

Annual Report 2023

The Year in Review



From the Chair and CEO

2023 was another year in which Family of League reached deep into the rugby league community, identified need and met that need in a range of relevant and life-changing ways. Our wonderful volunteers conducted over 150 hours of wellbeing visits to homes, hospitals and aged care facilities to bring comfort and support to those going through challenging times, and we distributed almost \$800k in wellbeing grants and specific cause payments. Revitalising our current geographic-based committee structure and creating other committee types remains one of the Foundation's most significant focuses, in an era where volunteerism is rapidly on the wane across the benevolent and charitable sectors nationally and internationally.

Happily, there are always positives to acknowledge and celebrate. Two of our own were recognised in the 2023 Australia Day Awards for their enormous community service over many years – Garry Leo, President of our Newcastle Hunter Committee was awarded the Medal of the Order of Australia (OAM) and Katrina Fanning, one of our Board of Directors, an Officer of the Order of Australia (AO). And closer to home, it was most gratifying to acknowledge Kylie Murphy from our Western Sydney Committee as the 2023 Ron Coote Volunteer of the Year in NSW, and Peter Affleck (Moreton Committee) as the 2023 Steve Calder Volunteer of the Year in Queensland – both most worthy recipients of these awards. Peter of course, joined the Family of League Board in August 2023 and continues to make an enormous contribution as a Board member and as President of the Moreton Committee.

As we know, the transition from Men of League to Family of League has, as expected, not been without its challenges. It is a testament to our many dedicated volunteers, who remain committed to the cause and the over-arching purpose of the Foundation, that the new brand has been so smoothly embedded in our daily operations. While there are many marketing opportunities yet to be fully realised within the broader rugby league community, Family of League is now well

entrenched with all of our major stakeholders. Indeed, our major 21st Anniversary Luncheon events in both Brisbane and Sydney as Family of League were most successful and well attended by supporters from all aspects of the game, helping us celebrate our heritage and our evolution.

Members will have seen the significant improvement in our various communications, with our magazine and

monthly Member newsletters sharing many more of our wellbeing stories and fundraising event activities, as well as continuing to celebrate our rich rugby league history. We are also reaching out to those many volunteers and players throughout the nation who are involved with our junior, district and women's rugby league clubs through our Bulletins and social media channels. Those junior clubs are the lifeblood of rugby league and the birthplace of its superstars. Awareness is the first step in building engagement and we have worked hard to see that awareness build.

Key metrics for the past year include:

- The Foundation increased Total Revenue in 2023 to \$2,908,494 (net of Specific Cause Funds), an increase of 1.6% or \$45,525 on the prior year.
- The Net Income from fundraising events and activities was \$1,017,606 an increase of 4.7% or \$45,290 on the comparable figure for 2022 (\$972,316)
- The Crazy Socks campaign exceeded Budget, and third-party fundraising events through local rugby league football clubs was most welcomed, raising just over \$62k.
- Sponsorship raised net revenue of \$49k, with BMD generously continuing to sponsor our Queensland Wellbeing program.
- Net revenue from Grants was \$472k compared to \$494k in 2022.
- Donations increased to \$284k in 2023, an increase of 34.2% or \$72k on the 2022 level received. Again, the support of the ACES Sports Club in Victoria, and BGC

"Family of League is now well entrenched with all of our major stakeholders. Indeed, our major 21st Anniversary Luncheon events in both Brisbane and Sydney as Family of League were most successful and well attended by supporters from all aspects of the game..."

and their Charity Stock-broking day deserve special mention.

- Specific Cause Income raised \$251k
- Total Wellbeing Program spend of \$1,016,387 inclusive of wellbeing grants and specific cause payments, accounted for 56.2% of net income (59.6% in 2022).
- The Foundation achieved an Operating Surplus before extraordinary items of \$13,559 in 2023 – its fourth consecutive operating surplus net of extraordinary items. After extraordinary costs related to the rebranding roll-out, the Foundation made a small Net Deficit of -\$19k for the 2023 Financial Year.
- The Balance Sheet remains in a strong position with \$1,277k in Net Assets at 31st December 2023.

Again, the ARLC supported the Foundation with a \$400k Grant for 2023. We remain deeply committed to working with the ARLC to secure a longer-term, mutually acceptable agreement that supports the interests of both parties.

Requests from NRL Clubs and other third-party groups to help manage their fund-raising efforts on behalf of needy individuals associated with their Clubs have certainly seen a steady increase. The establishment and management of Specific Cause Trusts, such as those established for Nathan Stapleton, Daniel Anderson, Kyle Turner and others, is an important recognition of the leading role that the Family of League performs within the rugby league community at all levels, and important in building goodwill within the broader rugby league community. The organisation is, however, most mindful to ensure these activities do not divert undue resources or attention away from our core wellbeing activities within the grassroots community.

We need to keep uppermost in our minds that the organisation provided over \$530k in wellbeing support directly from its own fundraising efforts to help those in

need within the rugby league community. Wellbeing is our core business. Our Wellbeing Lead Roxanne Moates, Chloe Minehan and Committee Wellbeing Officers, as well as every Committee member, work hard to make all of this happen. Wonderful work is also being done by all of our executive team. They have been committed to continuous improvement throughout 2023 and we are benefiting from the fruits of their labours.

2023 witnessed the sad passing of some of the Family of League's most dedicated volunteers, in Ron Atkins (Life Member), Steve Outen (Roma), Jeff Bacchi (Fraser Coast), Barry Ross (magazine) and most recently of course, Darryl Van de Velde (Life Member) – each of them enormous contributors to the great work that the Family of League continues to undertake in their memories.

“We offer hope where there was none, and in our current social and economic climate that is an extraordinary gift ...”

Leading a volunteer-based not-for-profit isn't for the faint-hearted. The huge emotional and tribal connection our members, committees and partners have to rugby league, and to the history of this organisation, results in an ever-vigilant team of stakeholders. That's exactly how it should be. We are dealing with people at what is often the lowest and most vulnerable moment in their lives, and it is right and proper that the Board and Executive are held to account

for our decisions, both strategic and operational.

As we increasingly unlock the opportunities of the Family of League brand, we look forward to finding new ways to do what we do, and new opportunities to convert into ever-greater success in the year ahead. Our charter is to transform lives and, as the famous quote goes, what we do isn't a matter of life and death – it's more important than that. We offer hope where there was none, and in our current social and economic climate that is an extraordinary gift and an immense privilege.



Helen Wood Grant
Chair



Stephen Lowndes
Chief Executive Officer

Our People

Cover image: National Wellbeing Manager, Roxanne Moates (far right) with wellbeing recipient, Chasity Maiava (second from left holding baby) and her family at home.

Honorary President Ron Atkins (dec)

BOARD OF DIRECTORS

Chair	Helen Wood Grant
Vice-Chair	Brad Clyde
Director	Peter Affleck (appointed 8/8/2023)
Director	Katrina Fanning AO PSM
Director	Ian Gatenby
Director	Brad Howell
Director	Alan Sullivan (retired 10/5/2024)

OUR LIFE MEMBERS

Tom Cassin	Ron Atkins (dec)
Ron Coote	Peter Simons
Tony Durkin	Darryl Van de Velde (dec)
Jim Hall	Ken Vessey
Vance Rennie	Greg Viewers

MANAGEMENT TEAM

Chief Executive Officer & Company Secretary	Stephen Lowndes
Financial Controller	Kevin Moore
State Manager – Queensland	Andrew Blucher
National Manager – Wellbeing	Roxanne Moates
National Manager – Marketing & Communications	Nic Atkinson
National Manager – Fundraising, Partnerships & Events	Doug Keen
Administration Officer – Queensland	Belinda Perry
Membership & Database Officer	Chloe Minehan

OUR VOLUNTEER COMMITTEES

ACT

Canberra Monaro
President: James Sullivan
Secretary: Steven Troth

NEW SOUTH WALES

Central Coast

President: Neville Glover
Wellbeing Officer: Lance Henry

Illawarra

President: Ian Bray
Secretary: Gary Hart

Macarthur/Southern Highlands

Wellbeing Officer: Garry Munro

Mid North Coast

President: Brian Atherton
Vice President: Kevin Rayment

Mid West

President: Royce George
Secretary: Bruce Walker

New England

President: Lindsay Snell
Secretary: Pat Turley

Newcastle–Hunter

President: Garry Leo
Secretary: Peter Corcoran

North Coast

President: Peter Barrett
Secretary: Wendy Barrett

North West

President: Peter Mallon
Secretary: Peter Johnson

Northern Sydney

President: Chris Ryan
Secretary: Jim Phelan

Penrith

President: Larry Collins
Secretary: Col Barton

Port Stephens

President: Bill Gainsford
Secretary: Peter Arnold

Riverina

President: Kel Tilden
Secretary: Stephen Lawler

South Coast

President: Murray Conran
Secretary: Phil Barry

Southern Monaro

President: Michael Sullivan
Secretary: Georgia Jones

Southern Sydney

President: Vacant
Secretary: Bruce Thompson

Sydney Metro

President: Henry Morris
Secretary: Seamus O'Connell

Tweed District

President: Stephen Sim
Secretary: Tom Cassin

Upper Hunter

President: Paul Medd
Secretary: Erica Edwards

Western Region

President: Martin Cook
Secretary: Ross Tighe

Western Sydney

President: Garry O'Donnell
Secretary: Kylie Murphy

QLD

Brisbane

QLD State Office

Brisbane South

President: Ken Brown

Far North Queensland

President: Kev Maher
Secretary / Treasurer: Megan

McAllister

Fraser Coast

Interim President: Kev Embrey

Ipswich

President: Pat O'Doherty

Secretary: Brooke Brown

Moreton

President: Peter Affleck

Secretary: Terry Webb

Roma

President: Patrick Mawn

Treasurer: Lyle Cherry

Sunshine Coast

President: Ian Waraker

Secretary: Tony Morgan

Toowoomba Region

President: Tony Coonan

Committee: Greg Platz

Townsville

President: Mark Williams

Secretary: Lesley Sutton

MELBOURNE

Victoria

President: Peter Foreman

Secretary: Greg Warren

Our Volunteers of the Year



Kylie Murphy. Western Suburbs Committee

Kylie began her association with the Western Sydney Committee 8 years ago as media and publicity person. Leveraging her prowess as a photographer capturing event activity as well as the myriad of activities she performs for her committee, she soon progressed into the role of secretary... plus this dynamic individual is also heavily involved in the committee's wellbeing activities. Kylie is also active in community footy, specifically the Bulls and more recently the Windsor JRLFC.

Referees for Kylie's nomination were crystal clear how they felt, with President of the Cabramatta Rugby League Club, Eddie Flahey, stating: "Kylie has done an outstanding job and I have never seen such a perfectionist. Her dedication and attention to detail is unrivalled."

Followed by Western Sydney's Ex-President, Steve Winban, declaring, "There would be no more worthy a recipient than Kylie Murphy."

Peter Affleck. Moreton Committee

Since the formation of the Moreton Committee in 2018, Peter, in his role as President, has developed a close relationship with the Redcliffe Leagues Club executive, key corporate individuals as well as local businesses and sponsors... while also promoting and raising awareness of our Foundation

Peter's voluntary contribution to the Family Of league Foundation in 2023 as President of the Moreton Committee is highlighted by his management of the committee and subsequent fundraising activities conducted this year. In particular, over the past 3 years the annual Moreton Golf Day achieved the maximum field of 144 players, plus Peter has secured a major sponsor, additional 15+ corporate hole sponsors and significant raffle donors.

The Moreton committee was very forthright in their nomination of Peter, stating: "The Moreton Committee is recognized as one of the highest fundraisers and overall contributors for the foundation. This would not be so if it weren't for the efforts of Peter who has gone above and beyond of what is expected of our volunteers for the Family Of League Foundation and as such the entire Moreton Committee supports this nomination for Peter as Queensland Volunteer of the Year 2023."



Our Supporters & Corporate Members

CORPORATE SPONSORS	CLUB GRANTS
ARLC/NRL	Beach Club Collaroy
NSWRL	Canterbury Leagues Club
QRL	Ettalong Bowling Club
NRL VIC	Forestville RSL Club
Aces Sporting & Recreation Club	Griffith Leagues Club
BMD	Gymea Tradies
Brothers Cairns	Manly Warringah Leagues Club
The Breakers Apartments	North Sydney Leagues Club
Carina Leagues Club	Ryde Eastwood Rugby league club
Captain Cook Cruises	Smithfield RSL
Ladbroke's	St George Leagues Club
Leagues Club Australia	Waitara Magpies
Oakbridge Hotel & Apartments	Warilla Bowls
Sharp	Wentley Leagues
	Wests Newcastle
CORPORATE MEMBERS	
Avenyou Financial Services	METS Training Services
Black Jack Merchandising	Next Dimension Accounting
Brydens Lawyers	Paxton Building Group
Core Mortgage Brokers	Pillar Wealth Advisers
Daily Press	Rubicon Group
Dr George Kourtesis	Schofields Crusaders JRLC
Fortune Village Chinese Restaurant	St John's Park Bowling Club
Gold Security Management	Telco Antennas
Grandstand Events	The Rugby League Experience
Instant Maintenance P/L	Victorian Rugby League Referees Association
Ipswich Jets Leagues Club	Wayfinder Agency
Jet Couriers	Wicked Group
JRM Hospitality	

Wrapping Up Wellbeing For 2023



National Wellbeing Manager, Roxanne Moates, interviews Alicia Monsuere, one of the many wellbeing recipients we assisted in 2023.

In what has been an incredibly busy year with our wellbeing activities, we asked Family of League National Wellbeing Manager, Roxanne Moates, to share her experiences with some of the grants she oversaw while wrapping up 2023.

Roxanne said, "Gradually losing any of our essential six senses as we age can be quite challenging. Imagine the turmoil your life would be thrown into if in your early 40s you begin to lose your vision? And it then, quickly deteriorates to a point where you are no longer able to make a cup of tea, drive or continue to work? This is the situation that faced a wonderfully community-minded family man on Qld's Sunshine Coast in 2023.

Having played rugby league for over 15 years before moving into coaching and volunteering roles, being physically active was always a huge part of his daily life. Post diagnosis, his focus shifted to learning how to navigate around his home again; as well as explore the world safely and independently with the assistance of his newly acquired cane.

Thanks to the Family of League Foundation supporting him and his family, via our financial grant, he has had one less thing to worry about while he is adjusting to his new normal."

Roxanne received some wonderful words from one of her wellbeing clients: "If not for the Family of League, where would we be? The care and support shown by the people we have worked with is amazing. The Family of League allows us to see light at the end of the tunnel. From the financial assistance to the friendly manner in which we are treated... it is amazing."

Roxanne said, "These words echo the sentiments for so many of those that the Foundation assist, but for this family of three, living in a caravan park on the north side of Brisbane, it expresses the desperation and fear they felt when their main breadwinner was unable to work while recovering from leg surgery to remove a cancerous tumour. With recovery taking longer than expected and funds becoming scarce, reaching out to the Foundation was their final hope.

The freedom and promise that financial support provided to this family was demonstrated, not just in the words that they shared, but also in the hope that was restored to them when the promise of a brighter future became a reality.

Kade's Story: Confronting and Conquering Calamity

Raised in Sydney, Kade was your normal 'knock-about' young bloke, commencing his footy experience playing with the Narrabeen Sharks between the ages of 4 to 11. With a father who was busy assisting some of Australia's major rock acts in the 70s and 80s, Kade was always on the go.

Moving from town to town, he also spent time playing for the Noosa Pirates.

Trained in landscaping and horticulture, as a young man tempted to travel, he found himself working in the booming WA mining industry.

As the years went by, surrounded by heat, dust and remoteness, Kade enjoyed the role as he steadily saved for his dream house. Not worrying too much when blisters started to form on the base of his feet.

Time passed, and Kade's condition worsened. Soon, the pain became unbearable and to his horror he noticed the blood in his legs becoming dark and 'tracking' up his legs

Diagnosed with osteomyelitis, he spent 3 months 'tubed' to his Perth hospital bed receiving major anti-biotics. Finally, the treating doctor appeared, "We don't have the resources here to treat you. Our next steps are to look at major amputation."

Kade was speechless. However, in a desperate effort to stop the illness, the doctor suggested Kade be admitted to the Infectious Disease Specialists at Royal North Shore Hospital.

He spent another 3 months in RNSH, during which he lost 3 toes. The medical team advised he wear special boots called Total Contact Casks (TCC). Upon discharge, he was told to constantly have his feet raised in bed, or on the sofa... doing nothing.

This 'captivity' went on for 6 years.

During this time a tremendous dark period entered Kade's life. At its height, he tried to take his life.

He found support for his mental health and, "did a lot of thinking". He then approached his surgeon, asking for advice to get his life back on track.

The doctor grimly stated, "Kade, you either keep doing what you've been doing for the past 6 years in the hope it works. Or... we lop both legs off."

Coming from a rugby league background, where coaches and footy mates continually drive that sense of 'never give up, keep going, do not accept defeat', Kade's

determination firmed.

May 10, 2021, the legs were removed. Waking up after the operation, Kade screamed in agony experiencing the most horrendous pain in his life, prior to pain blockers being given to ease the torture. Grimacing, he kept on saying to himself, "This pain will not beat me, not beat me, not beat me!"

The past few years have seen Kade become more confident with his new titanium legs. Reflecting back, he is also appreciative of the people that were there for him as he fought for survival. Kade was quick to nominate Ken Vessey, from the North Sydney Family of League Committee, as someone who has not only become a good mate, but a person that was influential to where Kade is today. Also giving plaudits to Family of League for his personal assistance, as well as the work he was aware we do throughout the rugby league community.

Kade now shares the experience of his 10-year journey at schools, corporate events, etc. And the formidable presence he strikes standing tall on his shiny titanium legs is matched by his story of overcoming and determination for life!



Tex's Triumph: A Journey of Rugby League and Resilience

Having entered the world prematurely at only 26 weeks, Tex's unexpected early arrival marked the beginning of a tumultuous, traumatic and frustrating journey that certainly tested the limits of the Hughes family. However, along with the dedicated health care workers, it was the unwavering support of the rugby league community and especially the Family of League that kept them going.

A fan ever since the early days in the 90s playing junior footy at South's Magpies at Acacia Ridge, Tex's father, Blair, later worked across the sports business in fan engagement with rugby league teams, yet his greatest joy had been introducing his kids to rugby league and starting their passion for our great game.

At Tex's birth, the Mater Hospital Neonatal Intensive Care Unit (NICU) became the family's second home. Tex was so tiny during his early entrance into the world that it meant he faced immediate challenges requiring feeding and breathing support to give him the best chance of surviving and thriving. Every breath was a victory as Tex struggled with his underdeveloped lungs while each setback felt like a huge step backward as the days turned into weeks and then months.

As his family navigated the ups and downs of Tex's tough start to life, amidst the never-ending daily maze of monitors, cords, beeps, tests, ventilation and line feeding in the NICU, it was the NRL and the rugby league community that became a source of support during their darkest hours.

The rugby league community and fans, aware of their struggles, rallied around them in so many ways, with the

family forever grateful. The Cowboys even donated a signed jersey that was auctioned to pay for some of the hospital parking fees, while the Broncos also included the family in a team photo along with a picture of baby Tex.

However, as advised by the family, the greatest help was the Family of League who played an incredibly supportive role during this challenging time by not only just listening to their story but providing some valuable financial assistance to cover expenses incurred during daily visits to the hospital, which included fuel, food and parking. The family are grateful and overwhelmed by the kindness, care and compassion the Family of League provided the family during that period, with the father, Blair, stating: "I would encourage everyone to sign up as a member to support the valuable work they do for the rugby league community."

On October 14, after a rollercoaster of emotions across 111 days in the NICU and Special Care, baby Tex was finally discharged and was able to go home.

Tex now requires home oxygen support 24/7 and is battling chronic lung concerns and reflux while trying his best to put on weight. He has shown the rugby league community through this period how resilient and strong he is.

Tex's family are just taking each day one at a time, knowing their son is a little champion who has been through so much, and is constantly trying so hard to get well.



A Shark Battling the Tide

A Glenn Innes Magpie Junior, Nathan Stapleton is a former winger, fullback and centre for the Cronulla Sharks, playing 61 matches and scoring 104 points in his 5 years in the NRL between 2009 and 2014.

On April 9, 2022, Nathan was playing country rugby for the Boorowa Goldies when he was caught in a ruck accident, resulting in severe damage to his spinal cord at the C4 vertebrae. So critical was his injury, Nathan was initially believed to have died in the 16 minutes he lay motionless on the field.

The match was abandoned and the 32-year-old was transferred to Sydney's Royal North Shore Hospital where he began his long rehabilitation journey.

After surviving that ordeal, his wife Kate was faced with the trauma of Nathan potentially having a significant brain injury – however Nathan once again defied the odds and fought back to see the birth of his second child Angus, a little brother to Harry.

Although he faces the rest of his life in a wheelchair and with the assistance of a ventilator, Nathan refuses to give up and is focusing on his family and raising his two boys.

As Nathan says, "I had to make a choice. I could either sit here and feel sorry for myself and bring everyone down with me, or suck it up, accept it for what it is and focus on the things that I can do,"

Family of League continue to support Nathan so he can receive the financial Help he needs to provide his family with a life filled with hope and happiness.



Wellbeing: Why We Exist

The figures of course tell just a part of the story. As the accompanying case studies and testimonials attest, the support provided by the Family of League whether it be by way of a financial grant, a friendly visit from our Wellbeing volunteers, or a unique NRL experience facilitated through our networks, can have an amazingly positive effect on people who are going through a challenging time. It is the small things that help people get back on their feet, or to cope with all of the pressures

they are currently experiencing until things turn around. Simply knowing that you can put some food on the family table, or pay the rent and power bills until you return to work or qualify for urgent government support, can be life-changing when your circumstances seem so dire.

The following table summarises the financial grants distributed in 2023.

Wellbeing Payments By Type








	FY2023	FY 2022
Wellbeing Grants	\$440,267	\$436,332
Immediate Relief	\$90,800	\$90,807
Social Wellbeing	\$2,355	\$2,710
Wellbeing Merchandise	\$5,458	\$2,182
Total Grant & Other Payments	\$538,880	\$532,031
Specific Cause Payments*	\$266,575	\$820,620
Total Wellbeing Payments	\$805,455	\$1,352,652

* Specific Cause Trust Funds Balance at 31 December 2023 is \$1,612,267

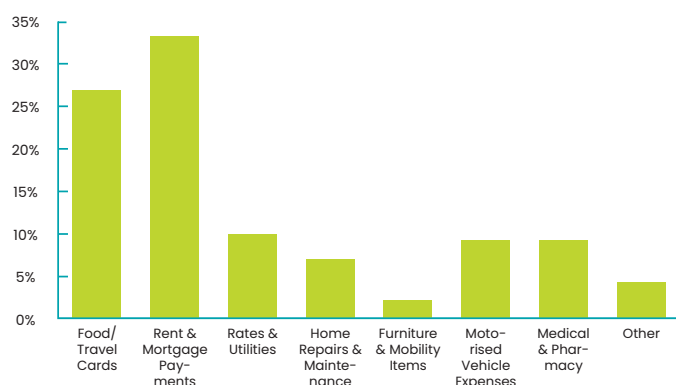
The Family of League endeavours to provide financial support that is most precisely targeted to meet the specific short-term priorities of the beneficiary. In most cases, support is needed to help families meet their immediate needs to feed their families, ensure a roof over their heads and the basic power bills get paid until they can return to work following injury or illness, or secure longer-term government support in many

cases. Assistance with unforeseen medical costs is also a common and pressing purpose which the Foundation assists with.

During the 2023 Financial Year, 280 individuals and families were assisted by Family of League wellbeing grants. The following table shows the application of our wellbeing spend in 2023.

	Food/Travel Cards	26.5%	\$140,625
	Rent & Mortgage Payments	33.1%	\$175,798
	Rates & Utilities	10.1%	\$53,513
	Home Repair & Maintenance	6.9%	\$36,662
	Furniture & Mobility Items	1.1%	\$5,688
	Motorised Vehicle Expenses	8.9%	\$47,324
	Medical & Pharmacy	9.5%	\$50,338
	Other	4.0%	\$21,119

Distribution of Wellbeing Support



*a further \$67,128 in grant funds were approved but unspent in the 2023 Financial Year

Our Financials

Our Financial Position

The Family of League has maintained a strong balance sheet at the end of the 2023 Financial Year, with Net Assets of \$1,278,205 (2022 – \$1,296,346) after suffering a small overall Net Deficit of –(\$18,141) for the year. Operating Profit was \$13,559 for the year, with extraordinary costs of \$31,700 for the brand implementation in early 2023 impacting upon the overall result.

The Foundation's reserves remain highly liquid, distributed between cash and term deposits as shown below. Current liabilities of \$1,818,567 are in respect to significant Specific Cause Funds (\$1,612,267); unspent NSW Club Grant funds (\$56,275); and approved but undrawn Wellbeing Grants as at the 31st December 2023 (\$67,128).



	31ST DEC 2023	31ST DEC 2022
Cash at Bank	\$1,857,880	\$1,268,791
Other Current Assets	\$1,150,874	\$350,079
Non-current Assets	\$120,176	\$96,426
Total Assets	\$3,128,930	\$1,715,296
Current Liabilities	\$1,818,567*	\$411,117
Non-current Liabilities	\$32,158	\$7,773
Total Liabilities	\$1,850,725	\$418,950
Net Assets	\$1,278,205	\$1,296,346

* includes Specific Cause Funds of \$1,575,745 – Daniel Anderson, Nathan Stapleton & others

Our Revenue: Where Our Funds Come From

It is most pleasing to report that the NRL continued its valued financial support of the Foundation in 2023 with another significant \$400k grant. While the Foundation will continue to work with the NRL to secure a longer-term agreement of benefit to both organisations, it is a testament to the underlying strength of the relationship and our mutual commitment to supporting the wider rugby league community.

We continue to rely heavily upon fundraising events to raise a significant proportion of our annual revenue – 56 events in 2023 raised \$648k in net revenue (2022 –

\$612k) through golf days, bowls days, race meetings and sports lunches. Other fundraising activities, including our online weekly raffle, Crazy Sock campaign and local Committee raffles, together with third-party fundraising activities on behalf of the Foundation, contributed \$389k in net revenue (2022 – \$360k).

Grants from the NRL and Licenced Clubs in NSW contributed \$472k (2022 – \$494k), while \$284k was received in donations (2022 – \$212k) including ongoing support from ACES Sporting & Recreation Club in Victoria.

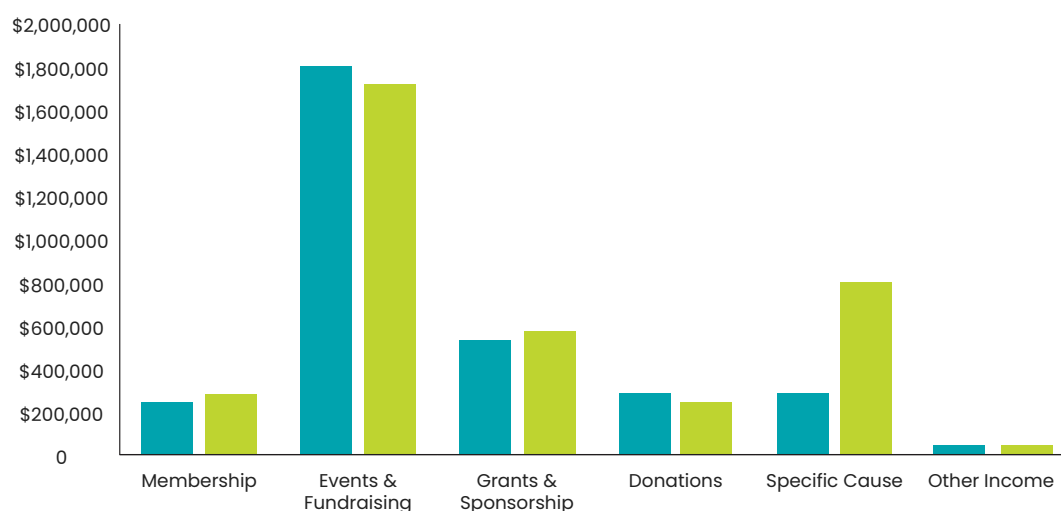
Sources Of Revenue



	2023	2022
Membership	\$276,129	\$320,818
Events & Fundraising	\$1,796,835	\$1,768,919
Grants & Sponsorship	\$525,007	\$543,779
Donations	\$284,224	\$211,738
Specific Cause	\$250,860	\$794,694
Other Income	\$26,763	\$17,715
Total Revenue	\$3,159,818	\$3,657,663

Sources Of Revenue

■ 2023 ■ 2022



Our Expenses: How The Funds Are Spent

The largest proportion of our overall expenditure went towards our fundraising activities in 2023. The cost of running events, marketing and promoting membership and our other revenue raising activities, and member communications were held roughly inline with last year's expenditure, accounting for \$1.35m in 2023.

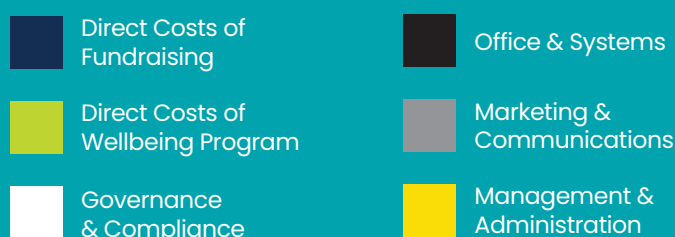
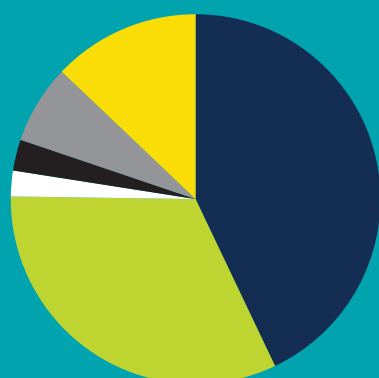
The total costs associated with our wellbeing program (\$1.0m) include the amounts distributed through our wellbeing grants and specific cause payments, as well as those staff and other overhead costs directly related to the administration and operation of the program. Overall, our total wellbeing program accounted for 56.2% of total net revenue.

Expenditure Dissection – 2023



	2023	
Direct Costs of Fundraising	\$1,350,632	42.9%
Direct Costs of Wellbeing Program	\$1,016,387	32.3%
Governance & Compliance	\$70,513	2.2%
Office & Systems	\$85,648	2.7%
Marketing & Communications	\$217,425	6.9%
Management & Administration	\$405,651	12.9%
Total Operating Expenditure	\$3,146,256	100.0%

* Excludes extraordinary brand expenditure of \$31,700



Corporate Governance Statement

CORPORATE GOVERNANCE

Corporate Governance describes the practices and processes adopted by Family of League to ensure its sound management within the legal and regulatory framework under which it operates.

Family of League Foundation Limited is a company limited by guarantee and a Registered Charity with the Australian Charities and Not-for-profits Commission (ACNC). We are registered with the ACNC as a Public Benevolent Institution (PBI) – a charity that works to relieve poverty, sickness, suffering, distress, misfortune, disability or helplessness, and we are an endorsed Deductible Gift Recipient (DGR) by the Australian Taxation Office, eligible to receive tax-deductible donations from the public.

The Foundation is obligated to continuously meet the Governance Standards and regulatory reporting requirements of the ACNC, including the submission of an Annual Information Statement (AIS) and audited annual Financial Statements.

BOARD OF DIRECTORS

The responsibilities of Family of League Directors arise from statute and common law. The most relevant statutes are the Corporations Act 2001 and the Charities and Not-for-profits Commission Act 2012. In addition, the Directors must ensure that the Foundation meets any additional State licencing requirements associated with its public fundraising activities, in the jurisdictions where such activities occur.

The Board has responsibility for overseeing the management of the affairs of Family of League on behalf of its members and volunteers. The Board has a clear view of its governance responsibilities and believes it has the necessary skills, experience and mix of people to oversee the high standards of corporate integrity and accountability required of an ethical and for-purpose ethical organisation.

The Board has delegated responsibility for the operation and administration of the organisation to the Chief Executive Officer and executive management, delineated by formal delegations of authority.

COMPOSITION OF THE BOARD

The Family of League Board is currently comprised of seven non-executive Directors. Directors are appointed for a three-year term on a staggered rotational basis and may serve up to three terms. Candidates for the position of Director are assessed by the Board Nominations Committee to ensure that they possess the skills, knowledge and experience, and the values and commitment necessary to perform the duties required of them as a member of the Board.

BOARD PROCESSES

The Board meets regularly throughout the calendar year and accepts responsibility for the overall governance and performance of Family of League. It determines the strategic policy and direction of the organisation, approves and oversees goals for Management, and reviews performance against those goals. It has also established appropriate structures and policies, and control frameworks for the collection of public donations and the allocation of wellbeing grants, and for the identification and management of corporate risk.

To increase its effectiveness, the Board has established sub-Committees with responsibility for particular areas, as set out in the Committee's Terms of Reference.

These Committees are chaired by a Board Director but also include other Board Directors, management, volunteers and external subject-matter experts as deemed necessary.

FINANCE, AUDIT AND RISK (FAR) COMMITTEE

The FAR Committee assists the Board to meet its governance responsibilities in relation to:

- Financial management and reporting;
- Finance policies;
- Risk management;
- Auditing functions;
- Legal and statutory compliance obligations.

NATIONAL WELLBEING COMMITTEE (NWC)

The primary purpose of the NWC is to assist the Board to meet its governance responsibilities in relation to Wellbeing, and to ensure that the wellbeing processes and priorities remain aligned with the Foundation's strategic objectives at all times.

MARKETING, PARTNERSHIPS, MEMBERSHIP & COMMUNICATIONS (MPMC) COMMITTEE

The primary objective of the Committee is to assist the Board to meet its governance responsibilities in relation to:

- Membership;
- Fundraising;
- Marketing and events;
- IT and Website;
- Media and communications.

BOARD NOMINATIONS COMMITTEE

The Nominations Committee considers and makes recommendations to the Board in regard to the suitability and capability of candidates for appointment to the Board.

Strategic Priorities

Key Objectives

A mid-term review of the Foundation's Strategic Plan highlighted four main areas representing significant challenge to the Foundation

ARLC/NRL SUPPORT

While the NRL continued its financial support of the Family of League in 2023 with a significant funding grant, the terms and conditions in regard to future agreements have not been established. This relationship is obviously a most important one for the Foundation not just in terms of the revenue implications, but in terms of where the NRL sees the Family of League sitting within the broader rugby league community, and in relation to the NRL's own community activities.

Securing a longer-term, renewable agreement with the NRL remains a key issue for the Foundation's Board and Executive.

MEMBERSHIP

Membership numbers have been dropping for some time, with a significant percentage of our current membership cohort over 60 years old. New membership initiatives to attract and retain younger members of the rugby league community in particular have to be developed, in tandem with building greater local connections with our volunteer Committees. While participation rates at most of our events and fundraising functions remains healthy, this support is not translating into membership enrolments. There are a number of actions being looked at including member surveys, the pricing and positioning of our membership tables, and the pros and cons of moving to a rolling annual membership.

The enlistment of recognised Ambassadors with big digital footprints is a significant challenge, but one which can provide enormous connection to the broader rugby league community.

The growth in corporate membership, whilst still modest in terms of total numbers, has been most encouraging and an area for future focus.

COMMITTEE SUCCESSION

This remains a key challenge, but is recognised as a long game exercise. Our current committees continue to raise funds, build awareness and provide critical wellbeing support wherever possible, but increasingly the work is falling upon fewer and fewer volunteers, across the board. Connecting with local and regional community and junior rugby league clubs is seen as a major factor in attracting new volunteers onto our existing committees, and forming new committees where we are not represented. To this end we are most heartened by the formation of the Brisbane South Committee and the growth in our fledgling Ipswich Committee. Establishing a nominated Family of League contact within each club and establishing local liaison pathways with our regional committee volunteers and wellbeing officers is very much one of our current objectives.

Providing much greater opportunity for committee volunteers to exchange ideas and success-stories between committees, and to develop buddy systems will inevitably lead to better practices and improved outcomes and return on effort for our hard-working and committed volunteers, as well as building a stronger corporate sense of identity.

WELLBEING PATHWAYS

Our committees overall continue to be the source of many of our wellbeing referrals, but there are geographic areas where we have not received any significant referrals from within our local communities. Capturing and promoting to the rugby league community at large much of the unrecorded activity undertaken by our wellbeing volunteers remains a challenge, but improving the awareness and communication channels between the Foundation and the grassroots rugby league clubs to improve referral numbers is a key area of focus.

