



RFL Performance & Coaching Committee

Terms of Reference

CONSTITUTION

The Board of the RFL (Governing Body) Limited (the “**Board**” and the “**RFL**” respectively) has approved the Performance & Coaching Committee as a Sub-Committee of the Board (the “**Committee**”).

The Terms of Reference of the Committee were approved by the Board on 5 September 2023 and are set out below.

1.0 SCOPE

- 1.1 The main purpose of the Committee shall be to: (i) make recommendations to the Board; and (ii) provide guidance to the Game, on all on-field performance & coaching related matters impacting the Game.
- 1.2 The guiding principle being to ensure that (i) the performance of the England teams is optimally delivered and aligned where appropriate and (ii) coaching throughout all tiers of the sport is of an appropriate quality and standard.

2.0 SUMMARY OF PURPOSE

- 2.1 The Committee shall:
 - 2.1.1 Collectively advise on the evolution of the high-performance strategy for the Game (it being acknowledged that different members of the Committee will have particularly expertise in certain areas);
 - 2.1.2 Discuss and develop cutting edge support and guidance to coaching and high performance services;
 - 2.1.3 In relation to paragraphs 2.1.1 and 2.1.2 above, consider developments in other similar sports;
 - 2.1.4 Consider any recommendations from any sub-groups set out in accordance with these Terms;
 - 2.1.5 Support the Chief On-Field Officer in their role;
 - 2.1.6 Provide recommendations to the Board on matters arising, as and when required; and
 - 2.1.7 Input, as appropriate, into other groups including but not limited to the Laws Committee and the Brain Health Committee.

3.0 MEMBERSHIP

- 3.1. The group will have a core membership drawn from all performance roles in the Game and levels within the Game. The Chief Executive Officer shall be a member of the Committee and the Chief On-Field Officer shall be the Executive Lead for the Committee.
- 3.2. The composition of the Committee shall be reviewed at least every two years by the Committee to consider whether it has the right blend of skills and expertise.



- 3.3. A chair will be nominated by the RFL Board.
- 3.4. The RFL's Chief Executive Officer (or nominee) shall be a member of the Committee.
- 3.5. It is condition of each Committee member's appointment that they have signed a copy of the Directors'/Sub-Committee members' Code of Conduct – for individuals who are not Director's in the form appended.

4.0 ATTENDANCE AT MEETINGS

- 4.1. Only members of the Committee have the right to attend Committee meetings. However, other individuals and external advisers may be invited to attend for all or part of the meeting, as and when appropriate.
- 4.2. A member shall be removed from the Committee if:
 - 4.2.1. by notice in writing to the Chair, they resign from the Committee; or
 - 4.2.2. they are absent from three consecutive meetings of the Committee without the consent of the Chair; or
 - 4.2.3. The Committee by majority decision resolves that they should cease to hold office; or
 - 4.2.4. the member has breached the Code of Conduct and, following the appropriate investigatory process, they are removed from office.

5.0 MEETING STRUCTURE

- 5.1. The Committee will meet three times per year either virtually or at a location mutually convenient to attending members.
 - 5.1.1. An agenda will be circulated 1 week prior to the meeting, along with papers appropriate to items to be discussed.
 - 5.1.2. Items to be discussed should be provided 2 weeks prior to the meeting to the Chair by the Chief On-field Officer.
 - 5.1.3. A.O.B. items shall be provided to the Chair by the Chief On-Field Officer 48 hours prior to the meeting.
 - 5.1.4. The quorum necessary for the transaction of business shall be four members.
 - 5.1.5. Members should declare any potential Conflicts of Interests at the beginning of any meeting and declare any arising during discussions.
- 5.2. In addition, the Committee may be asked to provide input and feedback on ad hoc matters between meetings.

6.0 AUTHORITY

- 6.1. The Committee is authorised by the Board to:
 - 6.1.1. Investigate any activity within its Terms of Reference; and
 - 6.1.2. Seek external input as it considers necessary; and
 - 6.1.3. Make recommendations to the RFL Board on any area within its remit, provided that it shall not be entitled to incur any expenditure on behalf of the RFL (unless



approved in advance in writing by the RFL Board or relevant RFL Executive Board member) or bind the RFL in any way.

7.0 REPORTING

- 7.1. The Chief On-Field Officer (or nominee) shall take appropriate actions of all meetings of the Committee in the form of an Action Tracker and shall circulate the Action Tracker of meetings to the Committee.
- 7.2. The Chair shall report formally to the Board on its proceedings on all matters within its duties and responsibilities at the first scheduled Board meeting post Committee meeting. The Action Tracker can be used as a supporting summary and shared within the Board meeting suite of papers as an 'Item for Information'.
- 7.3. The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.
- 7.4. The Committee shall annually review its Terms of Reference and its own effectiveness and recommend any appropriate changes to the Board.

8.0 TERMS

- 8.1. These Terms shall not be amended in any way save with the agreement of the Board.



APPENDIX

SUB COMMITTEE MEMBERS' CODE OF CONDUCT

1. Scope

- (a) This Code of Conduct applies to all members of the Performance Committee (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, players and the sport of Rugby League.
- (b) You acknowledge that it is a condition of your membership of the Committee 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 Committee 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 result of your membership of the Committee in accordance with the law and with regard to the best interests and reputation of the RFL. 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. Decision Making, Conflicts of interest and Independence

- (a) When taking any decision as part of the Committee, you agree to act in the best interests of the RFL and the sport in general.
- (b) You must fully declare all conflicts of interest in advance. As well as avoiding actual impropriety, you should avoid any appearance of it.
- (c) You have the right to argue for your point of view, and express disagreement with colleagues during discussions, but after a collective decision has been taken you should support that decision in your capacity as a member of the Committee.

5. Behaviours

- (a) You shall actively engage in respectful discussion, debate and voting in meetings. This includes contributing positively, listening carefully, challenging sensitively and avoiding unnecessary conflict.
- (b) You shall carry out your role as an Office Holder in accordance with the RFL Values. This includes working considerately and respectfully with all.

6. Reporting of Complaints

- i) All Office Holders shall report any allegations of Misconduct (as defined in the Operational Rules) concerning Persons Subject to the Operational Rules to the Compliance Manager and any allegations of misconduct relating to employees of the RFL to the Director of People & Culture.
- ii) If any Office Holder receives a complaint or allegation relating to another Officer Holder which either: (i) relates to the use of Unacceptable Language or Behaviour (as defined in the Operational Rules); (ii) could potentially be a breach of the RFL's Safeguarding Policy; (iii) could potentially be a criminal act; or (iv) would be Gross Misconduct if the Office Holder was an employee, they shall report the same to the Compliance Manager. This obligation applies irrespective of the formality of the complaint, the manner in which it raised and, unless there is good reason, the wishes of the person raising the matter.

7. 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 his 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.

8. 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 Committee. 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.