

MIDDLESEX NOTES ON THE RFU COUNCIL MEETING

Held at Cowdray Hall, London - 14th June 2019

The meeting was chaired by the President, Chris Kelly.

The meeting started with a minute's silence in memory of RFU Past President Micky Steele-Bodger, who died recently.

1. PRESIDENT'S OPENING REMARKS

Chris Kelly - President

- 1.1 Chris Kelly welcomed Bill Sweeney, the Union's new CEO, to his first Council meeting.
- 1.2 On behalf of Council and the Union, the President congratulated Saracens on winning the European Challenge Cup, the Premiership Final and the Tyrells Premier 15s Final; a truly remarkable achievement.
- 1.3 As this was the last Council meeting that he would chair as President, Chris Kelly thanked Council for its help and support.

2. CHAIRMAN'S UPDATE

Andy Cosslett - Chairman of the Board

- 2.1 Andy Cosslett also welcomed Bill Sweeney.
- 2.2 Bill Sweeney will also become the Union's representative on the Six Nations Committee (replacing Jason Leonard).
- 2.3 Nigel Melville was congratulated and thanked for taking on the role of Interim CEO. As the handover is now complete, Nigel resumes his role as Director of Professional Rugby.
- 2.4 Former President, Jason Leonard, was congratulated on his appointment as Chairman of the British & Irish Lions.
- 2.5 The Board has spent a significant amount of time on the 2019/20 Budget & Business Plan. The need to cut costs has led to some difficult decisions having to be made across the professional game, community game and the support functions of the organisation.
- 2.6 Simon Kemp presented the Community Rugby Injury Surveillance Project (CRISP) report to the Board. The safety and welfare of our players at all levels remains a central focus and so it is vital that both the Board and Council remain briefed and contribute to the development of strategies to minimise the risks to players, be that through monitoring, coaching or Law changes.
- 2.7 The Board continues to monitor Health & Safety across the organisation to ensure a safe environment for all employees and visitors to the stadium.
- 2.8 Work is being undertaken on the governance and strategy for the Union's charitable activities.
- 2.9 The CB visits programme continues and provides a useful insight into the extensive work being undertaken by volunteers at the CBs and the challenges that they face.
- 2.10 Subject to ratification by the AGM, Peter Whiting will be returning to the Board next season as a Council Elected Director. Peter is replacing Malcolm Wharton, who has completed his maximum term on the Board. Andy welcomed Peter Whiting and thanked Malcolm Wharton.
- 2.11 Andy Cosslett also thanked the President, Chris Kelly for his contribution during his year of service as President.

3. CEO REPORT

Bill Sweeney – Chief Executive Officer

- 3.1 This was Bill Sweeney's first report to Council since joining as CEO at the beginning of May 2019.

- 3.2 Bill Sweeney thanked the executive for briefing him about the key issues and keeping him informed as to developments prior to joining.
- 3.3 To be successful the Union needs:
- a. Clarity of vision
 - b. To be a progressive organisation
 - c. A developing game that is fit for purpose, supported by appropriate competitive structures that meet the needs of the players.
 - d. A clear process for analysing the effectiveness of any new initiative
 - e. Good and effective communication with all stakeholders
 - f. Good basic processes that deliver the core strategies.
- 3.4 **90-Day Plan**
- 90-day plan has been formulated, which covers the following key areas:
- a. **Strategy Refresh – PROJECT UNION**
 - i. The executive has been looking at the current strategy and exploring ways to refocus the organisation to ensure it is meeting its key priorities and objectives. A steering group is being set up to oversee the project.
 - ii. Council Member engagement is essential to this process and this has started. Council workshops will be held in August 2019 with endorsement being sought to the adoption of the plan at the Council meeting in September 2019.
 - b. **Stakeholder interaction**

Engagement has commenced with a range of internal and external stakeholders which has been invaluable to understanding the key priorities and challenges throughout the game. This includes meeting with the PRL Chair and existing/incoming CEOs to discuss how the Union can continue to develop a positive relationship with PRL, which is vital in an ever-changing professional rugby landscape.
 - c. **High performance culture**

The organisational culture is being reviewed with the objective of implementing and embedding a high-performance culture throughout the whole organisation.
 - d. **Coaching team post World Cup**

Discussions have commenced to ensure that England has a strong coaching team following the 2019 Rugby World Cup.
- 3.5 **Organisational Changes**
- Some immediate organisational changes have been implemented, namely the movement of Digital and Marketing departments to Commercial under the management of Simon Massie-Taylor and the confirmation of Gareth Mills as interim Head of Communications reporting into the CEO following the departure of Joanna Manning-Cooper.
- 3.6 **International Rugby and Broadcast Strategy**
- a. World Rugby have presented an offer on the formation of the World Nations Championship and the aggregation of broadcasting rights relating thereto. The Union is engaged in detailed discussions with World Rugby and other Unions to evaluate the offer
 - b. Discussions continue with the Six Nations about the further aggregation of broadcasting rights.^[RFU1]
- [Post meeting note: On 20th June 2019, World Rugby publicly announced that it was cancelling plans for the Nations Championship.]
- 3.7 **Professional Game Structure**
- Discussions with Premiership and Championship Clubs are ongoing. The primary focus is around promotion and relegation. Any proposals to change current structure will need to be approved by Council.
- 3.8 **Employee Survey**
- In January 2019, the Union's third employee survey was conducted where there was an 83% response rate. Key findings indicate that employees have a clear understanding of the organisation and their individual roles and objectives, and good relationships with their managers. Areas requiring further development centre around recognising employees' achievements and wellbeing, and the connection between the Executive Team and employees.

4. RUGBY & BROADCAST STRATEGY WORKING GROUP UPDATE

Simon Massie-Taylor – Commercial Director & Nigel Melville – Professional Rugby Director

- 4.1 Simon Massie-Taylor & Nigel Melville updated Council on the work of the working group.
- 4.2 The group was set up to assess the offer from World Rugby on the setting up of the Nations Championship and the ongoing discussions with the Six Nations on further aggregating broadcasting rights (Project Light).
- 4.3 The Board has been kept informed as to developments.
- 4.4 Deadlines are fast approaching, and the working group will have to make recommendations to the Board for the Board to determine the Union's position on both opportunities prior to the end of June.
- 4.5 Key to the determining the Union's position will be (1) competition integrity (2) player welfare (3) acceptable governance & (4) sustainable commercial benefits.

5. FINANCIAL REPORT – Q3 UPDATE

Sue Day - Chief Financial Officer

- 5.1 Sue Day presented the Q3 (March 2019) Financial Report
- 5.2 There were no material changes to the Union's finances since the last financial report to Council.
- 5.3 The latest forecast is that the budget for 2018/19 will be achieved.

6. BUSINESS PLAN 2019-20

Sue Day - Chief Financial Officer

- 6.1 Sue Day presented the Business Plan for 2019/20.
- 6.2 The plan has been approved by the Board and includes the cost reductions that had previously been discussed and approved by Council.
- 6.3 2019/20 will be a loss-making year due to the costs associated with the RWC, the loss of the Autumn internationals and the fact that England has only two home matches in the Six Nations.

7. PROFESSIONAL GAME COMPETITION STRUCTURE 2019/20

Nigel Melville – Professional Rugby Director

- 7.1 Nigel Melville updated Council on the discussions with PRL and the Championship clubs on the structure of the Premiership and the Championship.
- 7.2 Discussions are ongoing.
- 7.3 There will be no changes affecting the size of either the Premiership or Championship in the 2019/20 season.
- 7.4 Any proposals will require Council's approval.

8. INTERNATIONAL RUGBY TICKET STANDING COMMITTEE - PROPOSED CHANGES TO THE RFU TICKET POLICY AND TERMS & CONDITIONS

Charlie McGinty – Chairman of the IRTSC & Simon Massie-Taylor – Chief Commercial Officer

- 8.1 Charlie McGinty & Simon Massie-Taylor presented a discussion paper to Council on a proposal to change the RFU Ticket Policy.
- 8.2 The current ticket policy permits clubs to sell ticketed hospitality to members (provided they have been members for at least 14 days).
- 8.3 The IRTSC recognises the need for its clubs to be able to attract and service members and sponsors, in part through the allocation of international match tickets. However, the current policy of allowing clubs to sell ticketed hospitality to its members, in the vicinity of Twickenham Stadium on international match days, is having a material adverse impact on the England Rugby Hospitality (ERH) business' ability to generate revenue to reinvest in rugby in England. Very few clubs benefit from the current policy, but all clubs benefit from increased ERH revenue.
- 8.4 The IRTSC has identified three options:
 - a. Remove the right of clubs to sell packaged ticketed hospitality to their members (but retain the right to); or
 - b. Increase the membership qualification to 12 months; or
 - c. Do nothing.

- 8.5 The IRTSC has identified pros and cons for each proposal (which were covered in the paper & presentation), but on balance currently supports proposal (a) above.
- 8.6 Council was asked for its views on the proposals and to submit any other proposals for consideration.
- 8.7 The intention of the IRTSC is to bring a paper to Council with its final recommendations in September 2019 for decision.
- 8.8 Any recommendation made to Council to address this issue will ensure that:
 - a. Club ticket allocations will be unaffected.
 - b. Clubs' income via the Ticket Exchange and Supplemental Ticket Pot will be unaffected.
 - c. The ability for a club to generate revenue by selling food and beverage packaged products to those already in possession of a ticket will be unaffected.
 - d. Clubs' abilities to include tickets with bona fide sponsorship arrangements will be unaffected.

9. **AIDE MEMOIRE 2019/20**

Chris Kelly - President

- 9.1 The Aide Memoire sets out the entitlements and obligations of Council Members, Past Presidents and Distinguished Members (previously Privilege Members) for the following season.
- 9.2 This 2019.20 Aide Memoire had been approved by the RFU Board and was shared with Council for information.
- 9.3 Historically there have been three documents, one for each group. To ensure consistency, these have been consolidated into one document.
- 9.4 The substantive changes included in the 2019.20 Aide Memoire are:
 - a. The reductions in entitlements, which were agreed by Council at its April meeting; and
 - b. the inclusion of a Code of Conduct, which was also agreed by Council at its April meeting.

10. **ANNUAL REGULATIONS REVIEW**

Chris Cuthbertson - Chair of the Governance Standing Committee

- 10.1 Chris Cuthbertson presented the proposed changes to the RFU Regulations for the 2019/20 season and reminded Council that it had already approved the changes relating to the following:
 - a. Half Game rule; and
 - b. Game-on principles.
- 10.2 The following significant changes were highlighted:
 - a. **Introduction of Annual Age Grade Registration**
 - i. Phased implementation starting with U7, U8 and U9, and U16, U17 and U18
 - ii. Annual registration will require validation/correction of existing data.
 - b. **Introduction of Joint Age Band for Under 17 & Under 18 Boys.**
 - i. No restriction on U17s playing with U18s
 - ii. No approvals required.
 - iii. Restrictions on U16s remain
 - iv. Standalone U17s are still encouraged
 - c. **Introduction of Mandatory Online Annual Safeguarding Audit**
 - i. Applies to all clubs with youth sections or who have 17-year olds playing adult rugby
 - ii. It will need to be completed online through GMS
 - iii. It must be completed by end of September each year (starting September 2019).
 - d. **17 Year Olds Playing in Adult Rugby**
 - i. For Child Safeguarding purposes, 17-year olds are treated as children even if playing in adult rugby.
 - ii. Clubs must appoint a Child Safeguarding Officer (even if they do not have a Youth Section).
 - iii. CB approval must be obtained for each 17-year old that the Club wishes to play in an adult team.
- 10.3 Norman Robertson proposed an amendment to Regulation 13.4.4(c) which would reduce the number of England Academy Players in National 1 (Level 3) match day squads from 8 to 6. This was **APPROVED** by Council.

- 10.4 Council considered and **APPROVED** the changes to the RFU Regulations (as amended by 10.3 above) for the 2019/20 season and granted **DELEGATED** authority to Governance to finalise the drafting of the RFU Regulations.

11. ANNUAL COMPETITION REGULATIONS REVIEW

Chris Cuthbertson - Chair of the Governance Standing Committee

- 11.1 Chris Cuthbertson presented the proposed changes to the following RFU Competition Regulations for the 2019/20 season, but advised Council that, as some of the competitions only recently finished that their reviews were still ongoing:
- | | |
|-----------------------|---|
| 1. Premiership | 9. AASE League |
| 2. Championship | 10. County Championships
(incl. mens, womens and U20s) |
| 3. Premiership Cup | 11. U18 Academy Competition |
| 4. Premiership Shield | 12. Women's Cup |
| 5. Championship Cup | 13. Girls Cup |
| 6. Schools Cup | 14. Women's Premier XVs |
| 7. Champions Trophy | 15. Women's 2nd XV |
| 8. U18 Club Cup | |
- 11.2 Council considered and **APPROVED** the changes to the RFU Regulations (as amended by 10.3 above) for the 2019/20 season and granted **DELEGATED** authority to Governance to finalise the drafting of the RFU Regulations.
- 11.3 Chris Cuthbertson confirmed that any regulation changes to the composition of the Premiership or the Championship (including promotion & relegation) would be brought back to Council for approval.

12. NORTH LEAGUE STRUCTURE UPDATE

Chris Cuthbertson - Chair of the Governance Standing Committee

- 12.1 Chris Cuthbertson updated Council on the proposed changes to the North League structure.
- 12.2 Following the withdrawal of 19 Lancashire clubs from the English League Championship, a review group was set up to consider changes to the North League structure.
- 12.3 The Lancashire clubs withdrew citing the excessive travel required by having to fulfil fixtures in Cumbria.
- 12.4 The review group confirmed that it would not be possible to devise a league structure that is acceptable to all clubs involved.
- 12.5 The review group recommended reducing the travel for the Lancashire clubs by including clubs from Northumberland, Durham & Yorkshire. This recommendation was approved by the North DOC (albeit not unanimously).
- 12.6 Two clubs appealed to the RFU citing procedural issues. The appeals were held by an independent panel at the end of May and both were rejected.
- 12.7 The Governance Committee will now consider the recommendation with a view that the structure is adopted for the 2019/20 season.

13. RECOMMENDATION FOR TYRELLS PREMIER 15s – SEASON 4

Louise Latter - RFU Council Representative for Women & Girls & Nicky Ponsford - Head of Women's Performance

- 13.1 In February 2019, the following proposals relating to the Tyrells 15 were recommended for approval to Council:
- o The size of the Tyrells Premier 15s league will remain at 10 clubs.
 - o The mechanism to access the league in year 4 will be through a combined process of audit and tender/retender process.
 - o This structure to be put in place for three years.

At this meeting the size of the league was approved, however the council rejected the proposed league entry mechanism and so the structure length was not then discussed. As agreement is still required, Women's Performance Management Group (WPMG) are therefore required to bring a revised proposal back to Council for agreement so that this can be formulated into regulation.

- 13.2 Council **APPROVED** the recommendations from the WPMG) relating to the structure of the Tyrells Premier 15s (Appendix 1)

14. COUNCIL SURVEY WORKING GROUP (CSWG)

Nigel Gillingham – Chair of CSWG

- 14.1 At its last meeting agreed to the setting up of a working group, under the chairmanship of Nigel Gillingham, to review the results of the recent Council survey with the view that the composition of the working group and its terms of reference be considered at the June Council meeting.
- 14.2 Council **APPROVED** Nigel Gillingham’s recommendations on the composition and the Terms of Reference of the working group (Appendix 2).

15. COMMUNITY RUGBY INJURY SURVEILLANCE PROJECT (CRISP)– REPORT UPDATE

Simon Kemp – Head of Sports Medicine

- 15.1 Simon Kemp presented the findings of the annual CRISP report to Council (appendix 3)
- 15.2 The CRISP report covers the Community Game and covers Community adult teams, British Colleges & Universities Sports (BUCS) teams and school teams.

16. RWC 2019 PREPARATIONS

Bill Sweeney – Chief Executive Officer

Bill Sweeney updated Council on the team preparations and timetable leading up to the Rugby World Cup in Japan later this year. At this stage the information is confidential to Council.

17. DIVERSITY & INCLUSION WORKING GROUP UPDATE

Genevieve Glover – Chair of the D&I Working Group

- 17.1 Diversity and inclusivity in the game enables growth by “providing more rugby through more opportunities for more people”. RFU Strategic Plan 2017-21. In addition, by encouraging and embracing diversity within the game and the RFU, it will “better reflect and connect with the nation”
- 17.2 Success for the D&I Working Group has been defined as ‘changing the face of leadership in the game so that it represents current and future players and, ultimately, society’. In the Diversity Action Plan two KPIs have been defined; 30% of each gender on the RFU Board by 2020 [currently 28.6%, with one female Executive Director] and 30% female representation on Leadership in Union [40% in 2018/19 cohort].
- 17.3 Genevieve Glover updated Council on the work of the D&I Working Group and presented the working group’s immediate objectives (Appendix 4).

18. PROFESSIONAL GAME BOARD (PGB) REPORT

Phil de Glanville – RFU Representative on the PGB

- 18.1 Phil de Glanville was not present at the meeting as he was in Argentina, where his son is playing for the England Under 20s. He did however submit a written report.
- 18.2 The PGB has been recently involved in considering the following:
- a. **Review of 6 Nations**
The review of England’s performance in the 2019 Six Nations is ongoing.
 - b. **World Rugby Nations Champions (WRNC)**
The PGB has been kept updated on the WRNC discussions between the RFU and WR on the proposal.
 - c. **Competition Overview - Europe**
The format for Europe after the current structures finish in 2022 is being considered by PRL. Notice of change needs to be given at the end of the 2019/20 season.
 - d. **Premiership/Championship Structural Change Proposals**
Proposals for a structural change to the Premiership and Championship continue to be discussed. The main proposals relate to the size of the leagues and promotion/relegation between them.

e. **Artificial Grass Pitches (AGPs)**

Discussions continue on the use of AGPs with the RPA reporting that a significant number of their players believing that Premiership games should not be played on them.

19. COMMUNITY GAME BOARD REPORT

Rob Briers – Chair of the CGB

19.1 The last meeting of the CGB was on 9th May 2019 and the next one is scheduled for the 27th June 2019.

19.2 At the last meeting the CGB:

- a. Agreed to undertake a deep dive review into allocation of funding for Local funding (PFR). Terms of Reference for a Task & Finish group were agreed, and timescales agreed which will see the group complete this work by December of this year.
- b. Agreement to undertake a deep dive review into the purpose and allocation of travel funding. Terms of Reference for a Task & Finish group were agreed, and timescales agreed which will see discussion at Council in the autumn and a decision in February 2020.
- c. Agreed to receive a detailed paper on competitions, and particularly some of the challenges facing league structures at the June CGB meeting.
- d. Discussed the 2019/20 reductions in funding for investment games. CGB agreed the scope of investment games and the desire to retain as many events as possible at Twickenham within the budget. It was agreed for there to be a detailed exploration of other options.
- e. Agreed that the review on AGPs will now go forward for presentation and discussion at the Audit Committee, RFU Board and the next meeting of Council.

19.3 CGB members have continued to be active in resolving issues and challenges associated with budget reductions and updated on some of these.

19.4 4 Nations Meeting

We hosted the annual 4 Nations meeting at Twickenham on 8th/9th May. This meeting brought together staff and volunteers (CGB equivalents) from the 4 Nations Unions. The agenda included a facilitated session (pro bono from EY) looking at future consumer trends, the future of clubs and the club landscape. The need to collaborate on addressing poor Touchline Behaviour was also agreed.

19.5 CB Engagement

The visits to CB Management Boards by members of the RFU Board and the Executive Team continues. Productive dialogue is taking place at these and a summary report of the key issues will be produced and circulated to Council.

19.6 Men's League Structure Review

Rob Briers reported that a common theme of concern among CBs up and down the country is the appropriateness of the current league structure in meeting the needs of the players and that he had therefore held discussions with Chris Cuthbertson (Chair of Governance) about setting up a joint CGB/Governance review to consider the matter, confirm the issues of concern to the players and make recommendations for consideration by Council. It is essential that this is not a long drawn out process, but one that quickly addresses the needs of the game. An update will be provided at the September 2019 Council meeting.

20. GOVERNANCE STANDING COMMITTEE REPORT

Chris Cuthbertson – Chair of the Governance Standing Committee

20.1 The last meeting of the Governance Committee was on 1st May 2019 and the next meeting will take place on the 19th June 2019.

20.2 The key issues addressed at the last meeting were:

a. **Code of Conduct**

At the last Council meeting Governance was delegated the task of determining whether there were any regulatory implications as a result of the introduction of the Code of Conduct. Governance considered the matter and determined that there are no regulation changes required.

b. **Safeguarding**

Vivien Rimmer (head of Safeguarding) provided an update from the RFU Safeguarding Department and discussed the proposed changes to RFU Regulation 21 – Safeguarding. There

was discussion regarding how these relate to 17-year olds playing adult rugby and the implications for clubs.

c. **Annual RFU Regulations Review**

Agreed the changes to the RFU Regulations to be put to Council and agreed to seek delegated authority to finalise the drafting.

d. **Annual RFU Competition Regulations Review**

Agreed the changes to the RFU Competition Regulations to be put to Council and agreed to seek delegated authority to finalise the drafting.

20.3 **Payment of Players Declaration**

- a. The Payment of Players Declaration is mandatory for all clubs (Level 3 and below) wishing to receive financial benefits from the Union.
- b. The declaration covers the period of 1st June 2018 – 31st May 2019.
- c. The deadline for the submission of the declaration is 30th June 2019.
- d. Chris Cuthbertson advise the meeting that of the 1309 voting clubs, 560 (64%) have successfully submitted the declaration, 282 (19%) have started but not submitted. The remaining 467 (36%) have not yet started.
- e. A reminder has recently been sent to all clubs that have not successfully submitted their declaration. Council was asked to assist, by reminding their clubs of the imminent deadline.

20.4 **2019 Agents Seminar**

It is mandatory for all agents operating within England to be registered on the Agents Registration Scheme. To maintain their registration, each agent must attend the annual agents' seminar. The 2019 Agents Seminar will be held on 2nd July 2019 at Twickenham Stadium.

21. **COUNCIL NOMINATIONS COMMITTEE REPORT**

Mike Waplington – Chair of the Council Nominations Committee

21.1 **National Members on Council**

Council **APPROVED** the recommendation of the Nominations Standing Committee that **MAGGIE ALPHONSI** and **MARTIN CORRY** be re-elected as the National Members on Council for two years.

21.2 **Distinguished Membership (Previously Privilege Membership)**

Council **APPROVED** the recommendation of the Nominations Standing Committee that **KEITH SHURVILLE** be awarded Distinguished Membership of the Union.

21.3 **Women & Girls Representative on Council**

Council **APPROVED** the recommendation of the Nominations Standing Committee that **LOUISE LATTER** be re-elected as the Women's & Girls' Representative on Council for a further two years.

21.4 **Council Members on Committees & Sub-Committees**

Council also **APPROVED** the recommendations of the Nominations Committee for the Chairs & composition of the Committees & Sub-Committees and of the Union representatives on other bodies (Appendix 5).

22. **ANY OTHER BUSINESS**

Chris Kelly - President

22.1 **Francis Baron**

- a. Following representation from Francis Baron and on the recommendation of Angus Bujalski (Head of Legal & Governance), Council agreed to revisit the decision that it took at its meetings in November 2018 to remove Privilege Membership from Francis Baron.
- b. All the correspondence between the Union and Francis Baron concerning the removal of his Privilege Membership was circulated to Council ahead of the meeting, together with a statement (together with attachments) from Francis Baron
- c. Council debated the matter and reaffirmed its decision to remove Privilege Membership from Francis Baron by a substantial majority.

22.2 **Bamburgh Castle Concert**

Chris Kelly informed Council that a few tickets are still available for the Laura Wight concert at Bamburgh Castle (Northumberland) on Friday 28th June 2019. The concert is in aid of the RFU's Injured Player Foundation and Try for Change.

22.3 **Valete**

The President paid tribute to Past President, John Spencer, Keith Shurville and Tony Price, who are leaving Council, for their contribution to the Union.

The next Council meeting is on 13th September 2019 at Twickenham.

Chris Cuthbertson & Rob Udwin

22nd June 2019

These notes are our personal recollections of the meeting and include those matters which we believe will be of interest to Middlesex Clubs. No attempt has been made to convey all the opinions expressed during the debates.

APPENDIX 1

TYRELLS PREMIER 15

Women's Performance Management Group Proposals (WPMG) **APPROVED** by Council

1. The size of the TP15s league will remain at 10 clubs.
2. The mechanism to access the league in year 4 will be through a combined process of audit and then tender/retender process.
3. This structure will be put in place for three years.
4. If team is removed from the league during the 3-year period, WPMG have the authority to run a further tender process for that position.
5. Delegated authority to WPMG to agree upon the operational details pertaining to the audit and tender/retender process.
6. Delegated authority to Governance to amend the regulations to reflect the principle set out above.

APPENDIX 2

COUNCIL SURVEY WORKING GROUP

A. MEMBERSHIP

Nigel Gillingham	Chair
Roger Clarke	Council representative
Genevieve Glover	Council representative
Ewen Murchison	Council representative
Dee Murray	Staff representative
Stephen Pearson	Board of Directors representative
Genevieve Shore	Board of Directors representative
James Stebbing	Staff representative
ROB UDWIN	Council representative

B. TERMS OF REFERENCE

1. Confirm the roles of and the relationship between the RFU Council and RFU Board of Directors and determine what is meant by “the RFU Council holding the Board of Directors to account” to ensure better decision-making and good governance of the Union.
2. Determine what data, information, environment, practices, processes and infrastructure is required for Council to exercise all its powers, as listed in RFU Rule 16, effectively, efficiently and transparently.
3. Examine the role of the RFU Council elected Directors in achieving the appropriate relationship between Board and Council.
4. Examine how policies (and other significant documents), agreed by Council and / or the Board, are recorded and stored to allow ease of review.
5. Work with the Governance & Nominations Committees and the Diversity & Inclusion Working Group on issues of mutual interest raised in the recent RFU Council survey.
6. Make an interim report on progress to the RFU Council at its September 2019 meeting and, then, provide a final report with recommendations in sufficient time to allow the Board of Directors to support and the RFU Council to determine the way forward at the November 2019 meeting of the latter.

APPENDIX 3

COMMUNITY RUGBY INJURY SURVEILLANCE PROJECT (CRISP)**COMMUNITY RUGBY INJURY SURVEILLANCE PROJECT**

- Independent analysis of time loss (> 24hrs or > 7 days) injuries in the community game reported by team medical staff
- Delivered by the University of Bath
- Using the 2006 standardised methodology for rugby injury studies
- 2017/18 season
 - Community adult 50 teams (L3/4 7, L5/6 21, L7/8/9 22)
 - BUCS 9 teams
 - Schools 39 teams from 19 schools (U13 9, U15 12 and U18 18)

CRISP HEADLINES

- **BUCS Super League**
 - Incidence of all injuries and of concussion similar to the Premiership
- **Community Men**
 - 7-day time loss injury incidence has increased slightly over the last two seasons, with severity remaining stable. Concussion incidence remains relatively low.
- **Schools**
 - Incidence of all injuries increase with age, and concussion incidence is relatively high at U18. Some players appear to be returning earlier than recommended after concussion.

WHAT ARE THE KEY AREAS OF RISK AND CONCERN?

- A high all injury risk relative to other sports especially 16-22 Group
- A high concussion risk across all groups
- Recent World Rugby law changes to enhance spectacle have increased the number of contact events
- Momentum in contact (average metres carried over the gain line) is a strong predictor of elite team success
- 250+ tackle events per game - only 1 results in injury

WHAT SHOULD BE THE RFU PRIORITIES FOR 2019/20?

- Deepen our understanding of injury risk in the tackle across all levels of the game
- Use this to inform
 - further domestic law trials
 - & coaching processes that reflect the reality of the tackle in 2019
- Continue to put the coach at the heart of our approach to player safety
- Continue to drive Reg 9 compliance

APPENDIX 4

DIVERSITY & INCLUSION GROUP

The immediate key priorities for discussion and agreement include:

- a. The creation of a data set to establish (and be able to track) how diverse of the RFU and the game.
- b. The setting of 3-5 high level targets, with timelines, to drive, measure and focus change.
- c. The incorporation of standard D&I questions in the National Rugby Survey.
- d. D&I training for Council members – this will be a standard part of Council Induction plus, with Council NomCom's support, this will be part of the professional development offered to current Council member.
- e. Changed governance to enable the recruitment of Independents and co-option opportunities on Council Committees and Sub-Committees.
- f. A comms campaign to share the RFU's D&I aspirations and plans within the game to include sharing of best practise from the game and highlighting role models.
- g. Content for the new EnglandRugby.com website - support, information and best practise guidance on the recruitment and development of volunteers. In addition, greater transparency of Council.
- h. A review of the RFU's progress against the commitments in the Diversity Action Plan

APPENDIX 5

**RFU COUNCIL MEMBERS' STANDING COMMITTEES, GAME BOARD AND SUB-COMMITTEES
APPOINTMENTS 2019/20****NOMINATIONS STANDING COMMITTEE**

Ken Andrews, Charlie McGinty, Ian Metcalf, Andy Shorney and Mike Waplington.

COMMUNITY GAME BOARD

Rob Briers (Chair), Phil Attwell, Malcolm Caird, Jim Chapman, Colonel James Cook OBE, David Ewing, Nigel Orton, David Roberts & Wing Commander Peter Whiting.

GB SUB COMMITTEES

RUGBY GROWTH	PLAYER DEVELOPMENT	CB & CLUB DEVELOPMENT
Colonel James Cook OBE (Chair)	David Ewing (Chair)	David Roberts (Chair)
Maggie Alphonsi MBE	Ted Atkinson	Alan Butcher
Terry Burwell	Fred Batchelor	Roger Clarke
Simon Collyer-Bristow	Alan Millner	Maureen Jackson
Danny Hodgson BEM		Roger Pierson
		Chris Smith
		Robin Wannop

EDUCATION & AGE-GRADE	GAME DEVELOPMENT	COMPETITION DEVELOPMENT
Phil Attwell (Chair)	Nigel Orton JP (Chair)	Jim Chapman (Chair)
Ken Andrews	Stephen Guy	Malcolm Caird
Ted Atkinson	Dr TIM MILLER	Ron Jones
Tracey Edmundson	Mike Procter	Jim Rogers
LOUISE LATTER	Mike Waplington	Roger Walsh
	Jonathan Webb	

GOVERNANCE STANDING COMMITTEE

CHRIS CUTHBERTSON (Chair), Fred Batchelor, Terry Burwell, Peter Howard, Nigel Gillingham OBE, Dr Tim Miller, Brigadier Ewen Murchison DSO MBE, Nigel Orton & Jonathan Webb

GOVERNANCE SUB COMMITTEES

Adult Competition Management	Laws	Age Grade Governance
Terry Burwell (Chair)	Dr TIM MILLER (Chair)	Fred Batchelor (Chair)
Paul Kaminski	Simon Collyer-Bristow	Roger Clarke
David McAteer	Jonathan Webb	Tracey Edmundson
Norman Robertson		Ivor Smith

INTERNATIONAL RUGBY TICKET SUB COMMITTEE

Charlie McGinty (Chair)
Ron Jones
David McAteer
Mike Procter

TICKET SANCTION SUB-COMMITTEE

David McAteer (Chair)
Charlie McGinty

RFU COUNCIL REPRESENTATIVES ON OTHER BODIES

England Rugby Football Schools' Union	Students RFU	Rugby Football Referees Union
Ken Andrews	Danny Hodgson BEM	Simon Collyer-Bristow
England Colleges RFU		
Jim Chapman		