

2022-2030

QUEENSLAND RUGBY LEAGUE

# INFRASTRUCTURE STRATEGY



# 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.



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# EXECUTIVE SUMMARY



# KEY ASPECTS OF THE STRATEGY ARE OUTLINED BELOW:

## 1 SIGNIFICANT STAKEHOLDER CONSULTATION UNDERTAKEN TO INFORM THIS STRATEGY, SUPPORTED BY DATA ANALYSIS

- Consultation with representative of all QRL regions including local Councils
- Widespread support for a state-wide QRL Rugby League Community Infrastructure Strategy
- Internal QRL Consultation
- Participation and infrastructure data analysed

## 2 CHANGING COMMUNITY, CULTURAL AND ENVIRONMENTAL FACTORS ARE IMPACTING RUGBY LEAGUE INFRASTRUCTURE DEMANDS

- Increasing demand for night time participation
- Increasing female, CALD and all-abilities participation
- Increasing competition for public green space
- Increasing incidence of environmental disasters
- Increasing competition for leisure time amongst participants
- Council desire to see sports facilities utilised year-round and shared by multiple sports
- Increasing sophistication and competition from other sports for limited available funding

## 3 FIVE BROAD STRATEGIC DIRECTIONS FOR THE FUTURE OF RUGBY LEAGUE INFRASTRUCTURE IN QUEENSLAND HAVE BEEN DEFINED

- Infrastructure across all levels and tiers needs to be sustainable and fit for purpose in an increasingly dynamic environment
- Queensland's population is growing and the provision of Rugby League infrastructure needs to align
- Participation from non-traditional segments is a key source of growth and needs to be supported
- Credible talent pathways across all of Queensland are critical for the future pipeline of elite-level talent
- Community clubs need greater support to secure external infrastructure funding

## 4 A REFRESHED INFRASTRUCTURE STRATEGY HAS BEEN DEFINED WITH FIVE STRATEGIC PILLARS TO ADDRESS THE KEY STRATEGIC DIRECTIONS

- Sustainably Maintain Existing Capacity
- Create Additional Capacity
- Inclusive Facilities
- Credible Talent Pathways
- Funding and Investment Support

## 5 THE STRATEGY WILL BE REALISED ACROSS THREE HORIZONS OVER THE NEXT EIGHT YEARS: ESTABLISH/STRENGTHEN/MATURE

- A high-level implementation plan for Horizon 1 (Years 1-3) has been defined
- Internal QRL resources will need to be mobilised to support the delivery of the Strategy
- Stakeholder groups need to work together to realise the Strategy, all with different roles to play
- Community clubs will be the primary driver of the local infrastructure agenda
- All levels of Government have a significant role in working with the QRL and community clubs to deliver the Strategy



# INTRODUCTION



# WHAT IS THE QRL INFRASTRUCTURE STRATEGY?

The **QRL Infrastructure Strategy** sets out Queensland's **major Rugby League infrastructure priorities for collective support and investment** that will **sustain and grow the game in Queensland** and meet the ever-changing needs of Queensland's Rugby League community.

The Infrastructure Strategy establishes a **consistent framework to guide future infrastructure investment** to ensure the long-term interests of the game in Queensland are maintained and enhanced.

## KEY COMPONENTS OF THE QRL INFRASTRUCTURE STRATEGY

**INFRASTRUCTURE  
PILLARS**

**INFRASTRUCTURE  
INVESTMENT  
FRAMEWORK**

**RUGBY LEAGUE  
INFRASTRUCTURE  
FUND**

[WWW.QRL.COM.AU/CLUBHOUSE/GRANTS/](http://WWW.QRL.COM.AU/CLUBHOUSE/GRANTS/)

# KEY INPUTS INTO THE INFRASTRUCTURE STRATEGY

The Strategy has been developed based on a range of inputs, including data-driven analysis and input from key stakeholder groups!

**ONE**

**QRL PARTICIPATION  
DATA**

**TWO**

**QRL FACILITIES AUDIT &  
INFRASTRUCTURE DATA**

**THREE**

**RUGBY LEAGUE  
INFRASTRUCTURE FUND**

**FOUR**

**QLD POPULATION &  
DEMOGRAPHIC DATA**

**FIVE**

**DESKTOP ANALYSIS &  
MARKET INSIGHTS**



# THE STATE OF RUGBY LEAGUE IN QUEENSLAND

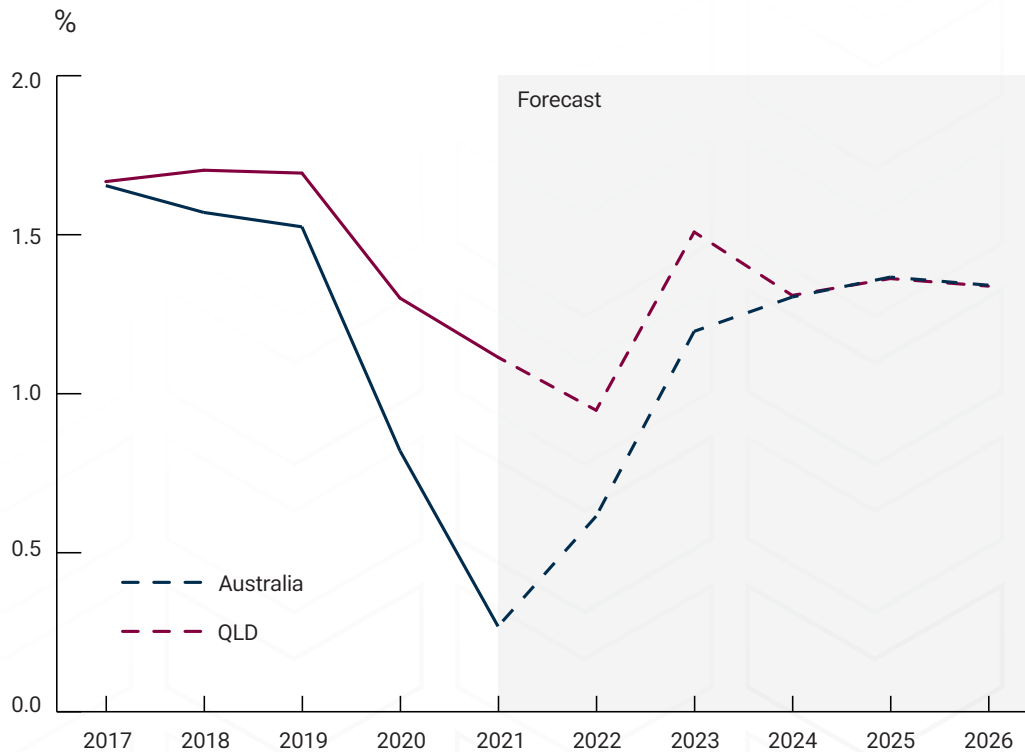




## QUEENSLAND'S POPULATION GROWTH IS OUTPACING AUSTRALIA'S NATIONAL POPULATION GROWTH, AND IS AUSTRALIA'S FASTEST GROWING STATE

### ANNUAL POPULATION GROWTH RATE

(2017-2026, AUSTRALIAN BUREAU OF STATISTICS)



### KEY INSIGHTS

- Queensland has experienced continued population growth, even during the COVID-19 pandemic – positive growth forecast to continue over the next five years
- It has continually outpaced the national growth rate since 2017 (1.5% p.a. vs 1.0% p.a.) and is expected to be above the national average until 2024
- In the 2020-21 period, a significant component of QLD's population growth was from interstate migration (~40,000 persons)
- **QLD's growing population is expected to drive increased demand and place more pressure on existing Rugby League infrastructure**

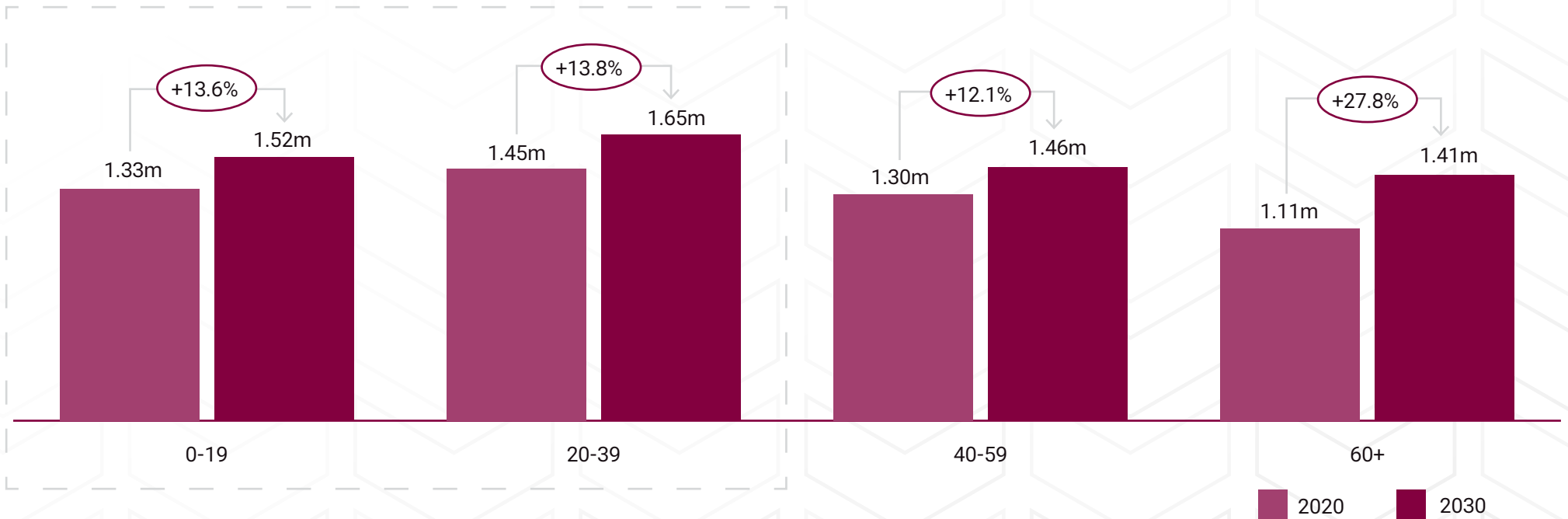


SOURCE: AUSTRALIAN BUREAU OF STATISTICS (SEPT. 2021) '3101.0 NATIONAL, STATE AND TERRITORY POPULATION – TABLE 4.0' (ACCESSED APRIL 2022); AUSTRALIAN GOVERNMENT: CENTRE FOR POPULATION PROJECTIONS – BUDGET 2022-23: STATE PROJECTIONS (ACCESSED APRIL 2022); GEMBA STRATEGY ANALYSIS (2022).

## KEY AGE GROUPS OF RUGBY LEAGUE PARTICIPANTS ARE FORECAST TO CONTINUE TO GROW OVER THE NEXT 10 YEARS

### QUEENSLAND POPULATION FORECASTS BY AGE GROUP

(2020-2030, AUSTRALIAN BUREAU OF STATISTICS)



#### KEY INSIGHTS

- The growing population within these age groups are expected to place increased demand and pressure on Rugby League infrastructure in Queensland

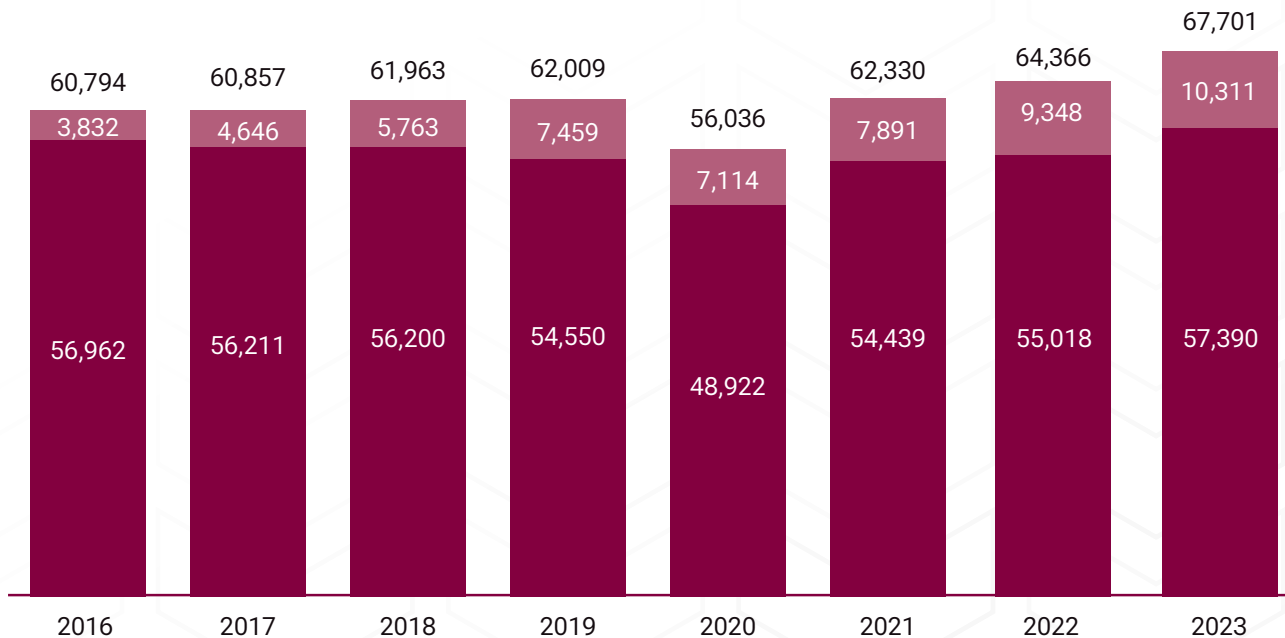


SOURCE: AUSTRALIAN BUREAU OF STATISTICS (SEPT. 2021) '3222.0 POPULATION PROJECTIONS, AUSTRALIA - TABLE B3' (ACCESSED APRIL 2022); GEMBA STRATEGY ANALYSIS (2022).

## PARTICIPATION IN RUGBY LEAGUE ACROSS QUEENSLAND IS AT THE HIGHEST LEVELS IN SIX YEARS DESPITE A DIP IN 2020 DUE TO COVID-19

### QUEENSLAND RUGBY LEAGUE PARTICIPATION

(# OF PLAYERS REGISTERED AT A QUEENSLAND CLUB, 2017-2023, QRL ANNUAL REPORTS)

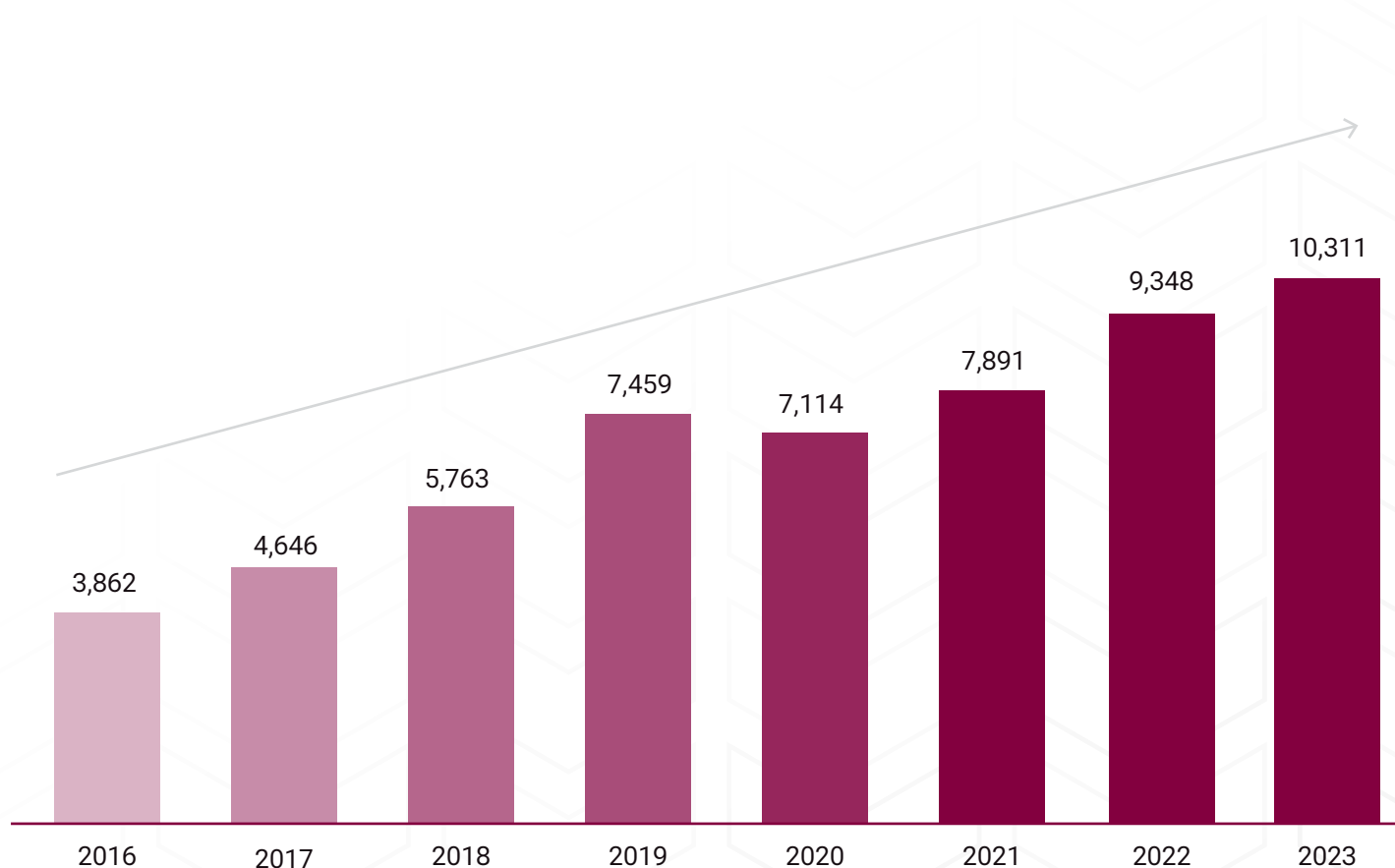


#### KEY INSIGHTS

- Rugby League participation has been **steadily growing since 2016**
- There was a **significant drop in participation for 2020** due to the onset of the COVID-19 pandemic
- However, **participation rebounded strongly in 2021** to reach pre-covid registration numbers)
- **Participation in 2023 has surpassed 2022, and 2021 levels**, with strong growth in both junior participation and female participation
- Participation numbers **grew by over 5% each year in 2022 and 2023**
- **A growing base of participants will place more pressure on existing Rugby League infrastructure**



## FEMALE RUGBY LEAGUE PARTICIPATION IN QUEENSLAND HAS ALMOST TRIPLED SINCE 2016



### KEY INSIGHTS

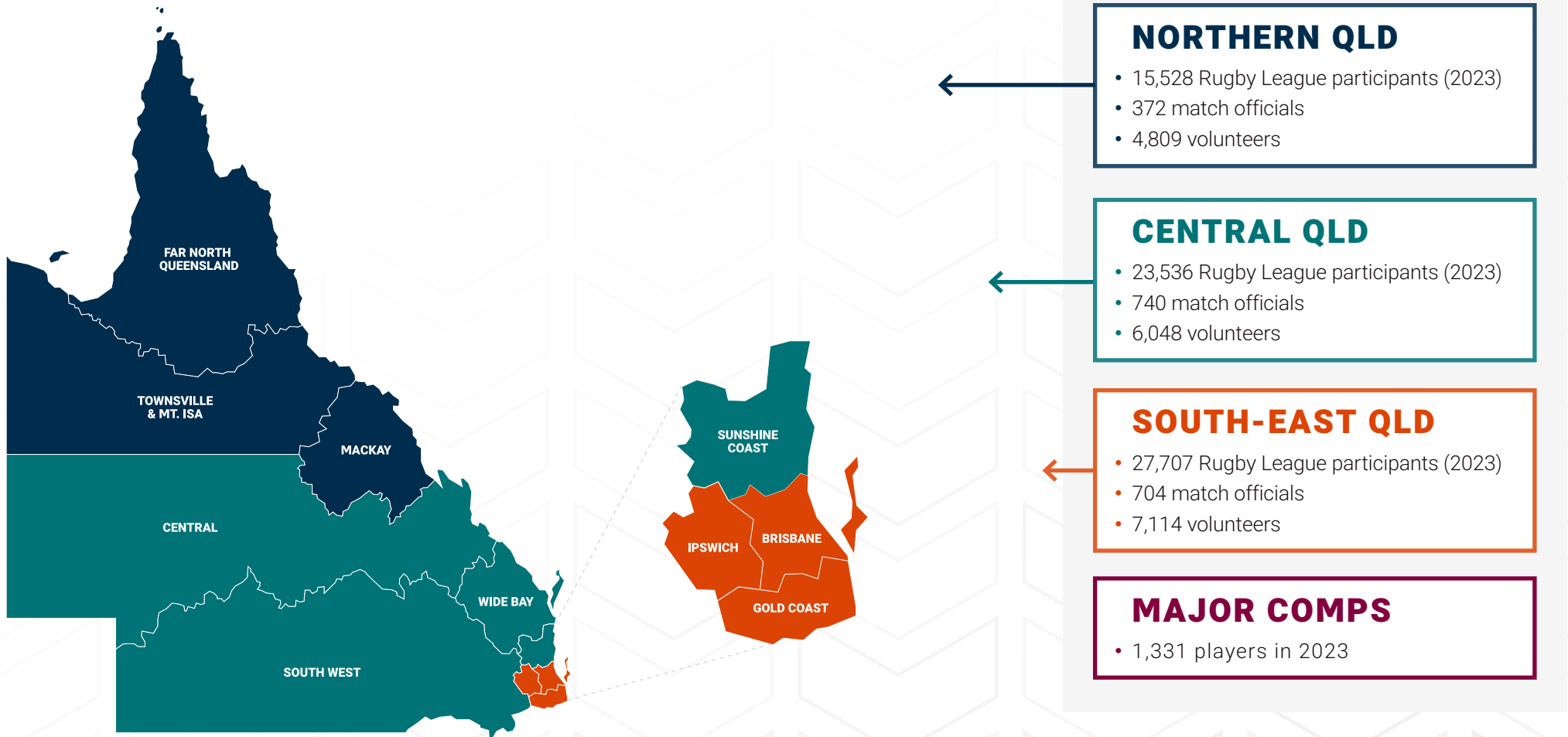
- Female participation has grown faster than the overall Rugby League participation, including male participation
- Female Rugby League participation is at record highs in Queensland (10,311 participants in 2023), with participation more than tripling since 2016
- Female participants now make up **15.2% of all Rugby League participants** in Queensland (2023)
- Female participants are an important part of the game and need to be better supported to ensure long-term growth



## › RUGBY LEAGUE IN QLD

# RUGBY LEAGUE PARTICIPATION IS CONCENTRATED IN THE SOUTH EAST AND CENTRAL REGIONS, THE NORTHERN REGION IS MORE GEOGRAPHICALLY DIVERSE

## QRL'S OPERATING AREAS



## › RUGBY LEAGUE IN QLD

# PARTICIPATION COULD GROW BY UP TO 17%, EQUIVALENT TO 10K PARTICIPANTS AND 620 TEAMS BY 2031 PLACING SIGNIFICANT PRESSURE ON EXISTING FACILITIES

### QUEENSLAND RUGBY LEAGUE PARTICIPATION FORECASTS

|            | OPERATING AREA      | PARTICIPANTS IN 2021 | POPULATION IN 2021 | PENETRATION RATE IN 2021 | 2031 FORECAST POPULATION | 2031 FORECAST PARTICIPANTS | FORECAST CHANGE       | PROJECTED ADDITIONAL TEAMS <sup>2</sup> |
|------------|---------------------|----------------------|--------------------|--------------------------|--------------------------|----------------------------|-----------------------|---|
| NORTHERN   | FAR NORTH QLD       | 5,000                | 298,300            | 1.7%                     | 338,500                  | 5,600                      | +600 / +12%           | +35 TEAMS                               |
|            | TOWNSVILLE & MT ISA | 5,700                | 313,500            | 1.8%                     | 355,600                  | 6,500                      | +800 / +14%           | +47 TEAMS                               |
|            | MACKAY              | 3,700                | 123,600            | 3.0%                     | 139,200                  | 4,200                      | +500 / +14%           | +29 TEAMS                               |
| CENTRAL    | CENTRAL QLD         | 6,100                | 166,900            | 3.7%                     | 183,700                  | 6,700                      | +600 / +10%           | +35 TEAMS                               |
|            | WIDE BAY            | 2,900                | 176,300            | 1.7%                     | 193,100                  | 3,200                      | +300 / +10%           | +17 TEAMS                               |
|            | SUNSHINE COAST      | 5,200                | 567,800            | 0.9%                     | 675,000                  | 6,200                      | +1,000 / +19%         | +58 TEAMS                               |
|            | SOUTH WEST          | 6,500                | 388,100            | 1.9%                     | 362,300                  | 7,000                      | +500 / +8%            | +29 TEAMS                               |
| SOUTH-EAST | BRISBANE            | 16,100               | 2,263,800          | 0.7%                     | 3,019,100                | 18,600                     | +2,500 / +16%         | +147 TEAMS                              |
|            | IPSWICH             | 4,300                | 318,200            | 1.3%                     | 496,000                  | 6,600                      | +2,300 / +53%         | +135 TEAMS                              |
|            | GOLD COAST          | 6,500                | 695,100            | 0.9%                     | 854,800                  | 8,000                      | +1,500 / +23%         | +88 TEAMS                               |
|            | <b>TOTALS</b>       | <b>62,000</b>        | <b>5,261,600</b>   | <b>1.2%</b>              | <b>6,617,300</b>         | <b>72,600</b>              | <b>+10,600 / +17%</b> | <b>+620 TEAMS</b>                       |



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. SOURCE: QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).

# THE SOCIAL VALUE OF RUGBY LEAGUE

RUGBY LEAGUE CONTRIBUTES SIGNIFICANT SOCIAL VALUE TO QUEENSLAND'S COMMUNITIES

## COMMUNITY AND SOCIAL

- **Builds and strengthens community networks**, especially in regional and remote communities

## HEALTH AND WELLBEING

- **Improves physical health** through regular exercise and physical activity
- **Improves mental wellbeing** through regular physical activity and social interaction

## PLATFORM FOR SOCIAL ISSUES

- **Provides a platform** to increase awareness of social issues and drive societal change

## EDUCATION AND EMPLOYMENT

- **Provides employment opportunities** and pathways for those in the ecosystem
- **Provides opportunities to develop confidence, leadership skills and integrity**

## INCLUSION AND EMPOWERMENT

- Provides disadvantaged communities with broader opportunities
- **Enhances social inclusion** through stronger community networks and bonds

SECURING THE FUTURE OF RUGBY LEAGUE IN QUEENSLAND WILL ENSURE THE ONGOING REALISATION OF SOCIAL AND COMMUNITY BENEFITS



# RUGBY LEAGUE INFRASTRUCTURE IN QUEENSLAND





# FIVE TIERS OF INFRASTRUCTURE AND FACILITIES EXIST

## QUEENSLAND RUGBY LEAGUE INFRASTRUCTURE HIERARCHY

Not all Rugby League venues and facilities within each Tier are fully compliant with these elements

| CLASSIFICATION                         | DESCRIPTION  |
|--|--|
| <b>TIER 1</b><br>ELITE                 | <p>Elite level facilities that provide match day venues for regular NRL seasonal fixtures and other major events. Usually major stadiums, with playing facilities suitable for NRL competition, as well as grandstand seating, amenities for spectators, lighting to support televised broadcast and facilities to support commercial operations and media.</p> <p><b>These facilities are managed by the NRL and State Government – not within the scope of the QRL Infrastructure Strategy</b></p> |
| <b>TIER 2</b><br>STATE                 | <p>State level facilities primarily service the QRL state league and elite underage competitions - also used for competition finals. These and are maintained to a showcase level, offering a higher standard of amenities for players and spectators. Often of suitable standard to be used for NRL pre-season and occasional premiership season games.</p>   |
| <b>TIER 3</b><br>REGIONAL              | <p>Service a collection of suburbs, townships or geographic areas. Has adequate lighting on multiple playing surfaces to support night competition and participation.</p>  |
| <b>TIER 4</b><br>LOCAL                 | <p>Caters for local level competition within individual suburbs, townships or municipalities – usually ‘home’ of a seasonal club. Facilities and playing surfaces are provided to home and away competition standard only.</p>   |
| <b>TIER 5</b><br>COMMUNITY<br>& REMOTE | <p>Supports local level competition in remote communities, with basic player, official and spectator amenities.</p>  |



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# EACH TIER HAS A SPECIFIC SET OF GUIDELINES

## INFRASTRUCTURE HIERARCHY GUIDELINES – KEY ELEMENTS

The detailed guidelines will also establish environmental sustainability expectations for each infrastructure tier

| CLASSIFICATION                           | PLAYING SURFACE   | FIELD LIGHTING  | PLAYING AMENITIES  | SPECTATOR AMENITIES  |
|--|---|---|--|--|
| <b>TIER 1</b>                            | <b>MANAGED BY THE NRL AND STATE GOVERNMENTS</b>   |   |  |  |
| <b>TIER 2<br/>STATE</b>                  | <b>AS PER TIER 3, PLUS:</b> <ul style="list-style-type: none"> <li>• Cambered playing surface</li> <li>• 5m clearance to any perimeter fencing</li> <li>• Good surface and subsurface drainage</li> </ul> | <ul style="list-style-type: none"> <li>• Lighting to support night competition and training (200/100 lux)</li> <li>• Lux reading to be reviewed annually with submission required</li> </ul>  | <b>AS PER TIER 3, PLUS:</b> <ul style="list-style-type: none"> <li>• 2 coaches boxes</li> <li>• Referee room (male and female cubicles)</li> <li>• Drug testing room</li> <li>• Match Official Coach room</li> <li>• Media/Broadcast commentary box</li> </ul>   | <b>AS PER TIER 3, PLUS:</b> <ul style="list-style-type: none"> <li>• Broadcast facilities</li> <li>• Separate canteen and bar facilities</li> <li>• Fixed and adequate car parking</li> </ul>  |
| <b>TIER 3<br/>REGIONAL</b>               | <b>AS PER TIER 4, PLUS:</b> <ul style="list-style-type: none"> <li>• Medium surface and subsurface drainage</li> </ul>  | <ul style="list-style-type: none"> <li>• Lighting to support night competition and training:                             <ul style="list-style-type: none"> <li>• New: (200/100 lux)</li> <li>• Existing: (100/50 lux)</li> </ul> </li> </ul> | <b>AS PER TIER 4, PLUS:</b> <ul style="list-style-type: none"> <li>• 3 or more international fields</li> <li>• 4-6 male and female changerooms, or unisex</li> <li>• Referee room (male and female amenities)</li> </ul>   | <b>AS PER TIER 4, PLUS:</b> <ul style="list-style-type: none"> <li>• Covered bench tiered seating</li> <li>• Canteen facilities</li> <li>• Disability access and toilet facilities with four cubicles for each and multiple wash basins</li> </ul>   |
| <b>TIER 4<br/>LOCAL</b>                  | <b>AS PER TIER 5, PLUS:</b> <ul style="list-style-type: none"> <li>• No obvious undulations</li> </ul>  | <ul style="list-style-type: none"> <li>• Lighting to support night competition and training:                             <ul style="list-style-type: none"> <li>• New: (200/100 lux)</li> <li>• Existing: (100/50 lux)</li> </ul> </li> </ul> | <b>AS PER TIER 5, PLUS:</b> <ul style="list-style-type: none"> <li>• 2 international field and one warm up area</li> <li>• 2-4 male and female changerooms, or unisex</li> <li>• Elevated fixed broadcast platform for main field</li> <li>• Covered seating for benches</li> <li>• Scoreboard with digital timer</li> </ul> | <b>AS PER TIER 5, PLUS:</b> <ul style="list-style-type: none"> <li>• Covered bench seating</li> <li>• Perimeter fencing if possible</li> <li>• Disability access and toilet facilities with two cubicles for each and multiple wash basins</li> <li>• Adequate car parking spaces</li> </ul> |
| <b>TIER 5<br/>COMMUNITY &amp; REMOTE</b> | <ul style="list-style-type: none"> <li>• 3-5m clearance to any perimeter</li> <li>• Even turf coverage</li> <li>• Medium surface and subsurface drainage</li> </ul>                                       | <ul style="list-style-type: none"> <li>• No field lighting</li> <li>• (Any field lighting must be minimum 100/50 lux)</li> </ul>  | <ul style="list-style-type: none"> <li>• Single field</li> <li>• Minimum two changerooms</li> <li>• 1x Medical/doctor room</li> <li>• Referee room</li> </ul>  | <ul style="list-style-type: none"> <li>• Disability access and toilet facilities</li> <li>• Ambulance access to field</li> <li>• PA system</li> </ul>  |



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## › INFRASTRUCTURE IN QLD

### MINIMUM REQUIREMENTS FOR PATHWAY CLUBS IN QUEENSLAND

| BUILDING REQUIREMENT   | SPECIFICS  | MINIMUM SIZE REQUIRED   |
|--|--|---|
| Administration building  | <ul style="list-style-type: none"> <li>• Separate offices for CEO, Coach, S and C, Pathways, Wellbeing or open design with similar area</li> </ul>   | <ul style="list-style-type: none"> <li>• 60m2</li> </ul>                                      |
| Foyer area   | <ul style="list-style-type: none"> <li>• Welcoming and is a potential location for memorabilia placement</li> </ul>  | <ul style="list-style-type: none"> <li>• 15m2</li> </ul>                                      |
| Retail Area - may be an addition to the foyer where clubs can sell gear including club apparel - depending on Foyer size | <ul style="list-style-type: none"> <li>• May be an addition to the foyer where clubs can sell gear including club apparel</li> </ul>   | <ul style="list-style-type: none"> <li>• Depending on Foyer size (additional 15m2)</li> </ul> |
| Staff/Multipurpose room  | <ul style="list-style-type: none"> <li>• Has eating area and basic cooking and storage equipment eg fridge, microwave - minimum 9m2</li> </ul>   | <ul style="list-style-type: none"> <li>• 9m2</li> </ul>                                       |
| Disability access and toilet where possible (new)  | <ul style="list-style-type: none"> <li>• Toilet with basin</li> </ul>  | <ul style="list-style-type: none"> <li>• 6m2</li> </ul>                                       |
| Staff Toilets  | <ul style="list-style-type: none"> <li>• Male and Female or unisex - each with wash basin</li> </ul>   | <ul style="list-style-type: none"> <li>• 12m2</li> </ul>                                      |
| Education and Training Room  | <ul style="list-style-type: none"> <li>• Capacity for up to 30 people that can be used for video review/ team meetings but can also potentially be hired for commercial purposes - Education and training room is fully equipped with the technology required to allow meetings</li> </ul> | <ul style="list-style-type: none"> <li>• 150m2</li> </ul>                                     |
| Changerooms and Showers  | <ul style="list-style-type: none"> <li>• Access for players and staff onsite that are universal in design</li> </ul>   | <ul style="list-style-type: none"> <li>• 65m2</li> </ul>                                      |
| Toilets  | <ul style="list-style-type: none"> <li>• For players - universal design with cubicles</li> </ul>   | <ul style="list-style-type: none"> <li>• 20m2</li> </ul>                                      |
| Gym  | <ul style="list-style-type: none"> <li>• Area on site</li> </ul>   | <ul style="list-style-type: none"> <li>• 200m2 (S and C additional)</li> </ul>                |
| Strength and Conditioning  | <ul style="list-style-type: none"> <li>• Area on site including soft mat area</li> </ul>   | <ul style="list-style-type: none"> <li>• 60m2</li> </ul>                                      |
| Strapping Room   | <ul style="list-style-type: none"> <li>• Area on site</li> </ul>   | <ul style="list-style-type: none"> <li>• 9m2</li> </ul>                                       |



### MINIMUM REQUIREMENTS FOR PATHWAY CLUBS IN QUEENSLAND

| BUILDING REQUIREMENT       | SPECIFICS  | MINIMUM SIZE REQUIRED  |
|----------------------------|--|--|
| Medical room               | <ul style="list-style-type: none"> <li>• Area on site</li> </ul>   | <ul style="list-style-type: none"> <li>• 9m<sup>2</sup></li> </ul>   |
| Storage areas              | <ul style="list-style-type: none"> <li>• Adequate administration and training equipment areas</li> </ul> | <ul style="list-style-type: none"> <li>• 20m<sup>2</sup></li> </ul>  |
| Boardroom                  | <ul style="list-style-type: none"> <li>• With technology access</li> </ul>                               | <ul style="list-style-type: none"> <li>• 20m<sup>2</sup></li> </ul>  |
| <b>OPTIONAL</b>            |  |  |
| Media Room                 | <ul style="list-style-type: none"> <li>• For promotional opportunities</li> </ul>                        | <ul style="list-style-type: none"> <li>• 12m<sup>2</sup></li> </ul>  |
| Landscaping                | <ul style="list-style-type: none"> <li>• Make Facility visually appealing</li> </ul>                     |  |
| <b>TOTAL AREA REQUIRED</b> |  | <ul style="list-style-type: none"> <li>• 682m<sup>2</sup></li> </ul> |



## QRL AND QLD TOUCH FOOTBALL

The QRL and Qld Touch Football have recently signed an MOU that will drive increased collaboration between 2 of the biggest sports in Queensland. Both sports have enormous footprints and are an integral part of a majority of the communities in the state.

A recent collective audit of the sports identified that there are close to 50 linked facility sites. Councils have identified that given the increased cost of living expenses that they would like to see greater use of a more limited number of facilities. The partnership between the QRL and Qld Touch will achieve this.

### THE FOCUS OF THE FACILITIES PART OF THE MOU WILL BE ON:

1. **Identify through an audit process** an accurate figure of linked facilities
2. **Facilitating meetings** between the affiliated entities from both sports on the future direction of the facility they share
3. If not in place working with the clubs / association and the local council to **develop a master plan** for the facility site
4. **Supporting the application of grants** and other funding opportunities as a collective to develop the facilities so they are safe, accessible and inclusive
5. **Allowing Qld Touch clubs / associations to access the Rugby League Infrastructure Fund** where there is a linked rugby league club



# INCLUSIVE VENUES

## THE QRL SUPPORTS INCLUSIVITY THROUGH OUR ADAPTIVE LEAGUE FRAMEWORK

THIS INCLUDES 3 TIERS:

WHEELCHAIR  
RUGBY LEAGUE

ALL ABILITIES  
RUGBY LEAGUE

DISABILITY RUGBY  
LEAGUE

### ALL ABILITIES AND DISABILITY RUGBY LEAGUE

As per the guidelines on page 22 of the QRLIS venues where Wheelchair, All Abilities and Disability Rugby League is played should have:

#### ALL ABILITIES AND DISABILITY RUGBY LEAGUE SHOULD HAVE

- **Public disability access** and toilet facilities with two to four cubicles for male and female and multiple wash basins
- **2-4 male and female** changerooms or unisex changerooms
- **Even turf** coverage on the field
- **No obvious undulations**
- **Good** surface drainage
- **Adequate lighting** to support night training and playing
- **Adequate** car parking spaces

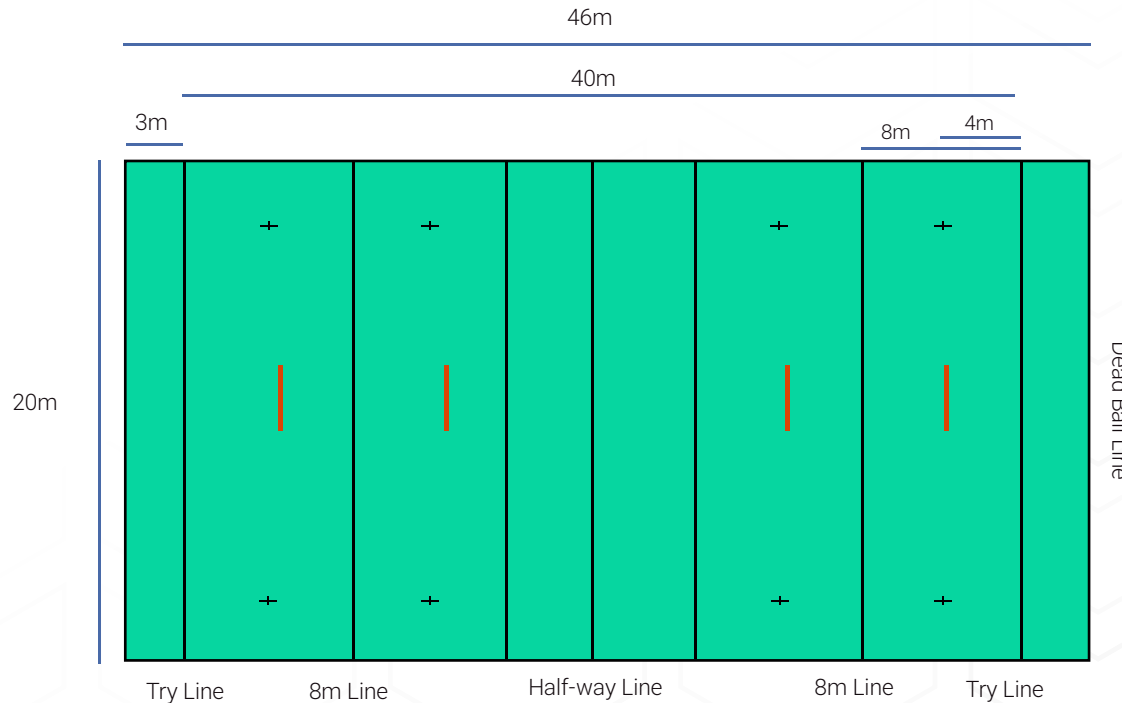
#### WHEELCHAIR RUGBY LEAGUE VENUES

- **Surfaces:** To be hard & consistent enough to ensure good, safe running for wheelchairs.
- **Court Surrounds** Playing Area is to be entirely object free to a width of 2m all round
- **Technical Areas:** All venues need to have adequate space for the technical areas. All team personnel not actually involved in the game – substitutes, coaches etc – should remain inside a marked Technical Area during play so space needs to be able to accommodate up to 12 wheelchairs per team.
- **Changerooms:** Venues need to have 2 changerooms with wheelchair access toilets and showers. 2 disability access toilets and changerooms is preferred.
- **Toilets:** Venues need to have adequate disability access toilet facilities
- **Spectator Access:** Venues need to have wheelchair accessible spectator viewing spaces
- **Parking:** Venues need to have adequate disability access parking spaces



# INCLUSIVE VENUES

## WHEELCHAIR RUGBY LEAGUE FIELD DIMENSIONS



The diagram displayed is the maximum dimensions. The minimum dimensions are 36 metres goal line to goal line with a 2 metre in-goal and 20 metres touch line to touch line.

### NOTES

1. The goal posts are considered to extend indefinitely upwards. It is recommended that the bottom two metres of each upright be padded.
2. For adult games the dimensions should be as near maximum as possible to the dimensions stipulated.
  - Cross-bar three (3) metres long and two (2) metres from ground
  - Upright to be greater than three (3) metres long but recommended four (4) or five (5) metres



# EXISTING RUGBY LEAGUE INFRASTRUCTURE AS IDENTIFIED IN 2022

Queensland has 265 Rugby League venues with 520 playing surfaces, of which most are in the Local tier

| RUGBY LEAGUE VENUES | NORTH | CENTRAL | S/E | TOTAL      |
|---------------------|-------|---------|-----|------------|
|                     | 61    | 118     | 85  | <b>265</b> |

| PLAYING SURFACES | NORTH | CENTRAL | S/E | TOTAL      |
|------------------|-------|---------|-----|------------|
|                  | 120   | 207     | 187 | <b>520</b> |

| PLAYING SURFACES (PER PARTICIPANT) | NORTH | CENTRAL | S/E   | TOTAL        |
|------------------------------------|-------|---------|-------|--------------|
|                                    | 1:114 | 1:100   | 1:143 | <b>1:119</b> |

| TIER     | NORTH | CENTRAL | S/E | TOTAL                 |
|----------|-------|---------|-----|-----------------------|
| ELITE    | 1     | 0       | 2   | <b>3</b>              |
| STATE    | 3     | 2       | 8   | <b>13</b>             |
| REGIONAL | 4     | 7       | 8   | <b>19</b>             |
| LOCAL    | 45    | 105     | 60  | <b>210</b>            |
| COUNTRY  | 8     | 5       | 7   | <b>20<sup>1</sup></b> |



## HIGHLIGHTS

- Average of 1.96 surfaces per Rugby League venue
- Most State tier facilities are in the South-East region (62% of State facilities)
- **28% of venues do not have any lighting** – this is concentrated in the North and Central regions
- Most Rugby League venues are managed by Local Government (78%) – but often includes **a strong reliance on volunteers and club officials to manage venues**
- **Only a quarter (26%) of venues have some form of external perimeter fencing** – this inhibits their crowd control ability and ability to raise admission revenue



1. INCLUDES RUGBY LEAGUE VENUES WITH INSUFFICIENT INFORMATION TO CLASSIFY. 2. PLAYING SURFACES WITH LIGHTING. 3. VENUES WITH ANY FORM OF FENCING. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); GEMBA STRATEGY ANALYSIS (2022).



## › RUGBY LEAGUE IN QLD

### EACH QRL OPERATING AREA HAS A DIFFERENT SUPPLY OF RUGBY LEAGUE VENUES AND PLAYING SURFACES

#### EXISTING RUGBY LEAGUE INFRASTRUCTURE – BREAKDOWN ACROSS QRL OPERATING AREAS

|            | OPERATING AREA      | VENUES     | INCLUSIVE FACILITIES | PLAYING SURFACES | PLAYING SURFACES WITH LIGHTING | PARTICIPANT TO VENUE RATIO | PARTICIPANT TO SURFACE RATIO |
|------------|---------------------|------------|----------------------|------------------|--------------------------------|----------------------------|------------------------------|
| NORTHERN   | FAR NORTH QLD       | 28         | 1                    | 55               | 30                             | 179                        | 91                           |
|            | TOWNSVILLE & MT ISA | 22         | 1                    | 42               | 30                             | 259                        | 135                          |
|            | MACKAY              | 11         | 1                    | 29               | 18                             | 336                        | 128                          |
| CENTRAL    | CENTRAL QLD         | 28         | 0                    | 53               | 34                             | 218                        | 115                          |
|            | WIDE BAY            | 29         | 1                    | 48               | 32                             | 100                        | 60                           |
|            | SUNSHINE COAST      | 17         | 1                    | 41               | 32                             | 306                        | 127                          |
|            | SOUTH WEST          | 45         | 0                    | 65               | 50                             | 144                        | 100                          |
| SOUTH-EAST | BRISBANE            | 55         | 0                    | 106              | 85                             | 293                        | 152                          |
|            | IPSWICH             | 14         | 0                    | 33               | 25                             | 307                        | 130                          |
|            | GOLD COAST          | 16         | 0                    | 48               | 39                             | 406                        | 135                          |
|            | <b>TOTALS</b>       | <b>265</b> | <b>5</b>             | <b>520</b>       | <b>375</b>                     | <b>233</b>                 | <b>119</b>                   |



1. INCLUSIVE IS DEFINED AS FEMALE OR UNISEX CHANGEROOMS THROUGH QRL CLUB HEALTH CHECK DATA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); GEMBA STRATEGY ANALYSIS (2022).

# CHANGING COMMUNITY, CULTURAL AND ENVIRONMENTAL FACTORS ARE IMPACTING RUGBY LEAGUE INFRASTRUCTURE DEMANDS ACROSS QLD

## KEY TRENDS INFLUENCING RUGBY LEAGUE INFRASTRUCTURE DEMAND (1/2)



### INCREASING DEMAND FOR NIGHT TIME PARTICIPATION

- There is an increasing demand for night time Rugby League participation
- This is being driven by growing participation, limited greenspace and facilities and weather conditions in summer months

ENSURING THERE IS ADEQUATE LIGHTING COVERAGE ACROSS QLD'S RUGBY LEAGUE INFRASTRUCTURE NETWORK IS NEEDED TO UNLOCK ADDITIONAL CAPACITY IN THE EXISTING SUPPLY



### INCREASING FEMALE, CALD AND ALL-ABILITIES PARTICIPATION

- Non-traditional participant segments (both players and umpires) continue to grow
- Female participation in Rugby League has experienced strong growth
- Rugby League participants from CALD (culturally and linguistically diverse) backgrounds and of all-abilities are also increasing

THE ENVIRONMENTAL RESILIENCY OF EXISTING FACILITIES NEEDS TO BE REVIEWED IN HIGH-RISK AREAS, AND FUTURE PROJECT NEED TO CONSIDER THIS IN THE DESIGN



### INCREASING COMPETITION FOR PUBLIC GREEN SPACE AND INVESTMENT

- Availability of greenspace is becoming more limited as multiple groups compete for the same space (i.e.. Sports clubs, schools, community facilities)
- Governments have appetite to invest in sports infrastructure (2032 Olympic Games), but is looking for wide-spanning solutions to meet the broad needs of the communities they serve

CO-LOCATING AND PARTNERING WITH OTHER PARTIES WILL BE A KEY FOCUS OF GOVERNMENT INVESTMENT AS IT SEEKS TO MAXIMISE COMMUNITY GREENSPACE INFRASTRUCTURE IN A TIGHT MARKET



### INCREASING INCIDENCE OF ENVIRONMENTAL DISASTERS

- Environmental disasters (e.g. floods) are placing increasing pressure on existing Rugby League infrastructure
- Extreme weather conditions (e.g. heat) are also limiting the types of Rugby League infrastructure that are appropriate for upgrade and renewal projects (e.g. synthetic fields)

THE ENVIRONMENTAL RESILIENCY OF EXISTING FACILITIES NEEDS TO BE REVIEWED IN HIGH-RISK AREAS, AND FUTURE PROJECT NEED TO CONSIDER THIS IN THE DESIGN



# CHANGING COMMUNITY, CULTURAL AND ENVIRONMENTAL FACTORS ARE IMPACTING RUGBY LEAGUE INFRASTRUCTURE DEMANDS ACROSS QLD

## KEY TRENDS INFLUENCING RUGBY LEAGUE INFRASTRUCTURE DEMAND (2/2)



### INCREASING COMPETITION FOR LEISURE TIME AMONGST PLAYERS, CLUB OFFICIALS AND VOLUNTEERS

- Potential Rugby League participants are increasingly faced with a broader range of leisure activities that they can participate in, beyond Rugby League
- Growing regulatory requirements on volunteers and club officials means supporting the delivery on local and community Rugby League competitions and activities is becoming less attractive

DELIVERING AN EXCEPTIONAL EXPERIENCE AND PROPOSITION TO RUGBY LEAGUE PLAYERS, CLUB OFFICIALS AND VOLUNTEERS WILL BE CRITICAL TO MAINTAINING THE ECOSYSTEM REQUIRED TO DELIVER RUGBY LEAGUE ACTIVITIES



### COUNCIL DESIRE TO SEE SPORTS FACILITIES UTILISED YEAR ROUND AND SHARED BY MULTIPLE SPORTS

- Councils and other funding partners have a growing preference to address and target multiple community sectors through funding grants
- Year round usage and utilisation of any new facilities is also a focus for funding partners as they seek to maximise usage and value for money

ACCEPTING THE NEED TO SHARE FACILITIES AND FINDING THE RIGHT PARTNERS FOR CO-LOCATION WILL BE A CRITICAL SUCCESS FACTOR



### INCREASING SOPHISTICATION AND COMPETITION FROM OTHER SPORTS FOR LIMITED AVAILABLE FUNDING

- Other sports are dedicating significant effort into infrastructure and facilities funding – this includes setting a clear strategic direction for the sport, land providing necessary support to seek and secure funding
- For example, the AFL has led the way in this space for many years
- This becomes increasingly critical moving forward as construction and development costs place increasing strain on the “benefit/impact equation” for recreational and sports infrastructure

QRL NEEDS TO ENSURE IT DOES NOT FALL BEHIND ITS FUNDING COMPETITORS IN AN INCREASINGLY CONSTRAINED INFRASTRUCTURE AND FACILITIES FUNDING ENVIRONMENT



# COMMUNITY CLUBS AND LOCAL COUNCILS HAVE HIGHLIGHTED KEY DEFICIENCIES AND CHALLENGES IN EXISTING RUGBY LEAGUE INFRASTRUCTURE

## INFRASTRUCTURE DEFICIENCIES AND CHALLENGES



### LIMITED RESOURCES TO MAINTAIN AND UPKEEP CRITICAL INFRASTRUCTURE

- Community clubs are under increasing financial and resourcing constraints
- Maintenance and upkeep of playing surfaces and other infrastructure is critical, but is becoming increasingly difficult
- This is exacerbated in regional and remote communities, where there are very limited numbers of volunteers to maintain playing surfaces

COMMUNITY CLUBS NEED GREATER SUPPORT TO MAINTAIN THEIR PLAYING SURFACES TO ENSURE THE SUPPLY OF RUGBY LEAGUE INFRASTRUCTURE REMAINS FIT FOR PURPOSE



### DIFFICULT TO ACCESS AND SECURE INVESTMENT FUNDING

- Community clubs struggle to identify and leverage infrastructure funding opportunities
- Appetite for infrastructure investment exists across all levels of government, but it is currently not being fully leveraged
- Increasing competition from other sports
- No central QRL Infrastructure Fund to assist with funding

ADDITIONAL RESOURCES AND SUPPORT NEED TO BE PROVIDED TO COMMUNITY CLUBS TO IMPROVE AWARENESS AND CAPABILITY TO ACCESS AVAILABLE FUNDING OPPORTUNITIES



### INADEQUATE CROWD CONTROL, BROADCAST AND SPECTATOR AMENITIES

- Small scale Rugby League facilities lack adequate, broadcast, crowd control and spectator amenities
- These aspects of infrastructure are often viewed as 'ancillary' but are critical to ensuring safe venues and ongoing financial health of local clubs through admission fees from spectators and sponsorship opportunities

INFRASTRUCTURE INVESTMENT ALSO NEEDS TO ENCOMPASS THE AMENITIES SURROUNDING THE CORE PLAYING SURFACE



### LACK OF INFRASTRUCTURE GUIDANCE TO INFORM FUTURE INVESTMENT

- Community clubs and local councils do not know where to invest as there are no QRL infrastructure guidelines nor a list of key infrastructure priorities
- This inhibits investment decision making and inconsistent infrastructure and facilities across Queensland

CLEAR INFRASTRUCTURE PRIORITIES, GUIDELINES AND STANDARDS WILL PROVIDE A 'TARGET STATE' TO INFORM FUNDING AND INVESTMENT DECISIONS AT COMMUNITY CLUBS AND LOCAL COUNCILS



# RUGBY LEAGUE INFRASTRUCTURE FUND



## › RUGBY LEAGUE INFRASTRUCTURE FUND

### 1. RUGBY LEAGUE INFRASTRUCTURE FUND

#### A. THE RUGBY LEAGUE LANDSCAPE IN QUEENSLAND

With 370 clubs located from the border in the south to the Torres Straits in the north, Mt Isa in the west and all communities in between Rugby League is truly a Queensland wide sport.

From communities and clubs in our largest and fastest growing regions in the south-east to the remote clubs in the west, Cape and Torres Strait there is clearly an identified need for our game to work closely with all forms of government, external partners and our leagues and clubs to be able to provide quality infrastructure for all who utilise and visit rugby league venues every week.

In February 2023, the QRL released their Queensland Rugby League Infrastructure Strategy.

 [QRL Infrastructure Strategy](#)

The **QRL Infrastructure Strategy** sets out Queensland's **major Rugby League infrastructure priorities for collective support and investment** that will **sustain and grow the game in Queensland** and meet the ever-changing needs of Queensland's Rugby League community.

The Infrastructure Strategy also establishes a **consistent framework to guide future infrastructure investment** to ensure the long-term interests of the game in Queensland are maintained and enhanced.



## › RUGBY LEAGUE INFRASTRUCTURE FUND

### **B. WHAT IS THE RUGBY LEAGUE INFRASTRUCTURE FUND AND HOW WILL IT SUPPORT THE GROWTH OF THE GAME IN QUEENSLAND THROUGH ENHANCED FACILITY DEVELOPMENT**

The Rugby League Infrastructure Fund provides funding to assist community rugby league clubs and leagues and local governments to develop Rugby League facilities across Queensland.

The aim of the program is to, as per the QRLIS is to:

- 1. Sustainably maintain existing capacity at venues**
- 2. Create additional capacity at rugby league venues across Queensland**
- 3. Develop increased inclusive facilities across rugby league venues**
- 4. Create venues with credible talent pathway facilities**
- 5. Promote increased funding and investment support across the game**

### **C. HOW DID THE RUGBY LEAGUE INFRASTRUCTURE FUND START?**

The QRL and the Department of Tourism and Sport have partnered to develop this funding program.

The QRL, through its own funding, along with a matching contribution from the Queensland Government's Department of Tourism and Sport has committed to matching this Government investment to improve the experience of participants who play Rugby League across Queensland.

Improving sporting and active spaces is a key priority of the Queensland Government's Activate Program to get Queenslanders healthy and active through a co-designed and co-developed process.



## › RUGBY LEAGUE INFRASTRUCTURE FUND

### 2. WHO CAN APPLY?

All affiliated leagues, clubs and councils with rugby league clubs based at their venues can apply for the funding.

### 3. HOW CAN YOU APPLY?

All eligible entities can apply for funding through the use of the QRL Infrastructure Application form. The QRL will be able to work with league and clubs and all interested parties to ensure that they are prepared prior to application.



[QRL Infrastructure Application Form](#)

### 4. WHAT DO YOU NEED TO APPLY?

To be able to apply clubs must be “shovel ready” and have received all the required quotes and development approvals from their local council.

All applications must have:

- Drafted plans from a registered builder or modular construction company for changerooms, clubhouses etc.
- Lighting Plans including lux charts that are site specific (for projects incorporating lighting) and adhere to Australian Lighting Standards for Sporting Venues:  
AS 2560.2:2021 Sports Lighting  
AS 4282:2023 Obtrusive Lighting
- Quotes and/or internal cost estimates for all
- Evidence of confirmation of funding sources if applicable
- Letters of support from council, school, elected government representatives
- Landowner consent documentation to demonstrate land tenure or support from the landowner (in most cases the local government).

### 5. WHAT PROJECTS WILL BE FUNDED?

Projects that align to aims of the program, the QRLIS identified in 1c and the NRL Minimum Facility Standards.

Priority will be given to the following:

- Inclusive facilities including changerooms and accessibility toilets
- Lighting Project
- Field upgrades
- Regional / rural / remote
- School sites
- Canteen upgrades
- Pathway requirements, e.g. media towers

### 6. WHAT WILL NOT BE FUNDED?

Projects that do not align with the objectives of the QRLIS or the NRL Minimum Facility Standards or projects that are not supported by the landowner or link to DTS strategic directions.





## › RUGBY LEAGUE INFRASTRUCTURE FUND

### 7. WHO WILL ASSESS THE APPLICATIONS?

The QRL will assess project applications and make recommendations to the Project Control Group. A Project Control Group has been developed that will oversee the program and evaluate and endorse the applications on a quarterly basis. The PCG was established to make decisions on funding applications, guide and oversee project implementation. The PCG will be made up of representatives from the QRL and the Department of Tourism and Sport.

It is anticipated that funding requests will align to other grant programs or independent fundraising activities that support the delivery of their projects but understand that projects may arise from time to time that may require urgent funding assistance. All will be looked at independently and will be considered on a case by case basis.

### 8. HOW MUCH CAN A LEAGUE, CLUB OR COUNCIL APPLY FOR?

The Rugby League Infrastructural Fund will run for 3 years and has an allocated funding amount available per year. Those applying should consider other funding streams and grants to assist them to co-contribute to the project they are wanting to complete.

#### Grant amounts:

- Minor – under \$50 000 (fixed equipment to be considered in guideline development under minors)
- Major - \$50 001 to \$150 000 (Over \$150 000 considered on a case by case by the PCG)

### 9. ACKNOWLEDGING THE QUEENSLAND GOVERNMENT'S SUPPORT AND PROMOTING SUCCESS

Successful applicants need to acknowledge the support of the Queensland Government and QRL to assist the delivery of the Project through the Fund by logo presentation on any activity-related publications, media releases, promotional material and placement of a permanent Government/QRL endorsed sign/plaque at the site during construction and upon completion of the project. The Queensland Government Minister for Sport is to be given the opportunity to participate in any formal activity associated with the progress or completion of a project including an official opening or launch. A sufficient notice period of four – eight weeks should be allowed.



## DECISION MAKING PROCESS



# QRL'S INFRASTRUCTURE STRATEGY



# FIVE BROAD STRATEGIC DIRECTIONS FOR THE FUTURE OF RUGBY LEAGUE INFRASTRUCTURE IN QUEENSLAND HAVE BEEN DEFINED

## STRATEGIC DIRECTIONS

| <b>INFRASTRUCTURE ACROSS ALL LEVELS AND TIERS NEEDS TO BE SUSTAINABLE AND FIT FOR PURPOSE IN AN INCREASINGLY DYNAMIC ENVIRONMENT</b>   | <b>QUEENSLAND'S POPULATION IS GROWING AND THE PROVISION OF RUGBY LEAGUE INFRASTRUCTURE NEEDS TO ALIGN WITH THIS</b>   | <b>PARTICIPATION FROM NON-TRADITIONAL SEGMENTS IS A KEY SOURCE OF GROWTH AND NEEDS TO BE ADEQUATELY SUPPORTED</b>   | <b>CREDIBLE TALENT PATHWAYS ACROSS ALL OF QUEENSLAND ARE CRITICAL FOR THE FUTURE PIPELINE OF ELITE-LEVEL TALENT</b>  | <b>COMMUNITY CLUBS NEED GREATER SUPPORT TO SECURE EXTERNAL INFRASTRUCTURE FUNDING</b>   |
|--|---|---|--|---|
| <ul style="list-style-type: none"> <li>• 60% of venues have playing surfaces below 'satisfactory' quality</li> <li>• 28% of surfaces do not have any surface lighting</li> <li>• Financial sustainability of Rugby League facilities is increasingly strained</li> <li>• Environmental sustainability and resilience is also becoming more important as the incidence of environmental shocks increases</li> </ul> | <ul style="list-style-type: none"> <li>• QLD's population growth has outpaced the national average</li> <li>• Population and participation growth is forecast to continue across all regions</li> <li>• Many regions do not have the infrastructure capacity to support this growth</li> <li>• Future infrastructure needs to be flexible in order to attract necessary investment funding</li> </ul> | <ul style="list-style-type: none"> <li>• Female participation has more than tripled since 2016</li> <li>• Participation in non-traditional segments, including CALD, is also growing</li> <li>• Rugby League facilities need to be inclusive and cater for the different needs of all participants, not just traditional cohorts</li> </ul> | <ul style="list-style-type: none"> <li>• Talent pathways that support development across all levels of competition is critical</li> <li>• Quality infrastructure is needed across all levels to support QRL's pathway models, especially in traditional talent feeder zones</li> </ul> | <ul style="list-style-type: none"> <li>• Community clubs have limited influence to secure infrastructure investment from external partners (e.g. government)</li> <li>• Other sports have established dedicated resources to identify funding opportunities, assist in scope definition and craft compelling funding bids</li> <li>• There is increasing competition for sports infrastructure funding</li> </ul> |

**THESE FIVE STRATEGIC DIRECTIONS HAVE BEEN DEFINED BASED ON THE KEY FINDINGS IN THE PREVIOUS TWO CHAPTERS OF THIS REPORT AND HAVE DIRECTLY INFORMED THE STRATEGIC FOCUS AREAS OF QRL'S INFRASTRUCTURE STRATEGY**



## › INFRASTRUCTURE STRATEGY

# A REFRESHED QRL INFRASTRUCTURE STRATEGY HAS BEEN DEFINED WITH FIVE STRATEGIC PILLARS TO ADDRESS THE KEY STRATEGIC DIRECTIONS

## QRL'S INFRASTRUCTURE STRATEGY (2022-2030)

|                     |   |   |   |  |   |
|---------------------|---|---|---|--|---|
| <b>VISION:</b>      | <b>ENABLE CONTINUED GROWTH IN RUGBY LEAGUE PARTICIPATION IN QUEENSLAND AT ALL LEVELS THROUGH FIT FOR PURPOSE INFRASTRUCTURE AND FACILITIES</b>  |   |   |  |   |
| <b>PRIORITIES:</b>  | <b>SUSTAINABLY MAINTAIN EXISTING CAPACITY</b>   | <b>CREATE ADDITIONAL CAPACITY</b>   | <b>INCLUSIVE FACILITIES</b>   | <b>CREDIBLE TALENT PATHWAYS</b>  | <b>FUNDING AND INVESTMENT SUPPORT</b>   |
| <b>INITIATIVES:</b> | <ol style="list-style-type: none"> <li>1. Review infrastructure network to identify major gaps between demand and capacity</li> <li>2. Renew infrastructure network to address capacity gaps and to align with infrastructure guidelines</li> </ol> | <ol style="list-style-type: none"> <li>1. Define Rugby League capacity in key growth corridors and where existing capacity is insufficient to meet demand</li> <li>2. Partner with other sports and organisations for 'greenfield' projects</li> <li>3. Expand capacity of existing facilities</li> </ol> | <ol style="list-style-type: none"> <li>1. Establish baseline inclusive facility requirements</li> <li>2. Mandate all new QRL supported developments must include gender neutral (or female) facilities</li> <li>3. Establish the Rugby League Infrastructure Fund that prioritises inclusive facility developments</li> </ol> | <ol style="list-style-type: none"> <li>1. Ensure a credible supply of appropriate infrastructure across all competition levels</li> <li>2. Fit for purpose facilities in major participation areas for talent pathway teams</li> </ol> | <ol style="list-style-type: none"> <li>1. Develop detailed preferred infrastructure guidelines and criteria</li> <li>2. Establish central QRL resources (incl. People, guidelines and templates) to support infrastructure and funding</li> <li>3. Engage with government at all levels to secure additional investment funding</li> <li>4. Appoint 'Infrastructure Champions' for each major operating region</li> </ol> |
| <b>METRICS:</b>     | # OF GUIDELINE COMPLIANT VENUES AND # OF RENEWAL PROJECTS DELIVERED   | # OF NEW VENUES/FACILITIES  | % OF VENUES WITH GENDER NEUTRAL FACILITIES AND \$ IN GRANTS FROM IFF  | % OF PARTICIPANTS IN QLD WITHIN 400KM OF A REGIONAL LEVEL FACILITY   | # OF CO-FUNDED PROJECTS IN EACH QRL REGION  |



# QUEENSLAND'S EXISTING INFRASTRUCTURE NEEDS TO BE RENEWED IN-LINE WITH AGREED GUIDELINES TO SUSTAINABLY MAINTAIN EXISTING PLAYING CAPACITY

## SUSTAINABLY MAINTAIN EXISTING CAPACITY – KEY INITIATIVES

### 1.1 REVIEW INFRASTRUCTURE NETWORK TO IDENTIFY MAJOR GAPS BETWEEN DEMAND AND CAPACITY

#### RATIONALE

- Sets a benchmark and standard for community clubs to strive towards achieving or maintaining
- Provides government at all levels with a point of reference to assess and prioritise Rugby League infrastructure projects, based on gap analysis against preferred guidelines

#### KEY ACTIVITIES

1. Finalise infrastructure hierarchy tiers, including the key characteristics of each tier
2. Develop detailed criteria and guidelines for each of the hierarchy tiers
3. Socialise with QRL stakeholders/community clubs to capture input and feedback
4. Finalise the guidelines and criteria and publicly announce

### 1.2 RENEW INFRASTRUCTURE NETWORK TO ADDRESS CAPACITY GAPS AND TO ALIGN WITH INFRASTRUCTURE GUIDELINES

#### RATIONALE

- Facility audit health checks have already been conducted in 2022 to establish a foundational understanding of the current infrastructure network
- However, these may not be aligned with the latest QRL infrastructure guidelines (see 1.1)

#### KEY ACTIVITIES

1. Compare existing state of facilities (audit health check data) against updated infrastructure hierarchy guidelines
2. Identify information gaps and seek further information from the relevant clubs/venue management
3. Review infrastructure within each operating area to identify gaps and weaknesses
4. Develop a pipeline of projects to address these gaps and weaknesses, identify priority renewal projects over 2 - 3 years and support the funding delivery of these projects (see Chapter 5)



# EXPANDING QUEENSLAND'S RUGBY LEAGUE INFRASTRUCTURE WILL BE CRITICAL IN SUPPORTING CONTINUED GROWTH ACROSS THE STATE

## CREATE ADDITIONAL CAPACITY – KEY INITIATIVES

| 2.1 DEFINE RUGBY LEAGUE CAPACITY IN KEY GROWTH CORRIDORS AND WHERE EXISTING CAPACITY IS INSUFFICIENT FOR DEMAND  | 2.2 PARTNER WITH OTHER SPORTS AND ORGANISATIONS FOR 'GREENFIELD' PROJECTS   | 2.3 EXPAND THE CAPACITY OF EXISTING FACILITIES   |
|--|---|--|
| <p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Growth corridors represent incremental population that could be Rugby League participants</li> <li>• There are existing areas where current infrastructure is insufficient to meet demand</li> <li>• Growing infrastructure in these areas will encourage participation, establishing Rugby League's presence in new areas</li> </ul> | <p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Governments of all levels are increasingly seeking greater 'bang for their buck' from sports and recreational investment</li> <li>• Declining greenspace availability is also forcing many sports and activities to share facilities and venues</li> </ul>   | <p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Population and Rugby League participation is forecast to increase in all operating areas</li> <li>• Growing the capacity of existing facilities will be needed (alongside new facilities) to be able to support this growth</li> </ul>  |
| <p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Identify key growth corridors and areas of insufficient capacity to prioritise based on participation potential</li> <li>2. Engage with local governments and land developers to identify infrastructure opportunities</li> </ol>   | <p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Conduct a review of potential partners and identify 'high alignment' partners</li> <li>2. Engage with schools to identify alignment areas &amp; infrastructure development opportunities</li> <li>3. Establish partnerships with governing bodies (or individual deliverers) of potential partners to understand how to partner for mutual success</li> <li>4. Incorporate co-location into future priority projects in line with agreed partnerships</li> </ol> | <p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Identify existing facilities that have potential for expansion in participation (e.g. no lights, no female changerooms) in-line with growing demand areas</li> <li>2. Engage with various funding partners to secure funding and investment to support the associated projects</li> </ol> |



# INCLUSIVE FACILITIES WILL BE A PRIORITY FOR FUTURE RUGBY LEAGUE INFRASTRUCTURE PROJECTS AND INVESTMENTS

## INCLUSIVE FACILITIES – KEY INITIATIVES

| 3.1 ESTABLISH BASELINE INCLUSIVE FACILITY REQUIREMENTS   | 3.2 MANDATE ALL NEW QRL SUPPORTED DEVELOPMENTS MUST INCLUDE GENDER NEUTRAL (OR FEMALE) FACILITIES  | 3.3 ESTABLISH THE RUGBY LEAGUE INFRASTRUCTURE FUND THAT PRIORITISES INCLUSIVE FACILITY DEVELOPMENTS   |
|--|--|---|
| <p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>Rugby League infrastructure needs to be inclusive to cater for growing participant segments (e.g. females, CALD, all abilities)</li> <li>QRL stands to ‘miss out’ on the growth in these segments if it does not move to better support them</li> </ul> | <p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>Establishing a mandate across all new projects to ensure this is not neglected during project scoping and design</li> <li>A public mandate also positions QRL as a leader in this space, positioning it well for future funding opportunities</li> </ul>  | <p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>Many facilities are only lacking inclusive participant facilities, rather than wholesale redevelopment/ upgrades</li> <li>Establishing a merit-based fund for these types of projects (where external funding cannot be secured) will help ensure these investments are made across QLD</li> </ul> |
| <p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>Define ‘inclusive facilities’ guidelines to guide future infrastructure projects</li> <li>Socialise these guidelines with key stakeholders to generate buy-in</li> </ol>   | <p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>Announce the mandate for all QRL supported developments</li> <li>Develop a consistent QRL design for gender neutral (or female) change facilities for players and officials for all new developments</li> <li>Circulate guidelines to community clubs and local councils to guide future design</li> </ol> | <p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>Quantify the gap in inclusive facilities across the Rugby League network</li> <li>Estimate the number of projects that would not be a priority for external funding partners</li> <li>Secure funding (internal or external) to address this gap over the next 3 years</li> </ol>              |





# RUGBY LEAGUE INFRASTRUCTURE NEEDS TO SUPPORT CREDIBLE TALENT PATHWAYS TO ENSURE THE LONG-TERM SUCCESS OF RUGBY LEAGUE

## CREDIBLE TALENT PATHWAYS – KEY INITIATIVES

### 4.1 ENSURE A CREDIBLE SUPPLY OF APPROPRIATE INFRASTRUCTURE ACROSS ALL COMPETITION LEVELS

#### RATIONALE

- Select appropriate facilities to provide talent pathway access (not all Rugby League facilities should require this).
- Talented athletes should be provided every opportunity to optimise their Rugby League playing career

#### KEY ACTIVITIES

1. Understand talent pathway facility requirements across each operating area
2. Ensure access to existing facilities for talent pathway teams
3. Ensure access to new facilities for talent pathway teams
4. Ensure talent pathway outcomes are considered for all new infrastructure projects

### 4.2 FIT FOR PURPOSE FACILITIES AND ACCESS TO THOSE FACILITIES IN MAJOR PARTICIPATION AREAS FOR TALENT PATHWAY TEAMS

#### RATIONALE

- Each Operating Area should have a regional level facility that services their talent pathway
- Talented athletes should be provided every opportunity to optimise their Rugby League playing career

#### KEY ACTIVITIES

1. Develop preferred location for regional level facilities in all operating areas that will service talent pathway participants and teams
2. Develop preferred facility guidelines for these facilities
3. Liaise with Local and State Government to develop funding program
4. Ensure appropriate tenure arrangements are negotiated to deliver access for talent pathway teams and other Rugby League users.



# ADDITIONAL FUNDING AND INVESTMENT SUPPORT WILL BE PROVIDED TO COMMUNITY RUGBY LEAGUE CLUBS ACROSS QUEENSLAND

## FUNDING AND INVESTMENT SUPPORT – KEY INITIATIVES

| 5.1 DEVELOP DETAILED PREFERRED INFRASTRUCTURE GUIDELINES AND CRITERIA   | 5.2 ESTABLISH CENTRAL QRL RESOURCES (INCL. PEOPLE AND TEMPLATES) TO SUPPORT INFRASTRUCTURE AND FUNDING   | 5.3 ENGAGE WITH GOVERNMENT TO SECURE ADDITIONAL INVESTMENT FUNDING  | 5.4 APPOINT 'INFRASTRUCTURE CHAMPIONS' FOR EACH MAJOR OPERATING REGION   |
|---|--|---|--|
| <p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Sets a benchmark and standard for community clubs to strive towards achieving or maintaining</li> <li>• Provides government at all levels with a point of reference to assess and prioritise Rugby League infrastructure projects, based on gap analysis against preferred guidelines</li> </ul>   | <p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Community clubs often lack the capability and time to adequately identify and secure investment funding</li> <li>• Centralised support, including people and templates, will address this gap and ensure there is a baseline level of capability across QRL's 10 operating areas</li> </ul>   | <p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Other sports have established dedicated teams to engage with government to advocate for infrastructure funding</li> <li>• QRL needs to ensure it remains in touch with its competitors and 'top of mind' in sport infrastructure funding decisions</li> </ul>  | <p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• It is important for the QRL to be accountable for the delivery of the Infrastructure Strategy and the 'feature'/priority projects</li> <li>• 'Infrastructure Champions' for each operating region will be appointed to support this responsibility, with KPIs associated with the delivery of the Strategy</li> </ul>                   |
| <p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Finalise the infrastructure hierarchy tiers, including the key characteristics of each tier</li> <li>2. Develop detailed criteria and guidelines for each of the hierarchy tiers</li> <li>3. Socialise with QRL stakeholders and community clubs to capture input and feedback</li> <li>4. Finalise the guidelines and criteria and publicly announce</li> </ol> | <p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Establish resources that are responsible for providing expertise/ networks and otherwise supporting infrastructure funding bids/activities</li> <li>2. Develop a set of standard funding documents and other templates for the team and community clubs</li> <li>3. Promote these resources to be used by community clubs to support future funding bids</li> </ol> | <p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Align government relations role (likely within the new central infrastructure resources; see 5.2)</li> <li>2. Present QRL's Infrastructure Strategy to government to generate buy in and raise priority projects</li> <li>3. Maintain ongoing engagement with government at all levels.</li> </ol> | <p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Appoint one 'Infrastructure Champion' for each operating region</li> <li>2. Define KPIs associated with supporting the delivery of the QRLIS</li> <li>3. Establish a recurring statewide Infrastructure meeting cadence to monitor delivery, grow the networks of relationships and pass on advice and lessons learned</li> </ol> |



# QRL INFRASTRUCTURE PROJECTS



## › FEATURE & PRIORITY PROJECTS

# FUTURE INVESTMENT INTO INFRASTRUCTURE WILL BE PRIORITISED BASED ON A COMMON FRAMEWORK BASED ON KEY PILLARS OF THE STRATEGY (1/2)

## INFRASTRUCTURE INVESTMENT FRAMEWORK

| KEY            | SUB ELEMENTS   |
|----------------|--|
| <b>GENERAL</b> | Is there a significant gap between the quality of the existing facilities vs. other facilities in the area/region?       |
|                | How many participants does this facility currently support?  |
|                | How has the state and quality of the existing infrastructure impacted participation?                                     |
|                | How does the existing infrastructure at this site compare to the infrastructure of competitor sports in the local area?  |
|                | Are there other Rugby League infrastructure projects competing for the same local or state government funding?           |
|                | Is there a natural upcoming funding cycle (e.g. local, state, federal election) that could be aligned with this project? |
|                | Does the local council support this project? Where does it rank on their priority list?                                  |
|                | Has the maximum local funding support been obtained?   |
|                | How does funding this Rugby League project impact the funding of other planned Rugby League projects?                    |
|                | Has acceptable tenure at the site been secured post project development?   |

THE INFRASTRUCTURE INVESTMENT FRAMEWORK WILL BE REVIEWED AND UPDATED ON A RECURRING BASIS TO RECALIBRATE QRL'S INFRASTRUCTURE PRIORITIES AND PRIORITISE FUTURE PROJECT SUBMISSIONS, INCLUDING THE SPECIFIC SUB ELEMENTS



## › FEATURE & PRIORITY PROJECTS

# FUTURE INVESTMENT INTO INFRASTRUCTURE WILL BE PRIORITISED BASED ON A COMMON FRAMEWORK BASED ON KEY PILLARS OF THE STRATEGY (2/2)

## INFRASTRUCTURE INVESTMENT FRAMEWORK

| KEY                                    | SUB ELEMENTS   |
|--|--|
| SUSTAINABLY MAINTAIN EXISTING CAPACITY | Will this project make the venue/facility more compliant with the preferred facility guidelines?   |
|  | Is this project critical to ensuring the ongoing usage of the facilities? (i.e.. is a 'must have' or a 'nice to have')                                 |
|  | Will this project improve the financial sustainability of the facility/venue/club (incl. revenue opportunities, lower maintenance costs etc.)?         |
| CREATE ADDITIONAL CAPACITY             | Will this project grow the playing Rugby League playing capacity in the area?  |
|  | Does this project involve partnering or co-locating with other organisations/sports?   |
|  | Does this project seek to expand the capacity of existing facilities (e.g. lighting to enable night participation) or build a new greenfield facility? |
| INCLUSIVE FACILITIES                   | Does this project seek to improve the inclusivity of Rugby League (i.e.. female participation, CALD participation, accessibility)?                     |
|  | Does this project include gender neutral facilities?   |
| CREDIBLE TALENT PATHWAYS               | Does this project address multiple Rugby League competition levels?  |
|  | Does this project service a key area of the talent pathway?  |

**THE INFRASTRUCTURE INVESTMENT FRAMEWORK WILL BE USED ON A RECURRING BASIS TO RECALIBRATE QRL'S INFRASTRUCTURE PRIORITIES & PRIORITISE FUTURE PROJECT SUBMISSIONS – THE SPECIFIC SUB ELEMENTS WILL NEED TO BE REVIEWED AND REVISED ON A RECURRING BASIS**

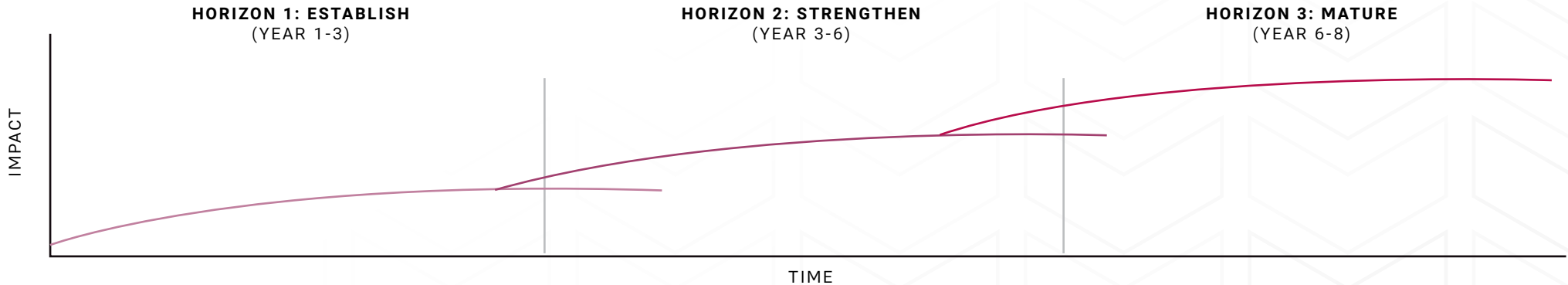


# DELIVERY OF QRL'S INFRASTRUCTURE STRATEGY



# THE INFRASTRUCTURE STRATEGY WILL BE REALIZED ACROSS THE NEXT 8 YEARS

## HIGH LEVEL IMPLEMENTATION PLAN



KEY OBJECTIVES

### HORIZON 1: ESTABLISH

- **Community clubs re-establish confidence in QRL's approach** to infrastructure and funding
- **Buy-in from local government on QRL's preferred infrastructure guidelines** resulting in more targeted grants and funding
- **Rugby League is 'top of mind'** in community sport facility investment and competitive against other sports (e.g. AFL, Cricket)
- **Community clubs have baseline capability to secure funding** – QRL to support 'feature' projects across all tiers
- **A majority of 'feature' and 'priority' projects have obtained funding** and have reached the delivery
- **New QRL Facilities Audit to be conducted** to establish a baseline of current facilities in Queensland

### HORIZON 2: STRENGTHEN

- **QRL Facilities Audit and Rugby League Infrastructure Fund** to identify and fund new projects across Queensland
- **Preferred infrastructure guidelines are uplifted** to drive improved infrastructure quality across Queensland
- **Rugby League is the 'preferred' sports partner of choice** for shared community sport facilities
- **Community clubs are the primary driver of external funding** – QRL to primarily support large-scale 'feature' infrastructure projects, primarily for regional tier and above
- **Continued success** in obtaining funding for rugby league infrastructure projects

### HORIZON 3: MATURE

- **QRL Facilities Audit and Rugby League Infrastructure Fund** to identify and fund new projects across Queensland
- **Rugby League is the 'preferred' sport for community sport facility investment** in Queensland from government
- **Community clubs become de facto leads for securing funding for sub-state level infrastructure** – QRL focuses funding effort on state and elite tier infrastructure
- **Continued success** in obtaining funding for rugby league infrastructure projects and evidence of its impact on participation



## A HIGH-LEVEL IMPLEMENTATION PLAN FOR HORIZON 1 (YEARS 1-3) HAS BEEN DEFINED

### HIGH-LEVEL IMPLEMENTATION PLAN – HORIZON 1



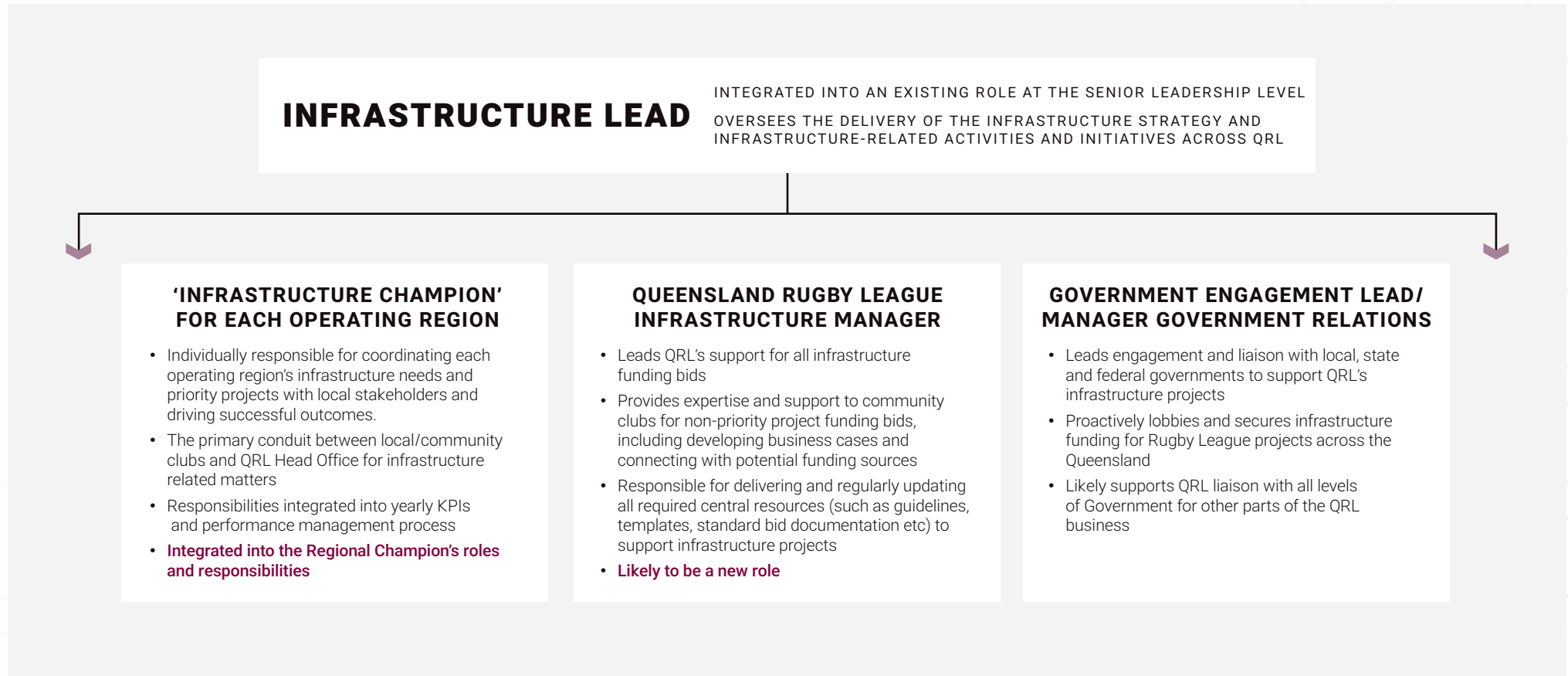
|   |  |
|---|--|
| <b>MAINTAIN EXISTING CAPACITY</b>       | <ul style="list-style-type: none"> <li>1.1 REVIEW INFRASTRUCTURE NETWORK TO IDENTIFY MAJOR GAPS BETWEEN DEMAND AND CAPACITY</li> <li>1.2 RENEW INFRASTRUCTURE NETWORK TO ADDRESS CAPACITY GAPS AND TO ALIGN WITH INFRASTRUCTURE GUIDELINES</li> </ul>  |
| <b>CREATE ADDITIONAL CAPACITY</b>       | <ul style="list-style-type: none"> <li>2.1 DEFINE RUGBY LEAGUE CAPACITY IN KEY GROWTH CORRIDORS &amp; WHERE CAPACITY IS INSUFFICIENT TO MEET DEMAND</li> <li>2.2 PARTNER WITH OTHER SPORTS AND ORGANISATIONS FOR 'GREENFIELD' PROJECTS (INCL. SCHOOLS)</li> <li>2.3 EXPAND CAPACITY OF EXISTING FACILITIES</li> </ul>  |
| <b>INCLUSIVE FACILITIES</b>             | <ul style="list-style-type: none"> <li>3.1 ESTABLISH BASELINE INCLUSIVE FACILITY REQUIREMENTS</li> <li>3.2 MANDATE ALL NEW QRL SUPPORTED DEVELOPMENTS MUST INCLUDE GENDER NEUTRAL (OR FEMALE) FACILITIES</li> <li>3.3 ESTABLISH THE RUGBY LEAGUE INFRASTRUCTURE FUND AS A CATALYST FOR COMMUNITY INVESTMENT</li> </ul>   |
| <b>CREDIBLE TALENT PATHWAYS</b>         | <ul style="list-style-type: none"> <li>4.1 ENSURE A CREDIBLE SUPPLY OF APPROPRIATE INFRASTRUCTURE ACROSS ALL COMPETITION LEVELS</li> <li>4.2 FIT FOR PURPOSE FACILITIES IN MAJOR PARTICIPATION AREAS FOR TALENT PATHWAY TEAMS</li> </ul>   |
| <b>FUNDING &amp; INVESTMENT SUPPORT</b> | <ul style="list-style-type: none"> <li>5.1 DEVELOP DETAILED PREFERRED INFRASTRUCTURE GUIDELINES AND CRITERIA</li> <li>5.2 ESTABLISH CENTRAL QRL RESOURCES (INCL. PEOPLE, GUIDELINES, TEMPLATES) TO SUPPORT INFRASTRUCTURE AND FUNDING</li> <li>5.3 ENGAGE WITH GOVERNMENT AT ALL LEVELS TO SECURE ADDITIONAL INVESTMENT FUNDING</li> <li>5.4 APPOINT 'INFRASTRUCTURE CHAMPIONS' FOR EACH MAJOR OPERATING REGION</li> </ul> |





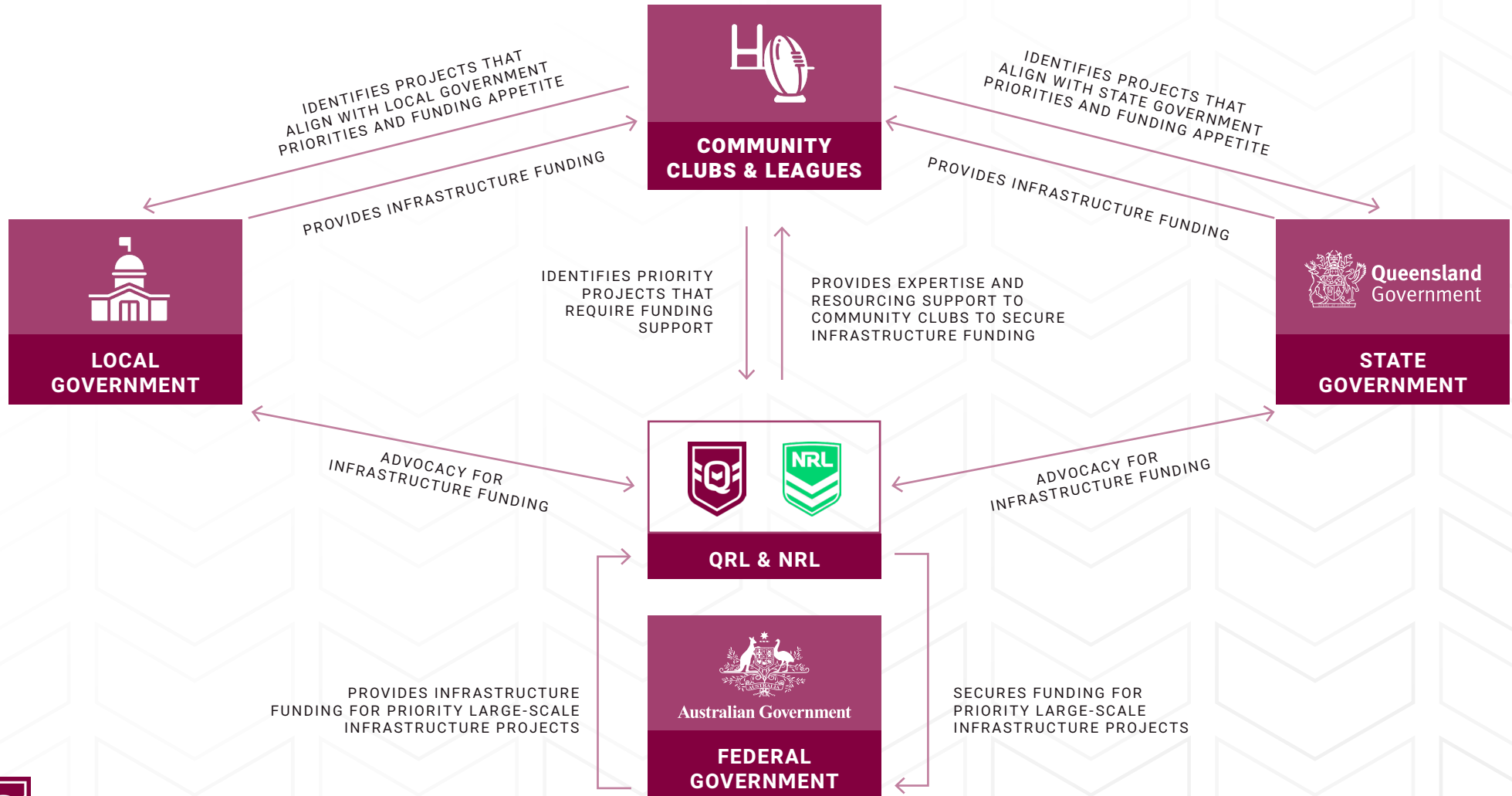
# INTERNAL QRL RESOURCES WILL NEED TO BE MOBILISED TO SUPPORT THE DELIVERY OF THE INFRASTRUCTURE STRATEGY

## PROPOSED RESOURCING MODEL



**MULTIPLE STAKEHOLDER GROUPS, INCLUDING THE QRL, COMMUNITY CLUBS AND GOVERNMENT, WILL NEED TO WORK TOGETHER TO REALISE THE STRATEGY**

**RUGBY LEAGUE INFRASTRUCTURE ECOSYSTEM**



# EACH STAKEHOLDER GROUP WILL HAVE A DIFFERENT ROLE TO PLAY THROUGHOUT THE INFRASTRUCTURE LIFECYCLE

## INFRASTRUCTURE LIFECYCLE

|  | 1. NEEDS IDENTIFICATION  | 2. SECURING FUNDING  | 3. DESIGN AND DEVELOPMENT  | 4. MAINTENANCE   |
|--|--|--|--|--|
| COMMUNITY CLUBS & LEAGUES  | <ul style="list-style-type: none"> <li>Leads the process of identifying infrastructure needs</li> <li>Outlines these needs to the QRL for prioritisation and support</li> </ul>  | <ul style="list-style-type: none"> <li>Leads the process to secure funding for non-'feature' projects</li> </ul>   | <ul style="list-style-type: none"> <li>Leads (or provides significant input) on the design of facilities</li> </ul>  | <ul style="list-style-type: none"> <li>Supports the maintenance of infrastructure owned by Local/ State Government</li> <li>Maintains any infrastructure not owned and maintained by Local/State Government</li> </ul> |
| QRL OR NRL   | <ul style="list-style-type: none"> <li>Undertakes state-wide and regional needs analysis</li> <li>Prioritises infrastructure needs across the state and regions</li> <li>Provides infrastructure guidelines to support gap analysis in infrastructure</li> </ul> | <ul style="list-style-type: none"> <li>Leads the process to secure funding for QRL-designated 'feature' projects</li> <li>Supports Community Clubs and Leagues in securing funding for non 'feature' projects</li> <li>Leads engagement with Federal government to secure funding</li> </ul> | <ul style="list-style-type: none"> <li>Establishes infrastructure guidelines to guide design</li> </ul>  | <ul style="list-style-type: none"> <li>Provides guidance and support to Community Clubs and Leagues on 'best practice' approaches to infrastructure and facilities maintenance</li> </ul>                              |
| LOCAL GOV  | <ul style="list-style-type: none"> <li>Provides input on local infrastructure needs</li> </ul>   | <ul style="list-style-type: none"> <li>Primary source of investment funding</li> </ul>   | <ul style="list-style-type: none"> <li>Provides input on design based on local objectives and needs, and ensures development is within regulation</li> </ul> | <ul style="list-style-type: none"> <li>Where possible, maintains infrastructure owned by Local Government</li> </ul>   |
| STATE GOV  | <ul style="list-style-type: none"> <li>N/A</li> </ul>  | <ul style="list-style-type: none"> <li>Secondary source of investment funding - provides investment funding for medium-scale projects</li> </ul>   | <ul style="list-style-type: none"> <li>Provides input on design based on State objectives and needs</li> </ul>   | <ul style="list-style-type: none"> <li>Where possible, maintains infrastructure owned by State Government</li> </ul>   |
| FEDERAL GOV  | <ul style="list-style-type: none"> <li>N/A</li> </ul>  | <ul style="list-style-type: none"> <li>Provides investment funding for large-scale projects</li> </ul>   | <ul style="list-style-type: none"> <li>N/A</li> </ul>  | <ul style="list-style-type: none"> <li>N/A</li> </ul>  |
| <b>THE EXACT ROLE OF LOCAL, STATE AND FEDERAL GOVERNMENT WILL VARY BASED ON THE SCALE AND NATURE OF THE INFRASTRUCTURE PROJECT</b> |  |  |  |  |



## COMMUNITY CLUBS WILL BE THE PRIMARY DRIVER OF THE LOCAL INFRASTRUCTURE AGENDA AND WILL PLAY A KEY ROLE IN OBTAINING FUNDING

### ROLE OF COMMUNITY CLUBS

#### IDENTIFY INFRASTRUCTURE NEEDS TO BE ADDRESSED

- **Monitor the state of existing Rugby League infrastructure** through the completion of annual facility audits, and identify major gaps and opportunity areas that need to be addressed
- **Take a disciplined approach** to prioritising potential projects and focus effort on those with strong strategic alignment with the QRL Infrastructure Strategy

#### PRIORITISE QRL-IDENTIFIED PROJECTS

- **Work with QRL to understand the path forward to support the delivery of relevant projects**
- **Work with the QRL in advocating for Local and State Government investment into relevant projects**
- **Ensure alignment of local and QRL messaging** re infrastructure and funding priorities

#### ENGAGE WITH GOVERNMENT FOR FUNDING

- **Maintain strong relationships with Local and State Government** to ensure Rugby League infrastructure is top of mind
- **Identify specific local government agendas** and identify alignment with community club needs
- **Advocate to Local and State Government for other infrastructure projects** to try and secure additional investment funding




#### COLLABORATE WITH OTHER SPORTS FOR SHARED FACILITIES

- **Connect with other local community sports organisations** and explore opportunities to partner and co-locate in shared community sports infrastructure
- **Co-design shared facilities with other local community sports organisations** and seek shared government infrastructure funding



# ALL LEVELS OF GOVERNMENT HAVE A SIGNIFICANT ROLE TO PLAY IN WORKING WITH THE QRL AND COMMUNITY CLUBS TO DELIVER THE STRATEGY

## ROLE OF GOVERNMENT

|  LOCAL   |  STATE  |  FEDERAL  |
|---|--|--|
| <ul style="list-style-type: none"><li>• <b>Align future community facility investment with the QRL's infrastructure guidelines</b></li><li>• <b>Engage with community Rugby League clubs</b> to understand infrastructure gaps and funding priorities</li><li>• <b>Establish ongoing communication with QRL and community clubs</b> on future growth issues and challenges, and seek collaborative solutions</li><li>• <b>Co-invest with Federal and State governments</b> on priority infrastructure projects</li><li>• <b>Match (fully or partially) QRL funding</b> for priority infrastructure projects</li><li>• <b>Incorporate Rugby League facilities (sole occupant or shared) into future community developments</b></li></ul> | <ul style="list-style-type: none"><li>• <b>Align future Rugby League investment with QRL's infrastructure guidelines</b></li><li>• <b>Co-invest with Federal and Local governments</b> on priority infrastructure projects</li><li>• <b>Match (fully or partially) QRL funding</b> for priority infrastructure projects</li><li>• <b>Establish dedicated Rugby League grant programs</b> to enable continued investment and improvement in Rugby League facilities</li></ul> | <ul style="list-style-type: none"><li>• <b>Support local government</b> to deliver local benefits and improved opportunities for communities to access Rugby League facilities</li><li>• <b>Co-invest with State and Local governments</b> on large-scale priority infrastructure projects</li></ul> |



# QRL INFRASTRUCTURE AREAS



# FAR NORTH QUEENSLAND

## PARTICIPATION AND INFRASTRUCTURE

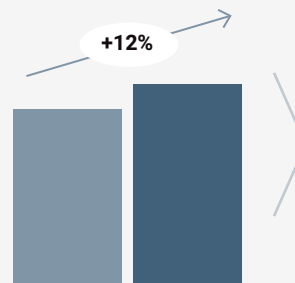


### CURRENT STATE OVERVIEW

| PARTICIPANTS | VENUES           | PARTICIPANT : VENUE   |
|--------------|------------------|-----------------------|
| <b>5,000</b> | 28               | 179                   |
|              | PLAYING SURFACES | PARTICIPANT : SURFACE |
|              | 55               | 91                    |

| 2021 PARTICIPANTS          | 2021 POPULATION | 2021 PENETRATION              | 2031 FORECAST POPULATION |
|----------------------------|-----------------|-------------------------------|--------------------------|
| 5,000                      | 298,300         | 1.7%                          | 338,500                  |
| 2031 FORECAST PARTICIPANTS | FORECAST CHANGE | ADDITIONAL TEAMS <sup>2</sup> |                          |
| 5,600                      | +600 / +12%     | +35 TEAMS                     |                          |

### FUTURE STATE FORECAST



| ADDITIONAL TEAMS | +35             |
|------------------|-----------------|
| PLAYING SURFACES | +7              |
| VENUES           | +3 <sup>4</sup> |

### KEY COUNCILS

- Cassowary Coast Regional Council
- Cairns Regional Council
- Torres Strait Island Regional Council
- Croydon Shire Council
- Etheridge Shire Council
- Mornington Shire Council
- Pormpuraaw Aboriginal Shire Council
- Yarrabah Aboriginal Shire Council
- Douglas Shire Council
- Mapoon Aboriginal Shire Council
- Napranum Aboriginal Shire Council
- Torres Shire Council
- Northern Peninsula Area Regional Council
- Mareeba Shire Council
- Tablelands Regional Council
- Carpentaria Shire Council
- Aurukun Shire Council
- Kowanyama Aboriginal Shire Council
- Lockhart River Aboriginal Shire Council
- Cook Shire Council
- Hope Vale Aboriginal Shire Council
- Wujal Wujal Aboriginal Shire Council
- Doomadgee Aboriginal Shire Council



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON 2021 RATIOS FOR THIS AREA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).

# TOWNSVILLE & MT ISA

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

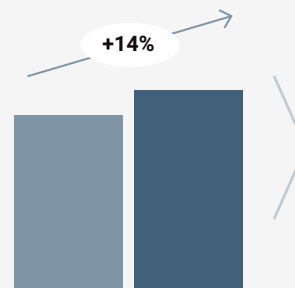
| PARTICIPANTS | VENUES           | PARTICIPANT : VENUE   |
|--------------|------------------|-----------------------|
| <b>5,700</b> | 22               | 259                   |
|              | PLAYING SURFACES | PARTICIPANT : SURFACE |
|              | 259              | 135                   |

| 2021 PARTICIPANTS          | 2021 POPULATION | 2021 PENETRATION              | 2031 FORECAST POPULATION |
|----------------------------|-----------------|-------------------------------|--------------------------|
| 5,700                      | 313,500         | 1.8%                          | 355,600                  |
| 2031 FORECAST PARTICIPANTS | FORECAST CHANGE | ADDITIONAL TEAMS <sup>2</sup> |                          |
| 6,500                      | +800 / +14%     | +47 TEAMS                     |                          |

### KEY COUNCILS

- Hinchinbrook Shire Council
- Burdekin Shire Council
- Townsville City Council
- Palm Island Aboriginal Shire Council
- Charters Towers Regional Council
- Flinders Shire Council
- McKinlay Shire Council
- Cloncurry Shire Council
- Mount Isa City Council
- Boulia Shire Council
- Burke Shire Council
- Whitsunday Regional Council

### FUTURE STATE FORECAST



| ADDITIONAL TEAMS | +47             |
|------------------|-----------------|
| PLAYING SURFACES | +6              |
| VENUES           | +3 <sup>4</sup> |



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON 2021 RATIOS FOR THIS AREA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).



# MACKAY

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

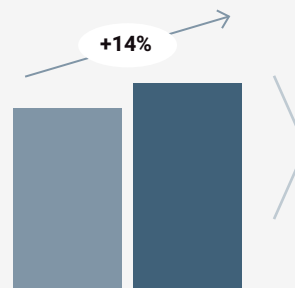
| PARTICIPANTS | VENUES           | PARTICIPANT : VENUE   |
|--------------|------------------|-----------------------|
| <b>3,700</b> | 11               | 336                   |
|              | PLAYING SURFACES | PARTICIPANT : SURFACE |
|              | 29               | 128                   |

| 2021 PARTICIPANTS          | 2021 POPULATION | 2021 PENETRATION              | 2031 FORECAST POPULATION |
|----------------------------|-----------------|-------------------------------|--------------------------|
| 3,700                      | 123,600         | 3.0%                          | 139,200                  |
| 2031 FORECAST PARTICIPANTS | FORECAST CHANGE | ADDITIONAL TEAMS <sup>2</sup> |                          |
| 4,200                      | +500 / +14%     | +29 TEAMS                     |                          |

### KEY COUNCILS

- Mackay Regional Council
- Whitsunday Regional Council
- Isaac Regional Council

### FUTURE STATE FORECAST



| ADDITIONAL TEAMS |
|------------------|
| +29              |
| PLAYING SURFACES |
| +4               |
| VENUES           |
| +2               |



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON 2021 RATIOS FOR THIS AREA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).

# CENTRAL QUEENSLAND

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

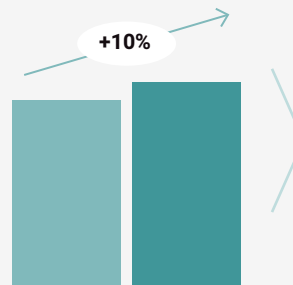
| PARTICIPANTS | VENUES           | PARTICIPANT : VENUE   |
|--------------|------------------|-----------------------|
| <b>6,100</b> | 28               | 218                   |
|              | PLAYING SURFACES | PARTICIPANT : SURFACE |
|              | 53               | 115                   |

| 2021 PARTICIPANTS          | 2021 POPULATION | 2021 PENETRATION              | 2031 FORECAST POPULATION |
|----------------------------|-----------------|-------------------------------|--------------------------|
| 6,100                      | 166,900         | 3.7%                          | 183,700                  |
| 2031 FORECAST PARTICIPANTS | FORECAST CHANGE | ADDITIONAL TEAMS <sup>2</sup> |                          |
| 6,700                      | +600 / +1-%     | +35 TEAMS                     |                          |

### KEY COUNCILS

- Gladstone Regional Council
- Rockhampton Regional Council
- Livingstone Shire Council
- Woorabinda Aboriginal Shire Council
- Banana Shire Council
- Central Highlands Regional Council
- Barcaldine Regional Council
- Longreach Regional Council
- Winton Shire Council
- Barcoo Shire Council
- Diamantina Shire Council

### FUTURE STATE FORECAST



| ADDITIONAL TEAMS | +35 |
|------------------|-----|
| PLAYING SURFACES | +5  |
| VENUES           | +3  |



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON 2021 RATIOS FOR THIS AREA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).

# WIDE BAY

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

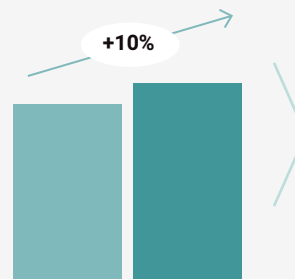
| PARTICIPANTS | VENUES           | PARTICIPANT : VENUE   |
|--------------|------------------|-----------------------|
| <b>2,900</b> | 29               | 100                   |
|              | PLAYING SURFACES | PARTICIPANT : SURFACE |
|              | 48               | 60                    |

| 2021 PARTICIPANTS          | 2021 POPULATION | 2021 PENETRATION              | 2031 FORECAST POPULATION |
|----------------------------|-----------------|-------------------------------|--------------------------|
| 2,900                      | 176,300         | 1.7%                          | 193,100                  |
| 2031 FORECAST PARTICIPANTS | FORECAST CHANGE | ADDITIONAL TEAMS <sup>2</sup> |                          |
| 3,200                      | +300 / +10%     | +17 TEAMS                     |                          |

### KEY COUNCILS

- Cherbourg Aboriginal Shire Council
- South Burnett Regional Council
- North Burnett Regional Council
- Fraser Coast Regional Council
- Bundaberg Regional Council

### FUTURE STATE FORECAST



| ADDITIONAL TEAMS | +17 |
|------------------|-----|
| PLAYING SURFACES | +3  |
| VENUES           | +1  |



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON A PARTICIPANT : SURFACE RATIO OF 100 AND PARTICIPANT : VENUE RATIO OF 300. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).

# SUNSHINE COAST

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

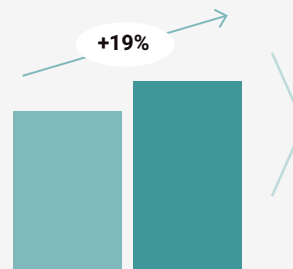
| PARTICIPANTS | VENUES           | PARTICIPANT : VENUE   |
|--------------|------------------|-----------------------|
| <b>5,200</b> | 17               | 306                   |
|              | PLAYING SURFACES | PARTICIPANT : SURFACE |
|              | 41               | 127                   |

| 2021 PARTICIPANTS          | 2021 POPULATION | 2021 PENETRATION              | 2031 FORECAST POPULATION |
|----------------------------|-----------------|-------------------------------|--------------------------|
| 5,200                      | 5,678,000       | 0.9%                          | 6,750,000                |
| 2031 FORECAST PARTICIPANTS | FORECAST CHANGE | ADDITIONAL TEAMS <sup>2</sup> |                          |
| 6,200                      | +1,000 / +19%   | +58 TEAMS                     |                          |

### KEY COUNCILS

- Moreton Bay Regional Council
- Sunshine Coast Regional Council
- Noosa Shire Council
- Gympie Regional Council
- Somerset Regional Council

### FUTURE STATE FORECAST



| ADDITIONAL TEAMS | +58 |
|------------------|-----|
| PLAYING SURFACES | +8  |
| VENUES           | +4  |



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON 2021 RATIOS FOR THIS AREA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).

# SOUTH WEST

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

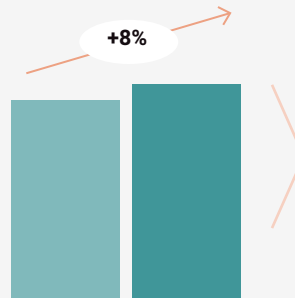
| PARTICIPANTS | VENUES           | PARTICIPANT : VENUE   |
|--------------|------------------|-----------------------|
| 6,500        | 45               | 144                   |
|              | PLAYING SURFACES | PARTICIPANT : SURFACE |
|              | 65               | 100                   |

| 2021 PARTICIPANTS          | 2021 POPULATION | 2021 PENETRATION              | 2031 FORECAST POPULATION |
|----------------------------|-----------------|-------------------------------|--------------------------|
| 6,500                      | 338,100         | 1.9%                          | 362,300                  |
| 2031 FORECAST PARTICIPANTS | FORECAST CHANGE | ADDITIONAL TEAMS <sup>2</sup> |                          |
| 7,000                      | +500 / +8%      | +29 TEAMS                     |                          |

### KEY COUNCILS

- Toowoomba Regional Council
- Southern Downs Regional Council
- Goondiwindi Regional Council
- Western Downs Regional Council
- Maranoa Regional Council
- Murweh Shire Council
- Blackall-Tambo Regional Council
- Quilpie Shire Council
- Balonne Shire Council
- Paroo Shire Council
- Bulloo Shire Council

### FUTURE STATE FORECAST



| ADDITIONAL TEAMS | +29 |
|------------------|-----|
| PLAYING SURFACES | +5  |
| VENUES           | +3  |



# BRISBANE

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

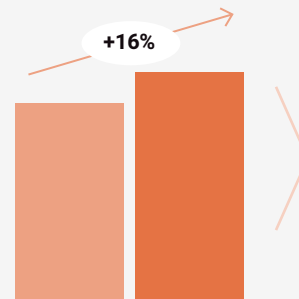
|                                     |                         |                              |
|-------------------------------------|-------------------------|------------------------------|
| <b>PARTICIPANTS</b><br><b>16.1K</b> | <b>VENUES</b>           | <b>PARTICIPANT : VENUE</b>   |
|                                     | 55                      | 293                          |
|                                     | <b>PLAYING SURFACES</b> | <b>PARTICIPANT : SURFACE</b> |
|                                     | 106                     | 152                          |

|                                   |                        |                                     |                                 |
|-----------------------------------|------------------------|-------------------------------------|---------------------------------|
| <b>2021 PARTICIPANTS</b>          | <b>2021 POPULATION</b> | <b>2021 PENETRATION</b>             | <b>2031 FORECAST POPULATION</b> |
| 16,100                            | 2,263,800              | 0.7%                                | 3,019,100                       |
| <b>2031 FORECAST PARTICIPANTS</b> | <b>FORECAST CHANGE</b> | <b>ADDITIONAL TEAMS<sup>2</sup></b> |                                 |
| 18,600                            | +2,500 / +16%          | +147 TEAMS                          |                                 |

### KEY COUNCILS

- Brisbane City
- Redland City
- Logan City
- Moreton Bay Regional Council

### FUTURE STATE FORECAST



|                         |
|-------------------------|
| <b>ADDITIONAL TEAMS</b> |
| +147                    |
| <b>PLAYING SURFACES</b> |
| +17                     |
| <b>VENUES</b>           |
| +9                      |



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON 2021 RATIOS FOR THIS AREA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).

# GOLD COAST

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

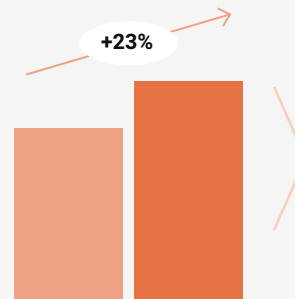
| PARTICIPANTS | VENUES           | PARTICIPANT : VENUE   |
|--------------|------------------|-----------------------|
| 6,500        | 16               | 406                   |
|              | PLAYING SURFACES | PARTICIPANT : SURFACE |
|              | 48               | 135                   |

| 2021 PARTICIPANTS          | 2021 POPULATION | 2021 PENETRATION              | 2031 FORECAST POPULATION |
|----------------------------|-----------------|-------------------------------|--------------------------|
| 6,500                      | 695,100         | 0.9%                          | 854.800                  |
| 2031 FORECAST PARTICIPANTS | FORECAST CHANGE | ADDITIONAL TEAMS <sup>2</sup> |                          |
| 8,000                      | +1,500 / +23%   | +88                           |                          |

### KEY COUNCILS

- Gold Coast City Council
- Scenic Rim Regional Council

### FUTURE STATE FORECAST



| ADDITIONAL TEAMS |
|------------------|
| +88              |
| PLAYING SURFACES |
| +11              |
| VENUES           |
| +5               |



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON 2021 RATIOS FOR THIS AREA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).

# IPSWICH

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

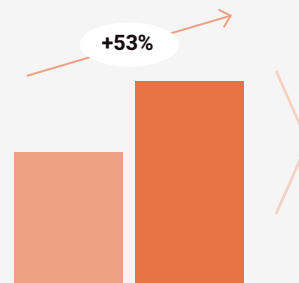
| PARTICIPANTS | VENUES           | PARTICIPANT : VENUE   |
|--------------|------------------|-----------------------|
| <b>4,300</b> | 14               | 307                   |
|              | PLAYING SURFACES | PARTICIPANT : SURFACE |
|              | 33               | 130                   |

| 2021 PARTICIPANTS          | 2021 POPULATION | 2021 PENETRATION              | 2031 FORECAST POPULATION |
|----------------------------|-----------------|-------------------------------|--------------------------|
| 4,300                      | 318,200         | 1.3%                          | 496,000                  |
| 2031 FORECAST PARTICIPANTS | FORECAST CHANGE | ADDITIONAL TEAMS <sup>2</sup> |                          |
| 6,600                      | +2,300 / +53%   | +135                          |                          |

### KEY COUNCILS

- Ipswich City Council
- Somerset Regional Council
- Lockyer Valley Regional Council

### FUTURE STATE FORECAST



| ADDITIONAL TEAMS | +135 |
|------------------|------|
| PLAYING SURFACES | +18  |
| VENUES           | +8   |



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON 2021 RATIOS FOR THIS AREA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).



