

COMMUNITY GAME STRATEGIC ADVISORY GROUP TERMS OF REFERENCE

Constitution

The Board of the RFL (Governing Body) Limited (the "Board" and the "RFL" respectively) has approved the Community Game Strategic Advisory Group ("CGSAG") as a subgroup of the Board.

The CGSAG is formed pursuant to Article 99 of the RFL Articles of Association and shall operate as set out in the RFL's Memorandum, Articles of Association, Bye-Laws and Operational Rules.

The Terms of Reference of the CGSAG were approved by the Board on 17th August 2026 and are set out below (replacing the Terms of Reference previously in force).

Scope

The CGSAG is concerned with assisting the Board in the strategic development, sustainability and growth of the Community Game and ensuring that it is accessible, inclusive and effectively governed.

For the avoidance of doubt, the Community Game includes rugby league activity taking place below Tiers 1 to 2 of the Men's discipline and below Women's Super League in the Women's discipline, together with schools, colleges, universities, inclusion activity and wider participation offers.

The CGSAG shall focus primarily on:

- strategic leadership;
- oversight;
- long-term development;
- governance; and
- supporting delivery of agreed strategic priorities across the Community Game.

Operational competition management and delivery matters shall sit within operational management groups and sub-groups established by, or reporting through, the CGSAG in accordance with governance arrangements approved by the Board.

Summary of Purpose

The principal purpose of the CGSAG is to:

- Make recommendations to the Board on campaigns, reviews, projects and/or regulations affecting the Community Game ("Community Game Policies").
- Assist the Board in the rollout of Community Game Policies.
- Assist in the evolution of the Community Game strategy.
- Promote the development and growth of the Community Game.
- Improve the Community game to ensure all offers are flexible, inclusive and accessible for everyone.
- Provide strategic oversight of the Community Game and its long-term sustainability;
- Support alignment between the CGSAG and operational management structures;
- Ensure effective governance arrangements exist across the Community Game;
- Promote collaboration across participation pathways and playing offers;

3 **Membership**

The CGSAG shall consist of individuals with an appropriate balance of:

- strategic leadership;
- operational expertise;
- governance experience;
- representative voice; and
- knowledge of the Community Game.

Membership shall ensure an appropriate balance of representation, expertise and experience across the Community Game.

3.1 The CGSAG shall include representation across the following strategic areas:

- Men's Rugby League;
- Women's Rugby League;
- Children & Young People;
- Education; and
- Alternative Formats/Inclusion.

3.2 The CGSAG shall consist of individuals with experience, knowledge and expertise from across the Community Game, including but not limited to:

- running community clubs;
- managing competitions;
- coaching;
- officiating;
- volunteering;
- education;
- inclusion and disability sport;
- player development; and
- wider participation and community activity.

The Board may also appoint a limited number of independent or skills-based members to ensure an appropriate balance of:

- expertise;
- experience;
- diversity; and
- effective governance across the CGSAG.

Such appointments may include individuals with experience in areas including:

- governance;
- commercial development;
- finance;
- legal matters;
- marketing and communications;
- safeguarding;
- facilities; or
- participation growth.

Appointments shall be made in accordance with good governance principles and with due regard to diversity, inclusion.

- 3.3 The CGSAG may establish operational management groups, advisory groups or sub-groups to support delivery and oversight across specific areas of the Community Game.

Such groups shall report to the CGSAG in accordance with governance arrangements approved by the Board.

The Chair of any such group, or another nominated representative, may be invited to attend CGSAG meetings where relevant expertise or operational insight is required.

3.4 **BARLA and Armed Forces Representation**

The CGSAG shall include one nominated representative from both:

- the British Amateur Rugby League Association (BARLA); and
- the Armed Forces Rugby League Association.

Such representatives shall be appointed by their respective organisations.

3.5 **The Chair**

The Chair of the CGSAG shall be appointed by the Board and shall ordinarily be an RFL Board Director unless otherwise determined by the Board.

3.6 **Terms of Appointment**

Save for the Chair and the nominated BARLA and Armed Forces representatives, members shall be appointed for terms of between two and four years. Members may serve a maximum of three terms and not more than nine years in total, subject to re-appointment.

Terms may be staggered to ensure continuity of skills, experience and representation across the CGSAG.

3.7 **Appointment Process**

Members shall be appointed by the Board following a nominations and selection process overseen by the Chair of the CGSAG and the RFL Executive Lead. At the end of each term, members shall be subject to a review of performance, attendance and continued skills-based relevance prior to any re-appointment recommendation being made to the Board.

3.8 **Code of Conduct**

All members of the CGSAG shall agree to comply with the CGSAG Code of Conduct.

3.9 **Skills and Composition Review**

The CGSAG shall undertake an annual review of its collective skills, experience, diversity and representation against its strategic remit. This review shall identify any gaps and inform recommendations to the Board regarding appointments, re-appointments or targeted recruitment to ensure the CGSAG maintains the appropriate balance of expertise required to discharge its responsibilities.

3.10 **Attendance and Voting at Council Meetings**

3.10.1 The Community Game shall be entitled to seven votes at RFL Council comprising:

- five votes allocated to the CGSAG;
- one vote allocated to BARLA; and
- one vote allocated to the Armed Forces Rugby League Association.

3.10.2 The five CGSAG votes shall reflect representation across:

- Men's Rugby League;
- Women's Rugby League;
- Children & Young People;
- Education; and
- Inclusion.

3.10.3 At the final CGSAG meeting of each calendar year, the CGSAG shall appoint representatives to attend RFL Council during the following year.

3.10.4 **Collective Voting Principle**

Representatives attending Council on behalf of the CGSAG shall act as delegates of the CGSAG and shall vote in accordance with positions formally agreed by the CGSAG.

Representatives do not attend Council as independent representatives of individual sectors, organisations or personal viewpoints.

Where no formal position has been agreed, representatives shall exercise their judgement in a manner consistent with:

- the strategic priorities of the CGSAG;
- previous decisions of the CGSAG; and
- the best interests of the Community Game as a whole.

For the avoidance of doubt, the Collective Voting Principle applies only to the five CGSAG votes. The BARLA and UKAFRL representatives exercise their own independent votes in accordance with the RFL Articles.

3.10.5 The CGSAG may determine that an alternative representative attends Council where this is considered appropriate due to:

- availability;
- subject matter expertise; or
- other relevant considerations.

3.10.6 Any other member of the CGSAG may attend Council in an observer capacity, subject to any applicable governance requirements.

3.10.7 **Appointment of Council Representatives and Collective Voting**

The CGSAG shall appoint five representatives to attend RFL Council on behalf of the Community Game. Representatives act as delegates of the CGSAG and shall vote in accordance with positions formally agreed by the CGSAG.

In appointing representatives, the CGSAG shall take account of availability, relevant expertise and the strategic priorities of the Community Game.

Representatives do not attend Council as independent sectoral voices and shall uphold the Collective Voting Principle at all times.

Where a representative is unable to attend Council, the CGSAG may nominate an alternative delegate to act in their place. Any such delegate shall be bound by the same collective voting requirements.

4 Secretary

- 4.1 The Head of Delivery Community Game Competitions (or such alternative role specified by the Board) or their nominee shall act as the secretary of the CGSAG.

5 Attendance at Meetings

- 5.1 The CGSAG shall have the right to request the attendance of any RFL Executives.

6 Meeting Structure

- 6.1 Meetings shall be held a minimum of four times a year.
- 6.2 Agenda and papers will be circulated at least one week in advance of CGSAG meetings. CGSAG members may at any time request the addition of agenda items via the Chair of the CGSAG and the Secretary of the CGSAG.
- 6.3 The quorum at any meeting of the CGSAG shall be 8.
- 6.4 In the absence of the Chair, the RFL will provide a suitable senior member from the Executive as the Chair for that meeting.

7 Authority

- 7.1 The CGSAG is authorised by the Board to:
 - 7.1.1 investigate any activity within its Terms of Reference.
 - 7.1.2 seek any information that it reasonably requires from any employee of the Company with any such requests to be made through the Chair.
 - 7.1.3 obtain any necessary outside legal or independent professional advice and secure the attendance of external parties with relevant experience and expertise if considered necessary, provided that any costs relating to the same shall be subject to the advance approval of the RFL Board or relevant Executive lead.

8 Responsibilities

- 8.1 The CGSAG shall:
 - 8.1.1 assist and make recommendations to the Board in setting standards, rules, regulations and codes of practice for the Community Game and ensure that the same are regularly reviewed and amended.

- 8.1.2 support the enforcement of the RFL's Anti-Doping Rules, Safeguarding Vulnerable Groups Rules, Safeguarding Policy, Diversity and Anti-Racism Policies, Respect Policy and Code of Conduct on Betting & Related Activity.
- 8.1.3 advise the Board and support in the drafting and deliverability of the strategy for growth and sustainability of the Community Game including making recommendations to the Board on where it should commit funds for the development of the Community Game, subject to an acknowledgement that certain sources of funding are obtained from awarding bodies and government agencies including Sport England and such funding must be delivered in accordance with the relevant contractual provisions in place.
- 8.1.4 ensure appropriate monitoring of progress being made at Community Rugby League and, when necessary, commission research to ensure a sound factual understanding of activity and its impact.
- 8.1.5 communicate directly with the Community Game throughout England and supporting the RFL Executive in championing, representing, communicating and working with government agencies regarding the Community Game in England.
- 8.1.6 maintain regular dialogue with member associations and affiliated associations.
- 8.1.7 develop, foster and review strategic partnerships that generate access to quality facilities throughout the Community Game.
- 8.1.8 appoint sub-groups of the CGSAG to consider specific areas of the Community Game that require further work, including but not limited to regulatory and international matters.
- 8.1.9 Provide strategic oversight of operational management structures operating within the Community Game.
- 8.1.10 Ensure alignment between the strategic priorities of the CGSAG and operational delivery plans.
- 8.1.11 Promote participation growth, sustainability, inclusion and positive participant experiences across all areas of the Community Game.

9. **Strategic Priorities**

- 9.1 The CGSAG shall support the delivery of the strategic priorities for the Community Game as agreed by the Board from time to time.
- 9.2 The initial strategic priorities shall be:

Participant Growth

To have a strategic oversight and support initiatives that increase participation across the Community Game, including:

- recruitment and re-engagement;
- retention and participant transitions;
- compliance and safeguarding alignment;
- playing environments and facilities; and
- club support for sustainable growth.

Commercial and Revenue Generation

To explore and support opportunities that strengthen the financial sustainability of the Community Game, including:

- strategic partnerships;
- diversified income streams;
- club-level commercial development; and
- initiatives that improve long-term financial resilience.

Brand, Media, Marketing and Events

To strengthen the visibility, identity and reach of the Community Game through:

- aligned branding;
- improved media presence;
- targeted marketing activity; and
- the delivery of high-quality events.

- 9.3** The Board may amend, add to or replace these strategic priorities from time to time to ensure alignment with the RFL Strategy and the evolving needs of the Community Game.

10 Reporting

- 10.1 The Secretary shall minute the proceedings and decisions of all meetings of the CGSAG and shall circulate the minutes of meetings of the CGSAG to all members of the Board.
- 10.2 The CGSAG shall report directly to the Board and shall provide strategic oversight of any operational management groups or sub-groups established to support delivery within the Community Game.
- 10.3 The CGSAG shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.
- 10.4 The CGSAG shall annually review its Terms of Reference and its own effectiveness and recommend any appropriate changes to the Board.
- 10.5 The Chair of the CGSAG shall attend the Annual Council Meeting of the RFL to answer questions which relate to the work of the CGSAG. In addition, the CGSAG shall prepare a report on its role and responsibilities and the actions it has taken to discharge those responsibilities for inclusion in the annual report and accounts. Such a report should specifically include:

- 10.5.1 a summary of the role of the CGSAG.

- 10.5.2 the names and qualifications of all members of the CGSAG during the period.
- 10.5.3 the number of CGSAG meetings and attendance by each member.
- 10.5.4 the way the CGSAG has discharged its responsibilities.

CGSAG MEMBER'S CODE OF CONDUCT

1. Scope

- (a) This Code of Conduct applies to all members of the CGSAG (an “**Office Holder**”).

2. Accountability and Responsibilities

- (a) You must exercise your powers as an Office Holder in good faith and for the benefit of the RFL, its members, and the sport of Rugby League.
- (b) You acknowledge that it is a condition of your membership of the CGSAG that you provide a Fit and Proper Person Declaration (in the form specified by the RFL) confirming that you are not subject to any of the conditions set out in the Declaration (the “**Disqualifying Conditions**”). You shall notify the Secretary if any event occurs which means you are or are reasonably likely to be subjected to a Disqualifying Condition. If you are subject to a Disqualifying Condition, you have the right to ask for a dispensation from the prohibition on being a CGSAG member: any such request will be considered by the RFL Board (whose decision shall be final).

3. Confidentiality

- (a) For the purpose of this clause, Confidential Information means information that is either marked confidential or which by its nature would be assumed by a reasonable person to be confidential.
- (b) You must ensure that you handle Confidential Information obtained solely as a result of your membership of the CGSAG in accordance with the law and with regard to the best interests and reputation of the RFL and the game. You must not use Confidential Information for private purposes or to harm the RFL or to maliciously damage the reputation of others or disclose confidential information to the media or any other third party without the prior written authority of the RFL. This obligation continues indefinitely after you cease to be an Office Holder.

4. Conflicts of interest and Independence

- (a) You must fully declare all conflicts of interest in advance. As well as avoiding actual impropriety, you should avoid any appearance of it.

5.0 Agreed Principals of an RFL CGSAG Member

- a) We are heard and we challenge each other, honestly and positively – there is no such thing as a stupid question
- b) We are an independent voice inside the Boardroom and a united voice outside it
- c) We deliver tangible outcomes – we are an action group
- d) When we make decisions, we ask: is this going to make a difference?
- e) We celebrate our successes as a Board and as a Community Game
- f) We protect and enhance the game for the whole RL Family
- g) Grow and improve the game
- h) Harness decision making that doesn't harm the game (retention)
- i) We believe and will use our work on the Board to ensure our game delivers

- j) Making people happy
- k) Everyone and anyone being able to enjoy our game
- l) Connecting communities
- m) Where necessary, we challenge the wider game for the sake of the Community Game and/or the wider game itself
- n) We sometimes take unpopular, short-term decisions that are important for the longer term or wider purpose
- o) We live the RFL Values, which are: United, Professional, Excellence, Respect

5. **General**

- (a) No Code of Conduct can be all-embracing, and it is necessary to honour the spirit of the Code as well as its letter. Where questions arise which are not covered explicitly by this Code, your behaviour should be honest, ethical, impartial and considerate, and dedicated to the development and good management of the sport of Rugby League and the RFL.

6. **Breach**

- (a) Any allegation of a breach of this Code of Conduct will be considered by the Chair who may, at their discretion, terminate your membership of the CGSAG. You will be given the right to make representations to the Chair in relation to any such allegation.
- (b) There shall be a right of appeal against such a decision to the RFL Board.