – ACADEMY & YOUTH

- Over 100 of our talented young players accessed the programme
- County Origin and International playing opportunities created
- Developmental opportunities for 20 staff members across all disciplines

# ENGLAND PERFORMANCE UNIT – RESEARCH & DEVELOPMENT

- Team of eight postdoctoral researchers / PhD students undertaking research for men and women players across all Super League teams; improving performance and reducing injury
- First of its kind injury reduction study in Women's Super League
- Responsible for the Team Sport Risk Exposure Framework for determining COVID risk – adopted by PHE, DCMS and Sport England
- Coaching Webinars during Covid lockdown

# The Daily Telegraph

Exclusive: Rugby Football League introduces landmark injury prevention study in women's game

Players from all the Betfred Women's Super League (BWSL) are taking part in the seasonlong injury and concussion surveillance project.

## Craig Richards HEAD COACH

**ENGLAND WOMEN** 



Shaun Wane

HEAD COACH

**ENGLAND MEN** 



Tom Coyd Head Coach

### ENGLAND WHEELCHAIR RUGBY LEAGUE



# AGENDA ITEM 7.2 – RLWC2021

# **Jon Dutton**



### OUR STRATEGIC FRAMEWORK

#### **OUR VISION**

Delivering the biggest and best Rugby League World Cup

#### **OUR MISSION**

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

#### **OUR STRATEGIC GOALS**

To be the most attended and viewed World Cup ever

To deliver a profitable tournament

To leave a long-lasting legacy

To increase profile and visibility for Rugby League

To be the most digitally connected sports entertainment event of 2021

#### **OUR VALUES**

# BOLD & BRAVE



# THE POWER OF TOGETHER

Inclusivity

Social impact

Different

More



### THE DRAW

Buckingham Palace – 16 January 2020

#### MEN'S

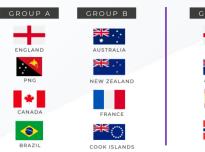


NEW ZEALAND TONGA LEBANON PNC JAMAICA WALES IRELAND COOK ISLANDS

GROUP C

GROUP D

#### WOMEN'S



#### WHEELCHAIR





# **EVENT FORMAT**

23 October - 27 November 2021

Tournaments staged together for the first time



01	10
02	n
03	12
04	13
05	14 SHEEFELD
06	15 COVENTRY
07	16 LONDON
08	17
09	18



### CREATING A CUSTOMER FIRST BROADCAST EXPERIENCE

• Joint venture agreed by RLWC2021 and International Rugby League (IRL).

- RLWC2021 to:
  - Produce media output for matches
  - Sell international media rights (BBC confirmed as domestic broadcaster)
  - Manage and sell associated commercial opportunities.
  - Develop digital/OTT platforms.
- Provides an integration opportunity for official partners via these channels.



## **COMMERCIAL APPROACH**



for every child

OFFICIAL SPONSORS









#### OFFICIAL MENTAL FITNESS PARTNER





# THE POWER







Culture & Heritage Programme Festival of World Cups International Development Programme Play-One Game Together Schools Programme Health Initiatives Mental fitness programme





Capital Grants Programme which is dedicated to improving the environments where Rugby League takes place; giving people more opportunities to engage with the game and get active and building a legacy of the 2021 tournament in local communities.



### COVID-19

Environr (We cannot		Business continuity ( <i>We can control</i> )	Risks (We can mitigate to some extent)	Behaviours (We can display)	Key milestones ( <i>We can flex</i> )	Opportunities (We can make the most of)
Mass so		• Prudent	Ticketing	• Calm	• 500 DTG	Part of
gatheri	ngs	spending	• Commorcial	Rational	Schedule	rebuilding
Vaccine	2	Cash flow	Commercial	Rational	Schedule     release	process – hope and optimism
Vacenie		cash now	Broadcast	• Agile	release	
• The ecc	onomy	Re-prioritisation		Ū	Pre sales	• 2021 – year of
			Nations x 32	Responsive		sport
• Govern		People			Ballot	
central	+ local		<ul> <li>Hosts x 18</li> </ul>	Supportive		• Paradigm shift -
		Progress				point of
• Sportin	•		Insurance	Positive		difference
calenda	ar					<b>T</b> 1 <b>1 1</b>
• Second	wave					The North

### CHALLENGES

- COVID-19
- Selling tickets
- Budget
- Commercial
- Broadcast
- Digital
- Venues
- Environmental
- Relationships



### Key dates

Tuesday 21 July 2020

Friday 21 August 2020

Monday 21 September 2020

Saturday 3 October 2020 (10 Days)

Friday 23 October 2020

Sunday 21 March 2021

Schedule Release

Ticket prices released

**RL Family Pre Sale** 

Host Tickets Pre Sale

Ticket Ballot Opens

Public Sale Opens



# AGENDA ITEM 8.0 -RL CARES PROJECT REPORT

# **Chris Rostron**





### Player Welfare Programme

- New structure agreed & in place:
  - Player Welfare & Development Manager
  - Transition & Player Support Manager
  - 2 x Player Ambassadors
- Peer Mentoring Programme Development:
  - Sporting Chance partnership
  - 8 x Peer Mentors currently being trained
- Transition programme review & development
- Developing broader support for Champs, League 1 and Women's SL competitions.
- England RL Welfare support to all sections.



### Player Welfare Cont.

- Careers Coaching:
  - Education grant round open
  - Further round planned in Nov
- 474 Player consultations since late March
- Crisis Support:
  - Sporting Chance usage normal
  - Complex interventions & support – increasing
  - Increase in support to former players

## Grants Programme

#### Distributions:

- Sport England "Back Onside):
  - £59.5k distributed to 12 Foundations in April.
  - Further distributions planned (July).
- Big Lottery and Local Health Funding:
  - £55k distributed to 4 Foundations.

### Repurposed Funding & New Activity (COVID-19):

- Offload Virtual Delivery Weekly sessions and mindfulness support to 400+ people.
- RL United Campaign RFL, RLWC 2021 and Super League. Reached 3.5 million people.
- Launched new MIND funded project with RFL & RLWC 2021. Community Game support including 1 – 2 – 1 services.









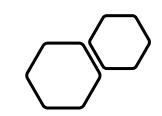




# AHEAD GAME

TALK MORE PLAY BETTER TALK MORE PLAY BETTER





- Ahead of the Game; to begin delivery in September 2020.
- Team of Over 20 Former professional players trained to Deliver – 'Heroes of yesterday going out to support the heroes of tomorrow'.
- Building Relationships with Local Authority Public Health Teams so RL Teams & Foundations can be reputable "Health and Wellbeing" providers.
- Relationship with Movember supports RL Cares becoming a trainer to other sports.

### Benevolent Fund

- 450 plus phone calls to beneficiaries.
- Face to face "socially distanced" visits resumed in June.
- Sadly a SL player tragically passed away during lockdown. RFL Benevolent liaison and support to family and club.
- Extensive positive media coverage of the charity.



The RFL Benevolent Fund





### Heritage – COVID-19 Programme

- Development of extensive digital video archive and daily broadcasts via social media – 250 video broadcasts = 1.3million views.
- Regular social media posts celebrating key moments and stories.
- 125<sup>th</sup> Anniversary.
- Sponsorship of PHD research "the impact of heritage projects throughout the sport".

## National Rugby League Museum - Update

- Resolution to Bradford Partnership.
  - Advice from National Lottery Heritage Fund.
- Look Again & Re-Engage:
  - Invite to All previous areas,
  - Open to interest from **New** areas.
- Enquiries and Interest from:
  - York
  - Salford
  - Wigan
  - Leeds
  - Bradford
  - Kirklees



### A New Opportunity – Expert Independent Review.

- Expert Review, Scoring and Recommendations by an Independent Panel of Experts:
  - Professor Tony Collins RL Historians
  - Jane Walton Museum Expert and Consultant
  - David Hinchliffe Former Chair of the National Coal Mining Museum
  - Steven Broomhead Trustee of the National Football Museum
  - Mark Foster Chief Commercial Officer, RFL
- Submission Review Process 4 Phases:
  - Written submissions
  - Presentation & questioning
  - Final round of supplementary questions
  - Recommendation to RL Cares



### Recommendation – Kirklees "George Hotel"

- Iconic building in "British Sports History".
- Core objective of the "Huddersfield Blueprint".
- Significant funding secured by Kirklees for restoration works.
- Compelling to National Lottery Heritage Fund.
- Sustainable Public and Private interest & support confirmed.
- Superb feedback since announcement.

"Added to the UK must see bucket list".

"Wonderful news, long overdue".





### Next Steps

Creation of Independent Museum Trust.

125<sup>th</sup> celebrations Aug 2020.

Building restoration works scheduled to begin – Aug.



# **QUESTIONS?**

