



RUGBY LEAGUE CULTURAL ASSOCIATION

STARTER KIT & ADMINISTRATIVE GUIDE

Version 1





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INTRODUCTION

Rugby League is a game for all, from our first Australians to our newly arrived migrants and people from all walks of life, we commit to being an inclusive sport that engages and empowers everyone to feel welcome in our game. Whatever your background, religion, ability or sex, Rugby League has a place on and off the field for everyone.

Heritage based competitions and matches such as Harmony Cup, International Nines, All Stars and the Pacific Test Match are great examples of how Rugby League can unite communities from diverse backgrounds and celebrate the richness in culture and talent we have in Australia. These competitions also strengthen the development of the sport globally by assisting the integration of new and emerging communities into our game.

The purpose for developing this guide is to assist Culturally and Linguistically Diverse (CALD) communities, and Cultural Associations that represent these communities, to build and increase their organisational capacity. The guide will share best practice and knowledge so that players, volunteers and officials have the best possible experience in representing their culture, heritage and growing the game in their community.

The resource will also assist Rugby League cultural associations that already exist to operate with a structure similar to a Junior League Club. We believe that this model will help the associations to help new CALD communities to participate in harmony and international tournaments, support themselves with an effective organisational structure, and to celebrate culture and diversity.

The NRL and State Leagues appreciate the passion and commitment of the communities that come together in the spirit of the game's values. Enjoy the greatest game of all!



Where do I begin? How to start your Cultural Association



WHERE DO I BEGIN? 4 STEPS ON HOW TO START YOUR CULTURAL ASSOCIATION



STEP 1

DEVELOP WORKING GROUP

- » Roles & responsibilities
 - Administration – Board, Secretary
 - Team Staff – Coaches, Team Managers, Sports Trainers, First Aid



STEP 2

WHAT'S OUR GAME PLAN?

- » Vision, Mission, Values of our Club



STEP 3

GOVERNANCE

- » Incorporation
- » Affiliation
- » Constitution
- » Policies
- » Code of Conduct
- » Player Welfare & Education



STEP 4

COMPETITIONS/TOURNAMENTS

- » What tournaments does the team want to enter?
 - Age groups – U16, U18, multiple
 - Gender – male, female or both
- » How to register for tournaments
- » How to sanction matches
- » Team operations guide

HOW TO IMPROVE YOUR CLUB'S GOVERNANCE PRACTICES

- | | |
|------------------------------------------------------------------------------------------------------|-------------------------------------|
| » Build volunteers | » NRL education resources available |
| » Promote your Club | » Translating services |
| » Coaching resources | » Inclusion framework resource |
| » Database development <ul style="list-style-type: none">• LeagueNet National Database | » Admin templates |

A photograph of two young people, likely Indigenous Australians, smiling and looking towards the camera. They are wearing NRL-branded clothing. The person in the foreground is wearing a yellow and grey polo shirt with a yellow circular badge on the collar. The person behind them is wearing a blue and white patterned shirt. The background is a blurred outdoor setting with trees.

DEVELOP WORKING GROUP



1. DEVELOP WORKING GROUP

Recommended roles and responsibilities for your Cultural Association

There are a number of roles or business functions that your Cultural Association will benefit from fulfilling.

When a Cultural Association starts planning to enter teams into harmony, multicultural or representative tournaments, the Association might have been setup either by one person, or by a small group of dedicated people. We would encourage Cultural Associations to aspire to create an organisational structure that will provide the most sustainable path to enjoyable, long-term participation. To that end, this guide has considered the structure of a community Rugby League club; elements of the club structure can provide a useful model for the creation and operation of a Cultural Association.

Ideally, Cultural Association might seek to recruit multiple personnel to fulfil a series of roles and responsibilities, in order to operate effectively and efficiently. While some Cultural Associations may be supported by a small number of people initially, this Cultural Association Administration Guide will provide founders with the tools and concepts to gradually address more of these areas of responsibility, build their organisational capacity to the point where more people can assist with these responsibilities.



1.1 BOARD/COMMITTEE

1.1.1 Board/Committee Role

The Board/Committee should be the senior decision making group within a Cultural Association, and manages its affairs on behalf of the members. The Board/Committee is traditionally made up of directors and committees of management, such as: a Chair or President, Secretary, Treasurer, and general Board/Committee members looking after other portfolios, such as: Sponsorship and Fundraising Coordinator, Volunteer Coordinator and Media and Public Relations Coordinator.

1.1.2 Key skills required for Board/Committee members:

- Commitment to the organisation's objectives
- The ability to think critically and analytically
- The ability to think creatively and laterally
- Ethical and moral behaviour
- Strong knowledge and understanding of cultural communities
- An understanding of basic finance

1.1.3 Key Responsibilities:

- Set objectives, define policy, develop strategic direction and make decisions
- Maintain good governance and introduce ethical standards into daily activities
- Specify the delegation of the Chair/President, executive officer (whether paid or volunteer) and board
- Ensure the executive officer provides satisfactory leadership, planning, Association control and succession
- Monitor the performance of the management team and volunteer team
- Monitor the performance of the Cultural Association against agreed goals
- Ensure current plans and actions provide for the continuity of the Cultural Association
- Manage communication with members and other stakeholders, including: government, national and state sporting bodies, sponsors, local cultural communities
- Manage risks
- Clearly identify the responsibilities of the board and management
- Ensure compliance with policies, laws and regulations
- Emphasise and concentrate on long-term goals
- Undertake a regular review of the Cultural Association's finances.



1.2 PRESIDENT/CHAIR

1.2.1 President/Chair Role

The President/Chair is the principal leader of the Cultural Association, and has overall responsibility for its administration. The President/Chair provides leadership and direction to the Association's Board/Committee, office bearers, officials and members.

1.2.2 Skills Required

- Have a good working knowledge of the Cultural Association, its rules, constitution etc
- Ability to delegate
- Be approachable
- Ability to resolve disputes fairly, quickly and ethically
- Experience in a leadership role, experience with planning and operations
- Well-developed decision making skills
- Ability to manage and negotiate successfully between members, and lead meetings
- Dedication to the Cultural Association

1.2.3 Roles & Responsibilities of President/Chair

- Attend meetings as required
- Manage committee meetings/chair meetings
- Ensure Managers and Committee Members fulfil their responsibilities to the Cultural Association
- Discuss the agenda items prior to the next committee meeting with the Secretary, and ensure that the agenda is circulated with sufficient time before the next meeting
- Facilitate planning
- Oversee all targets and performance goals
- Preside at all meetings of the Cultural Association, and shall have a casting vote
- Report activities of the portfolio to the membership of the Annual General Meeting
- Ensure that planning and budgeting for the future is carried out in accordance with the wishes of the members
- Adopt risk management, smoke free, sun smart, code of conduct and safe alcohol policies
- Liaise with stakeholders such as local government and local community groups
- Establish a continual 5 year plan, as well as a plan for future direction of the Cultural Association
- Provide guidance and leadership

1.2.4 Meetings – President/Chair role and responsibility

- Act as the Chair during the meeting
- Understand the business and objectives of the meeting
- Decide points of order
- Facilitate discussion
- Assist decision making
- Ensure meeting starts and ends on time



1.3 SECRETARY

1.3.1 Secretary's Role

The Secretary is responsible for the documentation and communication of the activities of the Committee. The secretary is the primary administration officer of the Committee and provides the links between the Committee, members and outside agencies.

1.3.2 Skills Required

- Well-developed communication skills
- Ability to supervise others
- Maintain confidentiality on relevant matters
- Good organizational skills
- Good listening skills
- Ability to organize and delegate tasks
- Effective communication skills
- Ability to liaise with external parties
- Report writing skills

1.3.3 Key responsibilities

- Convene all meetings of the Cultural Association, and advise all potential attendees
- Provide secretarial support to the committee, including preparing agendas in consultation with the President
- Prepare, distribute and file minutes of all committee and General meetings of the Cultural Association
- Maintain an accurate copy of the Rules and By-Laws of the Cultural Association
- Maintain a register of all members, sponsors and other relevant groups
- Be familiar with the rules of the Cultural Association, and any tournaments or events that it stages or attends
- Receive all correspondence directed to the Cultural Association, inform President, react, follow-up and distribute to appropriate members & file
- Ensure all licenses required by the Cultural Association are current
- Liaise with the NRL and relevant State League regarding registrations, accreditations, and other required admin
- Maintain file of contacts for purchases e.g. Letterheads etc.
- Liaise with the local media, clubs and other community organizations

Contact details for Cultural Association Personnel (template). NOTE: this information can be recorded on the Dashboard of a site setup for the Cultural Association on the NRL LeagueNet National Database

Role	First Name	Surname	Mobile Phone	Email Address
President				
Secretary				
Treasurer				
Registrar				
Manager				
Coach				
Publicity and Promotions Officer				
Sponsorship and Fundraising Officer				
Volunteer Coordinator				



1.4 TREASURER

1.4.1 Treasurer's Role

The treasurer oversees the financial side for the Cultural Association, be it in the preparation of budget, planning for the Association's financial future, or assisting other committee areas with matters relating to finance. The Treasurer reports to the Committee on a monthly basis on the Cultural Association's actual results, compared to budget.

1.4.2 Skills Required

- Financial background and awareness of accounting procedures.
- Honesty and trustworthiness
- Ability to keep accurate records
- Attention to detail
- Able to work in a logical and orderly manner

1.4.3 Key Responsibilities

- Prepare budget, in consultation with the committee to reflect income and expenditure of the Cultural Association.
- Maintain up to date records of all income and expenditure
- Prepare and distribute invoices/accounts for services rendered
- Attend monthly Cultural Association committee meetings and provide a financial report
- Make details of all accounts available to the Cultural Association Committee and members.
- Oversee and seek reports of all other accounts held by sections of the Cultural Association.
- Prepare financial accounts suitable for auditing and provide the auditor with all necessary information
- Be one of several signatories – two on each cheque



(Name of Cultural Association)

Annual Budget (Template)

Financial Year

(Insert Year)

Item	Amount
INCOME	
Float Re-banked	
Functions	
Gate Takings	
Raffles	
Registrations	
Memberships	
Sponsorships	
Allocations	
Clothing Sales	
Trophy Grants	
Government Grants	
Total	\$ -
EXPENDITURE	
Functions	
Raffles	
Insurance	
Team Expenses	
Jerseys	
Audit Fees	
Referees	
Advertising	
Affiliation Fees	
Ground Hire	
Ground Improvements	
End Of Year Presentation	
Electricity	
Medical/First Aid	
Printing/Stationery	
Bank Fees	
Total	\$ -
Projected Budget Surplus	\$ -



1.5 TEAM MANAGER

1.5.1 Team Manager's Role

A Team Manager is responsible for ensuring information is spread between the Cultural Association, the coach, the team and parents and represents the team to the management team of the Cultural Association.

1.5.2 Skills required

- Excellent communication and people skills
- Ability to multitask
- Problem solving and critical thinking skills
- Ability to communicate and negotiate in serious discussions about important issues
- Decision making skills

1.5.3 Key Responsibilities

- To work closely with Cultural Association Registrar to ensure that each player
 - Supplies the appropriate information required for participation in the team in a tournament or a match
 - Registers to the Cultural Association and team correctly, before the cut-off date for registering a team for the tournament or match in question.
- Ensure medical forms have been filled out
- Notify all parents and players of all requirements or what is needed from them.
- Represent the team at meetings
- Aware of cultural/religious needs
- To make sure team jerseys are washed
- To make sure the registration player cards are safe on the table at each game (if relevant)
- To make sure there is a sign-on sheet at each game, and that the sheet has been completed (if relevant)
- Responsible for all team gear to be return at the end of each game (if relevant)
- To make sure that all players have the correct gear for each game
- Check tournament scores and tables are correct
- Have an understanding of the NRL National Code of Conduct
- Ensure all teams' members have signed the NRL National Code of Conduct

1.5.4 Code of Conduct

In addition to the provisions of the NRL National Code of Conduct, the following special rules will apply.

General

- Players will be required to attend specified training sessions assigned by the team's coaching staff
- Players must not enter or leave the training field unless instructed to do so by the coaching staff
- Players shall be responsible for familiarising themselves with the starting times for all scheduled events, including but not limited to training sessions, match times, travel times, team meetings, promotional events, presentations etc



Apparel

- Players shall attend all scheduled events in the appropriate equipment and clothing. Authorised team apparel shall be worn at all official events

Injuries

- Players are responsible for notifying the appropriate team official immediately upon becoming aware of a possible or probable injury or illness
- If deemed injured or ill, the player is not to attend training sessions without having been cleared by the appropriate team official

Promotions

- Players must participate in all scheduled activities required for the promotion of the event. Players must be punctual and correctly attired

Team Travel

- Any player, whose behaviour whilst representing the team is the subject of any complaint from members of the public or persons employed on any transport journey or in any airport or other public transport terminal, may be liable to a penalty

Alcohol

- Any player, whose behaviour whilst representing the team can be reasonably assumed as having been affected by the consumption of alcohol, and who is the subject of any complaint from a member of the public, may be liable to a penalty

Accommodation

- Any player who causes accidental damage to property in or on accommodation premises may be liable to pay for repair of the damage, on receipt of an estimate of the cost of repairs
- Any player who deliberately or recklessly damages property in or on accommodation premises will be liable to pay for repair of the damage, on receipt of an estimate of the cost of repairs, as well as being liable to a penalty
- Players who breach any team curfew provisions may be liable to a penalty
- No player shall bring any person who is not a member of the team party into any player's room or any recreational area of the accommodation, including a swimming pool, spa/sauna, gymnasium or other sport &/or leisure facility on the premises
- Players must obey all reasonable directions given by any staff member of any premises in which the team is accommodated
- Players must not leave the accommodation during the event without the prior approval of team management.



1.5.5 Consent – additional requirements

Template for Parent/Guardian (this can be developed online into registration system, or competition management)

I hereby give permission for my son/daughter to participate in the event.

I hereby give permission for him/her to use such forms of transport as may be deemed necessary.

I agree that, during the period of the event, and during such travelling and other activities as may be deemed necessary, my son/daughter shall be under the sole direction of the person/s duly appointed to be in charge of the team of which he/she is a member.

I agree to meet the costs of any illness; accident or unforeseen circumstances which may occur during the event and during such travelling and other activities as may be deemed necessary.

I hereby authorise the obtaining on my behalf of such medical assistance as my son/daughter may require in the event of an accident or illness, including the administration of anaesthetic if an attending medical officer deems necessary.

I am aware of the inherent risks associated with physical activity such as Rugby League.

Parent/Guardian name:

Parent/Guardian signature:

Date:



1.6 COACH

1.6.1 Coach's Role

The coach is responsible for skill development and encouraging a positive approach to the game.

1.6.2 Essential Skills required to coaching a team representing a Cultural Association:

- Open-minded attitude and approach to coaching
- Effective interpersonal communication skills
- Strong understanding of cultural backgrounds and their needs
- A strong knowledge of the challenges of cultural communities
- Ability to analyse and evaluate athlete performances
- Strong planning and organising skills

1.6.3 Key Responsibilities

- Holds appropriate coaching qualifications in line with NRL accreditation requirements.
- Good understanding of the laws of the game.
- Encourages players and team supporters to follow the rules all the time and respect the Association Code of Conduct
- Coach has to fit the standard of competition being played
- Encourage players to grow the right mindset to competitiveness
- Encourage players to become involved in Rugby League as a safe, healthy and enjoyable activity
- Keep up with modern coaching methods
- Have good motivational and communication skills
- Work with the manager and other coaching staff when needed
- Be able to evaluate the player's performance and give positive feedback
- Test, evaluate and improve each player's own skills

1.6.4 Coach Accreditation Requirements

The responsibility for ensuring that each coach within a Cultural Association possess a current, active accreditation, relevant to the age and level that lies with both the Manager and the coach. A summary of a Coaching Coordinator's role is provided below:

In order to coach a team within a Cultural Association, each coach will need to meet the following NRL accreditation requirements. Whilst some competitions or tournaments may impose additional requirements, these minimum standards apply across the game:

U6 – U12: Modified Games Coach (MGC), Club Coach (CC), Senior Club Coach (SCC) or High Performance Coach (HPC)

U13 and above: International Games Coach (IGC), Club Coach (CC), Senior Club Coach (SCC) or High Performance Coach (HPC)

U19 and above Club Coach, Senior Club Coach (SCC) or High Performance Coach (HPC)

For more information, please go to [PlayNRL.com/coach](https://playnrl.com/coach)



1.7 REGISTRAR

1.7.1 Registrar's Role

The Registrar is responsible for the organisation of registration for all players, coaches, trainers, and other team officials or committee member associated with the Cultural Association.

6.7.2 Key Responsibilities

- Ensure that EVERY player, official and volunteer has
 - Registered to the LeagueNet National Database
 - Registered specifically to the Cultural Association using the generated online registration link
 - Been assigned to a team (if competing or participating in a competition or tournament)
- Planning, organising and managing a day to hold registration for the start of the season (if required).
- Ensure that the following documents have been uploaded to the profile of the player, official or volunteer, where they have not yet been added) on the LeagueNet National Database
 - Recent headshot photograph
 - A valid, primary form of identification (birth certificate, passport) for the player or official
 - Documentation to prove that the player is eligible to play for nation, in accordance with RLIF eligibility regulations, such as:
 - Birthplace – a valid, primary form of identification (as above)
 - Grandparent rule - valid, primary form of identification for parent or grandparent
 - Residency – proof of residency
 - Other
- In terms of player participation, registrars are responsible for ensuring that administrative is up-to-date and on time for ALL players within the teams
- A registrar should attend a training course hosted by NRL LeagueNet Education & Support Officer



1.8 SPONSORSHIP & FUNDRAISING OFFICER

1.8.1 Sponsorship & Fundraising Officer's Role

The Sponsorship & Fundraising Officer is primarily responsible for generating revenue for a Cultural Association.

1.8.2 Key Responsibilities:

- Set fundraising goals for the Cultural Association
- Develop a fundraising program/strategy for the Cultural Association
- Organise fundraising activities and functions for the Cultural Association
- Identify all available sponsorship opportunities
- Develop and implement a sponsorship service program that provides value for the Cultural Association's sponsors
- Prepare submissions and all supporting material and ensure all materials required for fundraising are ordered and available.
- Maintain accurate records of all sponsorship, fundraising and donations received
- Maintain appropriate fundraising records as required by the treasurer
- Arrange all necessary permits, registrations and approvals for fundraising activities as required
- Ensure that all commitments are provided according to the terms of the respective sponsorship agreements.
- Roster and supervise volunteers assisting with fundraising activities
- Supervise the collection of all monies raised and arrange payment to the Treasurer
- End of function or activity; reconcile all funds raised with Treasurer
- Present Proposal to interested parties (Refer to sponsorship and fundraising proposal)



1.8.3 Sponsorship Proposal Template

The following is an example outline of a Sponsorship Package/Proposal.

1.8.4 What to include

- About your Cultural Association and its background
- Tournament Information
 - What tournament(s) are the Associations, and its teams, involved in
 - History of the tournament(s)
 - General details of the tournament(s)
- Name of Tournament(s)
- Schedule of Tournament(s) (Dates, times and location)
- Demographics - Who attends the Tournament(s)
- Reach and Target audience
- Sponsorship benefits
- Brief of each Sponsorship package
 - Platinum
 - Gold
 - Silver
 - Bronze
- Summarise the Opportunity
 - All important benefits to the sponsor
- Sponsorship Terms and Conditions
- Contribution
 - Contribution amount
 - When full pay is due
- Term/Termination
 - E.g. This contract will terminate automatically upon completion of (date)
- Changes/Cancellations
 - E.g. any changes made to this Contract must be made in writing and signed by all parties.

Contact Information

Sponsor Signature: Date:

Event Host Signature: Date:



1.9 VOLUNTEER COORDINATOR

1.9.1 Volunteer Coordinator's Role

Those involved in working with volunteers within the Cultural Association, or its teams, are responsible for recruiting, adequately training and maintenance of volunteers and players.

1.9.2 Key Responsibilities

- Develop a volunteer policy (which is to be approved by the Board/ Committee)
- Develop a plan that identifies a variety of ways to recruit volunteers – Recruiting plan.
- Understand why people volunteer and the importance of this to the game.
- Recruiting volunteers appropriately. Suitable to their background and skills.
- Organising an orientation day to brief volunteers of their roles and responsibilities within their team.
- Creating a system that allows volunteers to stay informed of activities involving their team.

1.9.3 Recruiting Volunteers

Where you can recruit volunteers from	How you can recruit them	Notes
<ul style="list-style-type: none"> - Contact NRL and State League for volunteer recruitment assistance - Schools, universities and TAFE colleges - Previous players and officials - Police, fire brigade, ambulance and emergency services - Local councils/ community members - Existing cultural groups 	<ul style="list-style-type: none"> - Posters (in the local newspaper, mailbox or distribute on game day) - Websites - Referral (Ask existing volunteers to reach out to other potential volunteers) - Registration days (through announcements and flyers) - School events (handing out flyers) - Multicultural media platforms - Multicultural festivals 	<ul style="list-style-type: none"> - In order to recruit great volunteers, you must create a family-friendly environment within your Cultural Association, and its teams

1.9.4 Maintaining/Keeping volunteers

Promoting an inviting culture surrounding your team	Orientation and Training	Recognition/ Acknowledgement
<ul style="list-style-type: none"> - Implement NRL social inclusion framework at your Cultural Association - Create a family- friendly environment - Volunteers must feel welcomed - Be inclusive by encouraging them to actively take part in the game. 	<ul style="list-style-type: none"> - Organise a 'Meet and Greet' with all team members, officials and volunteers in order for everyone to get to know each other - Orientation: Make sure everyone is on the same page. Ensuring they know their roles and responsibilities within the Association - Training: Make sure volunteers understand how to carry out their roles within the Association 	<ul style="list-style-type: none"> - Consistently boost your team's self-esteem by acknowledging their role within the team - Create a 'Certificate of Appreciation' to award each volunteer is a great way to recognise their hard work



1.10 PUBLICITY AND PROMOTION OFFICER

1.10.1 Publicity & Promotions Officer's Role

The Publicity and Promotions Officer is responsible for ensuring that the Cultural Association, and its sponsors, receive the widest possible media coverage.

1.10.2 Skills required

- Can communicate effectively
- Is positive and enthusiastic
- Good organisational skills
- Has marketing expertise and experience in dealing with the local media
- Able to analyse and interpret information
- Creative
- Able to work independently or as part of a team

1.10.3 Key responsibilities

- Develop and implement a public relations plan that will better market and promote the Cultural Association.
- Write and issue regular media releases concerning upcoming events, interesting personalities, and Cultural Association activities and achievements.
- Assist in the preparation and publication of Cultural Association newsletters.
- Ensure that website is up to date in regards to news, contact details, fixtures, results and tables.
- Act as a liaison officer for the media at all Cultural Association events and functions.
- Develop and maintain a close working relationship with all local media personnel.
- Constantly promote the positive aspects of the Cultural Association's activities, highlighting at all times the Cultural Association's support of the NRL National Code of Conduct.
- Keep the Secretary and Board/Committee informed of all media activities.
- Ensure that the Cultural Association's sponsors receive maximum exposure in all spheres.
- Assist with obtaining sponsorship for the Cultural Association.
- Develop programs for the recruitment and retention of financial supporters of the Cultural Association.
- Arrange for sponsor's advertising in the Cultural Association's website and social media pages and through the public address system at tournaments organised by the Cultural Association.
- Create a positive general public awareness of the Cultural Association and its activities.
- Publicise and promote all events, programs and competitions within the Cultural Association's area.

1.10.4 Strategies for Member Recruitment

Expression of interest forms: One for players and one for coaches, trainers and volunteers

- Form and web link can be made available PlayNRL/State League and Junior League websites & social media
- Form can be provided to junior clubs
- Advertised through the Facebook page e.g. 'Interested in playing rugby league for Zimbabwe in 2016...'



1.10.5 Examples of Facebook pages for Cultural Associations

Rugby League Samoa NSW



Mediterranean-Middle East RL



- Video and photo uploads
- Daily/weekly news
- Note- sharing relevant pages

The background of the page is a photograph of two rugby players in a physical struggle. One player, wearing a red and blue patterned headgear, is being tackled by another player in a blue jersey with white patterns on the sleeve. A large green diagonal graphic overlays the right side of the image.

WHAT'S OUR GAME PLAN?



2. WHAT'S OUR GAME PLAN

A Cultural Association can benefit from develop a Vision, Mission, and set of values to govern how it operates. The ARL Commission's Strategic Plan 2013-2017 lists the Vision, Mission and Values for the game of Rugby League in Australia.

You can use the game's Vision, Mission, and Values to apply to your association, or modify these to fit the specific requirements of your Cultural Association.

. **Vision:**

ARLC Vision: to be the most entertaining, most engaging, most respected sport.

. **Mission:**

ARLC Mission: to bring people together and enrich their lives.

. **Values:**

- ☐ Excellence
- ☐ Inclusiveness
- ☐ Courage
- ☐ Teamwork



GOVERNANCE





3. GOVERNANCE

3.1 INCORPORATION AS A NOT-FOR-PROFIT

The [Australian Sports Commission's guide on Incorporation](#) states that there is no legal necessity for a sport or recreation club (or Cultural Association) to become incorporated if it remains a voluntary association. However, any not-for-profit group with five or more members should consider the benefits of becoming incorporated. These include:

- having Cultural Association members protected, to a certain extent, from being sued individually if someone is injured while involved in activities run by your Cultural Association;
- Improving your Cultural Association's fundraising ability and eligibility for grants. Many local councils insist on it before allocating funds; and
- Making it easier to enter into leases, to open and operate bank accounts and to borrow money.

Not-for-profit sport and recreation clubs generally incorporate under State or Territory legislation known as the Associations Incorporation Act. The Acts are not identical in each State or Territory. You should refer to the relevant legislation in your State or Territory. Information on the relevant legislation is usually available from departments of fair trading or their equivalents in each State and Territory.

For further information on the Association Incorporation Model Rules you can visit the [constitutions](#) page.

SEE ALSO

[ASIC - Registering not for profit or charitable organisations](#)

[ASIC - Registrable Australian Bodies](#)



3.2 AFFILIATION:

Cultural Association can seek advice from the NRL or State League regarding the body in Australia with which it should affiliate.

If the game of Rugby League is played in the nation of origin of a Cultural Association, and the National Governing Body in the nation of origin has full membership, affiliate membership or observer status with the Rugby League International Federation (RLIF), then it is recommended that the Cultural Association affiliate to (and gain endorsement from) the relevant National Governing Body in the nation of origin. The RLIF can provide more guidance with respect to affiliation and endorsement.

For more information, go to:

PlayNRL.com

[RLIF Membership Criteria](#)

3.3 CONSTITUTION:

A constitution template has been provided for Cultural Associations to set up their own constitution. Please go to the back of the guide to find this template.

3.4 POLICIES:

Game wide policies relating to participation can be found on the PlayNRL.com website at <https://playnrl.com/policies/>

3.5 CODE OF CONDUCT:

Players and participants are required to abide by the code of conduct agreed to at registration to club Rugby League, as well as any additional codes set for the tournament in question.

3.6 PLAYER WELFARE & EDUCATION:

Links to player welfare and education resources can be found at PlayNRL.com.

3.7 INSURANCE:

The NRL and State Leagues are transitioning towards a whole-of-game partnership with an insurance broker, but there may be varying types of cover or provisions, depending upon the following factor:

- the type of activity to cover e.g. tournament vs friendly game vs training
- if a player is registered to a Rugby League club
- if the player is an Australian resident, or travelling from overseas

The types of insurance that could be considered include:

- Personal Accident
- Professional Indemnity
- Public Liability

Cultural Associations should seek advice from their NRL and local State League and the NRL about the level of insurance cover provided, and options for cover. For more information, speak to the NRL and/or local State League for more information.



3.8 RISK MANAGEMENT:

3.8.1 What is risk management?

Risk management is the course of action you take to reduce potential legal liability. It seeks to address potential problems before they occur. Risk management aims to be pro-active rather than reactive - creating a safer environment and legally safer operational procedures.

A common mistake is to view risk management as a program in isolation.

All key people, including board members, management and volunteers should be involved in every step of the risk management process.

3.8.2 Seven step risk management process:

- Step 1: Appoint a risk manager - responsible for the risk management process
- Step 2: Identify 'key' people (i.e. coach, manager, treasurer) who will be involved in managing risk
- Step 3: Determine the Cultural Association's risk management context
- Step 4: Identify risks – what can happen, why and how?
- Step 5: Analyse risks
- Step 6: Evaluate risks
- Step 7: Design a risk elimination and reduction plan and Implement the plan

3.8.3 Tips for an effective risk management strategy:

- Develop and implement a clear communication strategy on risk management and communicate the strategies to all appropriate levels of the Cultural Association
- Ensure the board addresses risk management periodically as a meeting agenda item. Monitor and review strategies at least annually and report to the board through the risk manager. Ensure the board has adopted and implemented a risk management policy.

RISK MANAGEMENT



Template: Sample Risk Management Plan : Rugby League Gala Day					
<i>Name of organisation:</i> <i>Name of manager:</i> <i>Description and location of excursion:</i> <i>Date(s) of excursion:</i>			<i>Group/class:</i> <i>Name of excursion coordinator:</i> <i>Contact number:</i> <i>Accompanying staff, parents, caregivers, volunteers:</i>		
Activity	Hazard Identification Type/Cause	Risk Assessment	Elimination or Control Measures	Who	When
Walking to/from venue	<ul style="list-style-type: none"> - struck by vehicle on road - uneven footpath 	Low Low	<ul style="list-style-type: none"> - appropriate teachers / parent/carer volunteers attending to supervise excursion as recommended by Department of Education - Brief participants on rules and behaviour - Remain on pedestrian pathways and use pedestrian crossings at all times 	Coordinating teacher " All	Pre event
Bus travel to/from venue	<ul style="list-style-type: none"> - boarding coach - vehicle accidents 	Low Low	<ul style="list-style-type: none"> - Ensure vehicle operators hold appropriate licence(s) and insurance - Check availability of seat belts - Vehicle to be appropriate for needs of the group e.g. wheelchair access if required - Enforce rules and monitor behaviour - Ensure seatbelts are worn 	Excursion Coordinator " Teachers	Pre event
Participation in rugby league games	<ul style="list-style-type: none"> - Tackling, being tackled and all contact related injuries 	Medium Low Low Medium Low	<ul style="list-style-type: none"> - Check pre event coaching sessions have taken place Ensure students participate in correct age group - Check field is playable and clear of hazards - NRL recommend students use appropriate protective equipment including mouth guards - All coaching staff meet Department of Education standards required to supervise a rugby league team - Teachers have awareness of the Guidelines for the safe conduct of sport and physical activity in schools as set out by the DET School Sports Unit - Post pads in place - Teams should prepare adequately for each game - All match officials meet Department of Education standards (as per Guidelines for the safe conduct of sport and physical activity in schools as set out by the DET School Sports Unit) - Students should be aware of all rules pertaining to the SafePlay Code - All NRL events are conducted in accordance with the NRL Codes of Conduct - All NRL staff to have Child Protection clearances - Volunteers to have no unsupervised access to children 	Teacher Host rugby league body Teacher Teacher Host rugby league body Coach Host rugby league body @ teachers NRL Host RL body & Teachers	Pre event Morning of event Pre event Teacher Hosts body Pre game Host body Host body and teacher pre event Pre event
Breaches of Child Protection laws	<ul style="list-style-type: none"> - Collision with posts - Muscle tear caused by inadequate warm up - Breaches of SafePlay code - Breaches of Code of Conduct - Unscreened staff 	Low Low Medium Low			
Rest and recovery time	<ul style="list-style-type: none"> - Physical environment 	Low	<ul style="list-style-type: none"> - Identification of potential off field risk sites at venue - Recommend students remain in specific areas - Teaching staff from school present at all times to supervise students 	Teachers and host rugby league body	
Accident /Injury	<ul style="list-style-type: none"> - Game, environment or student related 	Low	<ul style="list-style-type: none"> - Medical conditions, disabilities or previous injuries identified - Qualified First Aid Officer in attendance - Telephone and emergency telephone numbers available - Emergency vehicle access clear 	Teacher Host body	Pre event Host body
<i>Plan prepared by:</i> NRL <i>Position:</i> <i>Date:</i> <i>Prepared in consultation with:</i> Co-ordinating teacher/s <i>Communicated to:</i>					



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4. COMPETITION/ TOURNAMENTS

4.1 COMPETITION/TOURNAMENTS AVAILABLE TO ENTER

Information on competitions and tournaments can be found at [PlayNRL - Harmony programs](#)

More specific information on locations, age groups and male vs female options can be found at [PlayNRL - programs and tournaments](#)

4.2 HOW TO REGISTER FOR TOURNAMENTS

Competition administrators can advise Cultural Associations on the process for expressing interest, and registering teams and players for the tournament. The best practice is for Team Nominations to be run online through the NRL LeagueNet National Database.

4.3 HOW TO SANCTION MATCHES

If a Cultural Association chooses to organise or compete in matches or tournaments that have not been setup or run by either:

- the NRL
- the local State League, and/or
- RLIF

then the Cultural Association must ask one or more of the aforementioned three bodies (whichever are relevant in this case) to sanction the match or tournament.

Sanctioning is essential in order for several reasons:

- Ability for local Referees Associations to provide referees to officiate the games
- the event, teams and players to gain insurance cover from an insurance provider



CONSTITUTION TEMPLATE





5. CONSTITUTION TEMPLATE

Established: [Insert Year]
Incorporated: [Insert Year]

INDEX

1. Name
2. Interpretation
3. Office and Place of Business
4. Objects
5. Colours
6. Financial Year
7. Common Seal
8. Office Bearers
9. Duties of Officers
10. Coaches
11. General Committee
12. Executive Committee
13. Meetings
14. Membership
15. Membership Fees
16. Disorderly Conduct
17. Constitution Amendments
18. Non-profit
19. Inspection of Association Records
20. Dissolution



1. NAME

The name of the team shall be **[Insert Name of Cultural Association]**

2. INTERPRETATION

In this Constitution, unless the contrary intention appears:

- » The Team shall mean the **[Insert Name of Cultural Association]**
- » The Members shall mean those who granted membership pursuant to rule 14
- » The Committee shall mean those who are elected to the General Committee pursuant to rule 11
- » The Executive shall mean those who are elected to form the Executive pursuant to rule 9
- » Special General Meeting shall mean a meeting convened pursuant to rule 13.2
- » Committee Meeting shall mean a meeting convened pursuant to rule 13.3

3. OFFICE AND PLACE OF BUSINESS

The office and principle place of business of the Team shall be the Secretary's place of residence for the time being or at such place as the Team shall from time-to-time direct.

4. OBJECTIVES

- 4.1 To encourage and foster the game of Rugby League in line with the National Rugby League's core values of Excellence, Inclusiveness, Courage and Teamwork.
- 4.2 To promote and conduct the playing of Rugby League in accordance with rules laid down by the National Sporting Body in Australia. If a Rugby League National Governing Body has been created in the Country of Origin, and has been granted with Member, Affiliate or Observer Status by the Rugby League International Federation, then the promotion and conduct of the game in Australia should also reflect the spirit and values of the game as it is propagated in the country of origin, where appropriate.
- 4.3 To attract gender and culturally specific programs and retain a diversifying participation base.

5. COLOURS

The colours of the Cultural Association shall be **[Insert Colours of Cultural Association]**



6. FINANCIAL YEAR

The financial year of the Cultural Association will commence 1st day of May and conclude the 30th day of April when all books and accounts of the Cultural Association shall close.

A statement of Income and Expenditure and an Inventory of assets and stock of the Cultural Association shall be presented at the next Annual General Meeting of the Cultural Association.

7. COMMON SEAL

The Cultural Association shall have a Common Seal which shall be kept by the Secretary and which shall only be used as authorised by the Committee.

The President and either the Secretary or Treasurer shall be authorised to use the Common Seal and to counter sign such seal.

8. OFFICE BEARERS

- 8.1 On ceasing to hold office for any reason the person or persons concerned shall immediately hand all property, books, equipment etc. to the Executive and sign releases as necessary
- 8.2 The officer bearers of the Cultural Association shall be:
 - President
 - Secretary
 - Treasurer
 - Registrar
 - Committee Members
- 8.3 Any person may hold more than one (1) position, but have the power of one (1) vote only

9. DUTIES OF OFFICERS

- 9.1 President
 - The President shall preside at all general meetings and see that the business is conducted in an orderly and proper manner. The President may call Executive meetings at his/her discretion and in all cases of emergency, and generally ensure the wellbeing and objects of the Cultural Association
 - In case the votes at any time shall be equal, the President may exercise the privilege of giving a casting vote only.
 - He/she shall represent the Cultural Association on all ceremonial occasions.
- 9.2 Secretary
 - The Secretary shall convene all meetings. The Secretary shall attend all meetings and cause minutes to be taken thereof, receive or dispatch all correspondence and answer such questions as may be asked in accordance with this constitution
 - The Secretary shall cause to be kept, a minute book and a copy of all correspondence dispatched and shall carry out all duties pertaining to the office not inconsistent with this constitution
 - The Secretary shall be eligible to take part in any discussion and voting at Cultural Association meetings



9.3 Treasurer

- The Treasurer shall receive all monies paid to the Cultural Association and deposit them in a bank account or any other financial institution that the Executive committee may nominate
- The account will be held under the name of **[Insert Name of Cultural Association]**
- The Treasurer shall issue all receipts for all monies received and pay all accounts passed for payment by the committee
- The Treasurer shall produce a statement of receipts and payments and at such time as he/she is requested to do so by the Committee
- The Treasurer shall also have for the information of the Committee a statement of financial position of the Cultural Association at each meeting
- As a general rule accounts must be paid by EFT or cheque

9.3 Treasurer (continued)

- Cheques drawn by the Treasurer must be signed jointly by any two (2) of the following: President, Secretary, Treasurer
- The Treasurer shall be eligible to take part in any discussion and voting at Association meetings

9.4 Registrar

- The Registrar shall keep a correct record of all members and their registration on the NRL LeagueNet database
- The Registrar shall also be responsible for ensuring that all requirements laid down by the Association in the area of registration are fulfilled on behalf of the Cultural Association
- The Registrar shall work in conjunction with the Treasurer to ensure that all players are financial
- The Registrar shall work in conjunction with the National Rugby League LeagueNet Database team

10. COACHES

The appointment of team coaches shall be made by the committee

11. GENERAL COMMITTEE

- 11.1 The Committee shall consist of the President, Secretary, Treasurer, Registrar, plus a number of Committee Members as outlined in 8
- 11.2 The Committee shall
 - Frame by-laws, consistent
 - Arrange all financial matters of the Cultural Association.
 - Manage the Cultural Association's affairs, as it deems fit, consistent with the best interests of the Association and its members.
- 11.3 Member/s elected to the committee shall remain in office until their term of office is complete. The Executive or General Committee shall have the power to grant a leave of absence.
- 11.4 The committee shall have the power to declare vacant the office of any member who fails to attend three (3) consecutive meetings without leave or apology and proceed to fill the vacancy.



- 11.5 If any member shall be found guilty of any act which in the opinion of the Committee renders it undesirable that he/she should continue as a Member, the Committee may expel such offending member and strike his/her name off the list of membership provided that such Member may appeal to a Special General Meeting.
- 11.5.1 Written notices of such appeal must be made to the Secretary within seven (7) days of notification of expulsion to such member.
- 11.5.2 The decision of the Committee may only be repealed by a vote of three quarters (3/4) of the Members present as such meeting.
- 11.5.3 Any membership subscription from the offending member is non-refundable should expulsion occur.

12. EXECUTIVE COMMITTEE

- 12.1 The Executive shall consist of the President, Secretary, Treasurer and Registrar.
- 12.2 The Executive shall meet at the discretion of the President.
- 12.3 The Executive shall from time to time have power to make such by-laws necessary to carry out the objects of the Cultural Association, and to vary such by-laws from time to time and both subject to ratification by full committee.
- 12.4 The Executive may exercise all powers of the Cultural Association and carry into effect all such objects of the Association and do all other acts or things that may be necessary for the welfare and benefit of the Association.

13. MEETINGS

13.1 Annual General Meeting

- 13.1.1 All office bearers and Members shall be eligible to vote.
- 13.1.2 The order of business shall be:
- Open meeting
 - Attendance – Apologies
 - Reading and confirmation of previous AGM minutes
 - Business arising from minutes
 - Correspondence
 - President Report
 - Treasurer Report
 - Registrar Report
 - Amendments to the constitution
 - Positions to be declared vacant (as per 8.3) Interim Chairperson to be appointed.
 - Election of Office Bearers (see 8.3)
 - Election of General Committee
 - General Business
 - Close Meeting



13.2 Special General Meeting

- 13.2.1 Special General Meetings may be called by two (2) Executive Members on request from any of the Members. Such request shall be signed by all concerned and state the reason for the meeting.
- 13.2.2 Notification of such request shall be published within seven (7) days of request. The Special General Meeting shall be held within fourteen (14) days of notification of the meeting.
- 13.2.3 The quorum of a Special General Meeting shall be a minimum of ten (10) Members.
- 13.2.4 All Office Bearers and Members shall be eligible to vote (see 9 & 14)
- 13.2.5 The business mentioned in the notification shall be the only business transacted at the Special General Meeting.

13.3 General Committee Meetings

- 13.3.1 The Committee shall meet at the discretion of the President.
- 13.3.2 A quorum for a Committee Meeting shall be at least two-thirds (2/3) of the Committee Members.
- 13.3.3 All Members, Coaches and Managers may attend Committee Meetings, take part in discussions, but shall not be allowed a vote unless a member of a Committee.
- 13.3.4 The order of business for the Committee Meeting shall be:-
 - Open meeting
 - Attendance – Apologies
 - Reading and confirmation of previous minutes
 - Business arising from previous minutes
 - Correspondence (inwards / outwards)
 - Treasurer Report
 - Registrar Report
 - Association Report
 - Special Business
 - General Business
 - Date of next meeting
 - Close meeting

14. MEMBERSHIP

Membership is open to all persons interested in Rugby League

- Such persons are considered to be members of the Cultural Association who pay all membership fees as set by the Committee annually and shall entitle that person to the rights and privileges of the Association.
- Parent(s) or guardian(s) of a person who has paid membership fees (as set in 14.1), or any other person so approved by the Committee, shall be entitled to the rights and privileges of the Cultural Association.
- No Member will be permitted to participate in any game of rugby league organized by the Cultural Association until a current disclaimer / indemnity document, approved by the Committee, has been signed on behalf of the player's parent(s) or guardian(s).



- Life Members
 - On recommendation by the Committee, persons having made outstanding contributions to the Cultural Association may be nominated for Life Membership.
 - Voting on Life Membership may be made at an AGM or Special General Meeting and must receive three quarters (3/4) a majority vote in favour of the nomination.
 - Shall be exempt from payment of annual subscriptions.
 - Life Membership shall take immediate effect from the awarded date and a commemorative medallion shall be struck and presented at the next presentation event.

15. MEMBERSHIP FEES

- Membership Fees shall be determined by the Committee on an annual basis
- Membership Fees shall be paid as determined by the Committee
- Financial members must be given preference over non-financial members in team selection
- Non-financial members may not be eligible for trophies
- In the case of extreme financial hardship, the Executive shall have the power to take action regarding the aforementioned points in Section 15, in the case of an individual

16. DISORDERLY CONDUCT

- Any Committee Member or coach shall have the power to report to the Cultural Association, any player or member of the Association, for Disorderly Conduct.
- The Committee shall deal with the report in accordance with its powers.

17. CONSTITUTION AMENDMENTS

- A minimum of fourteen (14) days' notice of an amendment to the Constitution shall be published.
- Alteration of, or amendment to this Constitution shall only be effected at an AGM or Special General Meeting, convened in accordance with Constitution.
- No alteration of, or addition to the Constitution shall be effected, except by a three quarters (3/4) majority of those present and eligible to vote.

18. NON-PROFIT

The income and property of the Cultural Association shall be applied solely towards the promotion of the objects of the Association.

No portion of the income or property shall be paid, transferred or distributed directly or indirectly to the Members of the Cultural Association, provided that nothing shall prevent the payment in good faith or remuneration to any officer or employee of the Association or to any person other than a Member, in return for services rendered to the Association.



19. INSPECTION OF ASSOCIATED RECORDS

A member may at any reasonable time inspect without charge, the books, documents and securities of the Cultural Association.

20. DISSOLUTION

- The Cultural Association may be dissolved by a resolution passed at a Special General Meeting by three quarters (3/4) of those present and eligible to vote.
- If upon the winding up or dissolution of the Cultural Association, there remains after satisfaction of all its debts and liabilities and property whatsoever, the same must not be paid to or distributed among its Members, or former members. The surplus property must be given or transferred to another association incorporated under the Act which has similar objects and which is not carried out for the purposes of profit or gain to its individual members, and which association shall be determined by resolution of the members.



REFERENCES



For further resources and information visit the following:

PlayNRL - <https://playnrl.com/>

NRL - nrl.com

NSWRL - <http://www.nswrl.com.au/>

RLIF - <http://rlif.com/>

NRL WA - <http://nrlwa.com.au/>

NRL SA - www.sarugbyleague.com.au/



[PLAYNRL.COM](https://playnrl.com)