



AGENDA

RFL BOARD OF DIRECTORS

Location Boardroom, RL HQ, House of Sport,
Gate 13, Rowsley Street, Manchester, M11 3FF (Parking in Blue
Car Park, M11 2DU) **Date & Time** 21 October 2025,
1000hrs until
1500hrs

Present Nigel Wood OBE, Rob Graham, Martin Coyd OBE, Emma
Rosewarne MBE, Dermot Power, Lord Jonathan Caine & Abi
Ekoku **Chair** To be agreed
for the meeting

Observers Jo Drapier, Ed Mallaburn & Jamie Jones-Buchanan MBE

In attendance Alison O'Brien (Acting Company Secretary)

**Apologies in
advance** Joanna Coates

Item No	Agenda Item		Who	Timing
1.0		Agreement of meeting Chair & apologies	All	5 mins
2.0		Declarations of Interest	Chair	5 mins
3.0		Minutes from the previous meeting and Action Tracker	Chair	10 mins
	3.1	<i>Draft Board Meeting minutes – 09 September 2025</i>		
	3.2	<i>Action Tracker from the meeting – 29 July 2025</i>		
		Matters Arising from Minutes	All	5 mins
Items for Discussion/Decision				
4.0		Financial Matters	Rob Graham	45 mins
		The purpose of this agenda item is to;		
	4.1	receive an update on the 2025 Management Accounts and Forecast Outturn, and to;		
4.2	receive an update on 2026 budget planning.			
		<i>Paper for 4.1, 4.2 Presentation and discussion on the day.</i>		
		FOR DISCUSSION		

5.0		<p>Implementation Plan</p> <p>The purpose of this agenda item is to;</p> <p>5.1 review the plan and discuss progress to date.</p> <p>5.2 consider any decisions to be taken to progress the plan.</p> <p>5.3 Agree any further next steps.</p> <p><i>Discussion on the day.</i></p> <p>FOR DISCUSSION</p>	All	45 mins
6.0		<p>Governance Matters</p> <p>The purpose of this agenda item is to;</p> <ul style="list-style-type: none"> i) Review progress against the Governance Action Plan; ii) Receive an update on the process for the recruitment of future Chair; iii) Receive an update on the process for the recruitment of future Non-Executive Directors; iv) Receive an update on the process for the recruitment of future CEO <p><i>Presentation and discussion on the day.</i></p> <p>FOR DISCUSSION</p>	All	30 mins
7.0	<p>7.1</p> <p>7.2</p>	<p>Safeguarding</p> <p>The purpose of this agenda item is to;</p> <p>7.1 receive an update on the work undertaken to submit the CPSU audit, and to;</p> <p>7.2 discuss proposed ways of working in safeguarding in 2026.</p> <p><i>Papers attached and discussion on the day.</i></p> <p>FOR DISCUSSION</p>	Alison O'Brien, Barry Pollin	30 mins
8.0		<p>RL Commercial Update</p> <p>The purpose of this agenda item is to receive an update from RL Commercial.</p> <p><i>Presentation on the day.</i></p> <p>FOR DISCUSSION</p>	Nigel Wood	30 mins
9.0		<p>Finance & Facilities Report</p> <p><i>Paper by Robert Graham.</i></p>		

10.0		Operations & Compliance Report <i>Paper by Robert Graham.</i>		
11.0		People & Culture Report <i>Verbal/presentation update in the meeting.</i>		
12.0		Medical Matters Report <i>Verbal/presentation update in the meeting.</i>		
13.0		Development Report <i>Paper by Marc Lovering.</i>		
14.0		Talent & Performance Report <i>Paper by Marc Lovering</i>		
15.0		Match Officials Report <i>Paper by Phil Bentham & Marc Lovering.</i>		
16.0		Operational Plan & Insight Report <i>Paper by Alison O'Brien.</i>		
17.0		Safeguarding Report <i>Paper by Alison O'Brien.</i>		
18.0		Information Technology Report <i>Paper by Alison O'Brien.</i>		
Other				
19.0		Litigation & Legal Report <p>The purpose of this agenda item is to provide the Board with an update on existing or pending litigation.</p> <i>Paper by Graeme Sarjeant & Alison O'Brien.</i>		
20.0		Board Sub-Committee Minutes <p>The purpose of this agenda item is to receive minutes and/or Chair reports from any Sub-Committee meetings or Club meetings held within the period.</p> <i>Remuneration Committee – No meetings</i> <i>Performance Committee – 20 August 2025</i>		

		<i>Audit & Risk Committee – No meetings</i> <i>Brain Health Committee – 11 September 2025</i> <i>Nominations Committee – 13 August 2025 and 30 September 2025</i>		
21.0		Risks The purpose of this agenda item is to update the risk registers for any risks that arise from the meeting.		
22.0		Any Other Business		
23.0		Date of Next Meeting – Thursday 6th November 2025		