



**ACT**  
Government

Chief Minister, Treasury and  
Economic Development

## Freedom of Information Publication Coversheet

The following information is provided pursuant to section 28 of the *Freedom of Information Act 2016*.

FOI Reference: CMTEDDFOI 2021-206

| Information to be published                       | Status    |
|---------------------------------------------------|-----------|
| 1. Access application                             | Published |
| 2. Decision notice                                | Published |
| 3. Documents and schedule                         | Published |
| 4. Additional information identified              | No        |
| 5. Fees                                           | Waived    |
| 6. Processing time (in working days)              | 35        |
| 7. Decision made by Ombudsman                     | N/A       |
| 8. Additional information identified by Ombudsman | N/A       |
| 9. Decision made by ACAT                          | N/A       |
| 10. Additional information identified by ACAT     | N/A       |

**From:** [REDACTED]  
**To:** [CMTEDD FOI](#)  
**Cc:** [REDACTED]  
**Subject:** FOI REQUEST - BRUMBIES BRIEFS  
**Date:** Tuesday, 10 August 2021 3:28:57 PM

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Good afternoon,

**RE: FREEDOM OF INFORMATION REQUEST – BRUMBIES BRIEFS**

I write to request under the *Freedom of Information Act 2016* the following briefs:

- Brumbies - 2021 Super Rugby Trans Tasman Competition
- Brumbies & Rugby Australia Meeting
- Brumbies Financial Due Diligence Review Findings and further Government support of the organisation in 2021
- Renegotiation of 2021 Brumbies Performance Allied Deed
- Renegotiation of Brumbies Performance Alliance Deed
- Renegotiation of Brumbies Performance Fee Agreement

[REDACTED]

Should you require any further information or clarification about my request, please contact my office on [REDACTED]

Kind regards,

[REDACTED]



**ACT**  
Government

Chief Minister, Treasury and  
Economic Development

Our ref: CMTEDDFOI 2021-206



## FREEDOM OF INFORMATION REQUEST

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the Act), received by the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) on 10 August 2021, in which you sought access to ministerial briefs:

- Brumbies - 2021 Super Rugby Trans-Tasman Competition
- Brumbies & Rugby Australia Meeting
- Brumbies Financial Due Diligence Review Findings and further Government support of the organisation in 2021
- Renegotiation of 2021 Brumbies Performance Allied Deed
- Renegotiation of Brumbies Performance Alliance Deed
- Renegotiation of Brumbies Performance Fee Agreement

### Authority

I am an Information Officer appointed by the Director-General of CMTEDD under section 18 of the Act to deal with access applications made under Part 5 of the Act.

### Timeframes

In accordance with section 40 of the Act, CMTEDD was required to provide a decision on your access application by 7 September 2021 however due to third party consultation the due date was changed to 28 September 2021.

### Decision on access

Searches were completed for relevant documents and 8 documents were identified that fall within the original scope of your request.

I have included as **Attachment A** to this decision the schedule of relevant documents. This provides a description of each document that falls within the scope of your request and the access decision for each of those documents.

### **Third party consultation**

In determining this access request, I identified that some of the information may reasonably be expected to be of concern to a third party. In accordance with section 38 of the Act, I have undertaken third party consultation. I have considered the contentions raised by the third party in making this decision.

In accordance with section 54(2) of the Act a statement of reasons outlining my decision is below.

### **Material considered**

In reaching my access decision, I have taken the following into account:

- the Act,
- the content of the documents that fall within the scope of your request,
- the contentions of relevant third parties, and
- the *Human Rights Act 2004*.

### **Exemption claimed**

I have decided to grant partial access to the seven documents and full access to one document that fall within the scope of your request. My reasons for deciding not to grant full access to the identified documents and components of these documents are as follows:

#### Public Interest

The Act has a presumption in favour of disclosure. As a decision maker I am required to decide where, on balance, public interests lie. As part of this process, I must consider factors favouring disclosure and non-disclosure.

In *Hogan v Hinch* (2011) 243 CLR 506, [31] French CJ stated that when ‘used in a statute, the term [public interest] derives its content from “the subject matter and the scope and purpose” of the enactment in which it appears’. Section 17(1) of the Act sets out the test, to be applied to determine whether disclosure of information would be contrary to the public interest. These factors are found in subsection 17(2) and Schedule 2 of the Act.

Taking into consideration the information contained in the documents found to be within the scope of your request, I have identified that the following public interest factors are relevant to determine if release of the information contained within these documents is within the ‘public interest’.

#### Factors favouring disclosure in public interest:

*(a) disclosure of the information could reasonably be expected to do any of the following:*

*(ii) contribute to positive and informed debate on important issues or matters of public interest; and*

*(viii) reveal the reason for a government decision and any background or contextual information that informed the decision.*

Having considered the factors identified as relevant in this matter, I consider that release

of the information contained in the documents may contribute to an informed debate on important matters of public interest by allowing you to have a copy of the documents that fall within the scope of your request.

Factors favouring nondisclosure in public interest

(a) *disclosure of the information could reasonably be expected to do any of the following:*

*(ii) prejudice the protection of an individual's right to privacy or any other right under the Human Rights Act 2004; and*

*(xi) prejudice trade secrets, business affairs or research of an agency or person.*

I consider that the protection of an individual's right to privacy, especially in the course of dealings with the ACT Government is a significant factor as the parties involved have provided their personal contact information for the purposes of working with the ACT Government. I have considered this information and in my opinion the protection of these individuals' personal details (such as emails addresses and personal phone numbers which are not publicly available) outweighs the benefit which may be derived from releasing them. I consider that these individuals are entitled to expect that the personal information they have supplied as part of this process to the ACT Government will be dealt with in a manner that protects their privacy.

I have also considered the impact of disclosing information which relates to business affairs. In the case of *Re Mangan and The Treasury* (2005) AATA 898 the term 'business affairs' was interpreted as meaning 'the totality of the money-making affairs of an organisation or undertaking as distinct from its private or internal affairs'.

Schedule 2 section 2.2(a)(xi) allows for government information to be withheld from release if disclosure of the information could reasonably be expected to prejudice the trade secrets, business affairs or research of an agency or person.

Having applied the test outlined in section 17 of the Act and deciding that release of personal and business information contained in the documents is not in the public interest to release, I have chosen to redact this specific information in accordance with section 50(2). Noting the pro-disclosure intent of the Act, I am satisfied that redacting only the information that I believe is not in the public interest to release will ensure that the intent of the Act is met and will provide you with access to the majority of the information held by CMTEDD within the scope of your request.

**Access to documents**

Pursuant to section 38(6) of the Act, I am required to **defer access** to all the identified documents as an affected third party has objected to disclosure. This third party may apply for review of my release decision within 20 working days after my decision is published on the CMTEDD disclosure log, or a longer period allowed by the Ombudsman. I will write to you to advise when access is no longer deferred.

## **Charges**

Pursuant to *Freedom of Information (Fees) Determination 2017 (No 2)* processing charges are applicable for this request because the total number of pages to be released to you exceeds the charging threshold of 50 pages. However, the charges have been waived in accordance with section 107 (2)(e) of the Act.

## **Online publishing – Disclosure Log**

Under section 28 of the Act, CMTEDD maintains an online record of access applications called a disclosure log. Your original access application, my decision and documents released to you in response to your access application will be published on the CMTEDD disclosure log between 3-10 working days after the completion of review timeline. Your personal contact details will not be published. You may view CMTEDD disclosure log at: [Disclosure Log 2021 - Chief Minister, Treasury and Economic Development Directorate \(act.gov.au\)](https://act.gov.au/disclosure-log-2021)

## **Ombudsman Review**

My decision on your access request is a reviewable decision as identified in Schedule 3 of the Act. You have the right to seek Ombudsman review of this outcome under section 73 of the Act within 20 working days from the day that my decision is published in CMTEDD disclosure log, or a longer period allowed by the Ombudsman.

We recommend using this form [Applying for an Ombudsman Review](#) to ensure you provide all of the required information. Alternatively, you may write to the Ombudsman at:

The ACT Ombudsman  
GPO Box 442  
CANBERRA ACT 2601  
Via email: [actfoi@ombudsman.gov.au](mailto:actfoi@ombudsman.gov.au)

## **ACT Civil and Administrative Tribunal (ACAT) Review**

Under section 84 of the Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision. Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal  
Level 4, 1 Moore St  
GPO Box 370  
Canberra City ACT 2601  
Telephone: (02) 6207 1740  
<http://www.acat.act.gov.au/>

Should you have any queries in relation to your request please contact me by telephone on 02 6207 7754 or email [CMTEDDFOI@act.gov.au](mailto:CMTEDDFOI@act.gov.au).

Yours sincerely,

A handwritten signature in black ink, appearing to read 'K Stuart', written in a cursive style.

Katharine Stuart

Information Officer

Information Access Team

Chief Minister, Treasury and Economic Development Directorate

28 September 2021



**ACT**  
Government

Chief Minister, Treasury and  
Economic Development

## FREEDOM OF INFORMATION REQUEST SCHEDULE

| WHAT ARE THE PARAMETERS OF THE REQUEST                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  | Reference NO.      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--------------------|
| <b>Ministerial Briefs</b> <ul style="list-style-type: none"> <li>• Brumbies 2021 Super Rugby Trans-Tasman Competition</li> <li>• Brumbies &amp; Rugby Australia Meeting</li> <li>• Brumbies Financial Due Diligence Review Findings and further Government support of the organisation in 2021</li> <li>• Renegotiation of 2021 Brumbies Performance Allied Deed</li> <li>• Renegotiation of Brumbies Performance Alliance Deed</li> <li>• Renegotiation of Brumbies Performance Fee Agreement</li> </ul> |  | CMTEDDFOI 2021-206 |

| Ref No                  | Page number | Description                                                                                                                          | Date             | Status  | Reason for Exemption                                         | Online Release Status |
|-------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------|---------|--------------------------------------------------------------|-----------------------|
| 1                       | 1-4         | Brief - Brumbies 2021 Super Rugby Trans-Tasman Competition                                                                           | 15 April 2021    | Partial | Sch 2 s2.2 (a)(xi)                                           | Yes                   |
| 2                       | 5-9         | Brief - Brumbies & Rugby Australia Meeting                                                                                           | 11 March 2021    | Partial | Sch 2 s2.2 (a)(xi) Sch 2 s2.2 (a)(xii)                       | Yes                   |
| 3                       | 10-19       | Brief- Brumbies Financial Due Diligence Review Findings and further Government support of the organisation in 2021 with Attachment A | 6 April 2021     | Partial | Sch 2 s2.2 (a)(xi) Sch 2 s2.2 (a)(xii)                       | Yes                   |
| 4                       | 20-27       | Brief- Renegotiation of 2021 Brumbies Performance Allied Deed with Attachment A                                                      | 25 January 2021  | Partial | Sch 2 s2.2 (a)(xi) Sch 2 s2.2 (a)(xii)                       | Yes                   |
| 5                       | 28-29       | E-mail Communication part of Brumbies Performance Allied Deed                                                                        | 7 January 2021   | Partial | Sch 2 s2.2 (a)(xi) Sch 2 s2.2 (a)(xii)<br>Sch 2 s2.2 (a)(ii) | Yes                   |
| 6                       | 30-35       | Brief - Renegotiation of Brumbies Performance Alliance Deed with Attachment A                                                        | 21 December 2020 | Partial | Sch 2 s2.2 (a)(xi) Sch 2 s2.2 (a)(xii)                       | Yes                   |
| 7                       | 36-106      | Brief- Renegotiation of Brumbies Performance Fee Agreement with Attachment A, Attachment B & Attachment C                            | 7 December 2020  | Partial | Sch 2 s2.2 (a)(xi) Sch 2 s2.2 (a)(xii)<br>Sch 2 s2.2 (a)(ii) | Yes                   |
| 8                       | 107         | Letter from Chief Minister to Deputy Chief Minister                                                                                  | 9 September 2019 | Full    | N/A                                                          | Yes                   |
| <b>Total No of Docs</b> |             |                                                                                                                                      |                  |         |                                                              |                       |
| 8                       |             |                                                                                                                                      |                  |         |                                                              |                       |

**Chief Minister, Treasury and Economic Development Directorate****To:** Chief Minister

Tracking No.: CMTEDD2021/1855

**Date:** 15/04/2021**From:** Deputy Director General, Economic Development Directorate**Subject:** Brumbies – 2021 Super Rugby Trans-Tasman Competition**Critical Date:** 16/04/2021**Critical Reason:** To inform consideration of a one-off payment to assist the Brumbies hosting an additional home game of the 2021 Super Rugby Trans-Tasman competition in Canberra against the Auckland Blues (Blues).**Recommendations**

That you:

1. Note the information contained in this brief;

**Noted / Please Discuss**

2. Sch 2.2(a)(xi)

**Agreed / Not Agreed / Please Discuss**

3. Sch 2.2(a)(xi)

**Agreed / Not Agreed / Please Discuss**

Andrew Barr MLA ...../...../.....

Minister's Office Feedback

## Background

1. Following the announcement of a Trans-Tasman travel bubble between Australia and New Zealand on 6 April 2021, it was confirmed the 2021 Super Rugby Trans-Tasman competition would proceed as a home and away structure.
2. Under the five-round Trans-Tasman competition (excluding any Finals games), the Brumbies are currently scheduled to play two home games at GIO Stadium and two away games in New Zealand. It was originally proposed the additional fifth round would be played as a “Super Round” with all teams converging on one location in either Australia or New Zealand. This concept has now been replaced with a traditional home and away fixture.
  - a. The five fixtures scheduled for the Super Round will now be played at venues to be negotiated as part of revenue-sharing commercial arrangements between the teams concerned.
3. It is understood Rugby Australia and New Zealand Rugby will announce the final Trans-Tasman fixture on 19 April 2021.

## Issues

4. The Brumbies advised they were scheduled to play a total of six home games in 2021 – four Super Rugby AU games and two Super Rugby Trans-Tasman games.
5. Noting the change of structure of the Super Round, on 15 April the Brumbies advised they are scheduled to play the Auckland Blues (Blues) on 29 May 2021. Pending commercial negotiations with the Blues, the Brumbies are seeking to host this game in Canberra.
6. Should this game proceed, it will increase the Brumbies total number of home games to seven for the 2021 season.

Sch 2.2(a)(xi)

**Financial Implications**

9. Funding for this additional game can be sourced from existing funding allocations for the Brumbies.

Sch 2.2(a)(xi)

**Consultation**Internal

12. Nil.

Cross Directorate

13. Nil.

External

14. Nil.

**Work Health and Safety**

15. Nil.

**Benefits/Sensitivities**

16. It is unclear as to what proportion of the per game fee will be allocated through the commercial arrangement with the Auckland Blues.
17. The Brumbies on-field success in 2019 (semi-finalist) and 2020 (winners) has not converted to a significant increase in crowd numbers. The 2021 Super Rugby season has only resulted in a marginal increase in the average crowd attendance – current crowd capacity at the venue is 100%.
- a. The 2021 average crowd attendance figures include a significant number of “free tickets” being issued, more than 2,000 tickets for some home games.

| Year | No. of games | Average | Notes                                                                                                                                                                                                      |
|------|--------------|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2019 | 8            | 8,493   |                                                                                                                                                                                                            |
| 2020 | 4            | 7,470   | Total number of games played against Reds, Rebels, Highlanders and Waratahs in February – March, prior to the introduction of venue restrictions and recommencement of revised Super Rugby AU competition. |
| 2021 | 4            | 7,897   | Total number of games played in the Super Rugby AU competition against all Australian teams.                                                                                                               |

**Communications, media and engagement implications**

18. There has been significant media attention relating to the sport of rugby and its long-term viability.

Signatory Name: Kareena Arthy

Phone: 75564

Action Officer: David Jeffrey

Phone: 75815

**Chief Minister, Treasury and Economic Development Directorate**

|                         |                                                                                                                    |                               |
|-------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>To:</b>              | Chief Minister                                                                                                     | Tracking No.: CMTEDD2021/1009 |
| <b>Date:</b>            | 11/03/2021                                                                                                         |                               |
| <b>From:</b>            | Executive Branch Manager, Sport and Recreation                                                                     |                               |
| <b>Subject:</b>         | Brumbies and Rugby Australia meeting                                                                               |                               |
| <b>Critical Date:</b>   | 16/03/2021                                                                                                         |                               |
| <b>Critical Reason:</b> | You are meeting with Mr Phil Thomson, CEO Brumbies and Mr Andy Marinos, CEO Rugby Australia (RA) on 18 March 2021. |                               |

**Recommendations**

That you:

1. Note the information contained in this brief.

**Noted / Please Discuss**

Andrew Barr MLA ...../...../.....

Minister's Office Feedback

## Background

1. You are meeting with Mr Phil Thomson, CEO Brumbies Rugby and Mr Andy Marinos, CEO Rugby Australia at 1.30pm on 18 March 2021.
  - a. Mr Andy Marinos, the new CEO of RA, commenced in the role 1 February 2021. Previously he was CEO of South Africa, New Zealand, Australia and Argentina Rugby (SANZAAR) for five years. This is your first meeting with Mr Marinos.
2. The Brumbies are the inaugural Super Rugby AU Champions of the revised 2020 competition season due to the impacts of COVID, having beaten the QLD Reds in a tight Final played at GIO Stadium.
3. The previous five-year Performance Funding Agreement (PFA) between the Territory and the Brumbies (managed by Sport and Recreation) and the Venue Hire Agreement (VHA) for GIO Stadium (managed by Venues Canberra) expired on 31 December 2020.
4. To support the Brumbies playing in the 2021 Super Rugby competition (including Super Rugby AU and Super Rugby TransTasman), a short-term Funding Deed and separate VHA were issued. The VHA was executed on 5 March 2021 and the Funding Deed was executed on 16 March 2021.

## Issues

### *2021 Super Rugby Competition Structure*

5. In 2021, the Super Rugby competition will operate under a revised structure consisting of a five-team domestic competition (Super Rugby AU). It will be followed by a Super Rugby Trans-Tasman series with New Zealand and Australian Super Rugby competing in a five-round competition.
6. The Brumbies will play a total of six main round home games at GIO Stadium in the revised 2021 structure (four home games Super Rugby AU; two home games Trans-Tasman competition).
7. Any associated Finals matches for the Super Rugby AU (1 in total) and Trans-Tasman (1 in total) competitions will be played at the home ground of the highest-ranking team. Pending the Brumbies on-field playing performance, an additional two games may be played at GIO Stadium. In previous partnership agreements, the Territory has not included, nor paid the Brumbies for any final games.

### *Rugby Australia and value of the code of Rugby*

8. RA's financial position has been weakening in recent years. According to the latest audited financial statements (financial year ending 31 December 2019), RA sustained an operating loss of \$9.4 million, resulting from a \$4.0 million increase in player payments, \$3.8 million increase in corporate costs, both likely due to the increase in legal costs and payout to Israel Folau.

9. On 9 November 2020, RA announced the details of a new broadcast deal. It confirmed the Nine Entertainment Co, together with its streaming service Stan, will be the preferred broadcaster of all rugby matches. The three-year partnership that commenced in 2021 is reported to be worth \$100 million (paid to RA) over the initial three-year period. This represents a 42 per cent decline in the previous broadcast arrangement.
10. Brumbies officials have advised that RA has reduced payments to the Brumbies by 30 per cent for the upcoming Super Rugby season, given the support necessary to bring the Western Force into the competition. It is understood that the reduced payment is also directly related to the reduced revenue RA receives from the new broadcast deal indicating a decline in the value of rugby as a code overall.
11. As part of \$2.5 million of savings in a new collective bargaining agreement, RA has confirmed Wallabies players will have match payments reduced by roughly 50 per cent in 2021. This reduction will allow for all Super Rugby player salaries to return to full pay from 1 January 2021. All of Australia's professional players were required to take pay cuts of varying size in 2020 because of COVID-19 and a reduction in matches.
12. To assist RA through the coronavirus shutdown in 2020, World Rugby loaned the organisation up to an estimated \$16.0 million. However, this was only after the organisation agreed to an emergency pay deal with the players union as noted above.

*Brumbies Financial Due Diligence Review*

13. As indicated in brief CMTEDD2020/4832, you agreed to commission an independent analysis of the Brumbies current and future financial position to assist decision making in relation to any ongoing government support of the organisation.
14. A parallel brief is currently being drafted outlining future funding recommendations for the Brumbies for your consideration.

*2027 Rugby World Cup Bid*

15. RA has indicated its desire to secure the rights to host the Rugby World Cup tournament in 2027 (RWC27).
16. The Rugby World Cup is contested every four years with a total of 20 nations now taking part in the tournament playing a total of 48 matches.
17. Due to initial support from the Australian Government, RA commenced its Foundation Planning Phase for the RWC27 bid in October 2019. This has enabled RA to commence scoping out the feasibility of bidding and carrying out national and international engagement in the market around an Australian bid to host RWC27.
18. The bid process for RWC27 will run from February 2021 through to May 2022. World Rugby will award the rights to host the 2027 and 2031 tournaments concurrently.
19. Representatives of Economic Development will be meeting with RA representatives on the bid process for RWC27 on 17 March 2021.

20. You are scheduled to meet with General The Hon Sir Peter Cosgrove, Rugby World Cup Advisory Board Member, and Mr Hamish McLennan, Rugby Australia (RA) Chairman, in the coming weeks.

### Financial Implications

21. The Brumbies financial year aligns with rugby's broader playing 'season' being 1 October to 30 September. As per the previous agreement, the Brumbies received 'season' payments in two instalments in July and September each year. The table below details payments made to the Brumbies under the current PFA.

| Year                  | Partnership fee (\$) | Payroll tax waiver (\$) | Payment date                     |
|-----------------------|----------------------|-------------------------|----------------------------------|
| 2020 season (2020-21) | Sch 2.2(a)(xi)       |                         | 1 July 2020<br>December 2019*    |
| 2019 season (2019-20) |                      |                         | 1 July 2019<br>April 2019*       |
| 2018 season (2018-19) |                      |                         | 1 July 2018<br>30 September 2018 |
| 2017 season (2017-18) |                      |                         | 1 July 2017<br>30 September 2017 |
| 2016 season (2016-17) |                      |                         | 1 July 2016                      |

22. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

23

24. The Brumbies also subsequently received the final PFA payment of the current agreement of Sch 2.2(a)(xi) in July 2020. Noting the 2020 Super Rugby competition occurred under a revised structure and a lesser commercial product being provided, payment of this full instalment was based on a commercial decision to aid the team through the economic impact of COVID-19 and support the local rugby community during ongoing restrictions.

25. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

### Consultation

#### Internal

26. Venues Canberra has been consulted in the development of this brief.

Cross Directorate

27. Nil.

External

28. Sport and Recreation has been, and continues to, engage with the Brumbies throughout the negotiation and corresponding due diligence review process.

**Work Health and Safety**

29. Nil.

**Benefits/Sensitivities**

30. There is a level of uncertainty as to the long-term future and broader strategic plan for the sport of rugby, both domestically and internationally.
31. The Brumbies on-field success in 2019 and 2020 has not converted to a significant increase in crowd numbers. The Brumbies average crowd attendance figure for the four games played between February – March 2020 prior to the pandemic was only 7,470. Attendance for the first two home games against the NSW Waratahs and Melbourne Rebels this year was 9,322 and 5,713 respectively.
32. Details regarding the 2022 Super Rugby season are yet to be settled, with considerable uncertainty around the structure of the competition. This includes whether it remains a domestic rather than an international competition, and how many matches will be involved.
- a. There is also growing evidence to suggest rugby union is challenged in accessing or retaining commercial revenue streams (i.e. broadcast, sponsorship) in Australia when compared to the AFL and NRL competitions.

**Communications, media and engagement implications**

33. There has been significant media attention relating to the sport of rugby and its long-term viability.

Signatory Name: Rebecca Kelley

Phone: 74389

Action Officer: Alice Stainlay

Phone: 70168

## les fChief Minister, Treasury and Economic Development Directorate

|                         |                                                                                                             |                              |
|-------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------|
| <b>To:</b>              | Chief Minister                                                                                              | Tracking No.: CMTEDD2021/996 |
| <b>Date:</b>            | 06/04/2021                                                                                                  |                              |
| <b>CC:</b>              | Minister for Sport and Recreation                                                                           |                              |
| <b>From:</b>            | Executive Branch Manager, Sport and Recreation                                                              |                              |
| <b>Subject:</b>         | Brumbies Financial Due Diligence Review findings and further government support of the organisation in 2021 |                              |
| <b>Critical Date:</b>   | 05/05/2021                                                                                                  |                              |
| <b>Critical Reason:</b> | To inform consideration of second payment funding for the Brumbies in 2021.                                 |                              |

- DDG 23/04/2021

**Recommendations**

That you:

1. Note the information contained in this brief;

**Noted / Please Discuss**

2. Note the delivery of an additional Trans-Tasman game in Canberra, as a basis for additional funding of Sch 2.2(a)(xi) (as agreed in CMTEDD2021/1855), will not occur as the game will be played in Auckland;

**Noted / Please Discuss**

3. Agree to Option 1 to proceed with the option you approved in previous briefing (CMTEDD2020/5735) to pay a partnership fee of Sch 2.2(a)(xi) for a total of six home games, noting this includes an initial payment of Sch 2.2(a)(xi) in March 2021; **OR**

**Agreed / Not Agreed / Please Discuss**

**OFFICIAL**

4. Agree to Option 2 to pay a partnership fee of Sch 2.2(a)(xi), which encompasses Option 1 plus an additional Sch 2.2(a)(xi), referenced in CMTEDD2021/1855 despite a total of only six home games, noting this includes an initial payment of Sch 2.2(a)(xi) in March 2021; **OR**

**Agreed / Not Agreed / Please Discuss**

5. Agree to Option 3 to pay a partnership fee of Sch 2.2(a)(xi), being the same level of funding provided in 2020 (for eight matches), noting this includes an initial payment of Sch 2.2(a)(xi) in March 2021 and is for six home games only; and

**Agreed / Not Agreed / Please Discuss**

6. Note that pending your decision, Sport and Recreation will work with the ACT Government Solicitors Office in preparing appropriate written correspondence to the Brumbies to confirm agreement status for the 2021 Super Rugby season.

**Noted / Please Discuss**

Andrew Barr MLA ..... /...../.....

Minister's Office Feedback

**Background**

1. As indicated in brief CMTEDD2020/4832, you agreed to commission an independent analysis of the Brumbies current and future financial position to assist decision making in relation to any ongoing government support of the organisation.
2. Sport and Recreation engaged Nexia Australia to conduct the Financial Due Diligence Review (the Review).
  - a. The scope of the Review included assessment of the current financial viability of the Brumbies organisation, predictive financial analysis to assist in forecast modelling and evaluation of the Brumbies anticipated future financial viability, and risk mitigation strategies to increase the probability of improving the Brumbies future financial viability.
  - b. To gain background information from both an historic and future perspective, several meetings were undertaken with the Brumbies CEO, Chief Finance Officer, General Manager of Community Rugby and General Manager of Commercial as well as members of the Brumbies Board.

- c. Key financial data was requested from the Brumbies relating to its overall financial operations. This included past audited financial statements, cashflow and profit and loss forecasts, sponsorship data and detailed listing of key costs, in particular wage movements for players and staff.
  - d. The Brumbies were and continue to be cooperative throughout this process.
3. The final report was presented to Sport and Recreation on 26 February 2021.
4. The previous five-year Performance Funding Agreement (PFA) between the Territory and the Brumbies (managed by Sport and Recreation) and the Venue Hire Agreement (VHA) for GIO Stadium (managed by Venues Canberra) expired on 31 December 2020.
5. To support the Brumbies playing in the 2021 Super Rugby competition (including Super Rugby AU and Super Rugby Trans-Tasman), a short-term Funding Deed and separate VHA were issued. The VHA was executed on 5 March 2021 and the Funding Deed was executed on 16 March 2021.
6. On 15 April 2021, the Brumbies sought an urgent funding decision related to an additional Super Rugby Trans-Tasman game opportunity in Canberra. As indicated in brief CMTEDD2021/1855, you agreed to a game fee of Sch 2.2(a)(xi) to be payable if the Brumbies were successful in securing an additional Super Rugby Trans-Tasman home game against the Auckland Blues in May 2021.
  - a. On 21 April 2021, the Brumbies advised this game would be played in Auckland, rendering the additional game fee non-payable.

## Issues

### *Review Findings*

7. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

Sch 2.2(a)(xi), Sch 2.2(a)(xii)

*GIO Stadium Costs*

10. The Brumbies continue to raise concern that hiring costs for GIO Stadium are also contributing to the organisation's continuing significant financial burden.
  - a. Venues Canberra advise that the hiring fees and stadium costs in place at GIO Stadium are similar to like sized stadiums utilised by other Australian rugby teams.
  - b. In 2020, Venues Canberra discounted venue hire for the Brumbies for all home matches with restricted crowd capacity.
  - c. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

11. Venues Canberra has highlighted that revenue generation is the primary problem for the Brumbies in relation to GIO Stadium, rather than the hiring costs. The inability of the Brumbies (and more broadly the sport of rugby) to activate the local rugby community and consistently attract crowds above 10,000 people, and therefore generate game day revenue, is likely impacting the financial viability of the organisation.

*Second Payment Funding Options*

12. As noted in brief CMTEDD2021/69, you agreed to consider additional funding (above the initial payment of Sch 2.2(a)(xi) following the outcomes of the Review.

Sch 2.2(a)(xi), Sch 2.2(a)(xii)



# Sch 2.2(a)(xi), Sch 2.2(a)(xii)

14. The additional considerations below apply to all three options.
  - a. Any additional funding payment will be issued to the Brumbies after 1 July 2021 through Sport and Recreation's base appropriation funding.
  - b. As agreed in CMTEDD2021/69, an initial payment of Sch 2.2(a)(xi) was provisioned to the Brumbies in March 2021 upon the execution of the short-term Funding Deed. This was to assist the organisation with expenditure requirements early in the 2021 season. Therefore, the funding amounts outlined in each option will be reduced by this initial payment amount.
  - c. It is recommended that regular (three-monthly) and structured financial performance reporting be implemented to progressively evaluate the commercial outcomes in relation to sponsorship and membership contracts and revenue flows as well as cost reduction strategies. A reporting template will be developed with the Brumbies to ensure relevant information is provided.
    - i. Demonstrated proactivity from the Brumbies will be crucial to any ongoing funding considerations in support of its 2022 season (competition structure is yet to be determined).
15. Noting the prior execution of the short-term Funding Deed in March 2021 and pending your decision, it is recommended a Deed of Variation be executed with the Brumbies that acknowledges the agreed further payment.
16. During the negotiation phase, the Brumbies presented an alternative fee structure proposal for your consideration. As noted in brief CMTEDD2021/69, it was recommended that this alternative fee structure not be considered at this time.

## Financial Implications

17. The Brumbies financial year aligns with rugby's broader playing 'season' being 1 October to 30 September. As per the previous agreement, the Brumbies received 'season'

payments in two instalments in July and September each year. The table below details payments made to the Brumbies under the previous PFA.

| Year                  | Partnership fee (\$) | Payroll tax waiver (\$) | Payment date                     |
|-----------------------|----------------------|-------------------------|----------------------------------|
| 2020 season (2020-21) | Sch 2.2(a)(xi)       |                         | 1 July 2020<br>December 2019*    |
| 2019 season (2019-20) |                      |                         | 1 July 2019<br>April 2019*       |
| 2018 season (2018-19) |                      |                         | 1 July 2018<br>30 September 2018 |
| 2017 season (2017-18) |                      |                         | 1 July 2017<br>30 September 2017 |
| 2016 season (2016-17) |                      |                         | 1 July 2016                      |

18. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

19.

20. The Brumbies also subsequently received the final PFA payment of the previous agreement of Sch 2.2(a)(xi) in July 2020. Noting the 2020 Super Rugby competition occurred under a revised structure and a lesser commercial product being provided, payment of this full instalment was based on a commercial decision to aid the team through the economic impact of COVID-19 and support the local rugby community during ongoing restrictions.
21. As indicated in brief CMTEDD2021/69 regarding the ongoing new agreement renegotiation, you agreed to an initial payment of Sch 2.2(a)(xi) to assist the organisation's immediate cashflow pressure with consideration of any additional funding above this level to be determined following the findings of the Review.
22. A reduction in the total number of home games to be played in 2021 will also result in revenue forgone to Venues Canberra. The current revenue derived from the hosting of one Super Rugby game is up to \$60,000 per game. Prior to the pandemic, the Brumbies played up to a total of eight home games in a season. In 2021, the team will only play six home games in total. Should this be the case, the additional revenue forgone by the venue could be in the order of \$120,000.
23. The Review highlights there is a negative trend on all deliverables for the Territory (economic impact, game day attendance, venue revenue returns) highlighting a widening comparison with other elite teams. See Attachment A for further information detailing this comparison.

**Consultation****Internal**

24. Venues Canberra has been consulted in the development of this brief.

**Cross Directorate**

25. Nil.

**External**

26. Sport and Recreation has been, and continues to, engage with the Brumbies throughout the due diligence review process.
27. Prior to your meeting with Mr Phil Thomson, CEO, Brumbies and Mr Andy Marinos, CEO, Rugby Australia on 18 March, the Brumbies requested a briefing on the findings of the Review.
- Sport and Recreation and Nexia Australia met with the Brumbies on 16 March 2021 to outline the key findings to assist the Brumbies plans moving forward. An abridged version of the Review will be issued to the Brumbies shortly.
  - Additionally, and at the Brumbies request, Nexia Australia presented key findings from the Review at the Brumbies Board meeting on 25 March 2021.

**Work Health and Safety**

28. Nil.

**Benefits/Sensitivities**

29. There is a level of uncertainty as to the long-term future and broader strategic plan for the sport of rugby, both domestically and internationally. It is understood RA are exploring options regarding a private equity purchase. It is unclear as to what assets within the RA business model will be included in any possible purchase.
30. The Brumbies on-field success in 2019 (semi-finalist) and 2020 (winners) has not converted to a significant increase in crowd numbers. The 2021 Super Rugby season has only resulted in a marginal increase in the average crowd attendance – current crowd capacity at the venue is 100%.
- The 2021 average crowd attendance figures include a significant number of “free tickets” being issued, more than 2,000 tickets for some home games.

| Year | No. of games | Average | Notes                                                                                                                                                                                                      |
|------|--------------|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2019 | 8            | 8,493   |                                                                                                                                                                                                            |
| 2020 | 4            | 7,470   | Total number of games played against Reds, Rebels, Highlanders and Waratahs in February – March, prior to the introduction of venue restrictions and recommencement of revised Super Rugby AU competition. |
| 2021 | 4            | 7,897   | Total number of games played in the Super Rugby AU competition against all Australian teams.                                                                                                               |

# 31. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

32. Details regarding the 2022 Super Rugby season are yet to be settled, with considerable uncertainty around the structure of the competition. This includes whether it remains a domestic rather than an international competition, and how many matches will be involved.
33. There is also growing evidence to suggest rugby union is challenged in accessing or retaining commercial revenue streams (i.e. broadcast, sponsorship) in Australia when compared to the AFL and NRL competitions.
34. Should a COVID-19 outbreak occur that impacts the Trans-Tasman competition, i.e. restrictions on international travel with New Zealand, specific clauses will be articulated in the agreement to allow for funding amendments should returns to the Territory be impacted, noting any payment of the full 2020 partnership fee is based purely on a commercial decision.

## Communications, media and engagement implications

35. There has been significant media attention relating to the sport of rugby and its long-term viability.

Signatory Name: Rebecca Kelley

Phone: 74389

Action Officer: Alice Stainlay

Phone: 70168

## Attachments

| Attachment   | Title                                        |
|--------------|----------------------------------------------|
| Attachment A | Elite team comparison – Raiders and Brumbies |

# Sch 2.2(a)(xi), Sch 2.2(a)(xii)

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<sup>1</sup> 2019 average game attendance season figures (not including finals). The figures for 2020 have not been detailed given game attendance was impacted by the COVID-19 pandemic.

**Chief Minister, Treasury and Economic Development Directorate**

|                         |                                                                                                                             |                             |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>To:</b>              | Minister for Economic Development                                                                                           | Tracking No.: CMTEDD2021/69 |
| <b>Date:</b>            | 25/01/2021                                                                                                                  |                             |
| <b>From:</b>            | Senior Director, Sport and Recreation                                                                                       |                             |
| <b>Subject:</b>         | Renegotiation of 2021 Brumbies Performance Alliance Deed                                                                    |                             |
| <b>Critical Date:</b>   | <b>URGENT</b> – as soon as possible                                                                                         |                             |
| <b>Critical Reason:</b> | To support finalisation of negotiations with the Brumbies on a new Performance Alliance Deed in respect of its 2021 season. |                             |

- EGM 22/01/21
- DDG 25/01/21

**Recommendations**

That you:

1. Note the information contained in this brief;

**Noted / Please Discuss**

2. Agree to Option 1, to proceed with the option you approved in the previous briefing (CMTEDD2020/5735) to pay a pro-rata partnership fee of Sch 2.2(a)(xi) (including an initial payment of Sch 2.2(a)(xi) in February 2021), **OR**

**Agreed / Not Agreed / Please Discuss**

3. Agree to Option 2 of an initial payment of Sch 2.2(a)(xi) (the early payment figure agreed in CMTEDD2020/5735) in February 2021, with consideration of any additional funding above this level to be determined following the outcomes of the independent analysis (due February 2021), **OR**

**Agreed / Not Agreed / Please Discuss**

4. Agree to Option 3 to pay a pro-rata partnership fee of Sch 2.2(a)(xi) (including an initial payment of Sch 2.2(a)(xi) in February 2021, being the early payment figure) which is calculated using the Brumbies alternative per game amount of Sch 2.2(a)(xi)

**Agreed / Not Agreed / Please Discuss**

5. Note that Sport and Recreation will work with the ACT Government Solicitors Office in preparing appropriate written correspondence to the Brumbies to confirm agreement status for the 2021 Super Rugby season pending your decision.

**Noted / Please Discuss**

Andrew Barr MLA ...../...../.....

Minister's Office Feedback

### **Background**

1. Following confirmation of your preferred partnership fee structure (as outlined in brief CMTEDD2020/5735), a meeting between the Brumbies and Economic Development Division (Sport and Recreation) took place on 5 January 2021 to advise of this position and continue negotiation discussions towards the finalisation of a new Performance Alliance Deed (Deed).
  - a. Following the meeting, the Brumbies provided an alternative fee structure proposal that seeks additional financial assistance from the ACT Government. The Brumbies proposal is detailed at Attachment A.
2. Further guidance is sought from you to finalise the negotiation.

### ***Competition Structure***

3. In 2021, the Super Rugby competition will operate under a revised structure consisting of a five-team domestic competition (Super Rugby AU). It will be followed by a Trans-Tasman series with New Zealand and Australian Super Rugby competing in a five-round competition.
4. The Brumbies will play a total of six main round home games at GIO Stadium in the revised 2021 structure. Four home games are scheduled in the Super Rugby AU competition and two homes games in Trans-Tasman competition.
5. Any associated Finals matches for the Super Rugby AU (1 in total) and Trans-Tasman (1 in total) competitions will be played at the home ground of the highest-ranking team. Pending the Brumbies on-field playing performance, an additional two games may be played at GIO Stadium.
  - a. In previous partnership agreements, the Territory has not included, nor paid the Brumbies for any final games. Only home game fixtures have been included and this approach is consistent with previous/current performance agreements with the Canberra Raiders.

## Issues

6. Key elements of the Brumbies Alternative Fee Structure Proposal (Attachment A) include:

- a. The Brumbies have proposed that the value of 2020 Performance Fee Agreement Sch 2.2(a)(xi) should be divisible by 7.5 home matches, rather than 8 matches.
  - i. It is understood this request is based on 15 home game matches being allocated across a two year period during the previous agreement period (2016-2020), therefore the Brumbies are arguing the average home figure per year should be 7.5 games (15 games / 2 years = 7.5 games per year) as opposed to simply based on the number of matches played in 2020.
  - ii. This would increase the per game value from Sch 2.2(a)(xi) Sch 2.2(a)(xi)
- b. The Brumbies have further requested compensation for an additional home game played at GIO Stadium during the 2019 season. This would increase the number of games to be considered for the 2021 season from six to seven games in total (six games in accordance with 2021 season format + 2019 compensation game).
- c. In summary, the Brumbies have requested payment for seven games at a total cost of Sch 2.2(a)(xi) multiplied by seven home matches).

7. In response to the Brumbies request, Sport and Recreation provides the following comments:

- a. Sport and Recreation previously advised the Brumbies the 2020 performance fee (Sch 2.2(a)(xi)) had been divided by eight games and then multiplied by six games (Sch 2.2(a)(xi))
- b. Sport and Recreation is of the view the alternate fee structure proposal from the Brumbies (Option 3, outlined below) should not be considered at this time.

8. The Brumbies have also raised a concern that the high costs to hire GIO Stadium is placing a significant financial burden on the organisation.

- a. Venues Canberra advise that the hiring fees and stadium costs in place at GIO Stadium are similar to like size stadiums utilised by other Australian rugby teams.
- b. Additionally, in 2020, Venues Canberra discounted venue hire for the Brumbies for all home matches with restricted crowd capacity.

c. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

9. Venues Canberra has highlighted that revenue generation is the primary problem for the Brumbies in relation to GIO Stadium, rather than the hiring costs. The inability of the Brumbies (and more broadly the sport of rugby) to activate the local rugby community

and consistently attract crowds above 10,000 people is impacting the financial viability of the organisation.

*Options Following Receipt of Brumbies Proposal*

10. Following receipt of the proposal for additional funding from the Brumbies, the below options are provided for your consideration.

Sch 2.2(a)(xi), Sch 2.2(a)(xii)



11. The Territory has commissioned an independent analysis of the Brumbies current and future financial position. This report is due in February 2021 and will assist in decision making in relation to ACT Government funding. It will also provide greater understanding of risk prior to any further payments in July 2021.
  - a. In the absence of this independent financial review being completed, the ACT Government has limited financial information to assess the most recent request received from the Brumbies.

### Financial Implications

12. Funding to support all options is available within the Sport and Recreation budget.
13. Under the previous agreement, the Brumbies received 'season' payments in two instalments in July and September each year.
14. You agreed (CMTEDD2020/5735) to an initial payment to the Brumbies of Sch 2.2(a)(xi) in February 2021, with any agreed funding balance to be paid in July 2021 (post season). Based on feedback provided by the Brumbies, this initial payment is critical to the ongoing financial viability of the Brumbies.

### Consultation

#### Internal

15. Venues Canberra has been consulted in the development of this brief.

#### Cross Directorate

16. Pending your preferred option, the ACT Government Solicitor will draft a short-term Deed to support an ongoing partnership with the Brumbies in 2021.

#### External

17. Nil.

### Work Health and Safety

18. Nil.

### Benefits/Sensitivities

19. There is a level of uncertainty as to the long-term future and broader strategic plan for the sport of rugby, both domestically and internationally.
20. Acknowledging the impact of the pandemic, a "usual" Super Rugby competition format has changed significantly, resulting in a purely domestic competition in 2021, followed by a six-week Trans-Tasman competition.

21.

Sch 2.2(a)(xi)

| Team           | 2020 total fee (\$) including payroll tax waiver | 2020 home games/season | 2020 per game fee (\$) | 2019 average game attendance <sup>1</sup> |
|----------------|--------------------------------------------------|------------------------|------------------------|-------------------------------------------|
| Sch 2.2(a)(xi) |                                                  |                        |                        |                                           |

22. Details regarding the 2022 Super Rugby season are yet to be settled with a confirmed schedule not expected to be announced until early in 2021. There remains considerable uncertainty around the structure of the Super Rugby competition in 2022, including whether it remains a domestic rather than an international competition, and how many matches the competition will include.
23. The new broadcast arrangement paid to Rugby Australia represents a 42% decline in value (from \$57 million to \$33 million per year), likely reflecting a decline in the broader value of the code of rugby in recent years.
24. Brumbies officials also recently advised that Rugby Australia has reduced payments to the organisation by 30% for the upcoming season, given the support necessary to bring the Western Force (WA) back into the competition. Sport and Recreation will monitor the situation closely to ensure the costs of supporting the Brumbies are not shifted from Rugby Australia (RA) to the ACT Government.
  - a. In the absence of the financial review being completed, it is unclear if the Brumbies have reduced any of its operational costs (i.e. player salaries, coaching/support staff salaries, management/administration staff salaries, travel expenditure, accommodation expenditure) in line with the reduction of funding provided by RA or other revenue sources. The independent analysis is expected to provide greater clarity regarding this matter.
  - b. By comparison, the AFL was quite transparent detailing that club football departments were required to make significant budget cuts as a result of the COVID-19 pandemic and changes to broadcast and revenue arrangements. The AFL mandated that a maximum of 25 football department staff would be allowed for the 2020 season, with spending to reduce by 40 per cent<sup>2</sup>.

<sup>1</sup> 2019 average game attendance season figures (not including finals). The figures for 2020 have not been detailed given game attendance was impacted by the COVID-19 pandemic.

<sup>2</sup> <https://www.foxsports.com.au/afl/afl-2020-financial-cuts-afl-budgets-finances-money-cost-afl-memo-restart-announcement/news-story/cb16a534a96634893820939a11c72678>

**Communications, media and engagement implications**

25. There has been significant media attention relating to the sport of rugby and its long-term viability.

Signatory Name: David Jeffrey

Phone: 75815

Action Officer: Alice Stainlay

Phone: 70168

**Attachments**

| Attachment   | Title                                       |
|--------------|---------------------------------------------|
| Attachment A | Brumbies alternative fee structure proposal |

Sch 2.2(a)(xi), Sch 2.2(a)(xii)

**From:** Sch 2.2(a)(ii)  
**To:** Kelley, Rebecca  
**Cc:** Starick, Kate; Arthy, Kareena; Stainlay, Alice  
**Subject:** RE: 2021 Performance Alliance Deed  
**Date:** Thursday, 7 January 2021 7:27:25 PM  
**Attachments:** image002.png  
image795000.png

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Sch 2.2(a)(xi), Sch 2.2(a)(xii)

Sch 2.2

Sch 2.2(a)(ii) | Chief Executive Officer

Direct Sch 2.2(a)(ii) Main Line 1300 228 278

LPO Box 5039 University of Canberra, BRUCE ACT 2617 | Building 29, University of Canberra, BRUCE 2617

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**From:** Kelley, Rebecca <Rebecca.Kelley@act.gov.au>

**Sent:** Wednesday, 6 January 2021 2:58 PM

**To:** Sch 2.2(a)(ii) @brumbies.com.au>

**Cc:** Starick, Kate <Kate.Starick@act.gov.au>; Arthy, Kareena <Kareena.Arthy@act.gov.au>; Stainlay, Alice <Alice.Stainlay@act.gov.au>

**Subject:** 2021 Performance Alliance Deed

OFFICIAL: Sensitive

Hi Sch 2.2,

Thanks for making the time to meet with Kate and I today.

Sch 2.2(a)(xi)

We understand the budget implications this may have and will work with you through any additional challenges presented. We have engaged **Sch 2.2(a)(ii)** of Nexia Australia to undertake the due diligence financial review. He will be in touch with you shortly.

I have let him know that you and **Sch 2.2(a)** are both away next week. As mentioned, we hope this work can be swiftly undertaken in January so it does not impact on you timewise in season.

Please don't hesitate to call if you have any queries.

Kind regards

Bec

Rebecca Kelley

**Executive Branch Manager | Sport and Recreation**

Economic Development | Chief Minister, Treasury and Economic Development Directorate | ACT Government

Level 3, Canberra Nara Centre, 1 Constitution Ave, Canberra City, ACT | PO Box 147, Civic Square, ACT 2608 | [www.sport.act.gov.au](http://www.sport.act.gov.au)

**Phone** 02 62074389 **Mobile** **Sch 2.2(a)(ii)**



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**Choose a Directorate:**

|                         |                                                                                              |                               |
|-------------------------|----------------------------------------------------------------------------------------------|-------------------------------|
| <b>To:</b>              | Minister for Economic Development                                                            | Tracking No.: CMTEDD2020/5735 |
| <b>Date:</b>            | 21/12/2020                                                                                   |                               |
| <b>From:</b>            | Executive Branch Manager, Sport and Recreation                                               |                               |
| <b>Subject:</b>         | Renegotiation of Brumbies Performance Alliance Deed                                          |                               |
| <b>Critical Date:</b>   | 06/01/2021                                                                                   |                               |
| <b>Critical Reason:</b> | To support finalisation of negotiations with the Brumbies on a new Performance Alliance Deed |                               |

**Recommendations**

That you:

1. Note the information contained in this brief;

**Noted / Please Discuss**

2. Agree to Option 1 to pay a pro-rata partnership fee of Sch 2.2(a)(xi) which is equivalent to that of the current agreement but reduced in proportion to the actual number of main round home games (six in total) delivered in 2021; **OR**

**Agreed / Not Agreed / Please Discuss**

3. Agree to Option 2 to pay a partnership fee to a maximum of Sch 2.2(a)(xi) which is equivalent to that of the current agreement however includes both main round matches and Finals (maximum of up to eight matches in total) delivered in 2021; and

**Agreed / Not Agreed / Please Discuss**

4. Agree to an initial payment to the Brumbies of Sch 2.2(a)(xi) in February 2021 (applicable to either option above), with funding balance to be paid in July 2021, post season and the agreed financial due diligence process.

**Agreed / Not Agreed / Please Discuss**

Andrew Barr MLA ..... /...../.....

Minister's Office Feedback

**Background**

1. A meeting between the Brumbies and Economic Development Division (Sport and Recreation and Venues Canberra) took place on 14 December 2020 to continue negotiation discussions towards the finalisation of a new Performance Alliance Deed (Deed). Following your agreement (noted in brief CMTEDD2020/4832), matters discussed included:
  - a. the provision of a short-term Deed (12 months only) in respect of the upcoming revised 2021 Super Rugby season,
  - b. the funding being equivalent to the package offered for the 2020 season but reduced in proportion to the number of games played (if less than eight home games (main round), and
  - c. intent to commission an independent analysis of the Brumbies financial position.
2. Further guidance is now sought from you to finalise the negotiation.

**Issues**

3. In 2021, Super Rugby competition will operate under a revised structure consisting of a five-team domestic competition (Super Rugby AU). It will be followed by a Trans-Tasman series with New Zealand and Australian Super Rugby competing in a five-round competition.
4. The Brumbies will play a total of six main round home games at GIO Stadium in the revised 2021 structure. Four home games are scheduled in the Super Rugby AU competition and two homes games in Trans-Tasman competition.
5. Any associated Finals matches for the Super Rugby AU (1 in total) and Trans-Tasman (1 in total) competitions will be played at the home ground of the highest-ranking team. Pending the Brumbies on-field playing performance, an additional two games may be played at GIO Stadium.
6. As required under the current agreement, the Brumbies have played eight home games each season since 2016, except for 2017 where it played seven games. This was due to the 2017 competition being only 15 rounds. The playing of one less home game did not result in any reduction of the partnership fee for that year.
7. The Brumbies are agreeable to a short-term 12-month agreement for 2021, noting the continuing structural uncertainty of a Super Rugby competition beyond next year. Details of a domestic or international competition, and numbers of matches in 2022 remains unknown.

**Financial Implications**

8. Under the current agreement, the Brumbies receive 'season' payments in two instalments in July and September each year. Payments history is at Attachment A.

Sch 2.2(a)(xi), Sch 2.2(a)(xii)

# • Sch 2.2(a)(xi)

12. Funding to support an ongoing Deed with the Brumbies remains allocated to Sport and Recreation in 2020-21 and future years.
- a. Following your agreement (CMTEDD2020/4832), a submission will be prepared to seek Government's agreement for 2021-22 and future years to convert the payroll tax waivers for the Brumbies to direct Budget appropriation as part of the 2021-22 Budget process.
13. The Brumbies have presented the proposed partnership fee payment structure below. This is based on an unsecured total of eight games (six main round and two finals).

| Item           | Amount (\$) | Payment date            |
|----------------|-------------|-------------------------|
| Sch 2.2(a)(xi) |             | February 2021 (2020-21) |
|                |             | April 2021 (2020-21)    |
|                |             | July 2021 (2021-22)     |

14. Based on current Budget appropriation to Sport and Recreation, an alternative partnership fee payment structure is proposed in below. The payment suggested for February Sch 2.2(a)(xi) equals the early payments issued in 2019 and 2020. The final instalment payable in July 2021 is dependent on your preferred option and the number of matches played in 2021.

| Item           | Amount (\$) | Payment date  |
|----------------|-------------|---------------|
| Sch 2.2(a)(xi) |             | February 2021 |
|                |             | July 2021     |

15. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

16. During the 14 December meeting, Brumbies officials advised that Rugby Australia has reduced payments to the ACT Brumbies by 30 per cent for the upcoming season, given the support necessary to bring the Western Force into the competition. We will be monitoring the situation carefully to ensure the costs of supporting the Brumbies are not shifted from Rugby Australia to the ACT Government.

## Consultation

### Internal

17. Venues Canberra has been consulted in the development of this brief (Matt Elkins, Executive Branch Manager).
18. CMTEDD Strategic Finance (David Morgan) has been consulted on the available funding within Sport and Recreation to support the proposed options.

### Cross Directorate

19. Pending your preferred option, the ACT Government Solicitors Office will draft a short-term Deed to support an ongoing partnership with the Brumbies in 2021.

### External

20. Nil.

## Work Health and Safety

21. Nil.

## Benefits/Sensitivities

22. There is a level of uncertainty as to the long-term future and broader strategic plan for the sport of rugby, both domestically and internationally.

## Communications, media and engagement implications

23. There has been significant media attention relating to the sport of rugby and its long-term viability.

Signatory Name: Rebecca Kelley

Phone: 74389

Action Officer: Alice Stainlay

Phone: 70168

## Attachments

| Attachment   | Title                                            |
|--------------|--------------------------------------------------|
| Attachment A | Brumbies payment history under current agreement |

Sch 2.2(a)(xi)

**Chief Minister, Treasury and Economic Development Directorate****FOR OFFICIAL USE ONLY**

|                         |                                                                                                                                                                                                                                                                         |                               |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>To:</b>              | Minister for Economic Development                                                                                                                                                                                                                                       | Tracking No.: CMTEDD2020/4832 |
| <b>Date:</b>            | 07/12/2020                                                                                                                                                                                                                                                              |                               |
| <b>From:</b>            | Executive Branch Manager, Sport and Recreation                                                                                                                                                                                                                          |                               |
| <b>Subject:</b>         | Renegotiation of Brumbies Performance Fee Agreement                                                                                                                                                                                                                     |                               |
| <b>Critical Date:</b>   | 11/12/2020                                                                                                                                                                                                                                                              |                               |
| <b>Critical Reason:</b> | A meeting between the Brumbies and Economic Development Division (Sport and Recreation and Venues Canberra) is taking place on 14 December 2020 to continue negotiation discussions. Feedback of your preferred recommendations will assist in guiding this discussion. |                               |

**Recommendations**

That you:

1. Note the information contained in this brief;

**Noted / Please Discuss**

2. Agree to Sport and Recreation negotiating a short-term agreement with the Brumbies in respect of the upcoming 2021 Super Rugby season, with the performance fee being equivalent to the package offered in the 2020 season, but reduced in proportion to the number of games if less than eight home games (main round) are delivered;

**Agreed / Not Agreed / Please Discuss**

3. Agree that an independent analysis of the Brumbies' financial position be commissioned in early 2021 to assist in decision making in relation to any ongoing government support; and

**Agreed / Not Agreed / Please Discuss****FOR OFFICIAL USE ONLY**

4. Note a further brief will be provided to you on a negotiated position with the Brumbies for Government's consideration; and

**Noted / Please Discuss**

5. Agree that Sport and Recreation will draft funding recommendations for Governments' consideration through the 2021-22 budget process to enable the provision of cash to the Brumbies in lieu of previously allocated payroll tax waiver from 2021-22.

**Agreed / Not Agreed / Please Discuss**

Andrew Barr MLA ...../...../.....

Minister's Office Feedback

### Background

1. Under the Performance Funding Program, the Territory provides financial support to the Brumbies. This support recognises the contribution the team makes to the ACT community, including sports promotion and development, sponsor returns and match day visitation.
2. The current five-year Performance Fee Agreement (PFA), managed by Sport and Recreation, and Venue Hire Agreement (VHA), managed by Venues Canberra, are both due to expire on 31 December 2020.
3. Sport and Recreation has been guiding the Brumbies on required information to allow both parties to commence renegotiation discussions; namely a proposal in relation to community initiatives and deliverables, confirmation of the new broadcast arrangements and the future structure of the Super Rugby competition in which the Brumbies compete.

### Issues

4. On 9 November 2020, Rugby Australia (RA) announced the details of a new broadcast deal. It confirmed the Nine Entertainment Co, together with its streaming service Stan, will be the preferred broadcaster of all rugby matches. The three-year partnership commencing in 2021 is reported to be worth \$100 million (paid to Rugby Australia) over the initial three-year period.

5. RA released the 2021 Super Rugby draw (Attachment A) on 11 November 2020.
  - a. As per 2020, the 2021 season will be a purely domestic competition. The Super Rugby AU will see five teams from NSW (Waratahs), QLD (Reds), VIC (Rebels), ACT (Brumbies) and WA (Western Force) play a full home and away series. The Brumbies will play only four home games at GIO Stadium with its first home game on 20 February 2021 in this competition. Three of these matches will be broadcast on Stan while one will be broadcast on CH9. This is compared to the usual eight home games at GIO Stadium which have historically occurred as part of the previous international Super Rugby competition.
6. Upon completion of the 2021 Super Rugby AU series, it is proposed the five Australian teams will then play in a Trans-Tasman series competing against all five New Zealand Super Rugby teams. In-season matches will occur between 14 May – 12 June 2021, with the Final to be played on 19 June 2021. All venues are yet to be determined.
  - a. The Brumbies are scheduled to play two home games as part of the Trans-Tasman series, however the Brumbies are yet to confirm these games will occur at GIO Stadium.
7. Details regarding the 2022 Super Rugby season are yet to be settled with a confirmed schedule not expected to be announced until early in 2021. There remains considerable uncertainty around the structure of the Super Rugby competition in 2022, including whether it remains a domestic rather than an international competition, and how many matches the competition will include.
8. As noted in a previous brief on this matter (CMTEDD2020/4034), the Brumbies issued a Partnership Proposal (via email) to Sport and Recreation on 14 August 2020 (Attachment B). This proposal was based on an international competition format that will no longer take place, and has been replaced with the RA Super Rugby series (domestic competition) and the Trans-Tasman series noted above. The components of the partnership proposal based on the old Super Rugby structure of eight home games per season, included:
  - a. A further five-year agreement term.
  - b. Two funding options for the partnership fee have been proposed by the Brumbies in relation to the existing partnership fee, noting this is based on the current Super Rugby structure of eight home games per season and international opponents (teams from South Africa, Argentina and New Zealand):
    - i. Sch 2.2(a)(xi)
    - ii. Sch 2.2(a)(xi)

9. Due to a production deadline for merchandise (including the official playing jersey), approval of sponsor logo placement on the jersey was needed by 5 November 2020. Noting the ongoing renegotiation of a new agreement, the Brumbies decided to continue with the CBR logo on the front of the jersey for 2021 with respect for the long-term partnership.

### Financial Implications

10. The Brumbies financial year aligns with rugby's broader playing 'season' being 1 October to 30 September. As per the current agreement, the Brumbies receive 'season' payments in two instalments in July and September each year. The table below details payments made to the Brumbies under the current PFA.

| Year                  | Partnership fee (\$) | Payroll tax waiver (\$) | Payment date                     |
|-----------------------|----------------------|-------------------------|----------------------------------|
| 2020 season (2020-21) | Sch 2.2(a)(xi)       |                         | 1 July 2020<br>December 2019*    |
| 2019 season (2019-20) |                      |                         | 1 July 2019<br>April 2019*       |
| 2018 season (2018-19) |                      |                         | 1 July 2018<br>30 September 2018 |
| 2017 season (2017-18) |                      |                         | 1 July 2017<br>30 September 2017 |
| 2016 season (2016-17) |                      |                         | 1 July 2016                      |

11. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

12.

13. The Brumbies also subsequently received the final PFA payment of the current agreement of Sch 2.2(a)(xi) in July 2020. Noting the 2020 Super Rugby competition occurred under a revised structure, payment of this full instalment was based on a commercial decision to aid the team through the economic impact of COVID-19 and support the local rugby community during ongoing restrictions.

14. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

15.

16.

Sch 2.2(a)(xi)

17. Noting the pending expiry of the PFA and VHA and the financial concessions government has provided to the Brumbies in recent years to address its ongoing financial pressure, it is recommended that;

a. Negotiations continue on the basis that the total funding payable will be equivalent to that of the current PFA, but reduced in proportion to the actual number of home games delivered in 2021. The “per game” value would not be reduced on the basis of the changes to broadcasting or by reason of the season being “domestic” rather than “international”. This approach will assist the Brumbies to manage the financial pressures worsened by the ongoing uncertainty of the pandemic and may be viewed as a further pandemic assistance measure.

i. A partnership fee issued on a pro-rata per match basis may be suitable, pending the finalisation of the 2021 Super Rugby season and the confirmed number of home matches to be played at GIO Stadium. Sch 2.2(a)(xi)

Sch 2.2(a)(xi)

ii. In addition, similar to what has occurred for the previous two years, the payment of the partnership fee may be split over two financial years (2020-21 and 2021-22) and paid in April 2021 and July 2021.

iii. It is proposed that annual CPI increases be applied in line with Treasury CPI forecasts included in the most recently published ACT Government Budget Statements (i.e. annual increases are not set at the commencement of the contract, but are updated annually throughout the period of the agreement).

b. A shorter-term agreement be negotiated, either one or two years.

i. A one-year agreement will align with the confirmed 2021 Super Rugby season. This option provides the Territory with the flexibility to renegotiate partnership fees that align with the proposed “value” of returns offered by the Brumbies and the code of Rugby as a whole.

- ii. A two-year agreement may provide some guarantee in respect of winter football content at the venue and would provide funding certainty for the Brumbies. However, ACTGS has advised that there may be considerable risks to proceeding with a two year agreement as there remains considerable uncertainty as to how the 2022 rugby season will be structured, the number of home games which might be delivered at GIO Stadium, and whether the apparently precarious financial position of the Brumbies and Rugby Australia in a broader sense will allow the Brumbies to continue in the 2022 competition.
  - c. The Territory commission an independent analysis of the Brumbies current and future financial position in early 2021 to assist in decision making in relation to any ongoing government support.
- 18. Following correspondence from your office on 9 September 2019 (Attachment C), it was agreed that financial assistance to individual organisations would be provided through a more direct mechanism such as partnership funding, rather than the taxation system. Therefore, any future payroll tax provisions will be provided as a cash contribution and renegotiated within any new performance fee agreement. The Brumbies currently receive a waiver of Sch 2.2(a)(xi) per annum. This cash amount included in the pro-rata calculation provided in paragraph 16a(i).
- 19. Funding to support an ongoing partnership agreement with the Brumbies remains allocated to Sport and Recreation in 2020-21 and future years.
  - a. Subject to your agreement, a submission will be prepared to seek Cabinet's agreement for 2021-22 and future years to convert the payroll tax waivers for the Brumbies (and Raiders) to direct Budget appropriation as part of either the 2020-21 or 2021-22 Budget processes.
  - b. For 2021-22 and beyond, and pending Cabinet's approval, an adjustment will be included during the development of the 2021-22 Budget to convert the current payroll tax waiver to appropriation to enable the provision of cash to the Brumbies.

## **Consultation**

### Internal

- 20. Venues Canberra has been consulted in the development of this brief (Matt Elkins, Executive Branch Manager).
- 21. Strategic Finance, CMTEDD (David Morgan) has provided advice to support this brief.

### Cross Directorate

- 22. The ACT Government Solicitors office has reviewed this brief for consistency with legal advice provided and the terms of the existing PFA (Renee Coonan, Senior Solicitor).

External

23. Nil.

**Work Health and Safety**

24. Nil.

**Benefits/Sensitivities**

25. There is a level of uncertainty as to the long-term future and broader strategic plan for the sport of rugby, both domestically and internationally.
26. The new broadcast arrangement, paid to Rugby Australia, represents a 42% decline in value (from \$57 million to \$33 million per year), likely reflecting a decline in the broader value of the code of rugby in recent years.
27. Acknowledging the impact of the pandemic, a “usual” Super Rugby competition format has changed significantly, resulting in a purely domestic competition in 2021, followed by a six-week Trans-Tasman competition. Any competition format beyond 2021 is yet to be determined.
28. The Brumbies will be named the Team of the Year through the 2020 CBR Sport Awards on 16 December 2020 (joint award with the Canberra Capitals) following the team’s win of the 2020 Super Rugby AU title.

**Communications, media and engagement implications**

29. There has been significant media attention relating to the sport of rugby and its long-term viability.

Signatory Name: Rebecca Kelley

Phone: 74389

Action Officer: Alice Stainlay

Phone: 70168

**Attachments**

| Attachment   | Title                                                           |
|--------------|-----------------------------------------------------------------|
| Attachment A | 2021 Super Rugby AU Draw                                        |
| Attachment B | Brumbies Partnership Proposal – CMTEDD2020/4034                 |
| Attachment C | Letter to Minister Berry MLA (9 Sept 2019) – payroll tax waiver |

# DRAFT V4

## 2021 SUPER RUGBY AU DRAW

CONFIDENTIAL | NOT FOR PUBLIC DISTRIBUTION OR COMMENTARY

9 NOVEMBER 2020

| 2021     | RD 1          | RD 2            | RD 3            | RD 4            | RD 5            | RD 6            | RD 7            | RD 8            | RD 9            | RD 10           | QF    | FINAL |
|----------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------|-------|
| Date     | 19/20 Feb     | 26/27 Feb       | 5/6 Mar         | 12/13 Mar       | 19/20 Mar       | 26/27 Mar       | 2/3 April       | 9/10 April      | 16/17 April     | 23/24 April     | 1-May | 8-May |
| BRUMBIES | FOR (A)       | WAR (H)         | REB (A)         | RDS (H)         | BYE             | FOR (H)         | WAR (A)         | REB (H)         | RDS (A)         | BYE             | QF    | F     |
| FORCE    | BRU (H)       | BYE             | WAR (A)         | REB (H)         | RDS (A)         | BRU (A)         | BYE             | WAR (H)         | REB (A)         | RDS (H)         |       |       |
| REBELS   | BYE           | RDS (A)         | BRU (H)         | FOR (A)         | WAR (H)         | BYE             | RDS (H)         | BRU (A)         | FOR (H)         | WAR (A)         |       |       |
| REDS     | WAR (H)       | REB (H)         | BYE             | BRU (A)         | FOR (H)         | WAR (A)         | REB (A)         | BYE             | BRU (H)         | FOR (A)         |       |       |
| WARATAHS | RDS (A)       | BRU (A)         | FOR (H)         | BYE             | REB (A)         | RDS (H)         | BRU (H)         | FOR (A)         | BYE             | REB (H)         |       |       |
|          |               |                 |                 |                 |                 |                 |                 |                 |                 |                 |       |       |
|          | FRIDAY 7:45pm | FRIDAY 7:45pm   | FRIDAY 7:45pm   | FRIDAY 7:45pm   | FRIDAY 7:45pm   | FRIDAY 7:45pm   | FRIDAY 7:45pm   | FRIDAY 7:45pm   | FRIDAY 7:45pm   | FRIDAY 7:45pm   |       |       |
| GAME 1   | RDS V WAR     | RDS V REB       | WAR V FOR       | BRU V RDS       | REB V WAR       | BRU V FOR       | WAR V BRU       | BRU V REB       | REB V FOR       | FOR V RDS       |       | STAN  |
|          | FRIDAY 9:45pm | SATURDAY 7:45pm | SATURDAY 7:45pm | SATURDAY 7:45pm | SATURDAY 7:45pm | SATURDAY 7:45pm | SATURDAY 7:45pm | SATURDAY 7:45pm | SATURDAY 7:45pm | SATURDAY 7:45pm |       |       |
| GAME 2   | FOR V BRU     | BRU V WAR       | REB V BRU       | FOR V REB       | RDS V FOR       | WAR V RDS       | REB V RDS       | FOR V WAR       | RDS V BRU       | WAR V REB       |       | NINE  |





**ACT**  
Government

Chief Minister, Treasury and  
Economic Development



# THE BRUMBIES – A MAJOR ECONOMIC DRIVER FOR CANBERRA AND THE ACT REGION

## **BUSINESS CASE:** BRUMBIES PERFORMANCE PARTNERSHIP PROGRAM WITH THE ACT GOVERNMENT

### **Prepared for**

Rebecca Kelley

Executive Branch Manager

Economic Development

Chief Minister, Treasury and Economic Development Directorate

ACT Government

### **Prepared by**

Sch 2.2(a)(ii)

General Manager - Commercial

Brumbies Rugby

## **1. Introduction**

Founded in 1996, the Brumbies are by any measure Australia's most successful Super Rugby team having been two-time Champions, four times Runners Up and winning multiple Australian Conference titles. Our resolute competition focus and unwavering commitment centres on being the premier Australian Super Rugby team and winning the overall Super Rugby Championship. As an organisation, the Brumbies also have a strategic and high performance focus on being Australia's premier Super W team, while continuing to grow and diversify sustainable rugby participation in the ACT and surrounding region across 15's rugby, sevens rugby and touch 7's.

For 25 years the Brumbies have been an integral and highly valued asset to our city. We are part of the very fabric of the Canberra community. The strength of the Brumbies brand, both nationally and internationally, continues to assist in raising the profile of the city and our region.

The Brumbies continue to be universally regarded as the best performing and most prestigious Super Rugby club in this country, in 2020 becoming only the second team in history behind the Crusaders to achieve 200 Super Rugby victories since the competitions inception in 1996.

We believe our success is proven by the number of local rugby players, coaches and HPU staff going on to Wallabies duties over the past two and a half decades. During this period, over 35% of all Brumbies players having gone onto represent the Wallabies.

Our Academy Program continues to flourish going from strength-to-strength annually. In the Brumbies squad this year, there are 13 players who are graduates of the Brumbies Academy and Development Pathways, including nine who originate from Canberra schools. We will continue to focus on nurturing and promoting the next generation of exciting talent from both Canberra and the surrounding region, as well as selecting the best players from interstate who fit into our culture, ethos, and style of play at the Brumbies.

The Brumbies is renowned as a 'Wallaby Production Line' with 90 of the 229 capped Brumbies players over our 25-year history having gone on to represent their country. Our squad currently boasts 10 Wallaby capped players (with the prospect of more being added to this list later in 2020) and with our continued focus on developing and attracting the highest quality recruits, 2021-2025 is shaping up as an exciting period for the Brumbies.

Positively in 2021, we are planning on returning the branding of the Brumbies to again capture the ACT Brumbies. This important step clearly acknowledges our home in the capital, while reinforcing our genuine commitment to reconnect with our community in the ACT and surrounding regions.

## 2. Summary of 2020

Undoubtedly 2020 will go down as one of the most challenging years in Australian history. The Super Rugby season got underway for the Brumbies with a home match on 31 January in 40-degree heat, in conjunction with a State of Emergency being declared in the ACT due to the bushfire threat. The competition was subsequently suspended following our Round 7 match at home against the Waratahs on 15 March, which was also played under a State of Emergency in the ACT. This time due to the onset of the unprecedented COVID-19 pandemic.

Despite the impossible challenges the Brumbies continued to deliver impressive performances on the field. Delivering our most successful commencement to a season since our last Championship Winning team of 2004. With 5 wins from 6 starts the team was sitting second on the overall Super Rugby ladder with a game in hand over the team ranked in first place.

After considerable work behind the scenes, the Super Rugby season recommenced in a rejigged domestic format (due to COVID-19) on July 3 with the Brumbies continuing their winning ways. The team is currently on top of the ladder at the halfway point of the two round 5 team competition format. There are currently only 4 games of professional rugby being played worldwide each week.

# SUPER RUGBY LADDER PRE-COVID

Competition suspended after Round 7 v Waratahs

| POS | TEAM                                                                                                | PLAYED | WON | DRAW | LOSS | PD   | BONUS POINTS | POINTS |
|-----|-----------------------------------------------------------------------------------------------------|--------|-----|------|------|------|--------------|--------|
| 1   | <br>THE BRUMBIES | 7      | 6   | 0    | 1    | 60   | 0            | 24     |
| 2   | <br>CRUSADERS    | 6      | 5   | 0    | 1    | 93   | 3            | 23     |
| 3   | <br>CRUSADERS    | 6      | 5   | 0    | 1    | 84   | 3            | 23     |
| 4   | <br>BLUES        | 7      | 5   | 0    | 2    | 58   | 2            | 22     |
| 5   | <br>WALLABIES    | 6      | 4   | 0    | 2    | 66   | 3            | 19     |
| 6   | <br>ANTWOPBES    | 6      | 4   | 0    | 2    | 33   | 1            | 17     |
| 7   | <br>SHRILLERS    | 6      | 4   | 0    | 2    | 24   | 1            | 17     |
| 8   | <br>JAGUARS      | 7      | 3   | 1    | 3    | 34   | 3            | 17     |
| 9   | <br>REBELS       | 6      | 3   | 0    | 3    | 6    | 1            | 13     |
| 10  | <br>REDS         | 7      | 2   | 0    | 5    | 43   | 5            | 13     |
| 11  | <br>WATTIES      | 6      | 1   | 1    | 4    | -72  | 1            | 7      |
| 12  | <br>BULLS        | 6      | 1   | 0    | 5    | -37  | 2            | 6      |
| 13  | <br>LIONS        | 6      | 1   | 0    | 5    | -91  | 1            | 5      |
| 14  | <br>WARATAHS     | 6      | 1   | 0    | 5    | -110 | 1            | 5      |
| 15  | <br>STICKS       | 6      | 1   | 0    | 5    | -191 | 0            | 4      |

Competition suspended after Round 7 v Waratahs

## 2020 VODAFONE SUPER RUGBY AU — LADDER



Current after August 1<sup>st</sup> - Round 5 v Reds

| POS | TEAM                                                                                       | PLAYED | WON | DRAW | LOSS | -/+ | BONUS POINTS | POINTS |
|-----|--------------------------------------------------------------------------------------------|--------|-----|------|------|-----|--------------|--------|
| 1   |  BRUMBIES | 4      | 4   | 0    | 0    | 35  | 2            | 18     |
| 2   |  REDS     | 4      | 2   | 1    | 1    | 11  | 1            | 11     |
| 3   |  REBELS   | 4      | 2   | 1    | 1    | 16  | 0            | 10     |
| 4   |  WARATAHS | 4      | 1   | 0    | 3    | -17 | 2            | 6      |
| 5   |  FORCE    | 4      | 0   | 0    | 4    | -45 | 2            | 2      |

### 3. What does 2021 and beyond look like

The COVID-19 situation experienced in 2020 has necessitated the formulation of a 'Plan B' for 2021+. Travel restrictions and the financial impact being felt across the world, including professional sport, has placed the current 2021+ Super Rugby model in serious jeopardy.

Significant challenges exist around the broadcast agreements signed for the 2021-2025 Super Rugby and The Rugby Championship competitions. Adding to the complexity the governance and function of SANZAAR will also require a redesign.

The need for a 'Plan B' presents Australian Rugby with a rare, but fortuitous, opportunity to model a season structure and competitions that will heighten fan engagement and reinvigorate its appeal to commercial partners, including broadcasters. While continuing to promote domestic and national team success and re-connecting the game from Community to Professional Rugby, including our national teams.

At this stage, a Trans-Tasman competition is the preferred model for 2021 and beyond. Discussions are ongoing between Rugby Australia and New Zealand Rugby and it is anticipated that competition and broadcast negotiations will be finalised by mid-September.

The structure of the proposed 10 team Trans-Tasman competition and a Super 8 Series, which will follow the Trans-Tasman competition are outlined below.

## Trans-Tasman 10 Team Competition

| CRITERIA                       | TRANS TASMAN 10                                  |
|--------------------------------|--------------------------------------------------|
| No of Teams                    | 10                                               |
| Origin of Teams                | AUS<br>NZ                                        |
| Location of Teams              | AUS x 5<br>NZ x 5                                |
| Length of Season (incl Finals) | 17 Weeks<br>(1 bye)                              |
| No of Regular Season Matches   | 70<br>round robin + 2 pools of 5 play other pool |
| No of Finals Matches           | 3                                                |
| Total No of Matches            | 73                                               |

- Full round robin (9 matches each)
- Plus, split half round (5 matches each)
- Each team will play 7 home and 7 away matches
- Semi Finals (1 v 4 & 2 v 3) and final

All matches will be shown in prime time in Australia and New Zealand.

- Brumbies home matches versus New Zealand opposition generate the highest average broadcast audience for Brumbies matches surpassing even Australian Derby games.

## Super 8 Series

| CRITERIA                          | SUPER 8 SERIES                                   |
|-----------------------------------|--------------------------------------------------|
| No of Teams                       | 8                                                |
| Origin of Teams                   | AUS<br>NZ<br>STH AFRICA<br>JPN + ARG             |
| Location of Teams                 | AUS x 2<br>NZ x 2<br>SA x 2<br>JPN x 1 + ARG x 1 |
| Length of Season<br>(incl finals) | 4 weeks                                          |
| No of Regular Season Matches      | 12                                               |
| No of Finals Matches              | 1                                                |
| Total No of Matches               | 13                                               |

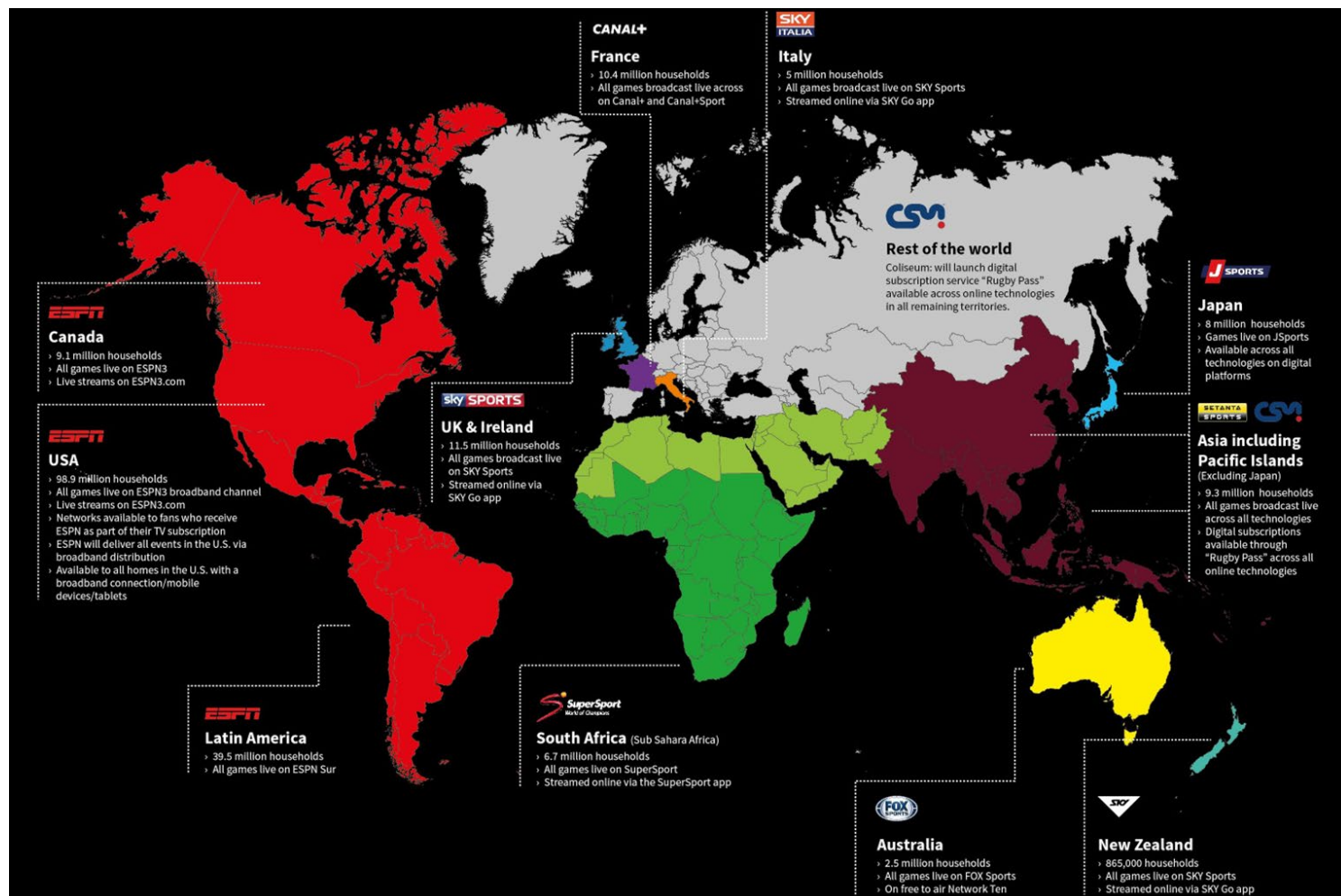
- Played post Trans-Tasman 10
- June/July window
- 2 pools of 4 round robin + crossover final

## Proposed 2021 Content Schedule

| MONTH                           | FEB                             | MAR                  | APR                  | MAY                        | JUN                  | JUL                        | AUG                  | SEP                  | OCT                        | NOV                  | DEC                  |          |          |  |  |  |
|---------------------------------|---------------------------------|----------------------|----------------------|----------------------------|----------------------|----------------------------|----------------------|----------------------|----------------------------|----------------------|----------------------|----------|----------|--|--|--|
| WEEK                            | 6<br>7<br>8<br>9                | 10<br>11<br>12<br>13 | 14<br>15<br>16<br>17 | 18<br>19<br>20<br>21<br>22 | 23<br>24<br>25<br>26 | 27<br>28<br>29<br>30<br>31 | 32<br>33<br>34<br>35 | 36<br>37<br>38<br>39 | 40<br>41<br>42<br>43<br>44 | 45<br>46<br>47<br>48 | 49<br>50<br>51<br>52 |          |          |  |  |  |
| PRO DOMESTIC or TRANS-TASMAN 10 | PRO DOMESTIC or TRANS-TASMAN 10 |                      |                      |                            |                      |                            |                      |                      |                            |                      |                      |          |          |  |  |  |
| STATE OF UNION                  | 1                               |                      | 2 3                  |                            |                      |                            |                      |                      |                            |                      |                      |          |          |  |  |  |
| SUPER 8 SERIES                  |                                 |                      |                      |                            |                      | SUPER 8                    |                      |                      |                            |                      |                      |          |          |  |  |  |
| SH & NH TESTS                   |                                 |                      |                      |                            |                      |                            |                      |                      |                            |                      | SH TESTS^            |          | NH TESTS |  |  |  |
| TRC                             |                                 |                      |                      |                            |                      |                            | TRC                  |                      |                            |                      |                      |          |          |  |  |  |
| BLEDISLOE CUP                   |                                 |                      |                      |                            |                      |                            |                      |                      |                            |                      |                      |          | NZ       |  |  |  |
| AUS PREMIER RUGBY               | PREMIER RUGBY                   |                      |                      |                            |                      |                            |                      |                      |                            |                      |                      | NAT CLUB |          |  |  |  |

## Broadcast Coverage

Once finalised, it is expected that the broadcast coverage for the 2021 competition will mirror that of the existing coverage internationally as per the below diagram with the Australian provider to be confirmed.



## 4. Brumbies Strategic Plan 2019 to 2021

Our three-year strategic plan and overarching vision to **'Inspire & Connect'** continues to drive the organisations priorities and decision making through to 2021.

This document sets out our key focuses, performance measures and, most importantly, expected behaviours which drives our culture, goals, and success. It sets the standards to which we are to be accountable. We recognise our history while looking to the future to create an inspiring history of our own. We are confident that we can achieve ongoing success that benefits our entire community.



### 5. Value to the ACT Government and the Local Community

Since our inception the ACT Government has been a valued partner and sponsor of the Brumbies.

This business case seeks to demonstrate the investment Brumbies Rugby make to the ACT economy throughout each year and our value to Canberra and the surrounding regional communities as demonstrated throughout the Return on Objectives Framework. It is our ongoing commitment to developing and supporting initiatives that are in line with the Territories goals and objectives for growth and development.

### 6. Performance Partnership Program

As the Canberra based Super Rugby team the Brumbies are currently contracted to play our 'home games' at GIO Stadium as well as promote, support and develop

Rugby Union in the ACT and Southern NSW community.

In return for the Brumbies delivering substantial economic impact and achieving national and international brand recognition through promotion of the Territory, along with substantial community engagement, sport development and the support of social and Government priorities, the Territory provides a measure of financial incentives to the Brumbies for the delivery of these quantifiable outcomes.

Sch 2.2(a)(xi)

#### **7. 2021 – 2025 Performance Partnership Program funding request**

It is the intention of the Brumbies to continue as one of the premier Canberra based sporting teams competing in the highest level of domestic and international rugby competitions available.

Our involvement will continue to provide substantial benefits and economic value to the ACT economy, as the Brumbies continue to be an essential part of the fabric of the Canberra community.

Sch 2.2(a)(xi)

Sch 2.2(a)(xi)

Sch 2.2(a)(xi)

# Sch 2.2(a)(xi)

## **8. Conclusion**

The Brumbies organisation delivers genuine value through meaningful partnerships and authentic engagement with the community and our affiliated stakeholders. We are extremely proud of our past and similarly passionate about our future. Particularly as it pertains to the Canberra community and our ongoing success on and off the field. This passion and pride is shared by our members and fans. The Brumbies are part of the fabric of Canberra, provoking strong community pride in our city both locally and abroad.

The Brumbies are both prominent and respected by the Canberra community. Our status and profile has resulted in one of the highest market penetrations through membership, where we consistently hold the highest number of members per capita of all Australian Super Rugby teams.

We thank the ACT Government for your continued support and look forward to continuing our partnership into the future.

# Return on Objective Reporting Framework

This section addresses the return on objectives reporting framework for the ACT Governments Performance Partnership Program focussing on the KPI's and reporting outputs. Please note that 2019 numbers have been utilised where 2020 data is not yet available due to the Covid-19 pandemic and subsequent interruptions to the 2020 Super Rugby season and Community Rugby programs.

## Community Engagement

### School Visits and Community Camps

Total number of visits in 2019

List of where they occurred (list below)

Total attendance figures

Total hours

Key player attendance numbers

School Visits

Community / Camps

|                                           |                          |
|-------------------------------------------|--------------------------|
| 503                                       | 44                       |
| SIRU: 24 schools<br>ACT & SCM: 28 schools | SIRU: 6<br>ACT & SCM: 38 |
| 8,329                                     | 28,050                   |
| 377                                       | 88                       |
| 30                                        | 257                      |

| Community Engagement                      | Venue                          | No. Attendees | No. Brumbies HPU |
|-------------------------------------------|--------------------------------|---------------|------------------|
| West's Club Rugby Launch                  | Southern Cross Club, ACT       | 300           | 4                |
| East's Season Launch                      | Harmony German Club, ACT       | 100           | 4                |
| Matt Giteau Cup North                     | Southwell Park, ACT            | 500           | 8                |
| Matt Giteau Cup South                     | Campese Oval, NSW              | 500           | 8                |
| Canberra Grammar School Gala Day          | Canberra Grammar School, ACT   | 1500          | 5                |
| Southern Inland Coaching Forum            | Wagga, NSW                     | 50            | 3                |
| Country Visit Wagga - Jnr Gala Day        | Wagga, NSW                     | 5000          | 35               |
| St Edmunds College Training Visit         | St Edmunds College, ACT        | 100           | 4                |
| Brumbies Snr Girls Development Camp       | AIS, ACT                       | 50            | 6                |
| Marist Training Session                   | Marist College, ACT            | 150           | 2                |
| Youth Week Event                          | Gugan Gulwan Youth Centre, ACT | 300           | 2                |
| National Walk to School Safely            | Amaroo Primary School, ACT     | 300           | 2                |
| ADF Rugby Championships                   | Gungahlin Enclosed Oval, ACT   | 1000          | 4                |
| Reconciliation in the Park Event          | Civic, ACT                     | 500           | 3                |
| SIRU Rep Presentation                     | Rex Hotel, ACT                 | 300           | 6                |
| Uni Norths Club Visit                     | Southwell Park, ACT            | 150           | 4                |
| Queanbyan Jnr Club Visit                  | Campese Oval, NSW              | 150           | 4                |
| Royals Club Visit                         | Rivett Oval, ACT               | 150           | 5                |
| Gungahlin Club Visit                      | Nicholls Oval, ACT             | 200           | 5                |
| West's Club Visit                         | Weetangera Oval, ACT           | 175           | 5                |
| SIRU HS 7s Wagga                          | Wagga, NSW                     | 800           | 4                |
| SIRU Jnr Grand Final                      | Cootamundra, NSW               | 500           | 35               |
| ACTJRU Grand Finals                       | Viking Park, ACT               | 2000          | 10               |
| Marist Rugby Presentation Night           | Marist College, ACT            | 1000          | 2                |
| Cranleigh Sports Day                      | Cranleigh School, ACT          | 50            | 3                |
| High School 7s Gala Day                   | Southwell Park, ACT            | 800           | 4                |
| ACTJRU Presentation - East's Rugby        | Inflatable World, Kambah, ACT  | 200           | 4                |
| ACTJRU Presentations - West's Rugby       | Weetangera Oval, ACT           | 300           | 4                |
| ACTJRU Presentations - Cooma Red Devils   | Rotary Oval, Cooma, NSW        | 100           | 2                |
| ACTJRU Presentations - Broulee Dolphins   | Tomakin Sports Club, NSW       | 100           | 2                |
| ACTJRU Presentations - Royals Rugby       | Philip Oval, ACT               | 250           | 4                |
| Junior 7s Rugby Tournament - Uni Norths   | Southwell Park, ACT            | 3000          | 5                |
| ACTJRU Presentations - Gungahlin Eagles   | Nicholls Oval, ACT             | 500           | 4                |
| ACTJRU Presentations - St Edmunds College | St Edmunds College, ACT        | 300           | 4                |
| ACTJRU Presentations - Canberra Grammar   | Canberra Grammar School, ACT   | 300           | 4                |
| ACTJRU Presentations - Uni-Norths         | Southwell Park, ACT            | 300           | 4                |
| ACTJRU Presentations - Yass Rugby         | Victoria Park, Yass, NSW       | 100           | 4                |
| Junior Development Camps                  | AIS, ACT                       | 150           | 8                |
| Holiday Clinic - Wagga Wagga              | Wagga, NSW                     | 50            | 8                |
| Governor General Open House Day           | Governor General House, ACT    | 5000          | 5                |
| Holiday Clinic - ACT                      | Brumbies HQ, ACT               | 200           | 10               |
| Uni North Owls Training                   | UC Oval 4, ACT                 | 150           | 4                |
| Year 10 Graduation Ceremony - Gold Creek  | Gold Creek, Senior Site, ACT   | 400           | 1                |
| Canberra Hospital - Paediatrics           | Canberra Hospital, Garran      | 25            | 3                |
|                                           |                                | 28050         | 257              |

### Participation Numbers (combined 15's, 7's & Touch 7's)

|               | 2018   | 2019   | Growth |
|---------------|--------|--------|--------|
| Junior Male   | 6,497  | 6,851  | 5%     |
| Junior Female | 2,186  | 2,830  | 29%    |
| Senior Male   | 2,773  | 3,477  | 25%    |
| Senior Female | 577    | 920    | 59%    |
|               |        |        |        |
| Total         | 12,033 | 14,078 | 17%    |

\*Noting 2020 participation numbers not yet finalised.

# Sch 2.2(a)(xi)



# BRUMBIES COMMUNITY 2019



## SENIOR

30 CLUBS  
92 TEAMS  
724 GAMES



## JUNIOR

36 CLUBS  
232 TEAMS  
1,734 GAMES



# 44K

ENGAGED  
PARTICIPANTS

# 610

COACHES

# REFEREES

112 ACT  
12 SIRU



10%  
↑  
Active

## SCHOOL VISITS

# 503

5%  
↑



HOME GROWN  
BRUMBIES



YOUTH  
AU 7s



## CLUB XV

# 7,204

↑ 8.3%



# 149,500

REACH ON FACEBOOK

(PREMIER 1s, 2s, Colts)

## FEMALE PARTICIPATION

↑ 23%  
INCREASE

# 8,329

GET INTO  
RUGBY  
SCHOOLS

21% ↑

## TOUCH 7s

# 1,527

3.5% ↑

## RUGBY 7s

9,434 PARTICIPANTS

22.6% ↑



## **Brumbies Charitable Programs**

In 2020 the Brumbies major charity partner is Communities@Work. Through this partnership, we provide the charity with the following benefits during the year:

- 2 x invitations to Brumbies 2020 Season Launch at Canberra Rex Hotel
- 2 x Rugby Lounge tickets at GIO Stadium, Brumbies v Reds 31st Jan 2020
- 20 Complimentary tickets to the Brumbies family Lounge Sat 15th Feb for Communities@Work clients
- Fan Day position for Communities@Work marquee, including activations such as face painting
- Mt Rogers school visit 24th Feb – Rugby Day
- Pantry walk through 24th Feb – two players filmed volunteering in the community pantry, posted on Brumbies social to raise awareness of their work
- Various social posts and EDM inclusions advertising Communities@Work Services
- Player sponsorship for 2020 including:
  - Logo recognition on social media team announcement
  - Sideline LED during team announcement pre-game
  - Big Screen Logo Recognition if your position scores a try or a goal during the game
  - Logo Recognition inside player's locker

Minor charity partners for the Brumbies for the past two years have included:

### Home Games 2020:

- Round 1 Givit Bushfire Relief (access to donations from patrons approx. \$1,000)
- Round 2 Givit Bushfire relief (access to donations from patrons approx. \$750)
- Round 3 ACT Emergency Services
- Round 7 Rural Aid

### Home Games 2019:

- Tour De Cure
- Country to Canberra
- Canberra Hospital Foundation
- Mates4Mates
- Marymead
- Youth In Union
- Lifeline
- Indigenous Marathon Foundation
- DVCS

Minor charity partners are offered:

- Big Screen time during the game
- Voice overs during the game
- Access to the match with ticketing
- Position in the forecourt with marquee and promotional materials
- Free tickets to volunteers
- Option for ball delivery or coin toss
- Interviews with ground announcers
- Merchandise or open box for them to fundraise with over the year
- Advert in the match day program

General Community/Charity Offerings include:

- Brumbies Sensory Suite at home games, allowing a private and safe environment for those that require a quiet space. Two players visit the family in each game. (2020)
- Match ticket donations for patrons requiring respite for example "Pillars of Strength" (2019-2020)
- Donation of wheelchair access seating to home games Marymead (2020)
- Merchandise to assist in fundraising

- Pegasus Golf Day 2019 and 2020 – sponsored a hole at the golf day and provided players to support fundraising activities
- Social media and player activation support of several worthwhile causes each year such as Missing Persons Week etc.

Community Engagements include:

- Canberra Hospital – Paediatrics Wednesday 18th Dec. 20 players attended, meeting with kids, sang Christmas songs and read books. Included bed visits.
- RSPCA visit
- Working with various charities on a semi regular basis such as Pegasus, Stella Bella, Lifeline, Comms@Work, Givit, Canberra Hospital Foundation, Kids Cancer Project, Gudan Gulwan and Marymead.

Brumbies and Givit Bushfire Appeal

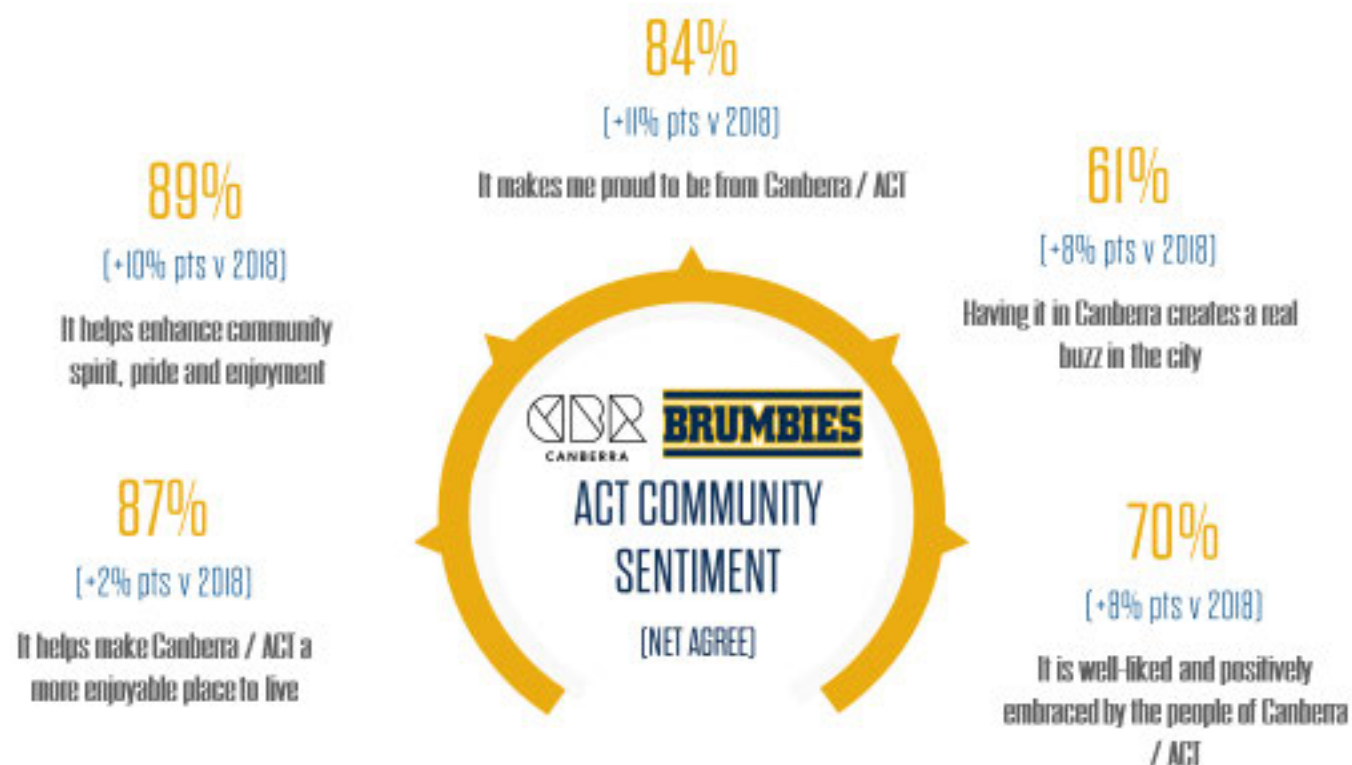
During 2020, Brumbies also partnered with Givit to raise much valued funds for Bushfire Victims within Southern NSW. Approximately \$56,000 was raised in total through this campaign, including a generous donation from our major partner Plus500, who donated \$500 for each try and successful conversion during Brumbies games pre-Covid19 totalling \$26,000.

Using funds raised from the Brumbies & GIVIT Bushfire Appeal, water filter kits were purchased for residents in Bemboka in the Bega Valley. For months, the residents had been drinking bottled water as their tank water was contaminated, some with asbestos due to the fire's devastation. It was reported that one of the recipients had a mountain of bottles accumulating from months of drinking bottled water, outside of her house. Since installing the water filter, it's added some normality back to the resident's life as they can now go to the tap and drink from a glass.

Tools were also purchased for a tradie and RFS Volunteer who lost his tools when fighting fires in Batemans Bay. Although he lost most of his belongings, he always made sure his neighbours had generators when there was no power and cooked for people when they needed it. The tools helped him get his business up and running again, after months of no work.

## UPLIFT ACROSS ALL COMMUNITY METRICS

Likely the result of the team performing well and reaching the finals, 84% of Canberrans claim Brumbies games make them proud of where they're from

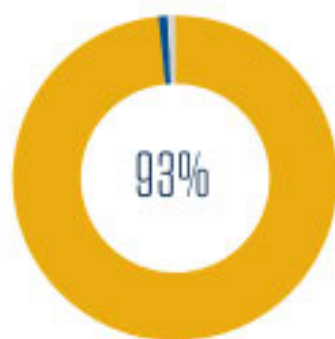


Source: Nielsen Sports Brumbies Attendee Survey: Base – ACT Residents (n=435)



## BRUMBIES GAMES ARE HIGHLY RECOMMENDED

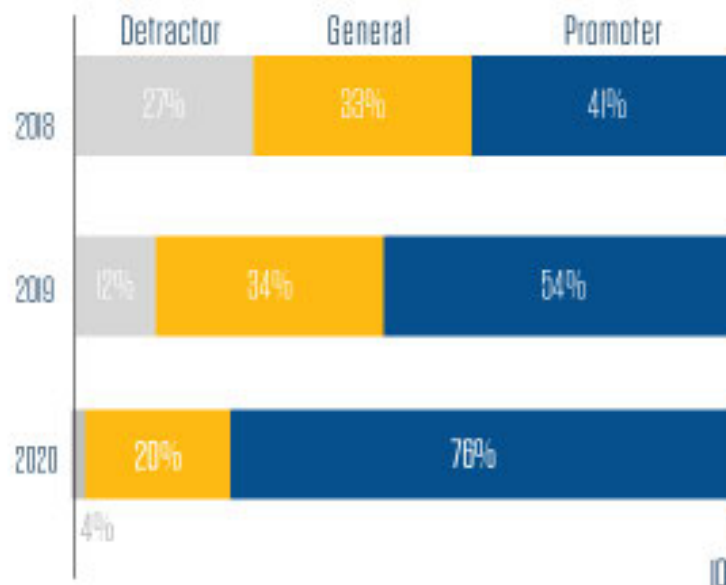
The Net Promoter Score of Brumbies games among 2020 attendees is +72 which is 30 points higher than last season



HIGHLY/SATISFIED  
NEUTRAL  
UNSATISFIED

Customer Satisfaction Score  
First 4 home games 2020

Likelihood to recommend a Brumbies game  
% of attendees



Source: Nielsen Sports Brumbies Attendance Survey: Base – All Attendees (n=539). \*Detractor 1-6, General 7-8, Promoter 9-10



## Local Sport Development (Pathway)

The Brumbies have established High Performance and Pathways strategic and operational plans that are aligned under the Brumbies Organisation Strategic Plan and are highly interconnected with Rugby Australia High Performance and Pathways plans.

The documents setting out in summary the Brumbies strategic and operational plans for Men's and Women's high performance and pathways are noted below and attached for reference:

Sch 2.2(a)(xi)

In addition, we confirm that:

- Brumbies are committed to a streamlined nationally systematic approach to athlete load and management together with Rugby Australia under national GPS (Catapult), Strength & Conditioning programming delivery (Team Builder) systems together with a national athlete data collection system including medical information (with confidentiality restrictions) in Smartabase combined with regular player monitoring and assessment review discussions between Brumbies and Rugby Australia national level staff;
- Brumbies are included in Rugby Australia's education, delivery and compliance requirements of various health and safety policies, including:
  - **Rugby Australia Medical Policy**, overseen by RA Chiefs Medical Officer and Brumbies Team Doctor.
  - **Rugby Australia Sports Supplements Policy.**
  - **Rugby Australia and World Rugby concussion policies and protocols.**
  - **Anti-Doping and Illicit Drugs Policy**, including ASADA drug testing regime.
  - **Integrity Education.**
- Player athlete safety and wellbeing requirements are met by way of:
  - A Player Health, Safety and Integrity Committee including representatives from Rugby Australia, the States and the Rugby Players Association (RUPA) that meets regularly.
  - A Player Development Programme (PDP) jointly administered between Rugby Australia and RUPA to deliver individual player development and support programmes by a Player Development and Welfare Manager in the Brumbies. Refer **attachment 7** summary of the **Player Development Program Overview 2020**.

## Social and Government Priorities

### Assistance provided to the Territory's projects and broader priorities

The Brumbies provide regular support for the Territory's requests for both those of an ad-hoc nature and the Territory's longer-term strategies priorities such as the Active 2020 Strategic plan through leveraging both our social media profile and the organisations position as the peak body for the sport of Rugby Union in the ACT and surrounding regions as demonstrated through all areas of this submission.

Recent examples of support of Territory projects include social media campaign support such as:

#### Canberra Metro Safety Campaign



Brumbies Rugby ·  Follow

#### Canberra Metro Safety video

...

We teamed up with [Canberra Metro](#) to make sure you stay safe while riding the new lightrail! 🙌🙌

#BrumbiesFamily  
#Plus500 See Less



Holiday Here Campaign



**Brumbies Rugby**   
March 9 · 🌐

**Holiday Here**  
 Happy Canberra Day! #HolidayHereCBR  
  120  2 Comments

 Like  Comment  Share 

**Up Next**  
We currently don't have any more videos for you

Comments 

 Comment as Brumbi...   



**brumbiesrugby**  • Following  
Canberra, Australian Capital Territory

**brumbiesrugby**  🇦🇺 Happy Canberra Day! #HolidayHereCBR  
22w

**Sch 2.2(a)(ii)** @tombanks\_ 😂😂   
22w Reply

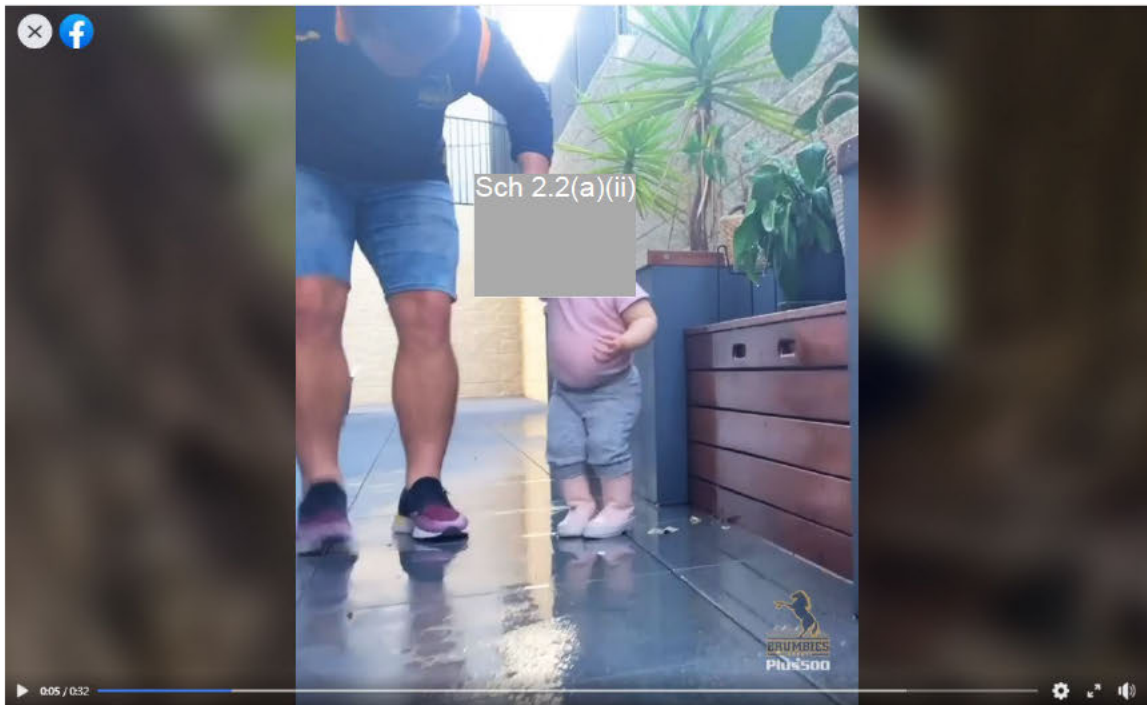
**Sch 2.2(a)(ii)** So low wow love it 

2,336 views  
MARCH 9

Add a comment... 

## Nature Play Campaign



Sch 2.2(a)(ii)

Brumbies Rugby

April 17

**#NatureplayCBR**

Our set-piece coach Sch 2.2(a)(ii) and his daughter Sch 2.2(a)(ii) LOVE hanging out in nature! They can't... See More

128 12 Comments

Like Comment Share

**Up Next**

We currently don't have any more videos for you

Comments See All

Comment as Brumbi...

**BRUMBIES RUGBY DIGITAL REACH**

**283,907** 2020 TOTAL SOCIAL REACH



162,407



67,000



54,500



**24,547**

2020 TOTAL BMAIL NETWORK



Sch 2.2(a)(ii)

Sch 2.2(a)(ii)

## Percentage of Female Board Members

In November 2016, our members unanimously approved a new Constitution for the ACT and Southern NSW Rugby Union based upon the best practice principles of the Australian Sports Commission and with reference to the Australian Rugby Union model. This has resulted in the increased professionalism of our Board and Directors, and overall stability and direction of the organisation.

In September 2017 Minister Berry wrote to the President of the ACT & Southern New South Wales Rugby Union, Bob Brown, requesting that sporting bodies receiving triennial funding from the ACT Government have a strategy in place for achieving at least 40% representation of women on their Boards.

Of the eight positions for which appointment is controlled by either the Board or Voting Members, four are women – 50%.

| <b><i>Name of Board Member</i></b>       | <b><i>Role on the Board</i></b> | <b><i>Term of appointment</i></b> |
|------------------------------------------|---------------------------------|-----------------------------------|
| <i>Matthew Nobbs</i>                     | <i>Chairman</i>                 | <i>16/12/2015 to current</i>      |
| <i>Christine Faulks</i>                  | <i>Board Member</i>             | <i>03/10/2019 to current</i>      |
| <i>Patrick McCabe (RUPA Appointment)</i> | <i>Board Member</i>             | <i>25/01/2017 to current</i>      |
| <i>Vikki Fischer</i>                     | <i>Board Member</i>             | <i>01/03/2018 to current</i>      |
| <i>Stephen Johnston</i>                  | <i>Board Member</i>             | <i>20/10/2018 to current</i>      |
| <i>David Kenyon</i>                      | <i>Board Member</i>             | <i>01/03/2018 to current</i>      |
| <i>Anne-Marie Perrett</i>                | <i>Board Member</i>             | <i>08/02/2017 to current</i>      |
| <i>Mark Sullivan AO</i>                  | <i>Board Member</i>             | <i>20/07/2018 to current</i>      |
| <i>Christa Gordon</i>                    | <i>Board Member</i>             | <i>03/10/2019 to current</i>      |

## Opportunity to leverage the sporting partnerships to generate earned PR

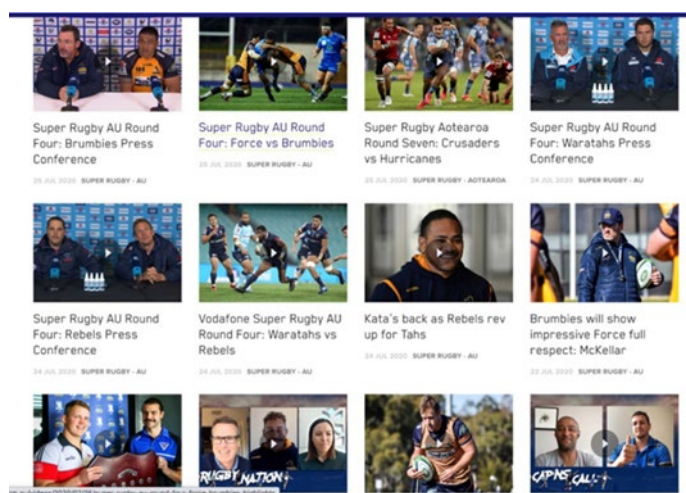
In 2020, the Brumbies Communications team essentially opened up the locker rooms to the media inviting them in for unprecedented access. Taking on feedback during the off season that the stories beyond Rugby is what the media was seeking. Our HPU and Communications team open the doors almost daily in game week to our media partners.

As a business in 2020, the Brumbies invested heavily in internal production capabilities to ensure that all stories were captured and pushed to all media which resulted in record coverage. As the needs of the business grow and the media resources are diminished our internal team will continue to meet the needs of both the media and consumers.

All live media events are recorded and sent to a wide-ranging list of media who could not attend in raw or in some instance produced form.

Throughout all media opportunities, the CBR brand and ACT Governments support is proudly recognised by the Brumbies via media backdrops, branding recognition on apparel and via recognition as a major partner of the Brumbies.

An example of earned media produced by our internal content team filling the page of Rugby.com.au Green indicated supplied content.



### MAJOR LOCAL

The Canberra Times  
ABC (All platforms)  
Channel 9  
Mix 106.3  
2CC  
Canberra Weekly

### REGIONAL MEDIA

RIOT Act/Region Media  
South Coast Register  
Daily Advertiser (Wagga Wagga)

### INTERSTATE

Sydney Morning Herald  
Courier Mail

### NATIONAL/DIGITAL

News Limited (The Australian, Daily Telegraph)  
Fox Sports  
Rugby.com.au  
The Roar  
AAP (various platforms eg. 7 news, Yahoo Sports)  
Green and Gold Rugby  
Big Sports Breakfast  
Australian Rugby Show  
Podcasts (multiple)

### INTERNATIONAL/DIGITAL

Sky Sports News (UK)  
NZ stuff (NZ)  
Scrum ESPN (Argentina)  
Rugby Pass  
Planet Rugby

**Female Changeroom Upgrades – overview of current status**

The project has recently completed the tender design process and was released to the open market in July. Following the procurement process and tender selection a detailed design will be finalised with off-site construction on the facility commencing.

While no Development Application for the Class 10A facility is necessary a Building Approval is required. This will be undertaken as part of the finalisation of the Detailed Design and prior to the off-site building fabrication. Practical completion of the project is anticipated for January 2021.

**Opportunity for women to participate in elite sport**

From Rugby Australia's perspective we have two distinct versions of the game in 7s and 15s within the one sport that both have pinnacle national competitions that underpin the national team system comprising the Pearls and Wallaroos, respectively.

In the 15s, the Brumbies Super W program is aligned to our brand which amplifies their profile. Embedded within our high-performance program (supported by our Head of Academy and Head of Pathway, both Level 4 Performance Coach accredited). Directly under our management as the SSO and connected to our elite coaching and high-performance facilities.

In the 7s space, Brumbies Rugby, Rugby Australia and ACTAS are in partnership with an established Women's 7's Academy program targeting aspiring female athletes 17+ years.

Both programs provide a clear and accessible pathway for young female athletes in Canberra and the surrounding region to represent their state and country.

## \$4.7M SPENT IN CANBERRA BY VISITORS

Interstate Overnight visitors stayed just under two days in Canberra and spent an average of \$182 per day

| ATTENDEE TYPE          | TOTAL IN SCOPE VISITORS | AVERAGE LENGTH OF STAY | BED NIGHTS | AVERAGE DAILY SPEND | IN-SCOPE VISITOR SPEND |
|------------------------|-------------------------|------------------------|------------|---------------------|------------------------|
| Interstate Overnights  | 12,404                  | 1.96                   | 24,340     | \$181.98            | \$4,429,457            |
| Interstate Daytrippers | 5,485                   | 1                      | 0          | \$40.64             | \$222,939              |
| Overseas Overnights    | 0                       | 0.00                   | 0          | \$0.00              | \$0                    |
| Total                  | 17,889                  | 1.96                   | 24,340     | \$181.98            | \$4,652,396            |



Source: Nielsen Sports Brumbies Attendance Survey: Base – In-scope Visitors (n=85) \*Use as an indication due to small sample size

# 17.9K SPENT MONEY VISITING THE ACT

Over 12.3k Brumbies match attendees spent a night in Canberra, while a further 5.6k who spent money as a result of day-tripping to the area for a game

| ATTENDEE TYPE | TOTAL IN SCOPE ATTENDEES | IN SCOPE VISITOR TYPE | % VISITOR TYPE | # VISITOR TYPE | ACCOMPANYING PERSONS | TOTAL IN SCOPE VISITORS |
|---------------|--------------------------|-----------------------|----------------|----------------|----------------------|-------------------------|
| Interstate    | 17,114                   | Overnight             | 68%            | 11,629         | 775                  | 12,404                  |
|               |                          | Daytrippers           | 32%            | 5,485          | 0                    | 5,485                   |
| Overseas      | 0                        | Overnight             | 100%           | 0              | 0                    | 0                       |
| Total         | 17,114                   |                       |                | 17,114         | 775                  | 17,889                  |



Source: Nielsen Sports Brumbies Attendance Survey: Base – In-scope Visitors (n=85) \*Use as an indication due to small sample size



# GREATER VISITOR SPEND ON LAST YEAR

An additional game saw an 8% rise in visitors, with the visitor spend increase accentuated by an uplift in the average length of stay by overnighers

| OUTPUT                    | 2019        | 2018        | 2017        | % DIFFERENCE<br>2019 TO 2018 |
|---------------------------|-------------|-------------|-------------|------------------------------|
| Total attendance          | 79,058      | 67,037      | 69,122      | 18%                          |
| Outside of ACT attendance | 18,285      | 16,870      | 12,253      | 8%                           |
| In Scope Visitors         | 17,889      | 16,064      | 10,584      | 11%                          |
| Overnight Split           | 69%         | 54%         | 57%         | 28%                          |
| Avg. Length of Stay       | 1.96        | 1.67        | 1.42        | 18%                          |
| Bed nights                | 24,340      | 14,794      | 8,542       | 65%                          |
| Avg. Daily Spend          | \$182       | \$183       | \$164       | -1%                          |
| In-Scope visitor spend    | \$4,652,396 | \$3,360,180 | \$1,914,259 | 38%                          |

Source: Nielsen Sports Brumbies Attendance Survey; Base – In-scope Visitors (n=85) \*Use as an indication due to small sample size



## 17.1K IN SCOPE VISITORS IN 2019

Approximately 22% of all Brumbies attendees were from outside the ACT region, equivalent to over 17k for the year

| ATTENDEE TYPE           | TOTAL ATTENDEES | % IN SCOPE   | # IN SCOPE    |
|-------------------------|-----------------|--------------|---------------|
| ACT Ticket Sales        | 26,624          | 0.0%         | 0             |
| ACT Members             | 27,842          | 0.0%         | 0             |
| ACT Corporates          | 6,307           | 0.0%         | 0             |
| Interstate Ticket Sales | 14,179          | 94.0%        | 13,325        |
| Interstate Members      | 2,754           | 94.0%        | 2,588         |
| Interstate Corporates   | 1,201           | 100.0%       | 1,201         |
| Overseas Ticket Sales   | 151             | 0.0%         | 0             |
| Overseas Members        | 0               | 0.0%         | 0             |
| Overseas Corporates     | 0               | 100.0%       | 0             |
| <b>Total</b>            | <b>79,058</b>   | <b>21.7%</b> | <b>17,114</b> |

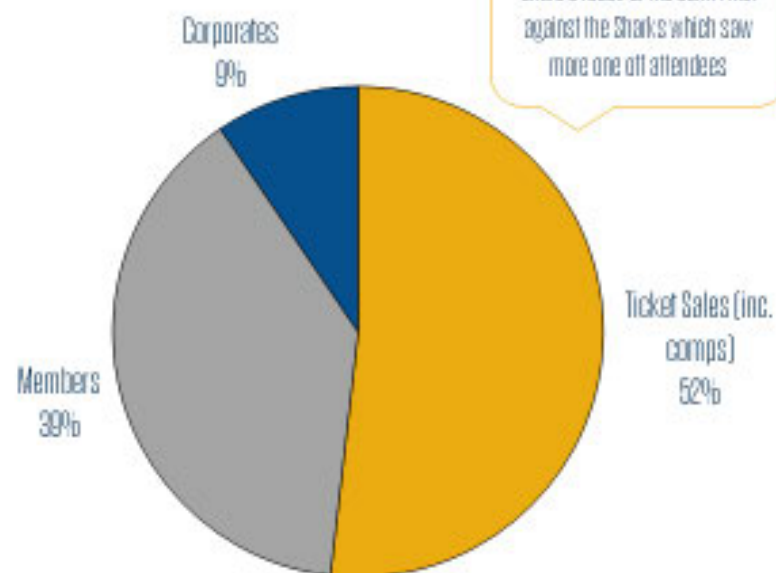
### Assumptions and Definitions

- » Attendee type data supplied by the Brumbies
- » Ticket sales origin sourced from Ticketek postcode report – ACT/Interstate split based off average of 2016-2019 numbers
- » 91% of members live within the ACT and 9% Interstate (source - Brumbies Members registered address)
- » 84% of Corporate attendees from the ACT (sourced from Brumbies)
- » In scope is defined as those whose main driver for visiting or extending their visit to Canberra / ACT was attending a Brumbies Match derived from Nielsen Sports Match Attendee Survey (n=544)
- » Total accompanying persons calculated using the average number of persons that accompanied survey participants on their trip to Canberra but did not attend the match (6.8%, Nielsen Sports Match Attendee Survey 2016)
- » Nielsen Sports have included day visitors despite not contributing to the 2020 Doubling Visitor Expenditure target adopted by all States and Territories
- » Total Visitors = Total who attended the match + accompanying persons
- » Note sample size is low for in-scope visitors, but all figures have been sense-checked against 2016, 2017 and 2018, with no major variations in figures noted.

# TICKET CATEGORIES ALL RISE ON 2018

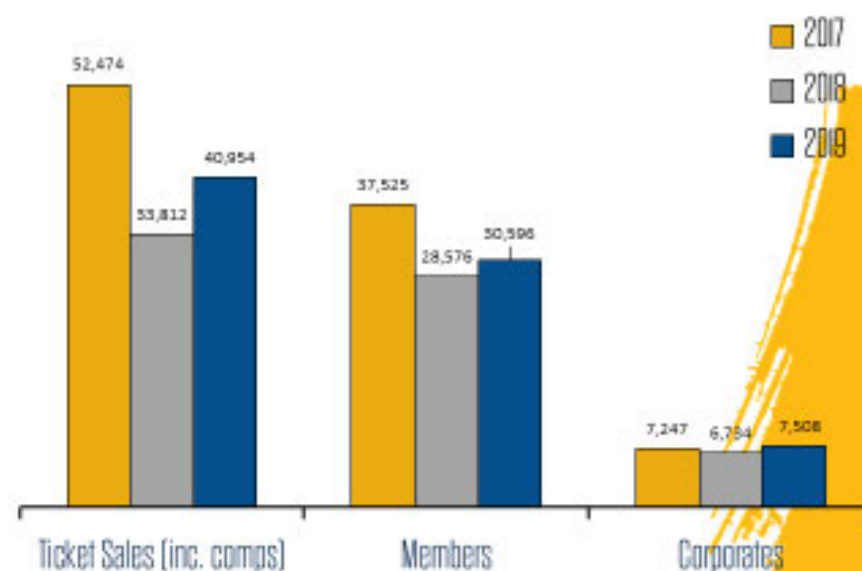
Ticket sales accounted for over half of all attendees across the 2019 season

Attendance Type — Share of Voice



Large increase in Ticket sales share a result of the Semi-Final against the Sharks which saw more one off attendees

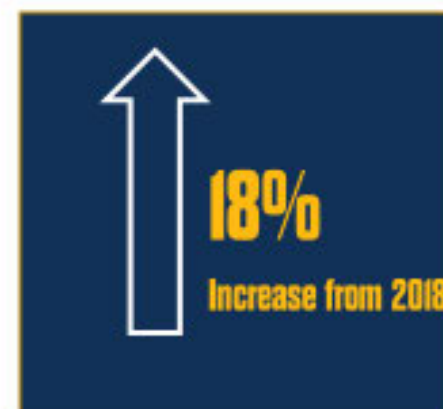
Attendance Type — Year on Year



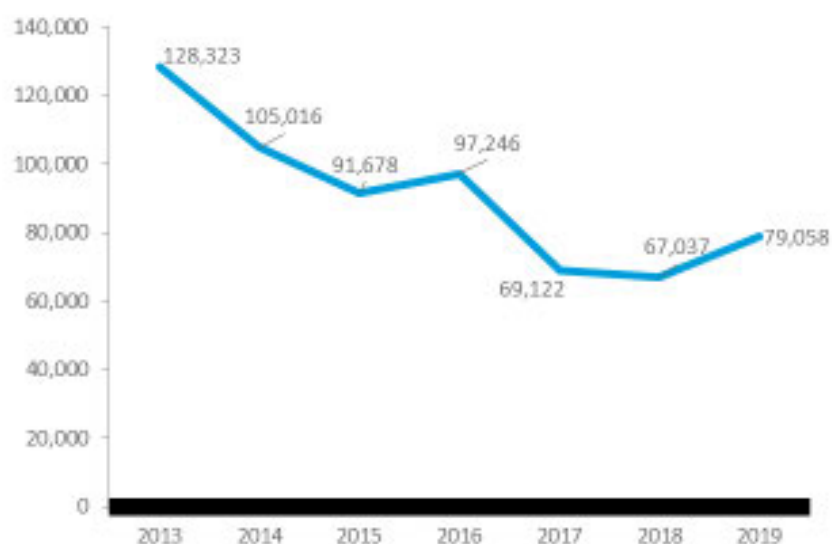
Note: Due to Ticketek scanning error, Members attendance was not available for the Semi-Final vs the Sharks, so numbers were extrapolated based on total attendance and ratio across 8 other matches in 2019.

## UPLIFT FOR AVERAGE CROWDS

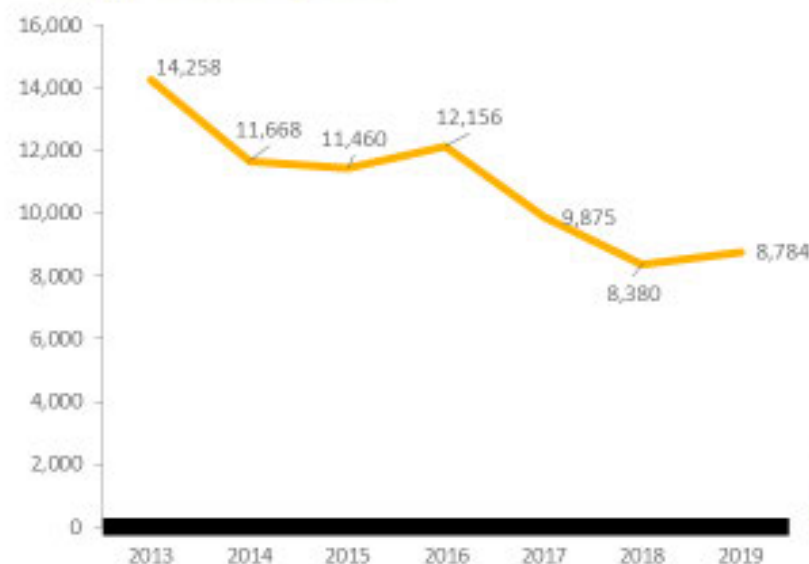
The addition of a Semi-Final fixture resulted in an 18% growth in cumulative attendance, however average crowds rose 5% to 8,784 per game in 2019



Cumulative Attendance by Season



Average Attendance by Season



## Profile and Number of Sponsors

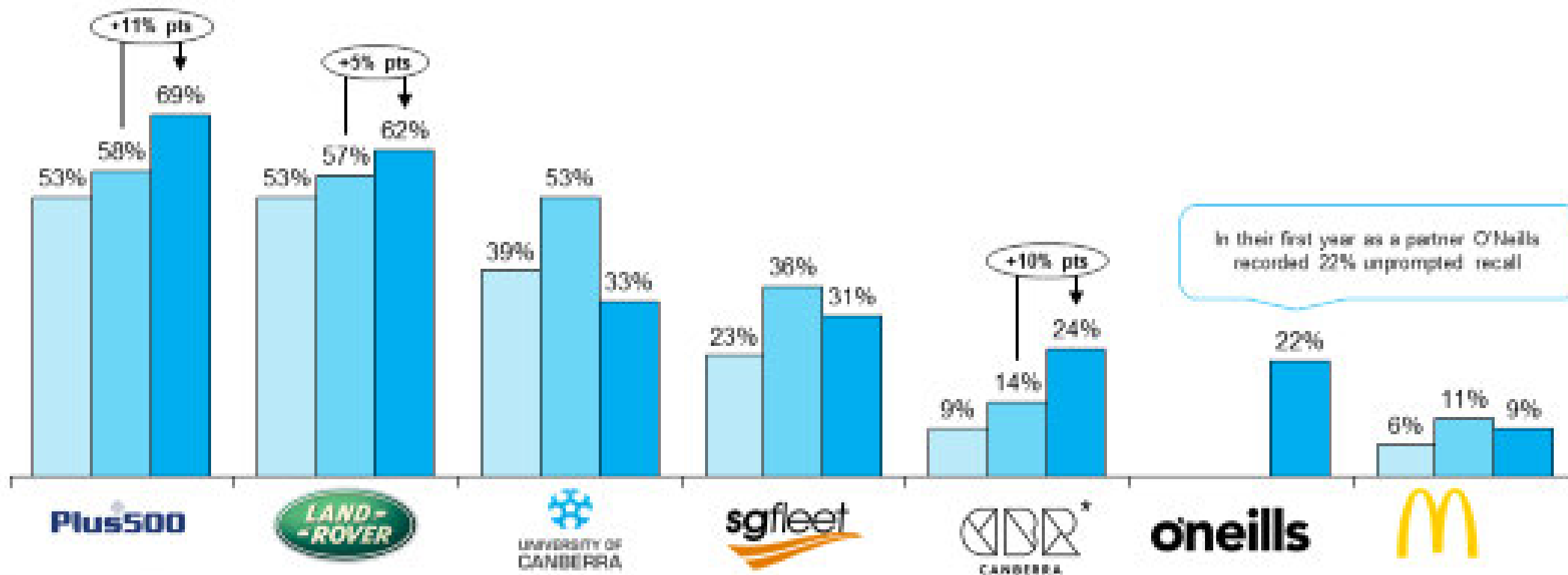
The Brumbies currently have 46 partners (sponsors) with seven of our partners categorised as Major Partners being the ACT Government (CBR), Plus500, Land Rover, University of Canberra, SG Fleet, O'Neills and Poplars.

# UPLIFT IN MAJOR PARTNER AWARENESS

Plus500 has recorded a 19% rise in unprompted recall with over two third of attendees aware of the partnership

Unprompted Recall  
% of Attendees

2017 2018 2019



Prepared for: ACT Brumbies

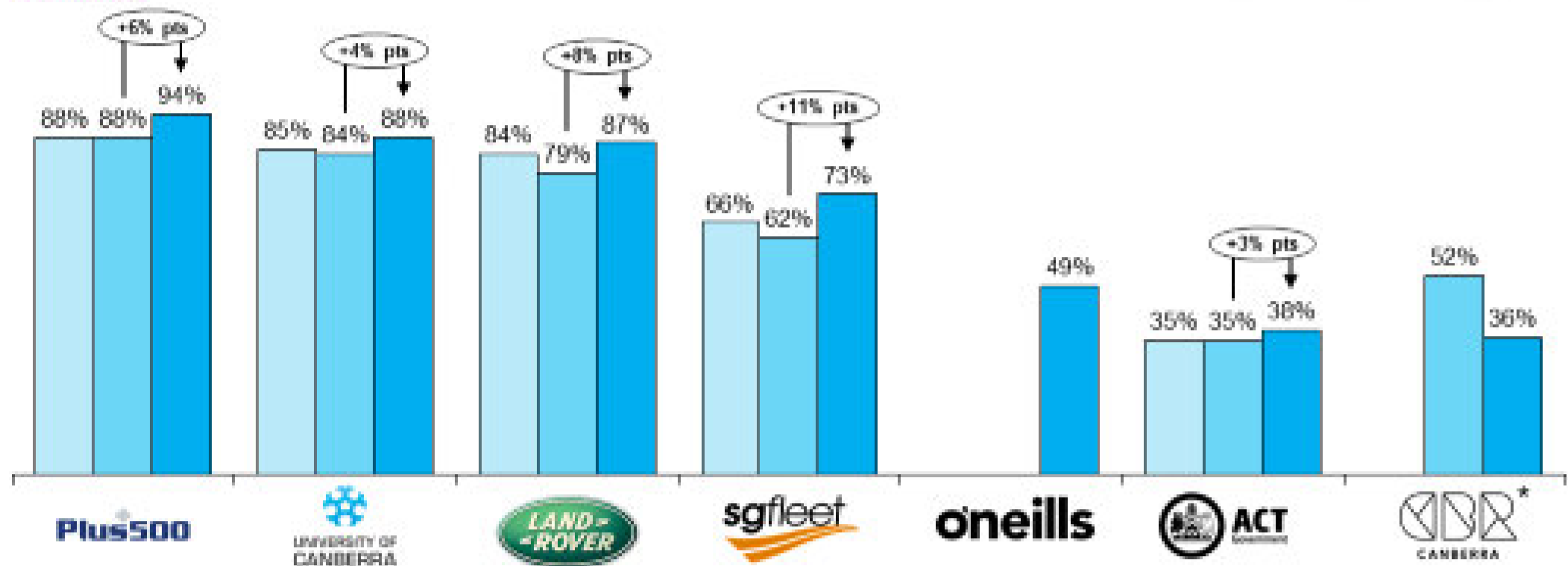
Source: Nielsen Sports Brumbies Attendance Survey; Base - All Attendees (n=544). \*Canberra & ACT Government recall merged together for unprompted recall

# STRONG RESULTS FOR PROMPTED RECALL

Attendees are quick to recognise Brumbies' partners when prompted, with the majority of brands recording an increase on last season

Prompted Recall  
% of Attendees

2017 2018 2019



Prepared for: ACT Brumbies

Source: Nielsen Sports Brumbies Attendance Survey. Base – All Attendees (n=544). \*Canberra Recall only asked separately from ACT Government as of 2018

Sch 2.2(a)(xi)

# Sch 2.2(a)(xi)

## Marketing and Broadcast Impact

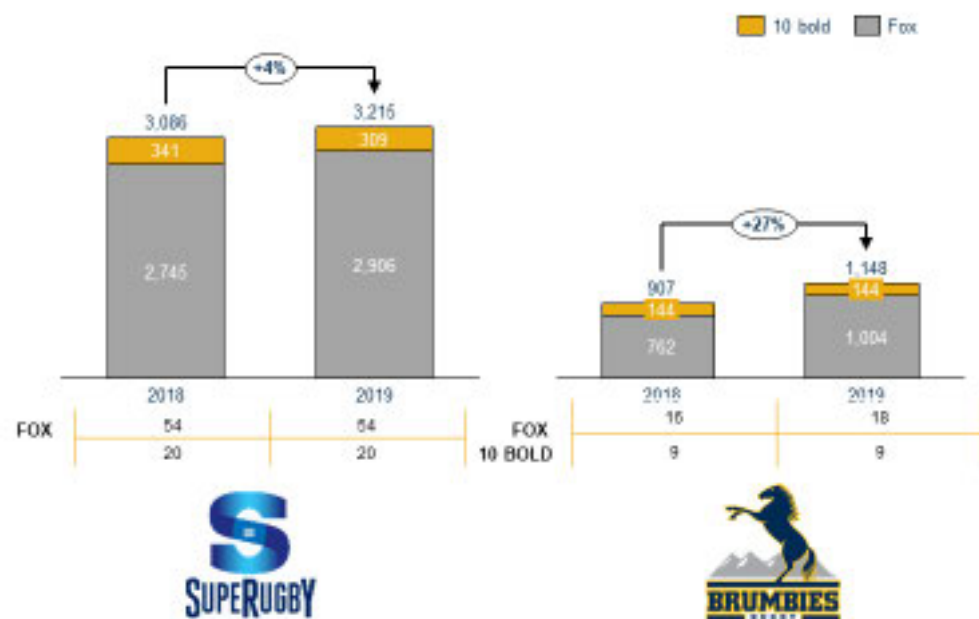
Due to the delay of the 2020 season due to Covid-19, please note that 2020 reporting figures are not yet known so 2019 figures have been used.

# SUPER RUGBY TOTAL AUDIENCE UP 4%

Gross viewership for the Brumbies saw a 27% uplift year on year, largely due to two additional finals fixtures in 2019

### Q1 Gross Viewership, 2018 v 2019

Brumbies, Full Season, 000s, All Games Only



## KEY INSIGHTS

- Brumbies made semi-final in 2019 season, bringing two additional fixtures and driving the total viewership to 1.14M.
- Brumbies Fox sports viewership has increased by 240K, up 31% year on year. Whereas viewership in Free-to-Air replays remained consistent.
- Home games vs NZ teams generated this highest average audience for the Brumbies, passing AU derbies games and ranked first place across viewership in all fixture type, growing from 63K to 73K.

# VIEWERSHIP TRENDS ACROSS MARKETS

Australia, France and Japan all saw increases in Gross Viewership of Brumbies games for season 2019

## Super Rugby TV Ratings

*Matches incl. Australian Teams, All Markets*

| Market         | Broadcast Hours |           |      | Gross Viewership (000s) |       |      |
|----------------|-----------------|-----------|------|-------------------------|-------|------|
|                | 2018            | 2019      | % Δ  | 2018                    | 2019  | % Δ  |
| Australia      | 31:12:44        | 32:39:42  | 5%   | 907                     | 1,148 | 27%  |
| New Zealand    | 30:21:57        | 57:48:26  | 90%  | 822                     | 743   | -10% |
| France         | 11:57:38        | 28:15:00  | 136% | 90                      | 188   | 107% |
| Japan          | 128:20:00       | 107:40:00 | -18% | 490                     | 1,705 | 248% |
| South Africa   | 60:30:02        | 121:45:37 | 51%  | 2,657                   | 1,848 | -30% |
| United Kingdom | 61:56:57        | 33:21:42  | -46% | 112                     | 148   | 32%  |
| TOTAL          | 344:19:16       | 415:41:11 | 21%  | 5,078                   | 5,791 | 14%  |

Source: Nielsen OzTam and Eurodata



# 2019 VIEWERSHIP SUMMARY

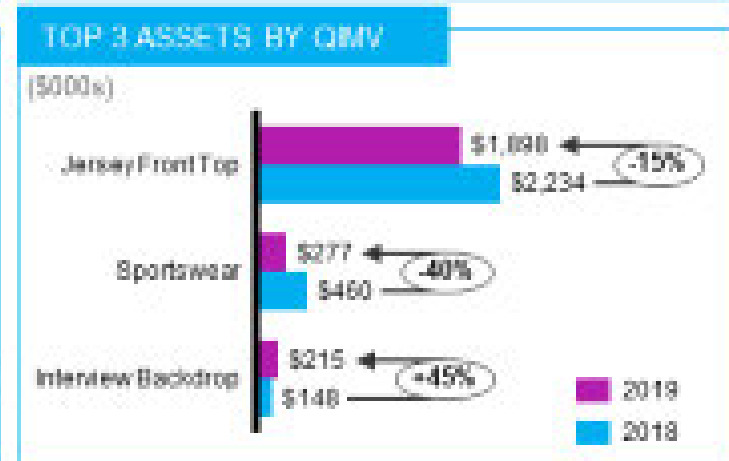
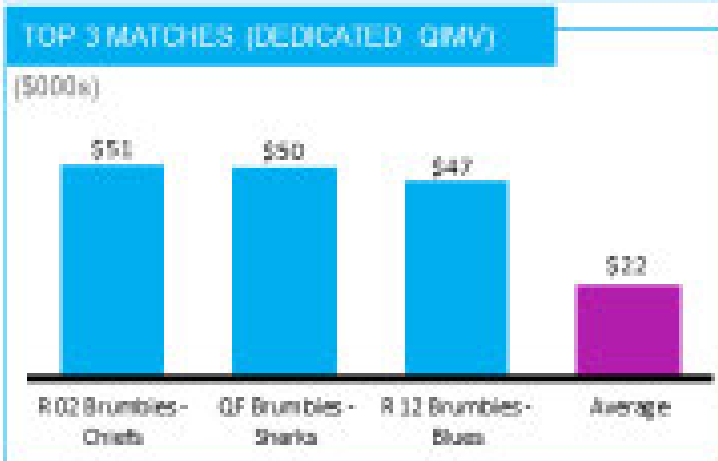
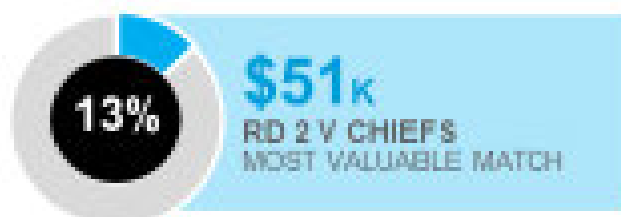
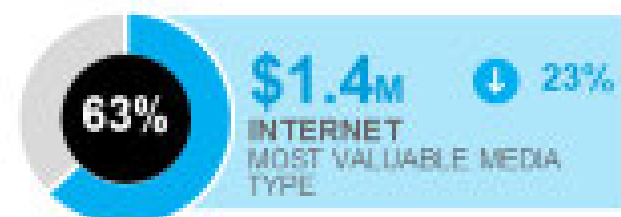
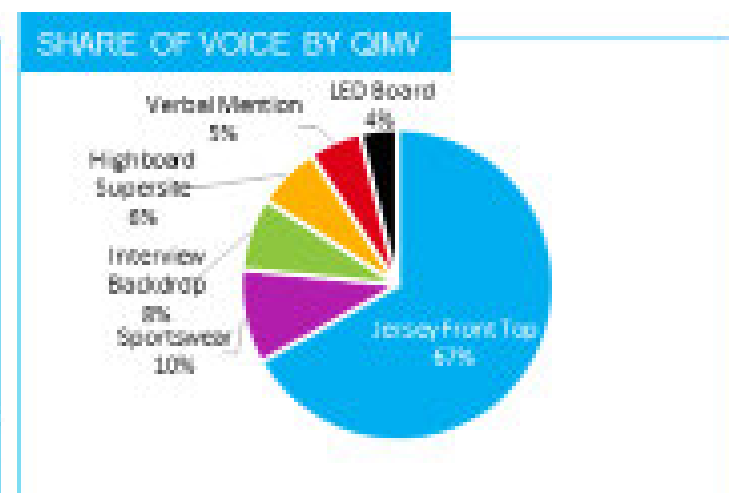
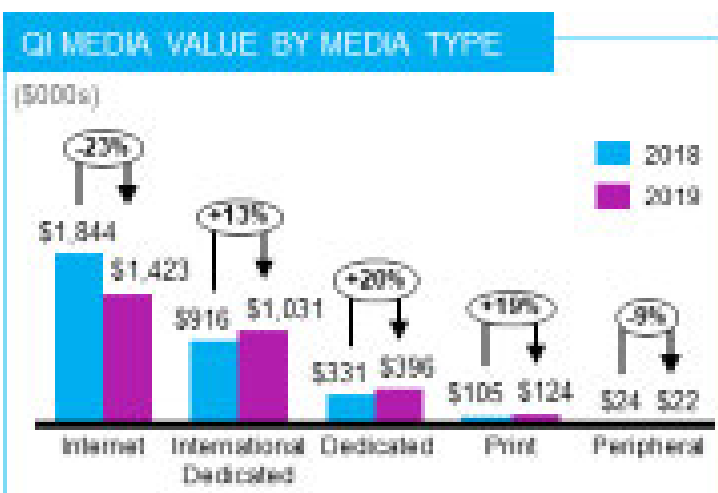
Brumbies Full Season

| Round | Date       | Home Team             | Away Team          | Stadium                          | Fox Sport | 10 Bold | Total Audience |
|-------|------------|-----------------------|--------------------|----------------------------------|-----------|---------|----------------|
| 1     | 15/02/2019 | ACT Brumbies          | Melbourne Rebels   | GIO Stadium                      | 59,727    | 13,137  | 72,864         |
| 2     | 23/02/2019 | ACT Brumbies          | Waikato Chiefs     | GIO Stadium                      | 83,335    | 17,123  | 100,458        |
| 3     | 1/03/2019  | Wellington Hurricanes | ACT Brumbies       | Central Energy Trust Arena       | 64,806    |         | 64,806         |
| 4     | 8/03/2019  | Melbourne Rebels      | ACT Brumbies       | AAMI Park                        | 96,998    |         | 96,998         |
| 5     | 15/03/2019 | ACT Brumbies          | NSW Waratahs       | GIO Stadium                      | 81,266    | 15,107  | 96,373         |
| 6     | 24/03/2019 | QLD Reds              | ACT Brumbies       | SCG                              | 58,702    |         | 58,702         |
| 8     | 6/04/2019  | Canterbury Crusaders  | ACT Brumbies       | AMI stadium                      | 32,008    |         | 32,008         |
| 9     | 13/04/2019 | ACT Brumbies          | Johannesburg Lions | GIO Stadium                      | 61,271    | 15,934  | 67,205         |
| 10    | 20/04/2019 | Cape Town Stormers    | ACT Brumbies       | DHL Newlands                     | 30,777    |         | 30,777         |
| 11    | 28/04/2019 | Los Jaguares          | ACT Brumbies       | Estadio Jose Amalfitani          | 15,536    |         | 15,536         |
| 12    | 4/05/2019  | ACT Brumbies          | Auckland Blues     | GIO Stadium                      | 61,053    | 19,652  | 80,705         |
| 13    | 12/05/2019 | ACT Brumbies          | Japan Sunwolves    | GIO Stadium                      | 27,078    |         | 27,078         |
| 15    | 24/05/2019 | ACT Brumbies          | Pretoria Bulls     | GIO Stadium                      | 52,071    |         | 52,071         |
| 16    | 1/06/2019  | Japan Sunwolves       | ACT Brumbies       | Prince Chichibu Memorial Stadium | 40,274    |         | 40,274         |
| 17    | 8/06/2019  | NSW Waratahs          | ACT Brumbies       | Bankwest Stadium                 | 65,323    | 17,120  | 82,443         |
| 18    | 15/06/2019 | ACT Brumbies          | QLD Reds           | GIO stadium                      | 52,584    | 18,313  | 70,897         |
| FW1   | 22/06/2019 | ACT Brumbies          | Natal Sharks       | GIO stadium                      | 89,043    | 22,134  | 111,177        |
| FW2   | 29/06/2019 | Los Jaguares          | ACT Brumbies       | Estadio Jose Amalfitani          | 42,235    | 5,253   | 47,488         |
| TOTAL |            |                       |                    |                                  | 1,904,697 | 143,773 | 1,147,860      |

Source: OzTAM Metro Total TV & Regional FTA & National STV, 5 City Metro & Combined Agg.Mkt, 02:00-25:59, 2018- 2019, Consolidated 7



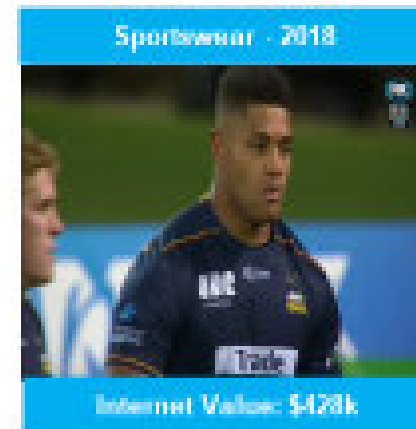
# CANBERRA BRAND DASHBOARD



A SIGNIFICANT DECLINE IN INTERNET VALUE DROPS OVERALL Q1MV FOR CANBERRA SLIGHTLY

# CANBERRA CREATIVE CONSIDERATIONS

A change to a smaller creative across both Jersey Front Top and Sportswear branding resulted in a loss in exposure and value respectively



Canberra branding was slightly smaller in 2019, contributing to a lesser performance. The dark text on the white kit background in 2018 was also more effective in generating exposure than the white text on the blue kit background.

Internet value was down 23% for Canberra in 2019, with much of this stemming from losses across Jersey Front Top and Sportswear assets. Sportswear was down 46% across internet value, a result of 132 less exposure year on year.

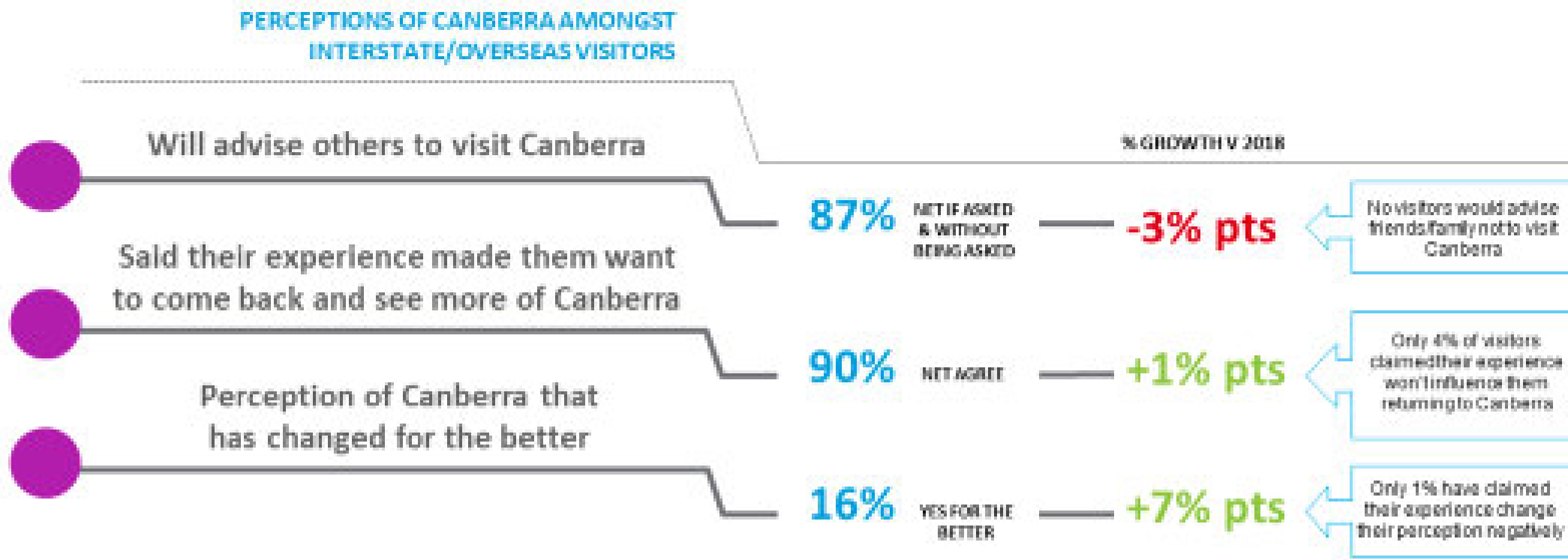
Prepared for: Brumbies

Source: Nielsen Sports Q1 Media Database

- Noting the CBR logo on the chest of the playing jersey was brought back to maximum sizing in 2020 following the alteration in 2019 due to the new jersey design from O'Neills.
- The Brumbies have also had a renewed focus on social media engagement in 2020 to address the decline presented in 2019. Revised figures will be presented following the report from Nielsen at the conclusion of the 2020 season.

# ADVOCACY OF CANBERRA IS CONSISTENT

There has been an increase in interstate visitors' with a positively influenced perception of the area as a result of their visit to Canberra



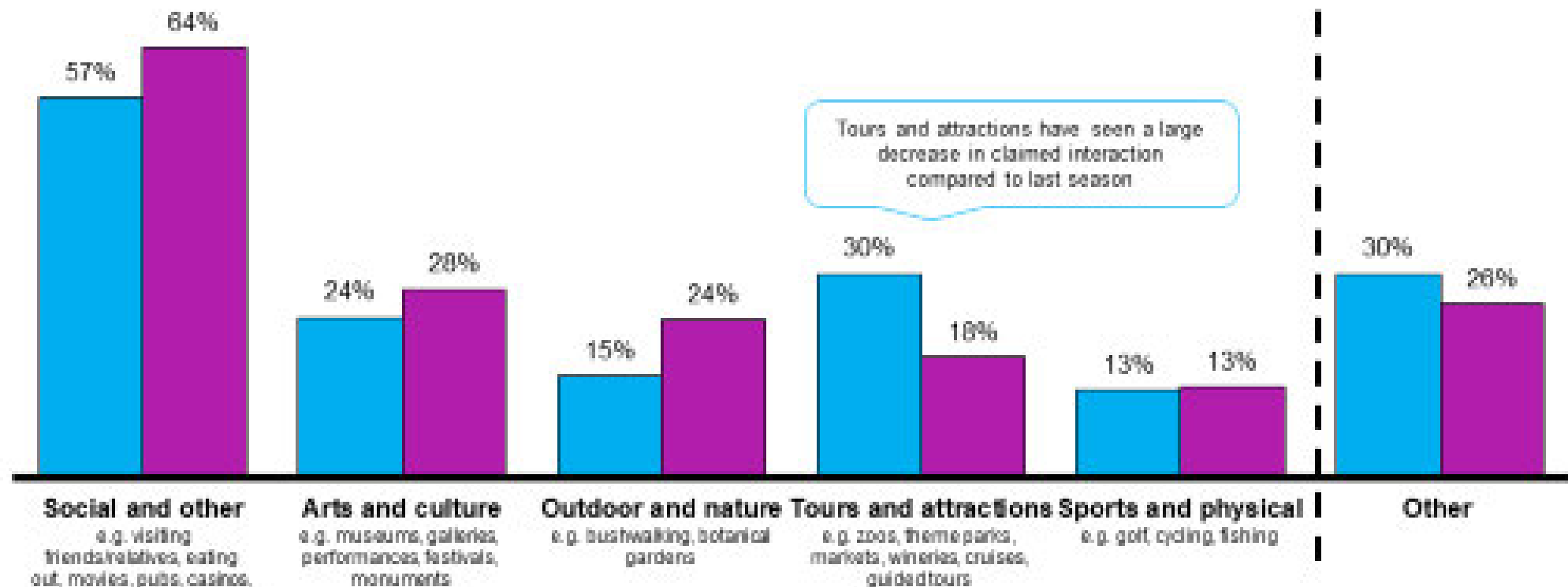
Prepared for ACT Brumbies  
Source: Nielsen Sports Brumbies Attendee Survey: Base – Visitors (n=89)

# OUTDOOR ACTIVITIES ARE MORE POPULAR

While social activities are still the primary interest for visitors to Canberra, outdoor and nature activities have seen a significant rise

What other activities did you get up to whilst in Canberra?

% of Interstate Visitors



Prepared for ACT Brumbies

Source: Nielsen Sports Brumbies Attendee Survey. Base – Visitors (n=89)

Sch 2.2(a)(xi)



# STRATEGIC PLAN 2019-2021

# BRUMBIES RUGBY



# WELCOME FROM CHAIRMAN & CEO

We are pleased to share with you the Brumbies strategic plan for 2019 to 2021.

This plan has been developed following internal review, and consultation with our stakeholders, our community, members and commercial partners. Our approach reflects our appreciation of the fact that the Brumbies are unique in being a rugby community club and region with a professional team.

At the Brumbies, we take our role very seriously and celebrate the fact that we are able to represent our region on the national and international stage. We recognise that sport is a highly competitive industry with changing audience expectations and numerous entertainment alternatives. While ensuring we are focused on the here and now, winning games, providing opportunities for people to enjoy all rugby has to offer and growing participation among men and women, we also need to provide a blueprint for our future focus to ensure we are a vibrant club.

This document sets out our key focuses, performance measures and, most importantly, expected behaviours which drives our culture, goals and success. It sets the standards to which we are to be accountable. We will recognise our history while looking to the future to make history of our own! We are confident that the organisation is capable of achieving ongoing success for the benefit of all our community and feel privileged to be able to share this future with you.

Thank you for being part of the Brumbies, we look forward to continuing our journey together going forward.



**Matthew Nobbs**  
Chairman



**Phil Thomson**  
Chief Executive Officer

# OUR HISTORY

Rugby union was played in and around what is now the Australian Capital Territory well before it separated from New South Wales with the Goulburn Rugby Union Club formed in 1872 becoming a founding member of the Southern Rugby Union in 1874. Indeed, Cooma played Snowy River as early as 1876 and Queanbeyan played Yass in 1878 whilst the first match of the 1899 British Lions tour was held at the Goulburn Showgrounds, and the Central Southern RFU put up a strong showing.

A Federal Capital Territory (FCT) branch of the NSW Rugby Union was founded in 1927 and was re-establish twice thereafter with the FCTRU formed in 1937. First Grade matches began in the Territory in 1938, the same year in which the ACT welcomed the All Blacks to the Capital for the first time.

Since the end of the Second World War, rugby has grown exponentially in the ACT with the State representative team recording some memorable victories over touring sides such as maiden success over Tonga in 1973 (17-6) followed by wins over Wales in 1978 (21-20), Argentina in 1983 (35-9), Fiji in 1985 (34-23) and Ireland in 1994 (22-9). Prior to that the ACT provided the first of what was to be a large contingent of Wallabies as Peter Scott earned international selection in 1962.

This ACT representative team that represented the Capital region was renamed as the Kookaburras in 1989 and were the fore-runners of today's successful Super Rugby club, the Brumbies. The Kookaburras enjoyed some momentous occasions themselves, defeating Argentina in 1995 (33-16) hammering Wales in 1996 (69-30).

The Brumbies was established in 1996 and joined the Super Rugby competition in that year. The team was made up of players who were not selected by other Australian teams and the Brumbies were expected to perform poorly. They went on that year to finish fifth out of the twelve teams in the competition and today we remain the most successful of the Australian Super Rugby franchises, having won championships in 2001 and 2004 and played in five other finals.

The Brumbies have consistently been Australia's leading Super Rugby club both on and off the field and were the only Australian club side to defeat the 2013 British & Irish Lions winning a nail-biter 14-12 at GIO Stadium.

The ACT has also been home to a thriving Women's rugby scene with nineteen players selected for international honours through the years. The first pair to wear the Wallaroos jersey were Louise Ferris and Helen Taylor in the 1994 Test against New Zealand, beginning a proud tradition that continues to this day.

# 2019 - 2021

## OUR VISION

# ‘INSPIRE & CONNECT’

We will **inspire** our fans and members through winning performances and an exciting style of play.

We are determined to **connect** with our stakeholders past and present and lead programs that enhance our community footprint.

We will **inspire** people in our region to play our great game and unearth the next generation.

We have an unwavering commitment to commercial growth and sustainability through fostering our local, national and global **connections**.

**We are all part of the Brumbies family.**



# INSPIRE & CONNECT

VALUES

TEAMWORK - COLLABORATION - INNOVATION - EXCELLENCE - HONESTY - ACCOUNTABILITY - INCLUSIVENESS

PILLARS

PERFORMANCE &  
WINNING TEAMS

COMMUNITY  
RUGBY

ENGAGEMENT &  
EXPERIENCE

COMMERCIAL  
GROWTH &  
SUSTAINABILITY

PEOPLE DEVELOPMENT  
& PERFORMANCE  
CULTURE

Win the Super Rugby Australian conference and Championship. Produce Wallabies through provision of a world class player, staff performance & development environment

Continuous growth in participation in Canberra and the Southern Region across all forms of the game with healthy and vibrant clubs and competitions

To be a club for all our community deeply connected through all touch points

Grow traditional commercial revenue streams and the creation of viable alternative revenue streams

High performing people who are provided opportunities to develop and advance

MISSION

SUCCESS THROUGH PARTICIPATION, PERFORMANCE & PEOPLE

BRUMBIES FAMILY

# OUR PILLARS

## HIGH PERFORMANCE & WINNING TEAMS

Our goal is to be the highest performing Super Rugby club in Australia by:

- Winning the Super Rugby Australia Conference
- Winning the Super Rugby Championship
- Retention and recruitment of 80% of wanted players for the Brumbies
- Growth of an elite player development academy producing players for the Brumbies Super Rugby squad
- Securing 70%+ of identified wanted players into the Brumbies Academy
- Winning the National U19 Competition
- Finishing in the top three in the Super W annually
- Other underage and representative teams finishing in the top three at all Australian Championships
- The growth of world class and evolving player and coach development pathways and performance programmes

## COMMUNITY RUGBY

Our goal is to significantly grow and diversify sustainable rugby participation in our region across 15's Rugby, Sevens Rugby and Touch 7's and be the leading community focused sporting organisation in the region by:

- Increasing our total rugby participation numbers by 5% per year
- Increasing female participation by 20% per year
- Growing Touch 7's to 1000 participants in 2019 and 1200 participants by 2020
- An increase in accredited coaches of 5% per year
- A 10% increase in active referees per year with an annual retention rate of 85% of available match officials
- Strong and sustainable local club competitions
- Growing 'Get into Rugby' in primary schools by 2% annually
- Growing Sevens participants across Clubs and Schools by 20% annually

## ENGAGEMENT & EXPERIENCE

Our goal is to be connected and engaging with all elements of our region by:

- Achieving an annual membership retention rate of at least 85% with annual surveyed member satisfaction rating of a minimum of 80%
- Increasing memberships to 15,000 in 2020
- Increasing average crowds by 10% per year
- Development Officers and Brumbies players visits to regional clubs and all junior clubs in the ACT annually
- Annual community and member survey affinity ratings increasing by 3% each year.
- Playing Brumbies trial matches in the wider Brumbies region (outside of Canberra)

## COMMERCIAL GROWTH & SUSTAINABILITY

Our goal is to ensure financial stability of the club, to establish commercial reserves and reinvest back into community and high-performance programs by:

- Consistently delivering an annual profit from 2019 onwards with a minimum profit of \$100,000+ by 2020, thereby growing accumulated reserves and creating the platform to be able to re-invest into community rugby
- Achieving an annual sponsor retention rate of at least 90%+ with annual surveyed sponsor satisfaction rating of a minimum of 85%
- Increasing sponsorship revenue by 5% per year and gross sales to \$4.75m in 2020
- Increasing corporate hospitality sales by 3% per year and gross sales to \$0.75m in 2020
- The creation of viable alternative revenue streams which will contribute \$290,000 net revenue in 2019 to \$500,000 by 2020
- Facilitate tangible progress towards a new covered stadium and member facilities in a central location

## PEOPLE DEVELOPMENT & PERFORMANCE CULTURE

Our goal is to attract, retain and develop high performing staff to ensure the ongoing success of the Brumbies by:

- Being the organisation people aspire to work at due to our culture, values environment and the opportunity for growth
- Providing regular feedback and review for all staff including annual staff appraisals
- Establishing of staff development programs and senior staff profiling
- Establishing of a strong intern program across all areas of club
- Recognising and reward achievement
- Annual staff satisfaction rating of 80%



# OUR VALUES

## TEAMWORK & COLLABORATION

- We support and respect our colleagues' roles and contributions
- We appreciate and celebrate diversity and foster an inclusive environment
- We trust and empower each other to achieve excellence
- We demonstrate commitment to others and the club, be selfless
- We are never afraid of hard conversations
- We focus on being coordinated and integrated across all areas of our club
- We recognise the strength of the whole of business

## INNOVATION

- We seek to innovate and explore new ideas where ever possible
- We identify best practice solutions and apply them
- We think outside the box in all areas
- We are open to ideas

## EXCELLENCE

- We focus on being the best
- We commit to the pursuit of excellence
- We refuse to accept failure
- We ensure we create opportunities for our players, officials and staff to develop and grow

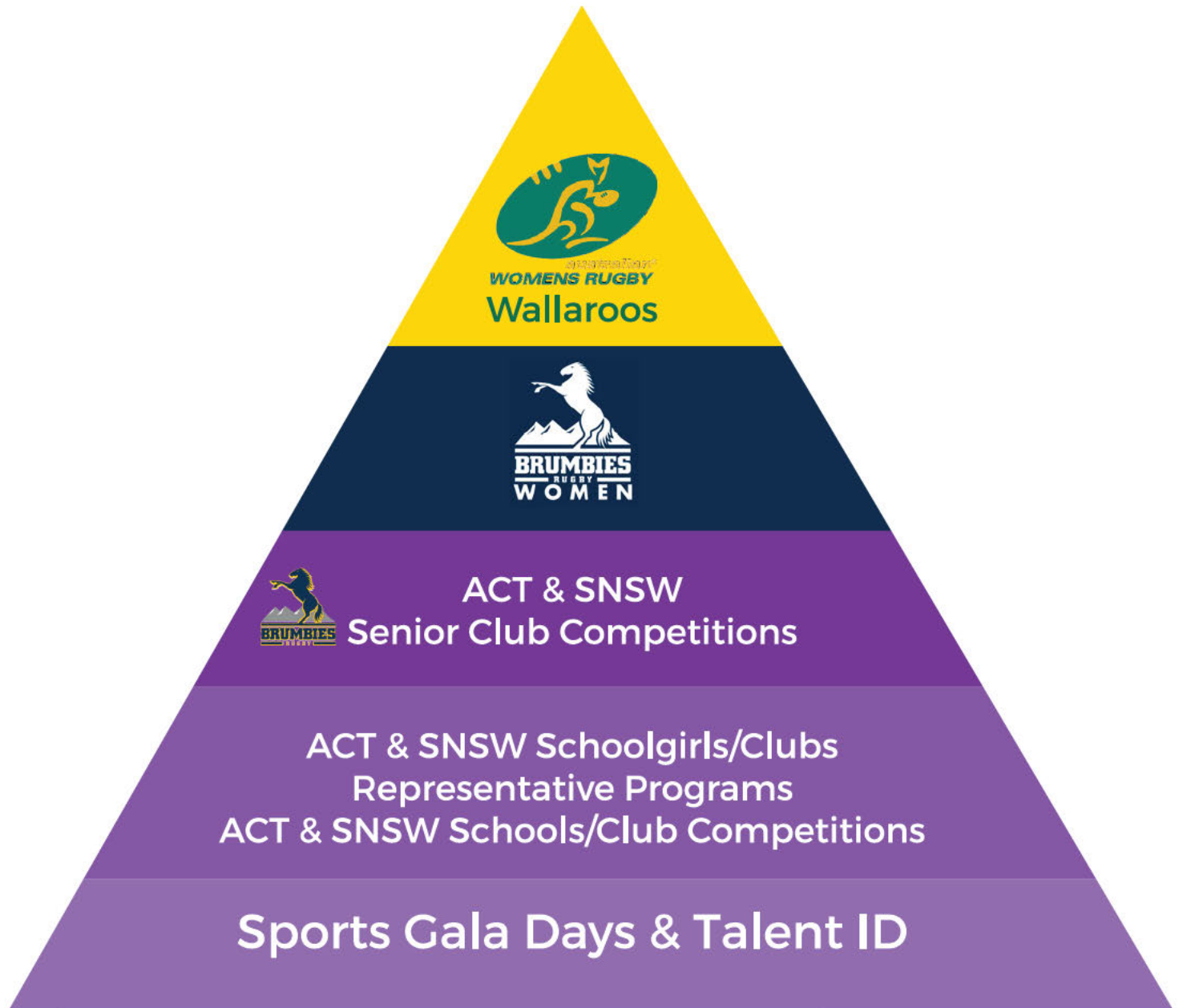
## HONESTY & ACCOUNTABILITY

- We are always transparent, ethical and accountable
- We are responsible and honest in all our dealings
- We do what is right
- We share information and are approachable to all
- We own our actions – we do what we say

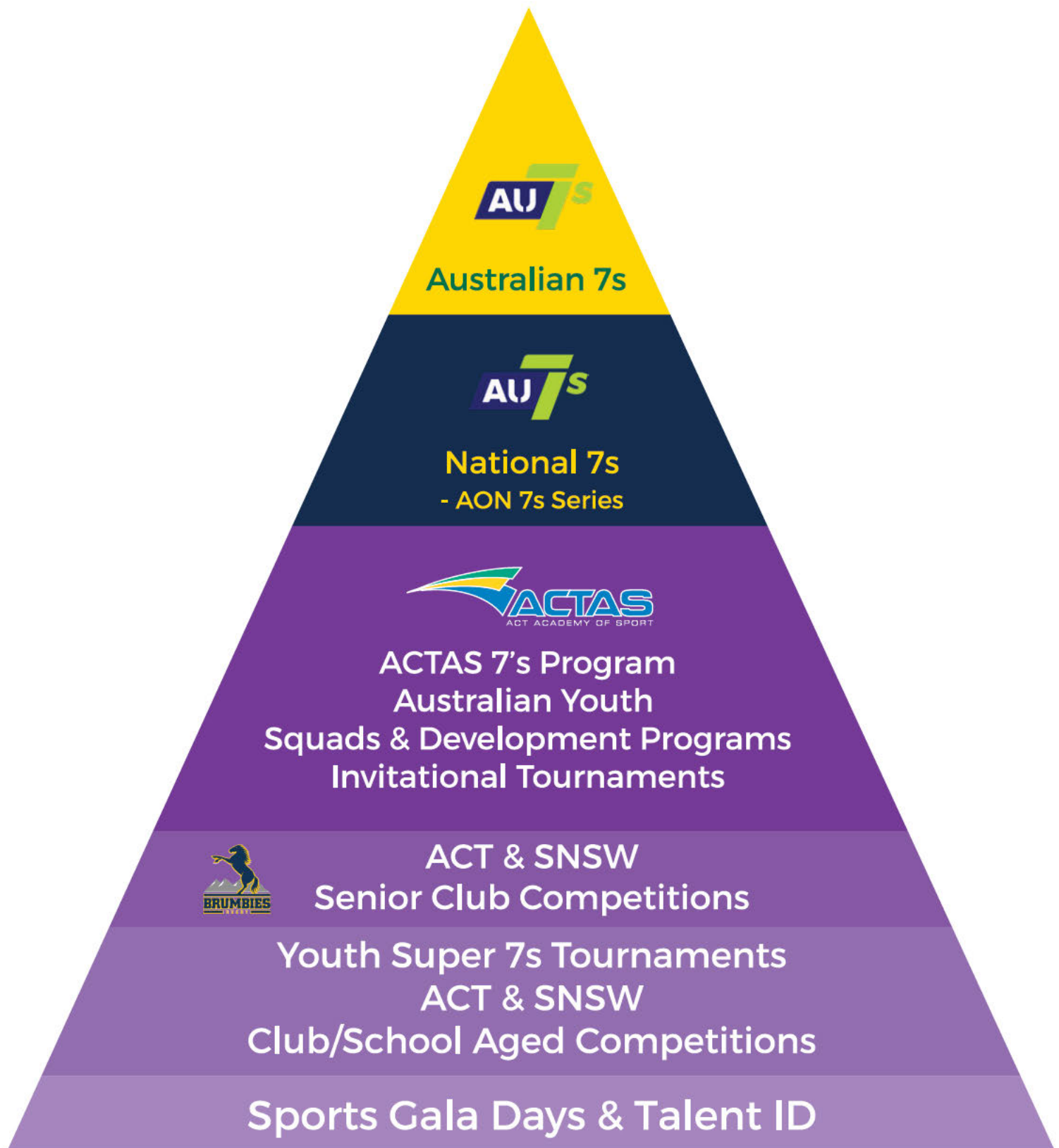
## INCLUSIVENESS

- We appreciate and celebrate diversity and foster an inclusive environment
- We put our community, partners and members at the centre of all that we do
- We listen to our staff, our partners and our community and ensure we are responsive to all
- We work with our stakeholders to ensure we are linked in outcomes and actions
- We build trust through our actions and behaviours

# Women's 15s Pathways



# Women's 7s Pathways



# Men's 15s Pathways



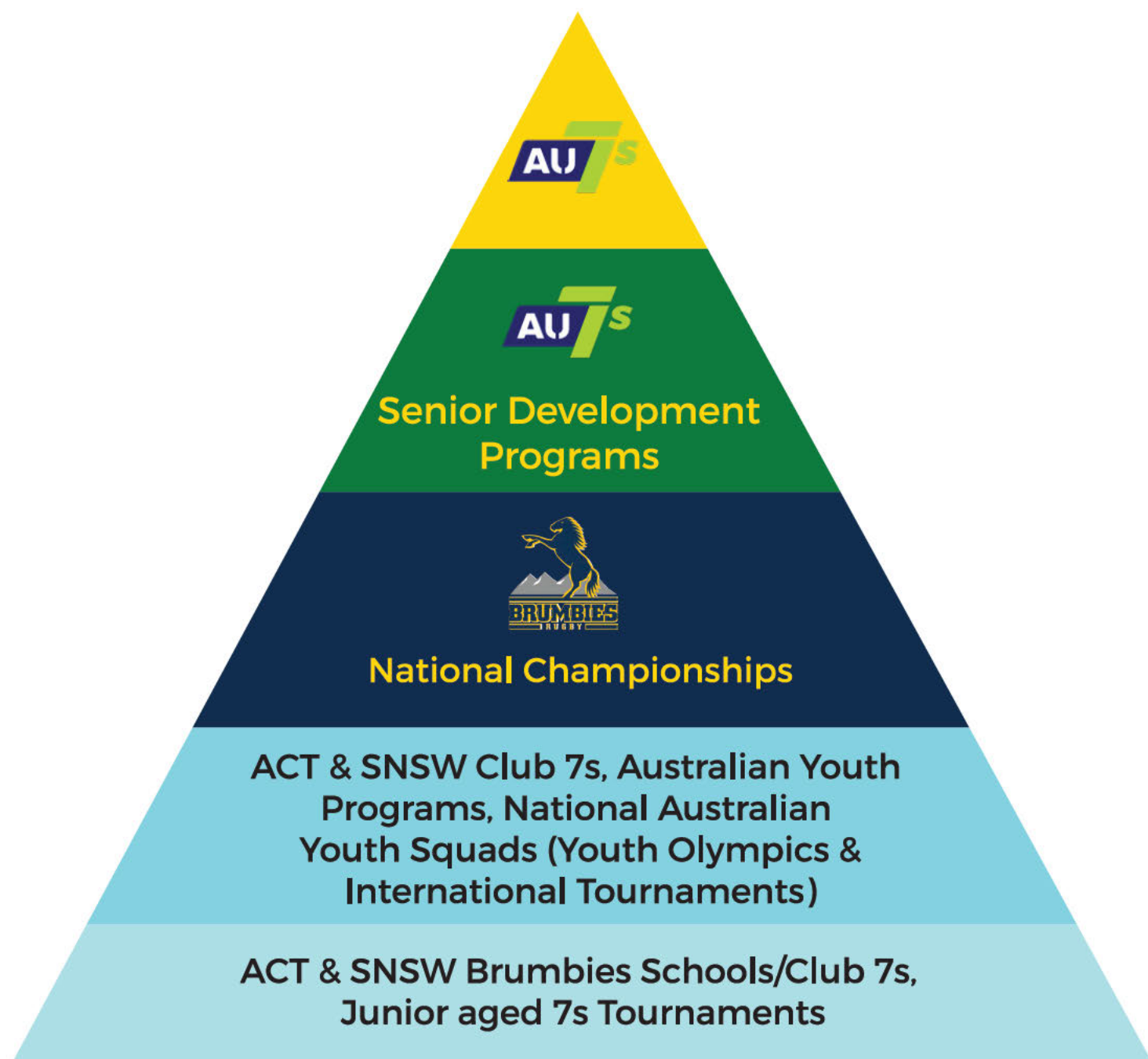
**Brumbies 'A' Program  
& Brumbies Academy**



**ACT & SNSW Senior Clubs**

**Brumbies Junior Academy  
ACTJRU & SNSW Representative Programs  
ACT & SNSW School/Club Competitions**

# Men's 7s Pathways

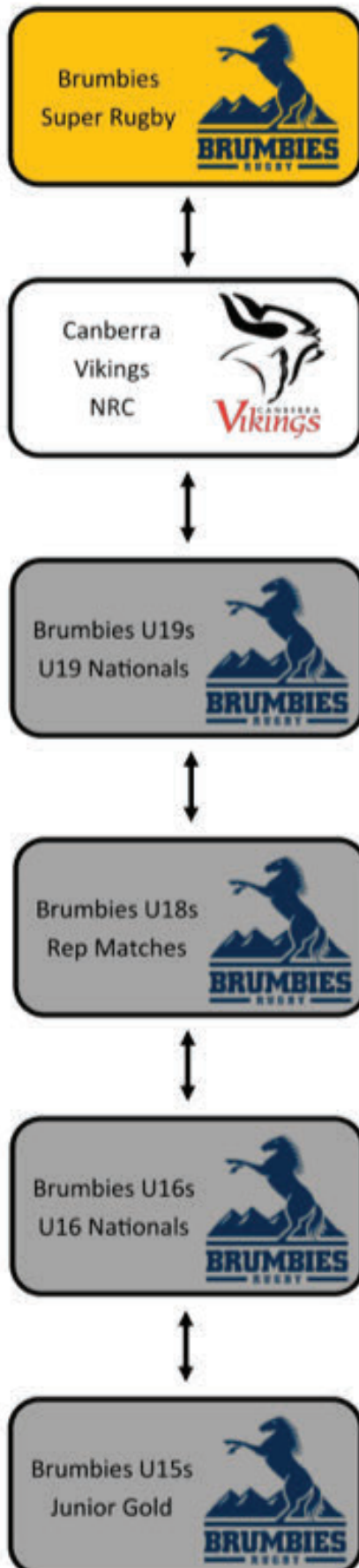


# RUGBY AU

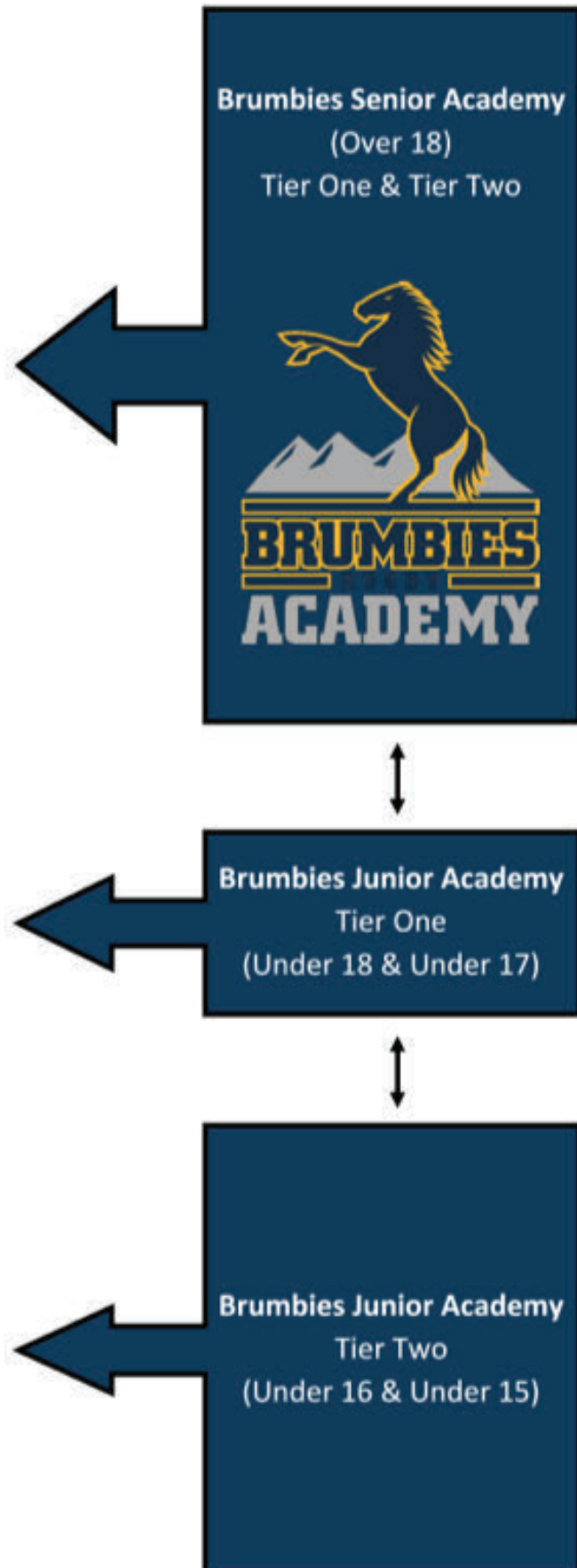
## NATIONAL TALENT MANAGEMENT MODEL (MEN'S)

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                       |                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                            |                             |                                      |                                                                                       |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------------|---------------------------------------------------------------------------------------|
| NATIONAL TEAMS                  | AUST SCHOOLS & U18S<br>+<br>AUST U18S SEVENS TEAM                                                                                                                                                                                                                                                                                                                                                                                   |                                       |                                                                   | JUNIOR WALLABIES<br>+<br>WALLABIES<br>+<br>SEVENS                                                                                                                                                                                                                                                                                                                                                                                          |                             |                                      | AU7s<br>SEVENS<br>+<br>WALLABIES                                                      |
|                                 |                                                                                                                                                                                                                                                                   |                                       |                                                                   |                                                                                                                                                                                     |                             |                                      |    |
| NATIONAL TALENT CAMPS           | NATIONAL U18 TALENT CAMP<br>+<br>NATIONAL U18 SEVENS TALENT CAMPS                                                                                                                                                                                                                                                                                                                                                                   |                                       |                                                                   | JUNIOR WALLABIES<br>EXTENDED SQUAD CAMPS<br>+<br>NATIONAL EMERGING SEVENS<br>PLAYER CAMPS                                                                                                                                                                                                                                                                                                                                                  |                             |                                      |                                                                                       |
| STATE ACADEMY STAGES            | ACADEMY STAGE 1 & 2                                                                                                                                                                                                                                                                                                                                                                                                                 |                                       |                                                                   | ACADEMY STAGE 3                                                                                                                                                                                                                                                                                                                                                                                                                            |                             |                                      |                                                                                       |
|                                 |      |                                       |                                                                   |      |                             |                                      |  |
| TALENT IDENTIFICATION PLATFORMS | UNDER 15<br>JUNIOR<br>GOLD CUP                                                                                                                                                                                                                                                                                                                                                                                                      | UNDER 16<br>JUNIOR<br>RUGBY<br>CHAMPS | UNDER 18<br>ACADEMY MATCHES<br>+<br>NATIONAL U17<br>SEVENS CHAMPS |                                                                                                                                                                                                                                                                                                                                                                                                                                            | UNDER 19<br>RUGBY<br>CHAMPS | NATIONAL RUGBY<br>CHAMPIONSHIP (NRC) |                                                                                       |
|                                 | VARIOUS SCHOOL & JUNIOR<br>COMPETITIONS, CHAMPIONSHIPS<br>& TOURNAMENTS                                                                                                                                                                                                                                                                                                                                                             |                                       |                                                                   | CLUB RUGBY - COLTS AND GRADES                                                                                                                                                                                                                                                                                                                                                                                                              |                             |                                      |                                                                                       |
| COMPETITIONS                    | UNDER<br>15                                                                                                                                                                                                                                                                                                                                                                                                                         | UNDER<br>16                           | UNDER<br>17                                                       | UNDER<br>18                                                                                                                                                                                                                                                                                                                                                                                                                                | UNDER<br>19                 | UNDER<br>20                          | 21+                                                                                   |

## REP TEAM STRUCTURES



## ACADEMY STRUCTURES



Sch 2.2(a)(xi), Sch 2.2(a)(ii)

Sch 2.2(a)(xi), Sch 2.2(a)(ii)



## PDP Overview

The care, welfare and personal development of all players is of utmost importance at the Brumbies. Accordingly, we are supported by the Rugby Union Players Association which provides a full-time Player Development Manager (PDM) who assists players with their off-field lives through the Player Development Program (PDP). Areas of assistance include:

- Study, employment, career exploration
- Welfare, pastoral care, mental health
- Personal and professional development e.g. financial management, leadership, public speaking
- Community service and charity work.
- Partner and family support

All players are expected to undertake a program of career and training development while on contract at the Brumbies. Players meet with the PDM during preseason to assess their needs and interests to develop an appropriate program. The PDM also assesses players' mental health and wellbeing at the beginning of the season, monitors it throughout the season and provide assistance where needed.

The PDP provides a critical and professional support service to players and the Brumbies are highly supportive of its requirements.



## Andrew Barr MLA

### Chief Minister

Treasurer

Minister for Social Inclusion and Equality

Minister for Tertiary Education

Minister for Tourism and Special Events

Minister for Trade, Industry and Investment

Member for Kurrajong

Yvette Berry MLA  
Deputy Chief Minister  
Member for Ginninderra  
[berry@act.gov.au](mailto:berry@act.gov.au)

Dear Deputy Chief Minister *Yvette*

Thank you for your letter of 9 August 2019 about the Territory's Performance Partnership Agreements with the Canberra Raiders and the ACT Brumbies.

I agree that financial assistance to individual organisations should be provided through a more direct mechanism such as partnership funding, rather than through the taxation system. Therefore, I endorse your proposal to negotiate cash contributions in place of payroll tax waivers in future agreements.

As Cabinet is expected to consider the new Performance Partnership Agreement for the Canberra Raiders by 30 November 2019, the financial impact agreed by Cabinet, and any required expenditure funding, would be able to be provided through the Budget Review process, subject to there being a supplementary appropriation in 2020. Treasury will advise and assist Sport and Recreation through this process.

Thank you again for writing to me in relation to this matter.

Yours sincerely

Andrew Barr MLA  
Treasurer

9 SEP 2019

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