

# RFL ANNUAL GENERAL MEETING

TUESDAY 29 JUNE 2021



# **AGENDA ITEMS 1.0 – WELCOME & ROLL CALL**

**Simon Johnson &  
Karen Moorhouse**



# **AGENDA ITEM 3.0 – RFL PRESIDENT / VICE- PRESIDENT COMMENTS**

**Clare Balding,  
Carl Hall & Mike Smith**





**CARL HALL**



**CLARE BALDING**



**MIKE SMITH**

## **RFL PRESIDENT & VICE PRESIDENTS**

# **AGENDA ITEMS 2.0 – MINUTES OF THE AGM [15 July 2020]**

**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 2020 FINANCIAL STATEMENTS

Robert Graham



# 2020 FINANCIAL STATEMENTS – AUDIT & APPROVAL

- Audit completed – unqualified audit report and no significant items reported
- Audit and Risk Committee reviewed and recommended for approval – 8<sup>th</sup> June 2021
- RFL Board reviewed and approved – 28<sup>th</sup> June 2021
- Approval required from Members at this AGM, then;
- Signing by auditors and Board followed by submission to Companies House

# 2020 FINANCIAL STATEMENTS

- Consolidated Financial Statements for RFL(GB), RFL, RLWC2021 and RFL Investments 2020 Ltd (which contains DCMS loan programme)
- £25k profit before tax in 2020 (£75k in 2019)
- 2020 heavily impacted by Covid-19
- Challenge Cup Final - £1.2m adverse impact against budget due to event being played BCD
- Challenge Cup Final adverse out turn mitigated by good cost management
- Property valuations maintained, so no effect on profit and loss account

# 2020 FINANCIAL STATEMENTS

- RFL staff cost has reduced by 7% in 2020 (or £363k) on top of a 15% reduction in 2019.
- CJRS receipts are not included in the above, they further reduced staff cost by another £550k meaning net staff costs in 2020 were 17% lower than in 2019 at £4.3m.
- Included in the above – Directors’ remuneration in 2020 was reduced by 15% when compared to 2019.
- Actions to reduce overheads and staff costs in 2020 as a reaction to Covid19 and to be fit for future included:
  - Furloughing of significant numbers of staff;
  - Voluntary staff, executive, Board and NED salary reductions, and
  - Staff headcount reduction via redundancy programme
- Average staff numbers in 2020 were 119, 32% lower or 55 people less than in 2016 (RFL only)

# 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
- Process will include a detailed assessment of cash flow
- Positive support from government loan scheme has been key to outcome of review
- Enhanced liquidity from sale of Red Hall post year end has also been positive in this process

# **FINANCIAL STATEMENTS**

It is hereby resolved that  
the accounts of the RFL for  
2020 accounting period 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  
2022

# AGENDA ITEM 7.0 – RE-ELECTION OF CHRIS HURST

Simon Johnson



# RE-ELECTION OF CHRIS HURST



It is hereby resolved that

**Chris Hurst**

Be and is hereby appointed as  
Non-Executive Director of the  
RFL for the period up to the  
date of the Annual General  
Meeting in 2024.

# RFL COUNCIL MEETING

TUESDAY 29 JUNE 2021



# **AGENDA ITEM 5.0 – MINUTES (2 DECEMBER 2020)**

**Simon Johnson**



# **AGENDA ITEM 6.0 – DELIVERY OF STRATEGY IN 2020, IMPORTANCE OF 2021 & BEYOND**

**Ralph Rimmer**



# MORE THAN A SPORT

## RFL Draft Strategy

# OUR POSITION

## OUR VISION

**A UNITED SPORT, DELIVERING  
ENTERTAINMENT AND COMMERCIAL  
VALUE, AND IMPROVING THE LIVES  
OF OUR COMMUNITIES.**



## **OUR BLUE PRINT FOR ACTION**

**ACTIONS – FOR THE IMMEDIATE FUTURE OF OUR SPORT SO TOGETHER WE ALTER OUR COURSE IN ONE OF THE MOST CHALLENGING PERIODS FOR RUGBY LEAGUE AND SOCIETY.**

**ACTIONS (IN DISCUSSION WITH MEMBERS) BASED ON THE FOLLOWING 10 GUIDING PRINCIPLES:**

**OUR DECISIONS NOW SHOULD BE BRAVE, SELFLESS AND ENTHUSIASTIC AND ALTER OUR COURSE.**

## OUR FUTURE

# TO BUILD TOGETHER – RUGBY LEAGUE RELEVANT AND THRIVING IN 2030

### GOALS TO ACHIEVE – TOGETHER

- A big 5 sport – in broadcast viewers and ticket sales – and in Government and community influence
  - 500,000+ Our League members
  - A global OTT platform
  - Commercial, non-broadcast, revenue increases by 300% by 2030
- 
- Sell out England, Grand Final and Challenge Cup events and 75%+occupancy across all competitions
  - A vibrant, co-ordinated and established international calendar with a minimum of 4 England matches for Men's, Women's and Wheelchair RL teams every year
  - World Club Challenge Competition – annual
  - Domestic and International 9s competitions aligned to the NRL

# OUR FUTURE

- 150,000 Rugby League participants
  - 10,000 additional volunteer hours per week delivered by new volunteers
  - Digitally driven coaching and volunteer support
  - A further £15m community facilities investment - building on the transformational RLWC2021 legacy
- 
- 1,500 learners a year through the new Our League Life national hub; 50 Our League Life local hubs
  - Sector-leading social impact programmes delivering high return on statutory and non-statutory investment
- 
- A Return-on-Investment model applied to all, measuring and rewarding against growth objectives
  - A thriving sport at all levels overseen by a strong aligned governance model
  - Diversity in all areas and tiers of the sport including at Board level
  - A sport working to best in sport-sector environmental standards: carbon footprint reduced by 50% by 2030; zero carbon organisation by 2038

## PRINCIPLE 1

THE WORLD  
IS CHANGING

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AND THE RATE OF CHANGE IS ACCELERATING. OUR RELEVANCE AS A  
SPORT IS EARNED – NOT OWNED

TAKEN TOGETHER THIS  
REQUIRES A DIFFERENT WAY  
OF THINKING AND ACTING.  
REPOSITIONING RUGBY LEAGUE.  
NOW.



## PRINCIPLE 2

FOCUS ON  
OUR PLAYERS

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**EVERYTHING SHOULD CENTRE  
ON THEM**

## PRINCIPLE 3

MAKE THE  
BIG, BIGGER

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**ELITE COMPETITIONS AND EVENTS  
MAKE THE BIGGEST DIFFERENCE**

## PRINCIPLE 4

# OUR BROADCAST & DIGITAL

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**OFFERINGS MUST BE ENGAGING –  
TO ALL FANS AND AS COMMERCIALY  
ATTRACTIVE AS POSSIBLE**

## PRINCIPLE 5

OUR  
COMMERCIAL  
GROWTH

**CAN BE MAXIMISED – TOGETHER**

## PRINCIPLE 6

# DIVERSITY & INCLUSION

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**GROWS OUR SPORT**

## PRINCIPLE 7

OUR  
POSITIVE

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**SOCIAL IMPACT MAKES A DIFFERENCE**

## PRINCIPLE 8

# ENGLAND & INTERNATIONAL



**RL MAKES A DIFFERENCE; AND  
ENGLAND NEEDS TO LEAD IN THE  
NORTHERN HEMISPHERE FOR THE  
GOOD OF THE SPORT**

**INTERNATIONAL RL MATTERS.  
WORLD CUPS MATTER.  
OUR INTERNATIONAL GAME  
CUTS THROUGH.**

## PRINCIPLE 9

OUR  
GRASSROOTS

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**UNDERPIN EVERYTHING**

## PRINCIPLE 10

GOVERNING,  
PROTECTING

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**AND GROWING THE WHOLE GAME IS  
THE GOVERNING BODY'S PURPOSE**

**OUR INFLUENCE**

# INFLUENCE

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**CAN ONLY BE OPTIMISED BY BEING  
ALIGNED AND WORKING COHESIVELY**

**POLITICAL, INTERNATIONAL, BROADCAST, COMMERCIAL & MEDIA**



# **AGENDA ITEM 7.0 – GOVERNANCE**

**Rimla Akhtar, Simon  
Johnson, Chris Brindley,  
Sandy Lindsay, Chris Hurst,  
Ralph Rimmer & Karen  
Moorhouse**



**AGENDA ITEM 7.1 –  
PROGRESS AGAINST THE  
TACKLE IT ACTION PLAN &  
WORK OF THE INCLUSION  
BOARD**

**Rimla Akhtar**



# I&D - ROADMAP

- George Floyd murdered – 25 May 2020 – Black Lives Matter movement provides impetus for reflection across lots of organisations
- Listening and Learning sessions – June / July 2020
- Super League Season recommences – August 2020
  - 13 Second window to highlight racial inequality and discrimination
  - Player-led gestures e.g. taking the knee (no RFL mandate)
- RFL issue refreshed vision and Tackle It action plan – 1 October 2020
  - Firm and tangible commitment by the sport to inclusion, diversity, and anti-discrimination
  - Game wide
  - Four strategic goals
  - 34 individual actions
  - Realistically ambitious
  - Runs to 2025

# I&D - ROADMAP

- New Inclusion Board appointed – January 2021
  - Formal sub-committee of the Board
- Social media boycott – May 2021
  - Aim to force social media companies to tackle the issues of online racism and discrimination
  - Online Safety Bill
- Recruitment of Inclusion Lead – Ongoing
  - Resource for the Game to deliver the Plan

# SUCCESSSES

- Education
  - Will continue to build
- Women's RL
  - These Girls Can Report
  - Coverage (Twitch, Sky, BBC – WSL, Challenge Cup Final, England Match)
  - Commentators
- Increased reporting
  - Positive sign as shows increasing confidence

# CHALLENGES

- Moving beyond gestures to actions and lasting change
- Conscious, action focused, buy in from all
  - Governing body
  - Competition organisers
  - Clubs
  - Fans
- Stakeholder demands and expectations
  - Resources
- Challenging areas
  - 13 second anti-discrimination window
  - Historic tweets
  - Gender/transgender

# **AGENDA ITEM 7.2 – WORK OF THE RFL BOARD SUB-COMMITTEES & WORKING GROUPS**

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



# 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					
Audit & Risk Committee	4 meetings per year					
IRL Board	Monthly					
SLE Board	Monthly					
RLWC2021 Board	Monthly					
Champs/League 1 Forum	3 per year					
Community Board						
Facilities Sub-Committee	Ad Hoc					
RFL Investments 2020 Ltd (SPV for DCMS Loan)	Following every DCMS Loan Committee – as below					
Loan Committee for DCMS loan scheme	Monthly (twice monthly during decision making process)					
Inclusion Board						
Anti-Doping & Integrity Lead						
Safeguarding Lead						
Finance & Special Measures Sub-Committee						

## Key and Definitions

Green = Confirmed Member      Blue = Confirmed Chair      Amber = Tentative or Suggested Membership      Blank – To be decided



# AUDIT & RISK COMMITTEE

- The Audit & Risk Committee has met six times in 2020 and to date in 2021 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 & Critical Incident plan
  - Risk Register
  - Insurance renewal
  - The RFL's risk management process
  - Committee Terms of Reference annual review
  - Medium term (2021-2025) budget review

# AUDIT & RISK COMMITTEE

- External audit plan setting
- Review & approval of 2019 Financial Statements
- Internal Audit programme
- 2021 budget & budgeting process review
- Estates update
- Significant financial variance review
- 2019 Committee effectiveness review, and
- Committee Annual Work Plan setting for 2021

# REMUNERATION COMMITTEE

- The Remuneration Committee has met eight times in 2020 and to date in 2021 with the only absence being one member missing one meeting through Paternity Leave.
- During the year the Committee received reports and carried out work in the following areas:
  - RFL remuneration in 2019
  - Chief Executive Officers appraisal for 2019
  - Chief Executive Officer and Senior Executive pay award for 2020
  - A review of the Committees Terms of Reference
  - A review of the Committees annual report to the RFL Council
  - RFL pension scheme review
  - CEO & Senior Executive bonus objectives setting for 2020 and 2021

# NOMINATIONS COMMITTEE

- Composition
  - Chaired by RFL Chair (save where conflict)
  - All NEDs
- Recommended the reappointment of Chris Hurst as NED

# COMMUNITY BOARD

- Accountable to the Board for the management and development of all aspects of the community, grassroots and amateur game of rugby league.
- Key issues:
  - Impact of Covid
  - Our League Active
  - Return to Play Action Plan and Guidelines
  - Community Strategy 21-15
  - World Cup Legacy

# WHOLE GAME BOARD

- Purpose - recommendations to the Board in relation to the regulation and operation of the Game on matters that directly or indirectly have impact on RL clubs who play in: (i) the Super League; and (ii) the Championship and League 1 and which may have a whole game impact (including potentially on the Community Game).
- Membership - representatives of the RFL, the Super League Clubs, the Championship and League 1 Clubs and the Community Game.
- Limited meetings due to Covid.
- Key areas:
  - Impact of Covid including movement of players between tiers
  - Compensation
  - Development days and Scholarships
- Critical to build post Covid

# LAWS COMMITTEE

- The Laws Committee has met three times in 2020 and twice to date in 2021
- There has been an 87% attendance from members achieved at these meetings
- Lindsay Anfield has been co-opted onto the Committee to represent the Women's Game
- Key areas:
  - Emergency Laws to mitigate the risks from Covid-19,
  - Greater collaboration with NRL and IRL in the alignment of the Laws of the game globally,
  - Minimising the risk of sustaining concussions (e.g., tackle height study) and greater on-field deterrents and sentencing from the Operational Rules Tribunal,

# CLINICAL ADVISORY GROUP (CAG)

- Made a formal sub-committee of the Board in Feb 2021.
- Core membership drawn from all clinical roles in the Game and levels within the Game (Community and Professional Game).
- Purpose - make recommendations to the Board and provide guidance to the Game on all medical issues impacting the Game.
- Research sub-committee
- Key issues:
  - Concussion
  - Covid
  - Heart screening provision
  - Supply and availability of medical practitioners

# **AGENDA ITEM 7.3 – PARTICIPATION MEMBERSHIP**

**Sandy Lindsay & Ralph  
Rimmer**



# OVERVIEW

- Has been in discussion for nearly 10 years
- It does cost to run the Community Game
  - Regulate including safeguarding
  - Competitions
  - Match Officials
  - Central Services
- A contractual requirement with Sport England that the Community Game become more financially sustainable.
- Consultation with the Community Clubs, Focus Groups, direct communication and a direct inbox for input [ourleagueactive@rfl.co.uk](mailto:ourleagueactive@rfl.co.uk)
- Money will be ring fenced for the Community Game
- Membership for Players however open to everyone should they wish to contribute

# OVERVIEW

- Payment levels
  - Adults - £24
  - Under-18's - £18
  - Under-11's - £12
  - Cubs - Free of Charge
  - Social (Touch and Masters) - £15
  - Player Development Leagues - £12
- Benefits: insurance, player dashboards, discounts, monthly draws etc
- This will be launched in January 2022 when players come to register

**OURLEAGUE**  
**ACTIVE**

# **AGENDA ITEM 8.0 – PROJECT 2021**

**Shaun Wane, Craig  
Richards, Tom Coyd, Dave  
Rotheram & Jon Dutton**



# **AGENDA ITEM 8.1 – EPU & PERFORMANCE PROGRAMMES**

**Shaun Wane, Craig  
Richards, Tom Coyd & Dave  
Rotheram**



# Craig Richards

HEAD COACH

**ENGLAND WOMEN**



# Tom Coyd

HEAD COACH

**ENGLAND WHEELCHAIR  
RUGBY LEAGUE**



# Shaun Wane

HEAD COACH

**ENGLAND MEN**



# AGENDA ITEM 8.2 – RLWC2021

Jon Dutton

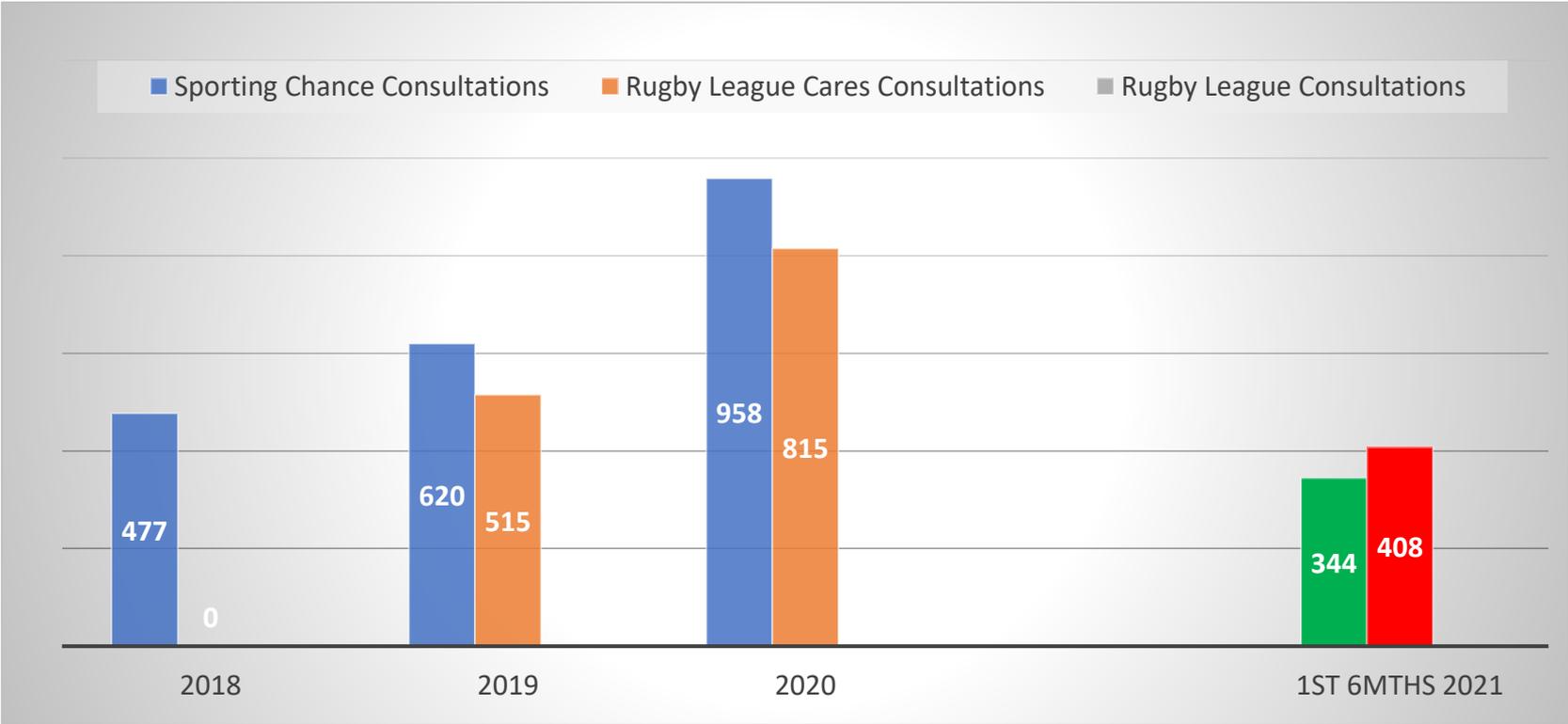


# **AGENDA ITEM 9.0 – RL CARES**

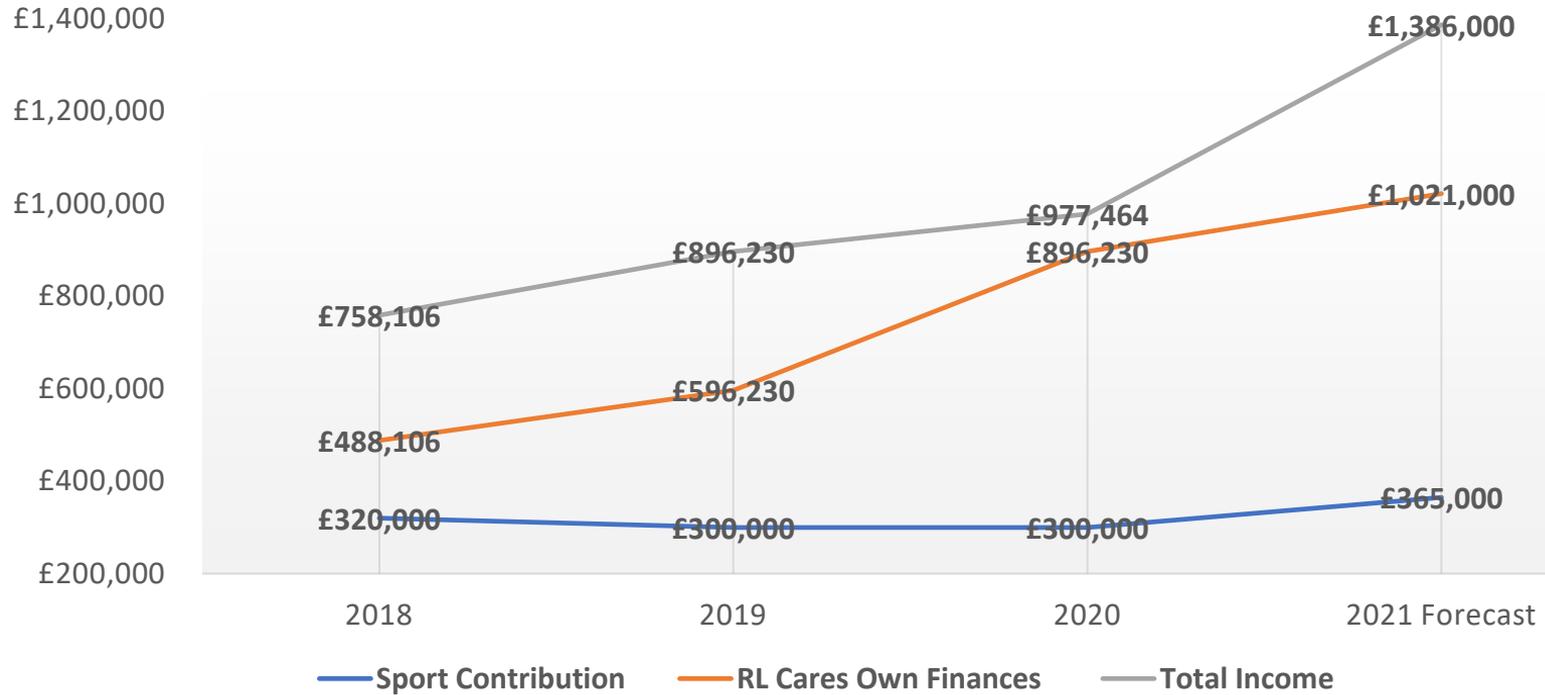
**Chris Rostron &  
Steve McCormack**



# Consultations 2018 - 2021



# RL Cares Finances 2018 - 2021



BETTYS & TAYLORS GROUP

A GREAT YORKSHIRE FAMILY BUSINESS

**TIMPSON**  
Great Service by Great People



## New Developments – Partnerships & Projects



# Welfare Services 2018 - 2021

## 2018

PWM's

Careers Coach

RL Grants

Sporting Chance

## 2021

PWM's

Careers Coach & Partner Placement Programme

Transition Manager

Player Portal

Community and Welfare Manager

- Peer Mentors
- Offload & Ahead of the Game

RL Cares Grants

NHS Partnership and Local Health Services

Sporting Chance

# Summary and Conclusions

## SUMMARY

- **Increased Demand & Need**
  - COVID Pandemic
    - Players, Match Officials, Administrators & Employees.
  - A Growing and Diversifying Sport (Women's Super League, Wheelchair)
- **A Changing Society**
  - Greater Understanding and Recognition of the Welfare Needs of Professional Athletes
  - Mental Health – Awareness and Support
  - Impacts on Long Term Health – e.g. Neurological Brain Disorders
- **Former Players**
  - High Number of Former 'Super League Players' Living in Hardship and Distress
  - Increase in Crisis Interventions and Complex Long Term Care/Support
  - Poor Outcomes
  - Risk to the Sport's Reputation
- **Others Sports & Best Practice**

## CONCLUSION

- *The Sport Will Benefit From A Centralised Welfare System*
  - *Emphasis on prevention & not intervention*
  - *Better long term outcomes*
  - *Reduce and stabilise costs*