



**EUROPEAN
RUGBY LEAGUE**

Strategy
2021 – 2025

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European Rugby League Strategy 2021 – 2025

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Our Values

Our values are at the heart of our organisation and form the bedrock of our culture, informing and guiding everything we do:

Excellence

We deliver high quality services and events so all users have the best possible experience.
We continually seeking to improve, listen and have outstanding governance practices and behaviours.

Inclusivity

We make it as easy as possible for people to engage with the European Rugby League and be proud of their involvement.
We respect language, culture and participant needs.

Innovation

We look for new and better ways to achieve our goals and strive to look at positive solutions to barriers.

Integrity

We create an environment of trust, respect and honesty between members of European Rugby League.
We protect the positive image of our sport.

Unity

We generate a spirit of togetherness with members and partners by showing respect and celebrating our individual and collective successes.



INTRODUCTION

Our 2021 – 2025 strategy is launched at a time of great excitement for European Rugby League as we look forward to the Rugby League World Cup taking place in 2022 which is set to be the biggest and best Rugby League World Cup ever, with the men's, women's and wheelchair competitions set to entertain a wider audience than ever before.

This strategy covers the four period to up to the 2025 World Cup in and aims to continue to build on the growth of the game that has taken place in recent years and has the needs of our members, who make up over 75% of Rugby League playing nations globally, front and centre throughout.

European Rugby League's success depends on the strength of its members and partners. Our members, the national federations, are all independently run by their own boards of directors and in many cases are volunteer led. ERL will strive to enable growth and improvement within its membership and act as a positive influence upon all those involved.

With this defined strategy in place, European Rugby League will focus on bringing new partners and people to the game to share in this journey and to help one another achieve each other's goals. Should you wish to be involved and support the growth of Rugby League we would love to hear from you!

Rugby League engages people all over the world and international competition remains the most powerful tool for growth of this great game. This strategic plan provides the direction, focus areas and initiatives that will help grow the sport and bring enjoyment to millions and we look forward to reporting success against this plan over the course of the next four years.



OUR VISION

*To Grow Participation and Develop High Quality
Rugby League*

OUR MISSION

*Deliver Great International Competitions and
Enable Sustainable Federations to Grow Rugby
League*





OVERARCHING GOALS

All activities will be delivered through 3 key pillars of work:

Competitions

Deliver an inclusive competition framework which will cater for the needs of all nations and their variety of teams with a focus on profitability and visibility.

Developing Members

Facilitate the growth and sustainability of members with the aim of increasing the numbers of affiliate and full members of ERL.

Organisational Excellence

Recognised as the leading confederation in international Rugby League and managed in a sustainable and value led manner.

COMPETITIONS – STRATEGIC OBJECTIVES

CONFEDERATIONS CHAMPIONSHIPS (MEN, WOMEN, WHEELCHAIR)

Develop and deliver the Confederation's Championships for men, women and wheelchair participants to increase the number of nations playing competitively, raising the standards of international competition and making competition structures investable propositions for broadcast and commercial sponsorship.

CONFEDERATIONS 9s CHAMPIONSHIPS (MEN, WOMEN)

Introduce a regular calendar of 9s competitions for men's and women's international sides to diversify the competition portfolio and the regularity of members playing in international competitions and making competition structures investable propositions for broadcast and commercial sponsorship.

CONFEDERATION CHAMPIONSHIPS IN NEW FORMS & CATEGORIES

Introduce a regular calendar of competitions of new forms of Rugby League such as Beach RL, X-League, Physical Disability RL and in new categories such as Students and Armed Forces to make the game more inclusive and to diversify the competition portfolio, making competition structures investable propositions for broadcast and commercial sponsorship.

PAN CONFEDERATION CLUB COMPETITION

Introduce a high quality, financially sustainably pan confederation club competition, underpinned by commercial sponsorship and a broadcasting strategy to increase exposure to regular playing opportunities for players in member federations and to increase the profile of Rugby League in Europe.





DEVELOPING MEMBERS – STRATEGIC OBJECTIVES

INCREASE THE NUMBER OF COUNTRIES PLAYING RUGBY LEAGUE

Support observer members and interest parties in unranked nations to establish Rugby League in their country, providing hands on support to put the foundations in place for competition, technical development and governance from which to build.

MEMBER FEDERATION DEVELOPMENT

Support members at all tiers of membership to progress through the membership structure to yield more affiliate and full members, providing practical training & support to staff and volunteers to improve competitive structures for adults and juniors, build on technical development and improve governance within member federations and to secure government recognition / membership of national sports council or NOCs.

COACH RECRUITMENT, DEVELOPMENT & DEPLOYMENT

Support members to recruit, train, develop, deploy and provide ongoing professional development and education for coaches and identify opportunities for coaches to be the best that they can be. Training and deployment of coach educators within member federations to build a high-quality infrastructure to support growth and improve standards.

MATCH OFFICIAL RECRUITMENT, DEVELOPMENT & DEPLOYMENT

Support members to recruit, train, and develop match officials (by providing ongoing professional development and education) and deploying them to the IRL to the match officials pathway. Training and deployment of match official educators within member federations to build a high-quality infrastructure to support growth and improve standards.

ORGANISATIONAL EXCELLENCE – STRATEGIC OBJECTIVES

INCREASE CENTRAL REVENUES

Increase the amount of revenue from commercial sponsorship, broadcast, grants coming into European Rugby League to increase available financial resources, allowing investment in an efficient and strategically focussed approach.

INCREASE THE REACH AND ENHANCE THE IMAGE OF ERL

Enhance the reputation and favourability of the organisation through delivery of the strategic objectives, ensuring awareness of the role the organisation has played and demonstrating the value of services and influence it provides is evident in underpinning the growth of Rugby League through a multi-layered communications plan.

OPERATE WITH EXCELLENT GOVERNANCE PRACTICES

Set and adhere to the highest standards of governance and operational standards in sport and embed these into ERL's way of working, ensuring compliance with all statutory obligations.

ESTABLISH TWO NEW CONFEDERATIONS IN AMERICAS & MEA

In partnership with the IRL, and the respective MEA and Americas Steering Groups, progress the agreed road maps designed to establish MEA and Americas as Rugby League confederations in their own right.



HOW WE WILL DELIVER OUR STRATEGY

Our strategy has been developed based on feedback from our members and our stakeholders, we recognise that, as an organisation that exists for its members, all of work ultimately provides benefit to our member federations.

Our strategy operates through the framework of the international calendar which is a vital component to the success of the confederation. It is most important to note this is not in our control, however European Rugby League are committed to aligning to the International Rugby League's global international calendar and the major professional club competitions. To grow the sport, we are reliant on each other and European Rugby League are committed to having good working relationships and mutually beneficial partnerships to succeed.

We shall be focussed on delivering our strategy, and will monitor progress through our operational plan, which will be aligned to the resources available to the organisation. Where resources are limited, our strategic objectives may have to be prioritised in consultation with stakeholders where appropriate.

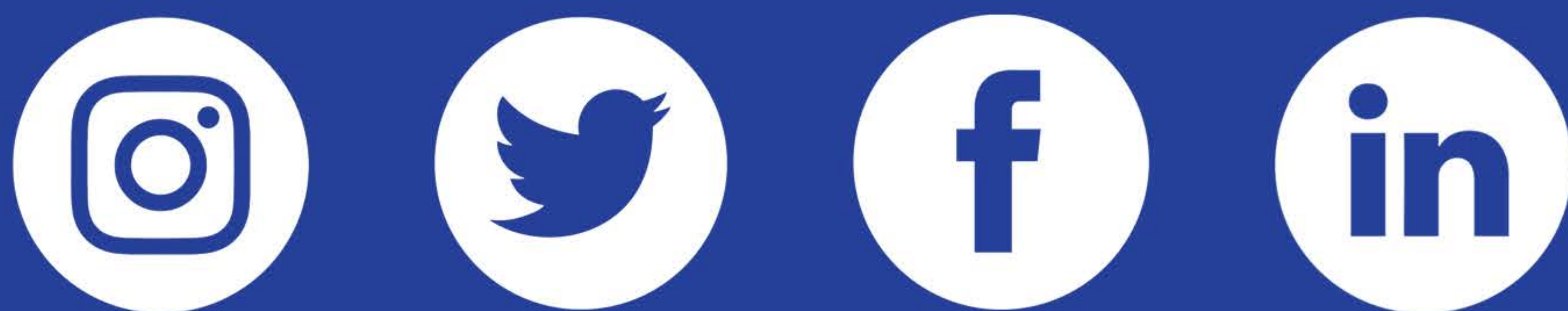
We will set performance measures in our operational plan which will be:

- Clearly defined and simple to understand.
 - Visible to all within the organisation
 - Derived from the strategic objectives.
 - Related to specific achievable goals.
- Able to provide timely and accurate feedback.





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