



All-Party Parliamentary Rugby League Group

Ordinary Meeting Minutes

21st October 2014 Committee Room 17

Meeting commenced 1807

In Attendance

Members: Greg Mulholland MP (in the Chair); Lord Hoyle; Lord Thomas of Gresford; Hon Lindsay Hoy MP; David Mowat MP

Honorary Life Members (all, no affiliation): Sally Bolton OBE; Maurice Oldroyd

Organisational Associate Members: Carl Horsman (Brentwood Eels)

Individual Associate Members (all, no affiliation): Richard Jones; Martin Coyd OBE

Other: Victoria Momsen

Secretariat: Mark Ramsdale

Apologies

Members: Derek Twigg MP; Dave Watts MP; Yvonne Fovargue MP

Honorary Life Members (all, no affiliation): Sir Ian McCartney; Spen Allison; David Hinchcliffe; Mike Stevenson

Organisational Associate Members: Nigel Wood; Ralph Rimmer; David Gent (RFL); Ernie Benbow (1eagu3); Tony Colquitt; Ade Smith; Callum Irvine (Oxford RL); Peter Aaronson; John Roddy (Shield Group); Sue Taylor (BARLA);

Individual Associate Members (all, no affiliation): David Ballheimer; Anton Muszanskyj; Iain McIlwee;

Minutes of the Previous Meeting

The minutes of the previous Group meeting were considered an accurate account.

Matters Arising

The Secretariat raised Associate Membership for councillors as an on-going activity. The Chairman re-iterated the importance of the new specific class of Associate Membership for the Group.

Correspondence

Received

- Sky Sports presenter Bill Arthur requesting support for Prostate Cancer UK's Men United campaign.
- League13 with images and details of the opening ceremony of their Hall of Honour at Headingley stadium.
- League13 requesting the opportunity to speak to the Group.
- State of Mind requesting the opportunity to speak.
- Request from Army Rugby League to support the nomination of retired Staff Sergeant Sean Fanning for the inaugural Army Sports Control Board Lifetime Achievement Award. The Group sent a citation and has since received a formal note of thanks from Army Rugby League and news that the Army Rugby League Women's XIII has received Sports Team of 2014.
- Invitation from the RAF Regiment Rugby League to attend a dinner in St James's Palace.
- Request from Supporters Direct for Group representative to speak at a fan's event taking place on Saturday 25 October 2014. Member Jason McCartney will be speaking.
- Request for support from State of Mind for Members to wear t-shirts and tweet support during round 25 of the Super League season.

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- Correspondence on coverage of the Championship One league table online.
- Details of the position of the Cooks Islands Rugby League Federation on the qualification path for Rugby League World Cup 2017 of lower ranked Pacific Island teams.
- Correspondence highlighting the removal of rugby league from a part of the Guardian's online platform.
- Correspondence from the Russian Rugby League Federation regarding the "banning" of rugby league. On further investigation, this was not the case.
- Request for the Group to investigate sanctions imposed on players involved in an incident at the Super League Grand Final, and the sanctions for similar offenses.
- Numerous correspondence relating to Keighley Cougars' relegation to Championship One.

Sent

- The Chairman wrote to the CEO of the RFL regarding correspondence received relating to Keighley Cougar's demotion to Championship One.
- Letters were sent to the Co-Chairmen of the Queensland Parliament's Friends of Rugby League Group; the Queensland Sports Minister; and the New Zealand Sports Minister regarding the creation of an international network of Parliamentarians to support the game.
- The Secretariat has had similar correspondence with the NSW Sports Minister.
- Letter to CEO of mental health Charity MIND, copied to Members and the Secretary of State for Health and Minister of State for Care and Support clarifying the work of the RFL in supporting and promoting mental health.
- Letter to Kevin Sinfield MBE on his retirement from international rugby league and inviting him to speak to the Group.
- Replies to all who contacted the Group regarding Keighley Cougars.
- Response to request for the Group to investigate disciplinary proceedings.
- Responses to correspondents regarding Keighley Cougars' relegation to Championship One.
- Letter to the RFL CEO regarding Keighley Cougars' relegation to Championship One.
- Note to CEO of Salford City Reds offering support over visa issue. The Chairman explained the Group has taken an historic interest in visas and that it is involved where it can support; though matters are left to the local MP responsible.

Pending

- Letter of thanks to RAF Regiment Rugby League for dinner in St James's Palace.
- Letter to the RFL asking for overview of the disciplinary procedure.
- Letter to lapsed Associate Members asking them to re-join the Group.
- Letter to the Guardian regarding the removal of rugby league on one of their online platforms.
- Invitation to Secretary of State for Culture, Media and Sport to speak to the Group.
- Response to Bill Arthur re: Prostate Cancer UK.
- Letter to Women in Sport Group re: lack of invitation to rugby league in upcoming seminar.
- Letter to Great Britain Armed Forces Rugby League and RFL praising wreath laying at the Cenotaph on the eve of the Challenge Cup Final and encouraging a larger event in future years
- Letter to all Super League Clubs by the Chairman, encouraging them to join

Actions:

- Officers to be sent correspondence directly.
- Lord Thomas to send correspondence re: women in sport to Chairman and Secretariat.
- Secretariat to liaise with RFL regarding National Arboretum memorial and Wembley Statue for report back at the next meeting.
- Secretariat to investigate honour for Sam Burgess for services to rugby league.

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Group Activity Report

The Chairmen welcomed new organisational Associate Members Leeds Rhinos and the British Asian Rugby Association and new individual Associate Member Scott Burns.

The Chairman welcomed new Honorary Life Members Sally Bolton OBE; Ray French MBE; Mike Stephenson; Eddie Hemmings; and Neville Smith.

Parliamentary

The Group held a meeting with Super League General Manager Blake Solly.

The Secretariat updated the Group on mentions of rugby league in Parliament since the last meeting:

- Jamie Reed MP, during a debate on the Scottish Referendum.
- Jon Trickett MP, during a debate on regeneration in South-East Wakefield.
- Derek Twigg MP, during a debate on non-league football.
- Barry Sheerman MP, during a debate on social economy.
- The Chairman tabled a Motion congratulating the winners of the RFL's National Champion Schools Competition – the largest rugby competition in the world of either code.
- The Chairman, in a constituency role, tabled a Motion on Leeds Rhinos' 2014 Challenge Cup Victory
- The Chairman, in a constituency role, tabled a Motion on Yorkshire Day and Yorkshire week, referencing the county's rugby league talent and history.

Non-Parliamentary

The Secretariat represented the Group at a Royal Air Force Regiment Rugby League dinner in St James's Palace.

The Chairman and Member Yvette Cooper laid wreaths at the Cenotaph on the eve of the Challenge Cup Final alongside the Super League Clubs they represent (Leeds Rhinos and Castleford Tigers respectively), the RFL, Great Britain Armed Forces Rugby League and the British Legion.

Members were provided State of Mind t-shirts and placed support on social media during round 25 of the Super League season.

The Chairman, also Political Animals Captain, was selected and played for the Great Britain Masters side against Australia. The game featured on Sky Sports' Boots n All.

Members of the Group attended the launch of the Rugby League Business Network in the Jubilee Room in the House of Commons.

Public

The Group announced five new Honorary Life Members; and Leeds Rhinos and the British Asian Rugby Association having joined the Group.

At the time of the meeting, the Group had 1,264 followers on Twitter.

[Secretariat's note: the Group's twitter name is @UKParliamentRL]

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Political Animals Report

The Political Animals has a new sponsor – MyClubBetting.com.

Games we played against a London Select XIII on the eve of the Challenge Cup Final and against the Great Britain Teachers on the morning of the Cup Final.

Fixtures are being investigated around the time of the World Club Challenge in St Helens, against a Journalists XIII and against the Manchester Canalsiders.

The Secretary will investigate a tour to Australia in 2017.

AOB

Pin badges are available to all members, priced £2.50.

Maurice Oldroyd raised his new book.

Richard Jones raised the formation of the London Rugby League Foundation and requested support from the Group.

A piece in the Metro paper that day featured Prince Harry playing rugby union in Salford. As the Patron of the RFL, the Group agreed to write to HRH The Queen asking for greater Royal support. Action: Chairman and Secretariat.

Richard Jones raised the level of coverage of the game in the Media. The Chairman and Secretariat explained the discussions to date.

Action: Secretariat to take forward meetings as soon as possible.

Main business concluded at 1859.

Presentation: Victoria Momsen, former CFO of Wests Tigers

Chairman welcomed Victoria Momsen, providing her experience as NRL club representative.

Good evening Ladies and Gentlemen and thank you for having me tonight. Type Wests Tigers into google and what might you see -

‘Wests Tigers star playmaker Benji Marshall leaves for rugby union’

‘NRL players involved in late night altercation outside Sydney nightclub’

‘Wests Tigers Chairman investigated by ICAC’

‘Fullback suffers season ending injury in pre-season training’

And that might only be one week.

In August 2012, I resigned from Macquarie Bank, a global investment bank headquartered in Sydney, Australia with a balance sheet in the hundreds of billions, to join the Wests Tigers on a short term contract to advise the CEO directly on matters of strategy and business improvement.

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Macquarie operates from CBD offices located in prime Sydney real estate. The staff are ambitious and competitive, and eager to make their mark. Macquarie had well defined and rigorous strategy and financial management and staff were indoctrinated with the company's values right from day one. Whilst the market threw up new challenges every day, the business and indeed the management itself had weathered and survived many a storm before.

Wests Tigers is headquartered in the western grandstand of Concord Oval. The breezeway below the grandstand has been converted into the gym, and the old corporate catering facilities have been converted into offices. With no proper ventilation system the gym is freezing in winter and boiling in summer. I won't even mention the heat in the offices on a summer's afternoon. If you are the last one in the office you lock up and put the alarm on, don't forget to lock the bolt of the carpark gate on your way out. I ran my own induction day. If the printer breaks, you'd fix it yourself. When gym equipment needs replacing we would search eBay, gumtree.com or a nearby gym for the appropriate replacement. And at 3.30pm every afternoon it was mandatory coffee break whilst the overloaded server would require a re-boot.

One thing was clear - "We're not in Kansas anymore Toto"

However, put all that aside as it is just merely superficial. What I did find were the most dedicated, loyal and enthusiastic staff members with nothing but pride in their club and a real desire to work towards success.

I spent six weeks evaluating and pulling apart the various branches of the business. I looked at margins on sponsorship deals, channel profitability on the merchandise program, membership package pricing, data reliability and a range of other commercial and non-commercial issues.

Wests Tigers was facing a number of issues-

A divided fan base due to the joint-venture structure of the organization

A complicated membership and ticketing offer due to multiple stadiums due to joint-venture structure

A mixed bag of sponsorship contracts

A confused geographical coverage – or perhaps supposed geographical coverage too large to service, and

A range of out of date and sub-standard supplier agreements.

Add to that:

Negative sentiment both internally and externally due to below expectation performance of the football team

The departure of long-term coach

A cashed up AFL Club and a cashed up Soccer Club setting up camp and winning fans just down the road, and

A tumultuous and divided Board

Despite all of this the Club had potential. Tons of it in fact. The data at that time showed that the Wests Tigers were one of the most popular NRL Clubs in Sydney, this was evident through fan surveys and TV viewership. Wests Tigers were always a first pick for the Channel Nine Friday Night game as NRL fans enjoyed the style of play and the unpredictability of the team. And that is why I stayed.

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In April 2013 I was asked to take over the finance function. I agreed and set about starting to understand the current financials. It was startling to find that the Club was in an extremely precarious financial position.

From discussion with the CEO with regards to my concerns, it was relayed to me that the difficulties were known at Board level, but perhaps not to the full extent. And the full extent of the financial position had been softened with the opinion that this was merely a temporary liquidity shortfall that would be resolved promptly with improved on-field performance. At this point though, it was clear that the current situation was not temporary and would not resolve itself promptly, and so the decision was made to lay it all down at Board.

At what was to become a watershed moment in the short Wests Tigers history, the complete financial situation was laid down, explicitly, in detail and without any bias towards either shareholders' financial position.

How did it all come to this? Two founding Clubs of the NRL, with proud histories and marvelous stories unable to find their way together?

Yes, the club was facing many contemporary issues such as complicated membership offerings, disgruntled fans and lackluster on-field performance. But the real reason for the failure stems from the inability of the underlying business model of the Club to adapt to changing demands placed upon it.

Specifically for Wests Tigers, there are two parts to this failure:

Firstly, the revenue stream that traditionally supported the football club, that is the 'Leagues Club' grant income, was no longer available to fully fund all the football activities.

Leagues Clubs were founded with the sole purpose of supporting and propagating Rugby League in Australia and they great popularity over many decades. Leagues clubs benefitted (and indeed still do benefit) dramatically from the introduction of poker machines and were able to keep up with the demand for more funding from the ever changing football club. However, eventually the Leagues clubs (with the exception of a few) revenue streams could not match the exponential growth in expenditure of the football club, having always invested excess surplus into the football club rather than back into the leagues club. Some statistics for you here – these days an average NRL club spends approx. \$12m a year on the football department alone. Some clubs even up to \$20m.

Secondly, from the very beginning, the Wests Tigers' business model has seen the club run at a loss. Shareholder funds provided the missing gap to ensure the Club broke even at year end.

Post the 'Super League War', Western Suburbs Magpies merged with Balmain Tigers Football Club to form the Wests Tigers. Both clubs had the backing of Leagues' Clubs behind them and adequate revenue to provide grants every year to the Club. However, there was not any plan in place to move the club to a financially independent position. The Club, also, did not have adequate cash reserves to survive the loss of such a significant revenue stream as the shareholder funds. When Balmain could no longer contribute due to a failed development project, Wests Tigers had

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nowhere to turn and the business became starved of cash. A business that has run at a loss for ten years is not going to magically somehow be able to turn a profit. There is no stopping that freight train.

When a business is experiencing cash flow difficulties, the experts will tell you that what happens next is simple. The focus of senior management turns to cash management, to holding angry creditors at bay, to choosing deals with favourable short term cash conditions, costs are cut on revenue generating activities, suppliers are being used to fund the business and staff are at their wits end dealing with the never ending requests for payment. Unsurprisingly no one is actually running the business.

We return back to that Board meeting.

What was to happen? Should the NRL bail the Club out? Should one side of the joint venture just be patient and fund the full liabilities to keep the Club going? Who was to blame? What was the role of the leagues clubs these days anyway?

The Wests Tigers Board did go to the NRL to request assistance. The NRL, which was by then under the new leadership of Dave Smith, agreed to provide assistance but categorically ruled out any type of 'bail out'. Dave Smith appointed a working group charged with the presenting a resolution of the governance and financial difficulties facing the club to the two shareholders. The working group was made up of one representative from each of the two shareholders, the NRL Club and State Services head, the NRL Lead Counsel, an expert on Corporate Governance and myself.

The group was split into two – one a Legal sub group and the other a financial sub group. The legal group was required to embed best practice into the corporate governance structure of Wests Tigers.

The financial side was required to present a 4 year strategic plan with a financial plan to support such strategy. The strategic plan was to examine all sides of the business – both football and commercial. Then to present a proposal to shareholders of what was required financial to execute on the plan.

The proposal to the shareholders was as follows. The constitution was to be re-written such that independent directors and an independent chairperson was to be appointed to the Board. It also required appropriate rotation of Board members and representation only when shareholders were financial. On the financial side, it was presented that to enable the Wests Tigers to continue operating it required a contribution of \$4m in the first year and significant contributions over the following four years until the company could become self-sufficient. Both shareholders required to contribute their respective 50% share. If any contribution was missed then they had two years to make good. If they didn't make good there was a mechanism by which their shares could be sold. You can imagine that for Balmain, given their financial circumstances, this was a difficult time.

The discussions then continued at a shareholder level on both the legal and financial reform.

The Wests Tigers strategic plan itself was developed against a backdrop of significant change at the NRL. Both strategic plans cover a few key themes – Financial Rigour, Membership, Fan Engagement and Pathways.

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The predicament facing the Wests Tigers was not an isolated issue. Many other clubs were facing the similar situation. One of the NRL's largest competitors the Australian Football League, was in an enviable financial position. Why was the NRL lagging behind when arguable both products had equal merits. The difference being that the AFL began the journey to financial sustainability many years ago. The executed a range of strategies including stadium rationalization, shared services models for ticketing and membership, variable funding models and had set aside a sort of 'Future Fund'. The AFL was now reaping the rewards as investment to grow the game was possible and successful.

The NRL introduced the idea of the variable funding grant model, that is a base level of funding with additional funding for achieving certain centrally defined KPIs. This type of funding was not dissimilar to the funding model in place at large corporations. The funding model is used to control and drive business behavior to within the Group parameters.

In addition, accurate and reliable financial information from Clubs was imperative to start to drive a fact driven decision making process. The NRL and Club CFOs developed a way to standardize our reporting and benchmarking process. The idea is that together, collectively, we can grow the game more effectively than operating independently. We had always been doing benchmarking but every club had some independent or individual way of doing things that never quite matched up. We needed to be able to compare apples to apples. This standardized benchmarking information that included quantitative and qualitative information would allow Clubs to share non-sensitive football information to help build best practice. For example, how many staff are needed to provide above average servicing to our members, are Clubs maintaining the value of sponsorship assets?

Independently of the NRL driven initiatives, we identified that our financial data was lacking. The Wests Tigers strategy included systems improvements to address that issue. To that end, we implemented a new accounting platform, a new Point of Sale system that could fully integrate with the accounting platform and appropriate financial procedures and controls, for example a PO approval process, a deal review process for sponsorship deals and more rigorous departmental monthly reporting.

The second key theme for future was around Membership. In Australia, many AFL Clubs have upwards of 45,000 members, whilst most NRL clubs struggle along with less than 10,000. Membership was key to securing a solid reliable revenue source for NRL Clubs, and most were underperforming. A few things may have contributed to this- data coming out of the AFL model suggested that the NRL was underspending on membership benefits, the membership offering was too complicated, marketing spend was dispersed and ineffective and membership services were inadequate and a source of frustration. Centrally, the NRL has embarked on a massive investment program in membership. A few initiatives have already taken place namely a centrally managed membership marketing campaign (you may have seen during the World Cup), financial incentive under the new funding model for Clubs that achieve membership targets and I believe now the NRL is investing in a new 'Membership Services Academy' that will help train staff to provide superior customer service. There was also some discussion around a central shared membership services, to emulate the success experienced in the Rugby Union and the AFL.

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Specifically, the Wests Tigers strategies revolved around simplifying our membership offering and introducing the technology for automatic membership roll-over (much like your gym membership) We also looked at strategies to incentivize members to sign up in the pre-Christmas period as this would aid in maintaining healthy cash flow over the off season during December and January.

Fan Engagement seemed to be a major buzzword floating around the NRL and other sporting Clubs both now and at the time. At an NRL and Club Management conference there were two key areas that Clubs believed were of the most importance with regards to fan engagement – how we connected with fans/members or sponsors but also how we regained respectability as a sport. All Clubs believed that poor player behavior needed to be controlled centrally, as it dragged all the Clubs down regardless of whether it was indeed connected to that particular Club. Clubs discussed that they were sick of excluding players from the Club due to what they deemed inappropriate, only to find that the player had had their contract registered by the NRL by another Club. This was devaluing the game as a whole – making it less desirable to fans but also to corporate level engagement. The second most pressing issue was data capture and data collection. Many Clubs used big ticketing providers such as Ticketek, yet felt they did not get instant or enough access to their own data. And even if they did have access they did not have enough non-operational staff available to evaluate and manipulate the data. One Club had taken a start by employing a data analyst to specifically address this situation.

The final theme major theme revolved around pathways. Wests Tigers had over its history provided significant investment in junior elite pathways. Under the current situation it was simply unsustainable for Wests Tigers to fund a large portion of junior development. As the NRL mandate is to operate for the good of the game so it follows that grassroots or elite development programs should be funded centrally. The Wests Tigers strategy set out to either have the scholarship programs funded centrally by the NRL or eliminate the costs by the NRL facilitating the development of a fairer development fee regime. The NRL had already demonstrated a commitment to growing and owing pathways into the game by the acquisition of Touch Australia.

That all addressed the future plans of the Club and NRL but what about current business practice that had no financial merit. Financial analysis showed a couple of things – playing at local grounds such as Leichhardt and Campbelltown was becoming increasingly more difficult – financially and operationally, the online merchandise shop platform was not good value for money, the physical merchandise shop was underperforming and the on-field apparel producer had perhaps run its course. Whilst the shareholders deliberating some significant changes were negotiated – a new stadium deal, a new online shop platform, discussions around improving the shop itself and a tender for new on-field apparel producer had begun.

After months of deliberation, the shareholders signed on the dotted line. The last step required was for the independent directors to be appointed. This is where I left the Wests Tigers, to join you all over here in sunny London. It had been a couple of months to find and appoint the new directors but just on one month ago the new board was appointed and I believe that the full length and breadth of the strategic plan can now be executed. There is no doubt a long way to go but a solid foundation to start on.

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I'm extremely proud of my contribution to the Wests Tigers story. It has given me much respect for small to medium business owners. My role encompassed many things- not only was I the accounting expert, I had to be the expert in taxation, the expert in superannuation and payroll tax. I had to be the HR department and an employment lawyer. I was cheekily referred to as the "pay lady" by many of the players but then I also became the career counselor, the financial planner, the 'how do I book a flight for my wife to come out from Fiji' lady. On game day I became the show caller, the DJ and the hot coffee provider...but I did draw the line at being the mascot 'Timmy the Tiger'!

A few quick lessons learnt.

Firstly, you need to get all the issues out on the table quickly. There is nothing worse than pushing forward believing everything is on track only to find the world's largest 'cave of unreported exceptions'.

Secondly, management is difficult but being on the frontline is harder. If I took ten phone calls from angry creditors, my team took 100. Frontline staff defend the club, believe in its future and execute on management plans – all with a smile on their face.

Thirdly, if you invest in anything – invest in people and systems, together. You need talented people to make the most out of the systems, but invest in people alone and you will find that inadequate systems waste the talent of your people.

To wrap things up, so we can decamp to the terrace for drinks I'd like to share two of my most memorable stories from Wests Tigers. I don't think I'll ever forget these two moments in my lifetime.

At my final Board meeting in June this year, we had a new director join. At this point, you have to remember that almost all of the current directors were also at the table the year prior, when the journey that I just described began. Each director has had to face the problems, take responsibility and work through the long and arduous process that it was to secure the future of Wests Tigers. It was difficult. It was emotional. All aware of the critical errors of the past and how they should never be repeated. I had just finished my usual finance report. We had some small discussion surrounding any extraordinary items and issues most pressing, all knowing full well of the plans to rectify this situation over the next four years come the appointment of the new directors. Discussion had seemingly completed, when the new director spoke up with 'I have a question.' Yes, we all said. He replied with, 'Do you always budget for a loss. From my experience businesses that budget for a loss don't do very well'. The collective groan would have been heard on the moon.

At Wests Tigers we had an under 20s team, just full of eager young players barely turned 18. One young player, by the name of Leva, popped his head in my office having enlisted the help of one of my colleagues Louise. I asked Leva what I could do to help. He turned and looked helplessly to Louise. Louise instructed Leva to tell me that he needed to buy a new pair of boots because his old ones were worn through and they were going up to Townsville where it was very humid and his old boots would just not do. Leva turned to me and again with a look of hopelessness said... 'Copy Paste?'. I responded with 'Well and what do you think I'm going to be able to do about that?' Again he turns to Louise for help who explains 'Ask Victoria, may you please have a pay advance so that you can purchase the boots'. Instead

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of doing that...what did he do? With a cheeky grin my young friend turned to me and said 'You look really pretty today.'!

I'll leave it at that. Thank you and good evening.

Responding to questions regarding the creation of the new club, fans understand need to move and there needed a plan to break even.

On board diversity – specifically more women in board positions, Momsen felt this was an excellent and necessary development; with genuine expertise brought in.

On the international game, clubs don't enjoy players getting injured but the credibility is growing. From a club perspective, the Australian team is the pinnacle for any player. Although disruptive, clubs support State of Origin as it is a huge event and players love it.

There is no limit on overseas players in the NRL. Wests has a programme to recruit in New Zealand and 80% of the U20s are Kiwi. There are four in OZ team, the remainder are in other international teams. Pacific islanders are becoming a majority in some teams.

On players leaving rugby league and the relationship with rugby union, Momsen could see an increase in players swapping between codes, not just between league and union citing Isreal Falou's journey from rugby league to Australian rules to rugby union. The NRL can introduce measures to ensure players stay or are enticed to the game – for example the marque players rule.

On the issues faced in the UK, it was felt there is a perception that everything in the Australian game is great and clubs don't have problems. Clubs in Australia face the same problems as those here around remaining stable and financially viable. However, the game requires clubs to work together. It cannot operate on individual agendas. If money is to be invested, clubs have to work to the same plan. Change came about in Australia because of the ARL Commission and its recommendations. The relationship between the NRL and the clubs changed and the need for both to work together has been realised. This is similar to other codes; and ultimately it was agreed that clubs could not expect to do the same thing and not see an improvement. Everyone has to be working together collectively.

Meeting closed at 1950

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