



PART 6

RULES OF QUEENSLAND RUGBY FOOTBALL LEAGUE LIMITED
RELATING TO THE ESTABLISHMENT AND ADMINISTRATION OF

QRL Board Committees

QUEENSLAND RUGBY FOOTBALL LEAGUE LIMITED

ACN 009 878 013

(Adopted 1 December 2023)



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6.0 Introduction

The establishment of the following committees **demonstrates the QRL's organization's** adaptability and its willingness to evolve. The creation of these committees will provide essential subject matter expertise to the QRL Board across three critical dimensions of our organization: Football Operations, Governance and Risk

6.1 Establishment of QRL Committees

To facilitate efficient administration of the Game, the QRL Board shall determine the QRL Committees of the QRL from time to time in accordance with Clause 7.13 of the QRL Constitution.

Each Committee will be administered in accordance with the Terms of References as approved by the QRL Board and shall strictly apply the Rules and Regulations of the QRL as prescribed from time to time. Any QRL committee so formed shall, in the exercise of power so delegated to that Committee, conform to any Rules that may be imposed upon them by the QRL Board and in accordance with the QRL Delegations Matrix as approved and amended by the QRL Board from time to time.

The Delegations Matrix as at 1 January 2022 is annexed and contained in Schedule 1. The terms used in this document shall have the meaning as set out in Part 1 of the Rules, Regulations and By-Laws of the Queensland Rugby Football League Limited, and the document shall be interpreted in accordance with that document.

In accordance with section 7.13 Delegation to Regions, Local Leagues and Committees of the QRL Constitution the QRL Board have delegated authority to the following three (3) Committees:

6.2 Football Committee

6.2.1. Objectives

- To provide input and support to the implementation of agreed strategies for growing and fostering Rugby League participation.
- To support the implementation and review of agreed elite representative programs.
- To monitor and review the effectiveness of talent development programs, competition structures, game formats, players, coaches, match officials, administrators, performance staff and relevant rules and policy relating to pathway and community competitions.



- To make recommendations to the QRL Board on the implementation and delivery of all football related programs.

6.2.2. Composition

The Football Committee will consist of at least two and no more than four members of the QRL Board. This must include the State-wide Clubs appointed Director and at least one Regional Director.

The Committee must include at least one member of the Senior Leadership/Executive team of QRL and can include up to two additional external members.

The Board, usually on the recommendation of the CEO, will endorse Committee members and the Chair of the Committee, who must be an Independent Director on the QRL Board.

Membership of the Committee is reviewed annually, and members are eligible for reappointment.

Membership of the Committee is to be confirmed annually by the Board in alignment with the Annual General Meeting.

In fulfilling its duties, the Football Committee must:

- comprise members who are representative of the diverse Rugby League participation across QLD;
- have a majority of non-executive members;
- comprise of members who are suitably qualified or experienced in supporting sport participation and high performance sport outcomes.

6.2.3 Invitees

Other persons may attend meetings of the Football Committee by invitation. Persons who may commonly be invited to attend include:

- QRL CEO;
- Other Executive members of the QRL or NRL;
- QRL Chief Medical Officer;
- Members of the National Participation Council;
- Representatives from stakeholder groups, including Clubs, Leagues, Associations and Schools;
- Subject matter experts both internal and external to QRL.



These people may take part in the business of, and discussions at the meeting but have no voting rights.

6.2.4. Duties and Responsibilities

The Football Committee is not a policy-making body, nor does it have substantive executive function. The Committee assists the Board in carrying out its duties by providing objective review, advice and assistance in developing Board policy and monitoring QRL activity within the scope of its remit and making recommendations to the Board for resolution.

The Committee and all individual members shall ensure there is an understanding of the QRL's structure and operations.

(a) Responsibilities

The role of the committee includes assisting the Board in exercising due care and diligence in relation, but not limited to:

- State-wide Talent Development programs
- State-wide Competitions
- Community Rugby League Competitions
- School Competitions and Participation
- Diversity and Inclusion Participation
- Elite Representative Programs

Other Committee objectives may include:

- Establishing minimum standards club governance, facilities and medical care;
- Ensuring the QRL strategic direction is adhered to in the delivery of all Rugby League programs;
- Assessing new opportunities and trends across Rugby League and the broader sports industry
- Overseeing a succession plan and continuous improvement in delivery of education and development programs, and
- Establishing strong links with stakeholders throughout the state and at a National level.

6.2.5 Conflicts of Interest

Committee members will be invited to disclose conflicts of interest at the commencement of each meeting. Ongoing conflicts of interest need not be disclosed at each meeting once acknowledged.



- (a) Where members or invitees are deemed to have a real or perceived conflict of interest, they will be excused from Committee discussions on the issue where the conflict exists.

6.2.6 Secretariat duties

The Participation Committee will appoint a suitably qualified person to act as secretary to the Committee. The Secretary will assist the Chair and Executive team members to develop and distribute agendas, papers, minutes and calendar.

6.2.7 Meetings

- (a) Timing

The Football Committee shall meet at least six (6) times each year, or more frequently as circumstances dictate.

- A member of the Committee may request, through the Chairperson that a meeting of the Committee be convened at any other time.
- The Chairperson of the Committee in consultation with other Committee members, shall determine the frequency and length of the Committee meetings and shall set meeting agendas consistent with this Charter. The notice of meeting and agenda will include relevant supporting papers.
- All Committee Members are expected to attend each meeting in person or through other approved means such as teleconferencing or video conferencing.
- The Committee may invite other people to attend as it sees fit and consult with other people or seek any information it considers necessary to fulfil its responsibilities.

- (b) Quorum

Four members shall constitute a quorum. In the Chair's absence from a meeting, the members present will select a Chair from the non-executive members of the Committee in attendance at the meeting.

- (c) Voting

Any matters requiring decision generally will be decided by consensus, or if a consensus is not achievable, then by majority of members present.

- (d) Reporting to the Board

The Committee is to report to the Board following each Committee meeting concerning the **proceedings of the meeting and all matters relevant to the Committee's role and**



responsibilities. The manner of reporting may be by distribution of a copy of the minutes supplemented by other necessary information, including recommendations requiring Board action and/or approval.

(e) Committee Minutes

Minutes must be prepared, approved by the Chair and circulated to the members within two weeks of a meeting. The minutes must be ratified at the next meeting of the Committee, signed by the Chair and submitted to the Board in accordance with the requirement above.

6.2.8 Reviews

The Committee shall review its performance periodically, and at least annually, to determine whether it is functioning effectively in accordance with leading practice.

The review may be conducted as a self-assessment and will be coordinated by the Chair. The assessment may seek input from any person.

The Committee should review this charter and its composition annually to ensure that it remains consistent with the Board's objectives and responsibilities.

The Board should consider the Committee's review and either approve or further review the Committee's charter and/or composition.

6.2.9 Corporate Governance

The Committee shall assist the Board to ensure appropriate corporate governance is in place.

All information presented to the Committee flows through the respective General Managers/ Executive Members and/or Chair

(a) Participation inputs may include but not be limited to:

- Internal Community leadership team
- Regional Councils
- Recognised Working Groups or Project Teams
- Key Stakeholder submissions

(b) Pathway and Performance inputs may include but not be limited to:

- Internal Pathway and Performance leadership team
- State-wide Club CEO Meetings
- Recognised Working Groups or Project Teams



- Key Stakeholder submissions

6.2.10 Delegations

The Board authorises the Football Committee, through the Committee Chairperson, to:

- Consult with stakeholders represented by members of the Committee
- Refer issues relevant to other bodies and working groups for their consideration
- Review proposals from working groups and make recommendations to the QRL Board for decision/action
- Liaise with relevant stakeholders in other States and Nationally to ensure consistency and diligence in decision making
- Make decisions on matters raised that fall within the Committees delegated authority

6.3 Governance, Nominations and Remuneration Committee

6.3.1 Purpose

The Governance, Nominations and Remuneration Committee (the Committee) appointed by the Board of the Queensland Rugby Football League (QRL) assists the Board in fulfilling its oversight responsibilities relating to:

- Governance,
- Integrity and Privacy,
- Constitution Currency & Compliance,
- Board Performance and Effectiveness,
- Policy and Procedure Oversight,
- Board Nominations, and
- Remuneration.

6.3.2 Duties and Responsibilities

In assisting the Board in fulfilling their responsibilities, the duties and responsibilities of the Committee shall be:

(a) Governance

(i) Oversee the QRL's Governance Framework including but not limited to:

- Board and Board Committee governance structure,
- Ability to create working groups and seek report from those working groups
- Annual review of Board and Board Committee Terms of Reference/Charters.



(ii) Periodically review Committee structures, member skill sets and effectiveness and provide recommendations on changes to structures or Committee responsibilities.

(iii) **Monitoring the QRL's compliance with the Sport Australia Sports Governance Standards**

(iv) Consider any other governance matters that may give rise to creating governance exposure for the QRL.

(b) Integrity & Privacy

Consider, review, and assess regulatory and compliance issues such as:

- Child Safeguarding,
- Member protection,
- Competition Manipulation and Sport Wagering,
- Improper Use of Drugs and Medicine, and
- Complaints, Disputes and Discipline.

(c) Constitution Currency & Compliance

Consider, review, and assess the currency and effectiveness of the QRL's compliance with its constitutional obligations on an annual basis, including whether amendments to the Constitution are required.

(d) Board Performance & Effectiveness

- Consider Board skills, effectiveness, performance, training requirements & succession.
- Review the agenda, and format of Board and Committee papers and the distribution of information in order to make recommendations to the Board for improvement.
- Manage a robust and effective process to assess and review director inductions, performance, and development.

(e) Policy & Procedure Oversight

- Develop and make recommendations for policies that reflect best practices for overall good governance.



- Oversight and review of the QRL's key governance policies including the Director Handbook, Code of Conduct and Conflict of Interest policies.
- Compliance with all applicable laws, regulations, and standards.

(f) Board Nominations

- Make recommendations regarding the process to be undertaken to appoint Independent Director to the Board.
- Manage the agreed process and make recommendations regarding the appointments of Independent Directors to the Board.

(g) Remuneration

- Make recommendations for remuneration and benefits for Directors.
- Make recommendations for remuneration and benefits for the CEO.
- Review and approve the QRL remuneration policy as required.

6.3.3 Authority

The Board has authorised the Committee, within the scope of their duties and responsibilities set out in this Terms of Reference to:

- Consult with stakeholders and content experts as required,
- Refer issues relevant to other bodies and working groups (i.e. Corporate & Social Responsibilities working group) for their consideration,
- Review proposals from the working groups and make recommendations to the QRL Board for decision/action,
- Liaise with relevant stakeholders in other States and Nationally to ensure consistency in decision making, and
- Make decisions on matters raised that fall within the Committees delegated authority.

6.3.4 Membership

The Committee shall comprise of the QRL Chair, one QRL Independent Director, one QRL Regional Director, the QRL CEO and the QRL CFO/CoSec. All members will be appointed by the QRL Board.

The membership will be reviewed annually, and members are eligible for reappointment. The QRL Regional Director on the Committee will rotate between the 3 Regions on an annual basis. Membership will be approved annually by the Board in alignment with the Boards governance cycle.



6.3.5 Committee Member's Operating Rights & Conduct

(a) Committee Members will be entitled to:

- Access information and seek such independent advice considered necessary to fulfil their responsibilities and permit independent judgement in decision making,
- Access members of the Senior Leadership Team on the proviso the CEO is aware and approves of the interaction context and forum,
- Be provided access to QRL written materials, or to seek explanations or additional information from Management post approval from the CEO, and
- **Request the 'Committee' seek independent professional advice with the Chair's consent.**

(b) Committee Members are expected to comply with their legal, statutory, and equitable duties and obligations when discharging their responsibilities as delegates. Broadly these include to:

- Act in good faith in the best interests of the QRL,
- Act with care and diligence and for proper purpose,
- Avoid conflicts of interest wherever possible,
- Refrain from making improper use of information gained through the position of a committee member and from taking improper advantage of the position as a committee member, and
- Committee members are expected to support the letter and spirit of Committee decisions.

6.3.6 Chairperson

The Committee will be chaired by the QRL Independent Director nominated to the Committee. The Committee Chairperson shall chair the meetings of the Committee and set its agendas in conjunction with the CFO/CoSec.

Should the Committee Chairperson be absent from a meeting, the Committee Members present must appoint a chairperson for that particular meeting.

6.3.7 Invitees

Any person may be invited by the Committee Chairperson to attend meetings of the Committee, but not necessarily for the full duration of the meeting. Invitees may take part in the business of, and discussions at the meeting but have no voting rights.



6.3.8 Meetings

The Committee will meet six (6) times per year alternating with QRL Board meetings. Participants may attend by video conference and/or teleconference. The Committee Chairperson or any three (3) Committee Members may call a meeting of the Committee.

6.3.9 Conflicts of Interest

Committee members will be invited to disclose conflicts of interest at the commencement of each meeting. Ongoing conflicts of interest need not be disclosed at each meeting once acknowledged and recorded. Where members or invitees are deemed to have a real or perceived conflict of interest, they will be excused from committee discussions on the issue where the conflict exists.

6.3.10 Quorum and Voting

A quorum must consist of more than half of the members of the Committee.

Matters will be decided by consensus, or if consensus is not achievable, then by a majority of votes of members present. The Committee Chairperson shall not have a second or casting vote.

6.3.11 Minutes

The Committee Secretary or delegate must prepare the minutes of the Committee within five (5) working days. The minutes must be in a template which has been approved by the QRL Board. After the Committee Chairperson has given preliminary approval, the draft minutes are circulated to all Committee members.

6.3.12 Reviews

The Committee shall review its performance periodically, and at least annually, to determine whether it is functioning effectively in accordance with leading practice.

The review may be conducted as a self-assessment and will be coordinated by the Chair. The assessment may seek input from any person.

The Committee should review this charter and its composition annually to ensure that it **remains consistent with the Board's objectives and responsibilities.**



The Board should consider the Committee's review and either approve or further review the Committee's charter and/or composition.

6.3.13 Reporting

A summary of the meeting, in a form approved by the QRL Board and the minutes of the meeting must be tabled at the next QRL Board meeting. The Chair of the Committee will speak to the report if required or delegate this function to another Committee member if more appropriate.

6.4 Audit and Risk Committee

6.4.1 Objectives

- (a) **Oversee and monitor the QRL's audit and risk management processes, including internal control activities.**
- (b) Assist the Board in the effective discharge of their responsibilities for the financial reporting, internal controls, risk management and external audit of the QRL.

The Committee does not relieve the directors of their responsibilities for these matters.

6.4.2 Composition

The Audit & Risk Committee will consist of at least one and no more than two members of the QRL Board, plus the Chief Financial Officer of the QRL, together with external members appointed on an as needs basis.

The appointment of external members to the Committee will be approved by the QRL Board.

The Board will appoint Audit & Risk Committee members and the Chair of the Audit & Risk Committee, who must be an Independent Director on the QRL Board.

Membership of the Committee is reviewed annually and members are eligible for reappointment.

Membership of the Committee is to be confirmed annually by the Board in alignment with the Annual General Meeting.

In fulfilling its duties in safeguarding the QRL's integrity in financial reporting and risk management, the Audit & Risk Committee must:



- comprise members who are financially literate i.e. they must be able to read and understand financial statements;
- have a majority of non-executive members;
- have at least one member who has relevant qualifications and experience (such as being a qualified accountant holding a current accounting qualification, CPA or CA, or other finance professional with experience of financial and accounting matters);
- have members conversant with risk management principles and standards; and
- comprise members with an understanding of the industry in which the entity operates.

The only compensation shall be Directors' fees for services provided to the Board, and external member fees as approved by the QRL Board.

6.4.3 Invitees

- (i) Other persons may attend meetings of the Audit & Risk Committee by invitation. Persons who may commonly be invited to attend include:
- QRL Chief Executive Officer;
 - Other members of the QRL Senior Leadership Team;
 - The Company Secretary (if not a member of the Committee)
 - An external audit or taxation provider
- (ii) These people may take part in the business of, and discussions at the meeting but have no voting rights.
- (iii) Executive and management personnel may be invited to leave the meeting to allow the Committee to have a closed session, either with or without the presence of the external audit provider.

6.4.4. Authorities and Access

(a) Authority

The Board authorises the Committee, through the Committee Chair, to:

- oversee the appointment, compensation and work of any registered company auditor employed by the organisation
- resolve any discrepancies between management and the auditor on financial reporting
- recommend appointment of external auditor to the Board for endorsement and approval by the members, and approve appointment of other relevant service providers
- initiate investigations as it sees fit, or as directed by the Board, in relation to matters set out in these terms of reference.



- retain independent counsel, accountants or others to advise the Committee or assist in the conduct of an investigation
- seek any information it requires from employees, who are directed to co-operate **with the Committee's requests, or from external parties.**
- obtain independent professional advice to assist it in the proper exercise of its powers and responsibilities, with the cost to the borne by the QRL.

(b) Access

The Committee, in performing its functions:

- May invite the external auditor, any other non-executive director, executive or employee of the QRL to attend a meeting of the Committee;
- As appropriate, have unrestricted access to QRL employees, records and any other document, report, material or information in their possession; and
- Has direct access to independent auditors, company, tax and other financial advisors and lawyers.

6.4.5 Duties and Responsibilities

The Audit & Risk Committee is not a policy-making body nor does it have substantive executive function. The Committee assists the Board in carrying out its duties by providing objective review, advice and assistance in developing Board policy and monitoring QRL activity within the scope of its remit, and making recommendations to the Board for resolution.

The Committee shall ensure it understands the QRL's structure, controls, operations, and types of transactions to adequately assess and mitigate the financial and non-financial risks faced by the QRL.

6.4.6 Responsibilities

The role of the committee includes assisting the Board in the QRL's risk and governance through the exercising of due care, diligence and skill in relation to:

6.4.7 Financial Reporting

- reporting of financial information to users of financial reports
- application of accounting policies
- financial management of the QRL
- internal control system of the QRL
- risk management system of the QRL
- business policies and practices of the QRL



- protection of the QRL's assets
- compliance of the QRL with applicable laws, regulations, standards and best practice guidelines.
- improving the credibility of the accountability process, including financial reporting
- overseeing the effectiveness of the external audit function and providing a forum for communication between the Board and the external auditor
- ensuring the independence of the external auditor
- assuring the quality of internal and external reporting of financial and non-financial information
- ensuring an ethical culture is embedded throughout the QRL.

6.4.8 Risk oversight and monitoring

- **review the QRL's risk appetite and risk tolerance, as determined by the Board on a holistic basis, and with respect to relevant categories of operational risk**
- review and assess the various categories of risk faced by the QRL, including any concentrations of risk and interrelationships between risks
- review and assess the likelihood of occurrence, severity of impact of those risks, and any mitigating measures affecting those risks
- review the responsibility for risk oversight and management of specific risks to ensure a common understanding of accountabilities and roles
- review the risk treatment and mitigation policies and procedures developed by management and the NRL, including procedures for periodic and critical reporting of matters to the Board and the Audit & Risk Committee
- **review management's implementation of the QRL's risk treatment and mitigation policies and procedures, to assess compliance and effectiveness**
- review the quality, type and presentation of risk-related information provided to the Board
- **review the objectivity of the QRL's risk management function and the processes for resolution of differences that might arise**
- **review the utility, effectiveness and efficiency of the QRL's risk management function in the context of the QRL's size, scale, complexity and scope of operations**
- **review how the QRL's risk management policy and strategy is communicated throughout the QRL to ensure it is embedded as part of the QRL's corporate culture**
- review internal communication and control systems to encourage the timely flow of risk-related information to personnel
- review reports from management, external auditors, legal counsel, regulators, and consultants as appropriate, regarding risks the QRL faces and the QRL's management of those risks.



6.4.9 Internal control and risk management

- assess the internal processes for determining and managing key risk areas, particularly:
 - compliance with laws, regulations, standards and best practice guidelines
 - important judgments and accounting estimates
 - litigation and claims
 - fraud and theft
- address the effectiveness of the internal control, risk management and performance management systems with management and the external auditors
- **assess effectiveness of, and compliance with, the QRL's code of ethical conduct and compliance with internal plans, policies and procedures**
- obtain regular updates from management and QRL lawyers about compliance matters
- ensure the chief executive officer (or equivalent) and the chief financial officer (or equivalent) are reasonably able to state that their declarations under S.295A of the Corporations Act 2001 relating to financial statements and reports of the QRL are founded on a sound system of risk management and internal control, and that the system is operating effectively in all material respects, in relation to the financial reporting risks.

6.4.10 Risk transfer and insurance

- review how certain risks of the QRL have been mitigated by risk transfer strategies
- review and analyse the extent to which any risk transfer strategies give rise to new risks which may be material
- **review the QRL's insurance arrangements including:**
 - type of cover
 - scope of cover
 - duration of cover
 - adequacy of cover
 - cost of cover
 - terms and conditions of cover including exclusions and limitations
 - counterparty risk of insurer, including through engaging professional insurance broker services.



6.4.11 Reviews

The Committee shall review its performance periodically, and at least annually, to determine whether it is functioning effectively in accordance with leading practice.

The review may be conducted as a self-assessment and will be coordinated by the Chair. The assessment may seek input from any person.

The Committee should review this charter and its composition annually to ensure that it remains consistent with the Board's objectives and responsibilities.

The Board should consider the Committee's review and either approve or further review the Committee's charter and/or composition



Schedule 1 – Delegation Matrix

| People | | | | | | | | | | | |
|--|----------------|----------|------------|------------|-----|------------|------------|-----------|-----|-----------|--------------|
| Attraction | | | | | | | | | | | |
| Approval of a temporary or permanent position | No | No | Yes | No | No | No | No | No | No | No | |
| Approve recruitment of vacant existing position | CEO only | No | Yes | Yes | Yes | Yes | Yes | No | No | No | Reg Mgr only |
| Offer of employment within established remuneration banding | CEO only | No | Yes | Yes | Yes | Yes | Yes | No | No | No | Reg Mgr only |
| Offer of employment outside of established remuneration banding | CEO only | No | Yes | No | No | No | No | No | No | No | Reg Mgr only |
| Offer of employment to a visa holder | CEO only | No | Yes | No | No | No | No | No | No | No | |
| Engagement of a contractor to fill a temporary position | No | No | Yes | Yes | Yes | Yes | Yes | No | No | No | |
| Approve Relocation Costs | No | No | Yes | No | No | No | No | No | No | No | |
| Approve Agency Recruitment Costs | CEO only | No | Yes | No | Yes | No | No | No | No | No | |
| Approve Direct Recruitment costs (advertising & incidentals) | CEO only | No | Yes | No | Yes | No | No | No | No | No | |
| Engagement | | | | | | | | | | | |
| Recognition within employee budget | No | No | Yes | Yes | Yes | Yes | Yes | Yes | Yes | AM's only | |
| Flexible work arrangements (legislated) | No | No | Yes | Yes | Yes | Yes | Yes | No | No | No | |
| Extended EAP / Counselling / Transition programs | No | No | Yes | No | Yes | No | No | No | No | No | |
| Approve leave within entitlements | N/A | N/A | Yes | Yes | Yes | Yes | Yes | Yes | Yes | AM's only | |
| Approve leave outside of entitlements | N/A | N/A | Yes | Yes | Yes | Yes | Yes | No | No | No | |
| Approve QRL Policies & Procedures | Board policies | N/A | Yes | Yes | Yes | Yes | Yes | No | No | No | |
| Performance | | | | | | | | | | | |
| Approve appointment at end of probationary period | No | No | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | |
| Approval to extend an employees probationary period | No | No | Yes | No | No | No | No | No | No | No | |
| Conduct performance review (Success & Development Conversation) | CEO only | CEO only | Yes | Yes | Yes | Yes | Yes | Yes | Yes | AM's only | |
| Approval to implement disciplinary action | CEO only | CEO only | Yes | Yes | Yes | Yes | Yes | No | No | No | |
| Approval to stand down an employee | CEO only | CEO only | Yes | No | No | No | No | No | No | No | |
| Approval of a remuneration increase for Chief Executive Officer (CEO) | CEO only | No | No | No | No | No | No | No | No | No | |
| Approval of a remuneration increase in line with annual process | CEO only | No | Yes | Yes | Yes | Yes | Yes | No | No | No | |
| Approval of a remuneration increase outside of annual process | CEO only | No | Yes | No | No | No | No | No | No | No | |
| Retention | | | | | | | | | | | |
| Approve attendance to external training course or conference within PD budget | No | No | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | |
| Approve attendance to external training course or conference outside PD budget | CEO only | CEO only | Yes | Yes | Yes | Yes | Yes | No | No | No | |
| Approve payment of higher duties | No | No | Yes | No | No | No | No | No | No | No | |
| Approve secondment | No | No | Yes | Yes | Yes | Yes | Yes | No | No | No | |
| Approve promotion | No | No | Yes | No | No | No | No | No | No | No | |
| Approve the involuntary termination of an employee | CEO only | No | Yes | No | No | No | No | No | No | No | |
| Approve a position is redundant | No | No | Yes | No | No | No | No | No | No | No | |
| Approve payment above statutory entitlements for an exit | CEO only | No | Yes | No | No | No | No | No | No | No | |
| Approval of change to organisational structure | No | No | Yes | No | No | No | No | No | No | No | Consult |
| Assets | | | | | | | | | | | |
| Debtors | | | | | | | | | | | |
| Write off debts - Accounts receivable | Yes | N/A | Yes | Yes | No | No | No | No | No | No | |
| Equipment | | | | | | | | | | | |
| Approve purchase of computers (or replacements) | N/A | N/A | Yes | Yes | Yes | Yes | Yes | No | No | No | |
| Approve purchase of mobile phones (or replacements) | N/A | N/A | Yes | Yes | Yes | Yes | Yes | No | No | No | |
| Approval disposal of or sale of equipment | N/A | CEO only | Yes | Yes | No | No | No | No | No | No | |
| Inventory / Stock | | | | | | | | | | | |
| Approve purchase of inventory / stock for commercial programs | N/A | N/A | Yes | No | No | No | Yes | MMBL only | No | No | |
| Approve purchase of inventory / stock for delivery programs within budget | N/A | N/A | Yes | No | No | Yes | Yes | No | Yes | AM's only | |
| Approve purchase of inventory / stock for delivery programs outside budget | N/A | N/A | \$50,000 > | \$25,000 > | No | \$25,000 > | \$25,000 > | No | No | No | |
| Approve write off or dispose of damaged, irreparable, obsolete, missing or surplus stock | N/A | N/A | Yes | Yes | No | No | No | No | No | No | |



| Delegations Matrix | Board | Chair | CEO | CFO | GM People & Capability | GM Comps & | GM Cons & Commercial | Snr Mgr | Reg Mgr | Employees | Region Chair Consultation |
|---|--------------------------|--------------------------|-------------|-------------|------------------------|------------|----------------------|------------|------------|-------------|---------------------------|
| Financial | | | | | | | | | | | |
| Expenditure | | | | | | | | | | | |
| Commit or approve operating expenditure within approved budget | No | No | Unlimited | Unlimited | Unlimited | Unlimited | Unlimited | \$25,000 > | \$25,000 > | \$5,000 > | |
| Repurpose use of budget within program / cost centre approved budget | No | \$2,500 > | \$50,000 > | \$25,000 > | \$25,000 > | \$25,000 > | \$25,000 > | \$7,500 > | \$7,500 > | No | \$5,000 p.a |
| Commit or approve operating expenditure outside approved budget | No | \$2,500 > | \$50,000 > | \$25,000 > | \$25,000 > | \$25,000 > | \$25,000 > | No | No | No | \$5,000 p.a |
| Commit or approve capital works expenditure (e.g. on building, motor vehicle, infrastructure & refurbishment) within approved budget | No | No | Unlimited | Unlimited | Unlimited | Unlimited | Unlimited | \$10,000 > | \$10,000 > | No | |
| Commit or approve capital works expenditure (e.g. on building, motor vehicle, infrastructure & refurbishment) outside approved budget | No | No | \$25,000 > | \$15,000 > | \$15,000 > | \$15,000 > | \$15,000 > | No | No | No | |
| Approve IT Infrastructure, licenses & services aligned with QRL needs | No | No | \$25,000 > | \$15,000 > | \$15,000 > | \$15,000 > | \$15,000 > | No | No | No | |
| Approve grant to club (community RL or Statewide Cup) or league within budget | No | No | Yes | Yes | Yes | Yes | Yes | No | Yes | AM's only | |
| Approve grant to club (community RL or Statewide Cup) or league outside budget | Yes | No | Consult | Consult | No | Consult | Consult | No | Consult | No | Consult |
| Approve loan to club (community RL or Statewide Cup) or league | Yes | No | Consult | Consult | No | Consult | Consult | No | Consult | No | Consult |
| Contractual | | | | | | | | | | | |
| Commit to a contract (non-partnership) | No | No | Yes | Yes | Yes | Yes | Yes | No | No | No | |
| Approve value of contract (non-partnership) | Unlimited | No | \$50,000 > | \$25,000 > | \$25,000 > | \$25,000 > | \$25,000 > | No | No | No | |
| Approve and sign partnership Heads of Agreements, including confirmation of QRL sign-off process | Yes | No | Yes | No | No | No | No | No | No | No | |
| Approve and sign partnership contract with annual value > \$250,000 | > | No | \$250,000 > | Countersign | No | No | No | No | No | No | |
| Approve and sign partnership contract greater than 2 years | Yes | No | Yes | No | No | No | No | No | No | No | |
| Commit to a contract with QRL licensed supplier (eg apparel sponsor) | No | No | Yes | No | No | No | No | No | No | No | |
| Approve and sign a lease contract for premises where QRL is lessee (monthly value) | No | No | \$50,000 > | \$25,000 > | No | No | No | No | No | No | |
| Approve and sign a lease contract for motor vehicles as lessee (per instance value) | No | No | \$50,000 > | \$50,000 > | No | No | No | No | No | No | |
| Approve agreement to hire space for employees where QRL is not lessee (annual value) | No | No | \$50,000 > | \$25,000 > | \$25,000 > | \$25,000 > | \$25,000 > | No | \$15,000 > | No | |
| Engagement of professional services and consultants / lawyers (per instance value) | Only with Chair approval | Only with Board approval | \$50,000 > | \$25,000 > | \$25,000 > | \$25,000 > | \$25,000 > | No | No | No | |
| Banking / Treasury | | | | | | | | | | | |
| Open and close bank accounts and investment facilities | N/A | N/A | Yes | Yes | No | No | No | No | Consult | No | Consult |
| Approve bank account signatories and EFT Funds approvers | Yes | N/A | Yes | Yes | No | No | No | No | Consult | No | Consult |
| Manage, renew, terminate term deposits & investment accounts | Yes | N/A | Yes | Yes | No | No | No | No | Consult | No | Consult |
| Undertake day to day banking operations within approved facilities including managing approved bank accounts, direct debit/Bpay, merchant arrangements, funds transfers | N/A | N/A | Yes | Yes | No | No | No | FC only | No | Acct's only | |
| Sign cheques | N/A | N/A | Yes | Yes | No | No | No | FC only | No | No | |
| Approve fortnightly payroll (CommBiz) | No | No | Yes | Yes | No | No | No | FC only | No | No | |
| Approve fortnightly supplier payments (CommBiz) | No | No | Yes | Yes | No | No | No | FC only | No | No | Approve |
| Invest QRL funds in recognised financial institutions or facilities | Yes | N/A | Yes | Yes | No | No | No | No | Consult | No | Consult |
| Establish borrowing facility | Yes | N/A | Yes | Yes | No | No | No | No | No | No | |
| Operate within borrowing facility, including draw-downs and repayments | N/A | N/A | Yes | Yes | No | No | No | FC only | No | No | |
| Reporting | | | | | | | | | | | |
| Submit acquittal or contracted reporting to funding bodies / partners | N/A | N/A | Yes | Yes | Yes | Yes | Yes | Yes | Yes | No | |