



SALFORD RED DEVILS

5 Year Business Plan 2023 to 2028

APRIL 2023

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1: EXECUTIVE SUMMARY

Our Mission:

Salford Red Devils strive to make a difference. We inspire and engage, making us a club that our community can be proud of.

The club celebrates its' 150th anniversary in 2023. As well as taking the opportunity to celebrate our rich history as a club, we also aim to use this year as a seminal point in building the club's future.

The 'Original Red Devils' have seen periods in our history with great success. The 1930's saw the club experience great success with the legendary Lance Todd at the helm. During the 1960's and 1970's, we became a dominant force in the game winning a number of League and Cup titles, attracting big name players from across both codes to join the club, becoming known as the "Quality Street Gang" for their style of play.

The last 30 years have seen little success or growth of the club. Since 2018, the club has been a 'Community Club', in contrast with the benefactor ownership model throughout the club's history. In 2019, the club reached its' first ever Super League Grand Final after finishing 3rd in the regular season league table. In 2020, we reached our first Challenge Cup Final in 51 years. In 2022, we regained the title of 'The Entertainers' playing an innovative and exciting brand of rugby which saw us reach the Super League Play Off Semi Final, losing narrowly to eventual winners St Helens. All of this has been achieved against the backdrop of smallest budget in Super League and the only club with no benefactor.

The 'Plucky Little Salford overachieving against the odds' has been the narrative of the past 4 years. We have proven our model can bring on field success and have looked to be innovative in building strong foundations for future success on and off the field. However, now is the time for our club to begin a new stage in its' history to become an established high achieving club on and off the field, where success is an expectation.

2022 saw the club proudly launch several new teams – Our Women's Team, Physical Disability Team, Learning Difficulty Rugby League Team together with our new Performance Pathway Teams, the REDS programme Under 16's and Under 18's as well as Reserves. This season, we are launching our Wheelchair rugby league team. At the heart of our approach is that we are genuinely "One Club," providing inclusive role models and opportunities for all within our community.

We have created a pathway for players for both the boys and the girls from 10 years old in the Rising Stars programmes through to the Super League and Women's Super League. We have assembled a top-quality Pathway coaching team which is hugely experienced with expert player development coaches who are providing our young players with the best possible environment to maximise their potential, both as People and as Rugby League players. We are also working to unearth hidden young talent from across Greater Manchester who are playing other sports but are well suited to Rugby League.

Salford Red Devils is a club at the heart of its' community. Working together with the Salford Red Devils Foundation, we have a huge impact on the city of Salford and the Greater Manchester region as a whole through Rugby League development, a wide range of community programmes to promote health and wellbeing. The Building the Future strategy works within schools, community clubs and groups across the region to develop the next generation of Salford Red Devils players and supporters. Since its' inception in 2021, over 7,500 young people have attended our Super League games for free, with over 100 Official Partner Schools joining the programme, teachers and coaches have accessed Coach Development, supported by over 70 school tournaments run by our Foundation.

We also seek to develop the Salford Red Devils brand internationally with a series of high-profile and ground-breaking international partnerships within Ghana, Wales, Serbia, Australia and America. Primarily, the aim of these international partnerships is to raise the profile of the Salford Red Devils Brand globally. Alongside this, we want to contribute to the development of Rugby League across the world., whilst also being able to identify potential talent to join our pathway programme.

2023 is the beginning of an exciting new era; With a secure tenure in the stadium, the launch of our community ownership model becoming the first Rugby club in the world to do so, ability to generate significantly increased income, the continued growth of our innovative pathway programme developing new talent, Women's, LDRL, PDRL and Wheelchair Teams together with our First Team's reputation for entertainment with their exciting brand of Rugby League. The introduction of IMG, the entertainment company, as Rugby League's strategic partner provides significant opportunity for the club. However, we have to be laser focused on our plan to grow the club's infrastructure to ensure we can maximise the opportunity, building a sustainable, successful club, whilst retaining our community club values.

2. OUR 2028 VISION

To be a progressive, sustainable Elite Super League club, which consistently achieves success on the field, engages our community and inspires the next generation through inclusive role models and opportunities for all.

With help of investments from our shareholders, we can achieve this, and be the only genuinely community owned club in the Super League, where instead of being bankrolled by millionaires, we're backed by multitudes from Salford, from Greater Manchester and by those much further afield.

3. OUR 2028 VISION ENABLERS

Our clear vision

Salford City Council relationship

IMG 'Reimagining Rugby League'

Our Innovative approach

Our passionate, loyal fans

4. OUR 2028 VISION – STRATEGIC PILLARS

Financial Stability

Talent Management – on and off the field

Maximising Performance

Community Engagement

Partnership Development

Sustainable Growth

Place

5. OUR 2028 VISION - OBJECTIVES

Our 2028 Vision is to be a progressive, sustainable Elite Super League club, which consistently achieves success on the field, engages our community and inspires the next generation through inclusive role models and opportunities for all.

Our objectives to achieve this vision are: -

- To increase annual self-generated income to £1 million within 5 years
- To achieve Grade A status to secure our long term place in Super League
- To increase average match attendance by 2000 within 3 years
- To increase participation in Rugby League across Greater Manchester by 5% annually
- To increase the number of “home grown” players in our First-Grade squad
- To make the Salford Stadium a community hub which has a positive impact on the city of Salford.

Objective 1: To increase annual self-generated income to £1 million within 5 years

Benefits of achieving this objective

This is a vital objective in achieving our 2028 Vision to build a sustainable and successful club. A historic challenge since the club has been at the Salford Stadium has been the absence of any income from matchdays and event, other than ticketing, commercial sponsorships and merchandise.

Short Term (by the end of the 2023 season)

During 2023, there will be 3 significant and substantial changes to our current situation which will provide additional income into the club to support our Restructuring Plan. The income from these sources is expected to be £1.5m to £2m during 2023. This increase in income will be used to increase the capacity to grow future income in the medium to long term through investment in infrastructure, particularly in marketing and commercial staff.

The proposed new tenancy agreement for the club at the stadium will provide immediate opportunities for self-generated income. which provides income from food and beverage as well as a greater opportunity and incentive to increase the number of events we host.

Attendances increased 23% in 2022, with an average of 4529. Our projection for 2023 is a further 20% increase in average attendance, taking this figure to 5434. Research into average spend at Rugby League games shows that the average per head spend is £7.50. The club's new agreement with Heathcotes is to receive 22%

of food and beverage on Salford Red Devils match days. Given the figure per head of £7.50, this means that the club would receive £8966 from each game. The season figure for our projected average attendance is based upon 13 regular season home games is £116,559 new income into the club. This is the minimum figure based upon these projections, as home games in the Challenge Cup or Super League Play Offs will increase this figure further.

1) The launch of the Community Share Ownership

In April 2023, we will launch the Community Share Ownership model, becoming the first Rugby Club in the world to have this model. We expect this will raise £1m during 2023. This income will be raised during the initial phase, but is not limited to a one off investment from investors, who will be able to buy shares in an ongoing basis.

Medium Term (by the end of the 2025 season)

2) Average attendances increased to 6000

The additional income from consistently getting 6000 attendances would be £500,000 from ticketing, together with the percentage of food and drink (based upon 22% of the average spend of £7.50 per head) which would provides £128,700 per year. This would occur as a result of our increased Marketing, the ongoing Building the Future work and a club investment in creating an enhanced matchday experience which will attract and retain new fans.

3) Commercial Assets maximised

The target for Commercial Income for 2024 is £750,000 and in 2025 £900,000. The additional appointments into the Commercial Team to be made in 2023 will allow us to be more strategic in selling our Commercial assets for 2024. For 2023, we currently have £400,000 of unsold Commercial assets, leaving £600 sold to date.

4) Additional events

In addition to matchdays, through the new stadium agreement, we will be looking to host additional events at the stadium. The events will be a mixture of

rugby and non-rugby related events. The expected income from these additional events will be £100k per annum initially from legends evenings, quiz nights and white collar boxing events. We are also keen to build on existing connections to help develop regular concerts from Madchester retro revivals and grow this side of the business once our ability to utilize the stadium is better understood.

Long Term (by the end of the 2028 season)

- Attendance – target average attendance is 7000, resulting in £650,000 additional income.
- Commercial Income - target for 2028 is £1,000,000 +.
- Non-matchday income - target for 2028 is £500k
- Central distributions – projected increase in these as a result of IMG negotiating position in new TV deal.

Objective 2: To achieve Grade A status to secure our long term place in Super League

Benefits of achieving this objective

The introduction of IMG as the sport's strategic partner for the next 12 years is a significant milestone in the future of Rugby League. There have been a number of wide-ranging recommendations made to develop the sport, although the Grading System is the most important one to individual clubs. Participation in the top tier to be based on a range of on and off field measures, delivered through a club grading system with the aim of supporting financial sustainability and encouraging investment into clubs. 'Category A' clubs will be guaranteed participation in the top tier whilst 'Category B' clubs will be re-assessed annually with the highest-ranking clubs occupying the remaining slots in the top tier.

The criteria is yet to be fully confirmed, however it is expected to involve the following: -

- Stadium and Facilities
- Attendances
- Academy / Pathway
- Game Day Experience
- On-Field Performance
- Digital Presence

Short Term (by the end of the 2023 season)

Secured minimum 5 year tenure at the stadium

Investment into Digital Marketing

- As part of our 2023 investment in extending our Marketing Team, there will be a focus on Digital Marketing. This will be both from a skills perspective in prospective new employees together with the equipment to support this focus.

Raising Attendances

- To achieve the targeted 20% increase in attendances during the 2023 season, the additional marketing resource, Building the Future strategy and match day experience will be a focus.

Medium Term (by the end of the 2025 season)

On-Field Succession Planning

- To ensure that we continue the current position of strength in building and retaining a competitive squad. A number of our key players are signed on multi-year contracts.

Successful Application for Elite Academy Licence

- Following our unsuccessful application in 2021, we have put a number of key actions into place in response to the recommendations from the RFL. This should put us in a strong place to achieve an Elite Academy licence in the next application window in March 2024. This will require the growth of our current pathway provision, together with the development of an education provision.

Game Day Experience

- To introduce an established, high quality and consistent Fan Village at the stadium to increase engagement of fans on match day, thus increasing income through additional spend per head. This will be in place for the start of the 2024 season.

Long Term (by the end of the 2028 season)

- This objective will need to be complete by the end of the 2025 season, otherwise the club will be at serious risk of losing its' Super League place.

Objective 3: To increase average match attendance by 2000 within 3 years

Benefits of achieving this objective

- Better atmosphere at games to increase the engagement / retention of new supporters.
- Perceived greater value for money for supporters.
- Maximise income generating opportunities through increased time for supporters at the stadium.

Short Term (by the end of the 2023 season)

- Investment in marketing to raise brand awareness.
- Building the Future games for every home Super League game during 2023 to develop the next generation of fans
- Community Stand (East Stand) to generate a greater atmosphere and better perception on TV coverage.
- Links with Salford Council to integrate with their community objectives.
- Develop greater consistency with match day programme for fans in all areas of the stadium

Medium Term (by the end of the 2025 season)

- Consistently competing for trophies
- A club to make the city proud on and off field through our on-field success and off field contribution to our community.
- A great matchday environment
- Affordable for the family

Long Term (by the end of the 2028 season)

- A winning team, represented by a number of locally produce players, fully engaged with the local community in promoting physical and mental health to the benefit of all.

Objective 4: To increase participation in Rugby League across Greater Manchester by 5% annually

Benefits of achieving this objective

- Raise achievement and aspiration in local children, whilst promoting the sport of Rugby League.
- Impact on physical activity levels of children in Salford
- Community benefit of increased participation in sport, outside of school
- Increased contribution to the Salford School Sport
- Increased number of local children identified for our Pathway programme.

Short Term (by the end of the 2023 season)

- Provide Free school Rugby League coaching programmes in conjunction with the Salford Red Devils Foundation through the Building the Future strategy.
- Making the East Stand our Community Stand for every Super League game during the 2023 season through our Building the future Strategy with schools, community clubs and groups able to attend for free. Target to have 7,500 children attend games in 2023.
- The Building the Future Strategy engaging with schools in Salford, target to engage directly with 75% of Salford Schools in 2023. Rugby League Development Coaches to be increased.
- Introduce Coach Education to increase the number of coaches and quality of coaching in community clubs and schools.
- To continue to work with the RFL as part of their Manchester strategy to develop Rugby League in schools across the city.

Medium Term (by the end of the 2025 season)

- Creation of more local community clubs to increase RL pyramid in the region, working in conjunction with the RFL and the Salford Red Devils Foundation.

Long Term (by the end of the 2028 season)

- To be acknowledged as the leaders in the provision of mental and physical health programmes for under 16s across the City of Salford.

Objective 5: To increase the number of “home grown” players in our First Grade squad.

Benefits of achieving this objective

Giving the best possible elite player experience to compete for and retain the best young players in the local area, region and Wales. In turn this will add to the quality of players progressing through our Pathway programme.

Increasing the number of Pathway players in the first team squad will create Salary Cap efficiencies and cost savings with reduced need to sign players from other clubs in the UK and abroad, with the additional expenditure and inflated salaries.

Increasing the connection with the City – Creating local role models playing for 'our' club, representing the city of Salford. This will support growth of ticket sales, our work to raise aspirations of children across the city of Salford, together with raising the profile of the club.

The Educational Academy will ultimately provide a full range of courses linked to careers in elite sport, which will be a first in Rugby League. This will allow us to offer a path for students in Salford from 16 years old, potentially through to University and employment in elite sport.

Short Term (by the end of the 2023 season)

- To add 4 Pathway players to our First Team Squad during the 2023 season.
- Building the Future Strategy focus on all schools in Salford to identify talented athletes.
- To invest in the REDS 14-18 programme to include DISE education programme

Medium Term (by the end of the 2025 season)

- Apply for and achieve Elite 1 Academy Licence (2024) to have a full time Academy at the club.
- To launch "Salford Red Devils Educational Academy" based at the stadium (Sept 2024)
- To have 6 Pathway Players in our First Team squad for 2024

- To provide the highest quality education and career programme for all of our players from 14 to First Grade

Long Term (by the end of the 2028 season)

- To have 10 Pathway Players in our First Team squad by 2028

Objective 6: To make the Salford Stadium a community hub which has a positive impact on the city of Salford.

Benefits of achieving this objective

Increasing the connection with the City – Creating local role models playing for 'our' club, representing the city of Salford. This will support growth of ticket sales, our work to raise aspirations of children across the city of Salford, together with raising the profile of the club.

The Educational Academy will ultimately provide a full range of courses linked to careers in elite sport, which will be a first in Rugby League. This will allow us to offer a path for students in Salford from 16 years old, potentially through to University and employment in elite sport.

Maximising the use of the stadium on a daily basis will make it a genuine community hub for the local area, whilst also raising the profile of the club

Short Term (by the end of the 2023 season)

To introduce a permanent Museum / SRD themed cafe at the stadium to be used by schools, community groups and Salford residents. This will turnover £170,000 per annum in food and drink, admissions, grant funding and event hosting which can then contribute towards rental of additional space.

- To host activities in conjunction with the Foundation to impact on the physical and mental health of the local community.
- Making the East Stand our Community Stand for every game through our Building the future Strategy with schools, community clubs and groups able to attend for free.
- Providing employment opportunities across the club for Salford people as part of our growth.
- Offer education and training programmes for young people to increase employability.
- Host 2 Schools Careers Events at the stadium inviting all Salford Schools to meet with employers and education providers.

Medium Term (by the end of the 2025 season)

To launch "Salford Red Devils Educational Academy" based at the stadium (Sept 2024).

Long Term (by the end of the 2028 season)

To have development and Elite academies self-delivering a range of subject based within the stadium environment permanently.