



MIDDLESEX NOTES ON RFU COUNCIL MEETING

Hybrid meeting @ Twickenham Stadium on 22nd April 2022 at 10.00 am.
Fourth Council meeting of the 2021/22 season

The meeting was chaired by the President, Jeff Blackett.

1. Chief Executive Officer's Report

Bill Sweeney - Chief Executive Officer

1.1 Community Game

- a. Work continues on gathering and analysing data to assess the Covid impact on the Community game. It is however clear that the number of uncompleted matches has increased over recent weeks, although there is not a uniform picture across the country.
- b. The problems are being caused by players not returning to the game post Covid, players wanting to play less often and cancelled matches causing players to seek other things to do on a Saturday. These problems are also being seen in other team sports – hockey has lost 40% of its players.
- c. Work has started on developing a data led approach to the Community game so that a true picture of what is happening can be obtained. This will enable the development of targeted solutions.
- d. It is too early to tell where Covid has brought about permanent changes to people's attitude to participating in team sports. There is however some evidence of a shift to more informal sporting offerings that require less commitment.
- e. On a positive note, clubs have proved to be financially very resilient, assisted by grants, innovative fund raising and cost cutting.
- f. 103 Rugby Union Winter Survival Fund (RUWSF) loan agreements (totalling £10m) were signed before the 31st March 2022 deadline. This is on top of the £18m in grants already issued from the RFUWSF.
- g. Additional funding has been secured from DCMS/Sport England to support Governance and Business Transformation projects in community clubs over the next 12 months.
- h. Funding has also been secured from Sport England to support the legacy programme from the 2022 Commonwealth Games in Birmingham. This programme is focused on the surrounding geographic area but will also be used to support Touch Union and Walking Rugby activity nationally over the summer months.

1.2 Women's Rugby World Cup 2025

- a. Positive dialogue is continuing with Rugby World Cup representatives and all other relevant stakeholders, with a final decision due to be made at the World Rugby Council meeting on 12th May 2022.
- b. England is currently the preferred bidder.
- c. Funding for both the tournament itself and the legacy programme has been approved by the DCMS Finance Committee.



- d. Indicative city/venue commitments have already received. The final decision will be made by the Local Organising Committee Board by the end of the year.
- e. The aim of the legacy programme will be to make the tournament transformational for the women's and girls' game.

1.3 **Women's Game**

- a. A large amount of work has gone into the development of the next iteration of the Premier 15s (P15s) competition.
- b. Work on the P15s competition will continue in parallel with that of the Women's Competition Review Group

1.4 **2022 Six Nations**

- a. Following the conclusion of the men's disappointing campaign, a formal debrief has been conducted with Eddie Jones and the coaching team. This was one of a series of planned debriefs leading up to the 2023 Rugby World Cup (RWC23) and forms part of the ongoing review process. The outcomes from the debrief will be discussed by the Board at its May meeting.
- b. The Under 20's Six Nations saw some really encouraging collective and individual performances throughout the tournament, however a lack of consistency prevented the team from mounting a serious challenge.
- c. The Red Roses have had a good start to their campaign and are on schedule to win the tournament, which will be a good stepping-stone towards to the postponed 2021 Women's Rugby World Cup, which will take place in New Zealand in November this year. A full debrief will take place after the Six Nations; the outcomes of which will be presented to the Board at its July meeting.

1.5 **Men's Summer Tour**

- a. The men's England team will be playing three matches in Australia this summer:
 - i. 2nd July – Perth
 - ii. 9th July - Brisbane
 - iii. 16th July - Sydney
- b. In preparation for the tour a mini camp will be held from 6th to 9th June, after which the squad will be announced.

1.6 **Men's Head Coach Succession Planning**

- a. The current contract with Eddie Jones expires after the 2023 Rugby World Cup in France.
- b. Work has commenced on identifying a clear pipeline and process for the recruitment of his successor. This is a comprehensive piece of work.
- c. A full update will be given to the Board at its May meeting.

1.7 **Professional Game Agreement (PGA)**

- a. The current PGA expires in June 2024.
- b. Work has commenced on a new agreement and discussions will start with PRL & the PGA this summer.
- c. There will be complete transparency with the Board and regular progress updates will be given to Council.

1.8 **Global Calendar**

- a. Discussions with the other Unions, Six Nations and SANZAAR continue on a new international global calendar. The aim being to align international windows globally and introduce a new North/South competition without disrupting the Six Nations.



- b. If negotiations are successful, then the new calendar could be introduced in 2026 (with a partial launch possible in 2024).
- c. The tournament format has been broadly agreed by all parties, including representatives of the players.
- d. Discussions are also taking place around a parallel emerging nations tournament.
- e. The downside of the proposal is that it would reduce the number of games between the Tier 1 and the emerging nations.

1.9 **Player Welfare/Head Impact Prevention & Management (HIPM)**

- a. The data validation process for instrumented mouthguards is now complete. A recommendation has been made on the chosen provider and negotiations are now taking place to agree a final deal before contracting. These are intended for use in the Premiership, AP15s, England men's/women's senior teams and the age grade trial.
- b. The 'Waist-High Tackle Trial' will be implemented in 2022/23 with a pilot and pre-season phase beforehand. A 12-month agreement is in place with Podium Analytics which will be used throughout the pilot phase. Podium Analytics is an NGO and registered charity committed to reducing injury in sport.
- c. Enhanced Graduated Return to Play Protocols (G RTP) are currently being reviewed by the World Rugby Concussion Working Group.
- d. The rollout of the concussion flag on Electronic Match Cards has been delayed.
- e. The Advanced BRAIN Health Clinic for retired rugby players is open and has seen around 25 retired players to date. A communications plan is being developed to ensure all retired players are aware of the service.

1.10 **Business Planning 2022/23**

- a. Work has commenced on the 2022/23 Business Plan & Budget.
- b. The Union is in a strong position and has excellent financial resilience but given the enduring Covid impact and the continuing inflationary pressures (eg energy & insurance), it is essential that tight control is maintained over costs and investment programmes for the immediate future.
- c. To support this work the Board set up a Finance Review Task & Finish Group. It will make its final recommendations to the May Board meeting.

2. **Report from the Chair of the Board**

Tom Ilube - Chair of the Board of Directors

2.1 **Board Meetings**

- a. With the easing of the Covid restrictions, the Board resumed its intention of having at least one meeting away from Twickenham each season. To this end the March Board meeting was hosted by Bristol Bears. This was preceded by a Community Engagement Dinner at Clifton RFC, which was attended by representatives from local clubs. This proved to be a useful and engaging evening.
- b. Board meeting continue to prioritise rugby matters.
- c. Amongst other issues, at the May meeting, the Board will receive an update on the Men's Coaching Team Succession Plan from Nigel Redman, who is leading on this important work.



2.2 Board Champions

- a. As previously reported Polly Williams (INED) has been appointed as the Board Whistleblowing and Speak Up Champion in addition to being the Board Safeguarding Champion
- b. Jonathan Webb (WR Representative) has now been appointed as the Board Champion for Welfare & Safety.
- c. These appointments ensure that the Union complies with the recently revised Sports England Governance Code.
- d. Although Sport England does not provide job descriptions for these roles, discussions are taking place with the Football Association to ensure consistency of approach amongst the larger National Governing Bodies (NGBs).

2.3 Inclusive Culture

With a view to enhancing the Board's diversity & inclusivity awareness, Fantail has been engaged to run workshops for the Board. The aim of the workshops is to:

- a. deepen D&I insights and establish collective understanding on terminology,
- b. understand how to be an Inclusive Board, and
- c. reflect on Board representation and how to recruit, retain and develop Board members in an inclusive way.

2.4 Board & Council Meeting Dates

- a. 2021/22 Season – Remaining meetings:
 - i. Board Meetings
 - 18th May 2022 (Twickenham)
 - 28th July 2022 (Twickenham)
 - ii. Council Meeting
 - 17th June 2022 (The Lensbury)
 - iii. Annual General Meeting
 - 17th June 2022 (The Lensbury)
- b. Planning has commenced on the meeting dates for Board & Council for the 2022/23 and the 2023/24 season and these will be published shortly.

3. Community Game Board (CGB) Report

David Roberts - Chair of the CGB

Steve Grainger - Rugby Development Director

3.1 The CGB last met on 23rd March.

3.2 Travel Funding

- a. The process for travel funding for 2022/23 (subject to final approval within the business planning process) was agreed.
- b. The aim is to maximise the impact of the limited support available to ensure that support goes to the clubs most in need and who have the furthest to travel.

3.3 Supplemental Pot

- a. CGB discussed the use of the Supplemental Pot funding.
- b. Due to Covid, the Supplemental Pot funding was put on hold for 2021/22 and replaced with a Club Support Fund. Details of how to apply for funding have been sent to clubs.
- c. CGB has formed a small sub-group to review how the Supplemental Pot money should be used going forward.



3.4 **Sport England Funding**

- a. CGB received detail on the incremental funding secured from Sport England to undertake some work in selected communities across the country.
- b. This work is intended to assess the approach of “over driving” development activity to assess whether it increases/sustains participation quicker than elsewhere.
- c. Sport England have selected five areas for this work:
 - i. Manchester,
 - ii. Birmingham,
 - iii. Liverpool,
 - iv. Leeds/Bradford, and
 - v. Nottingham.
- d. CGB agreed this prioritisation.
- e. Further discussions will take place with Sport England.
- f. CGB will have oversight on this work.

3.5 **Women’s Rugby World Cup 2025 Legacy Programme**

- a. CGB endorsed the proposed legacy programme.
- b. Subject to the final securing of government funding these will focus on:
 - i. facility improvements in clubs.
 - ii. player pipeline work in universities and schools (the latter focused specifically on driving player quantity in the new U12 girls age group).
 - iii. developing more female coaches & match officials, and
 - iv. developing a greater female engagement (fan base) in community clubs.

3.6 **Safeguarding**

The standing item on safeguarding featured a deep dive into Yorkshire Cricket Board and their widely publicised discrimination issues and how they are being addressed.

3.7 **Reports**

Update reports were received from/on:

- a. the Chair, the Director of Rugby Development, and the subcommittee chairs,
- b. the GMS Review,
- c. the National Rugby Survey,
- d. Rugby United, and
- e. the Club of the Future Commission and the contact & non-contact working groups.

4. **Platform for Rugby**

Ben Lowe - Head of Rugby Growth

Natasha Routledge - Head of Community Rugby Operations

- 4.1 In response to concerns raised about the Game Management System (GMS), Deloitte was selected to conduct an independent review of the most appropriate Platform for Rugby.
- 4.2 An RFU taskforce has been established to provide oversight over several activities linked to this, including communications, resourcing, and alignment with affiliation. Taskforce members include representatives from Board and Council including Paula Carter, Eddie Keal and David Roberts.
- 4.3 The Deloitte review has been concluded and reviewed by the taskforce and the CGB.
- 4.4 Deloitte positioned a future vision for a Platform for Rugby as being a user (club) first platform, with a personalised portal/single user sign on, clear functionality to support



clubs running the game with enhanced functionality enabling clubs to link seamlessly to third-party applications.

- 4.5 The following points were noted by the project team and will be taken into the implementation phase:
 - a. Refine language used to 'RFU supporting clubs to run and empower the game.
 - b. Consideration of the future use of 'GMS' name as part of the future vision ie: whether GMS should be rebranded.
 - c. Potentially renaming/re-branding affiliation and user groups.
 - d. More specifics on the value exchange/incentives for clubs to use the system.
 - e. This not being a silver bullet to increase participation and reduce volunteer fatigue (but a support to this).
 - f. Clarity on the type of the different user groups that were spoken to (as part of clubs).
 - g. Appropriate implementation and communication lead times.
- 4.6 The strategy will be presented to the May Board meeting with Council and the game updated as the project develops.

5. **FCS Implementation Project Report**

Stephen Pearson - Chair of the FCS Implementation Group

- 5.1 Work is progressing on the new league structure for the men's game at Level 3 and below.
- 5.2 Applications have been received and are being verified (in conjunction with CBs) for lower XVs to enter the leagues (where the CBs have not opted out).
- 5.3 There are two geographic areas where the CBs operating in the same league differ on whether to admit lower XVs. Discussions are continuing with the CBs involved. These are
 - a. Cheshire & Lancashire
 - b. Hertfordshire & MiddlesexThe discussions have been constructive, and it is hoped that the outstanding issues will be resolved shortly.
- 5.4 Changes to regulations to accommodate the new league structure will be considered by Governance shortly.
- 5.5 Work on populating the new league structure will be finalised by the end of May.
- 5.6 The fixtures will be released by the middle of June.
- 5.7 Council will be asked to approve the necessary regulation changes at the June Council meeting.

6. **Professional Game Board (PGB) Report**

Phil de Glanville - RFU Representative of the PGB

- 6.1 The PGB has been meeting on a regular basis and as a result the meetings have become more streamlined and focused.
- 6.2 **Men's Six Nations 2022**

PGB reviewed the 2022 Men's Six Nations. Whilst results were disappointing, it was felt that once the new and the experienced players bedded in (coupled with the return of the long term injured players), results would quickly improve.
- 6.3 **Promotion to the Premiership**
 - a. The PGB also received an update on the minimum standards relating to promotion from the Championship to the Premiership. Following an independent club audit, Ealing Trailfinders (who won the Championship) was



deemed not to have met the minimum standards and were therefore ineligible for promotion to the Premiership. Ealing Trailfinders submitted an appeal, but subsequently withdrew it. There will thus be no promoted team this season.

- b. Work has commenced on reviewing the minimum standards to ensure that they are fit for purpose.

6.4 **Professional Rugby Injury Surveillance & Prevention (PRISP) Project**

PGB received a summary of the PRISP report for the 2021/22 season. The report will be published.

6.5 **Hybrid Cup**

As there has been unanimous support for the proposed hybrid cup competition between Premiership & Championship clubs, the PGB confirmed that it will be introduced as a proof-of-concept competition in the 2023/24 season.

7. **Women's Premier 15s (P15s)**

Alex Teasdale - Head of the Women's Game

- 7.1 Alex Teasdale updated Council on the redevelopment of the Premier 15s from the 2023/24

- 7.2 The update provided background information and covered four key areas, which are under consideration:

- a. league format,
- b. length of term (before further review),
- c. interim principles, and
- d. minimum operating standards.

- 7.3 The aim of the redevelopment is to deliver a world class domestic club competition that is competitively sustainable by:

- a. driving a semi-professional environment for all AP15s players to include dual career opportunities to allow players time to develop and improve,
- b. reviewing and making recommendations to adapt and develop the competition, ensuring the shape and format continues to deliver an appropriate world class product, and
- c. increasing the broadcast and streaming of P15s thus making P15s commercially sustainable.

- 7.4 To support this work several business models (including financial projections and investment requirement) were shared with Council.

- 7.5 Council **APPROVED** a recommendation to devolve responsibility for the design and approval of the new minimum operating standards of the new league, to the Women's Performance Management Group.

8. **Women & Girls Game Update**

Louise Latter - Women & Girls Representative

8.1 **Allianz Premiership Salary Cap Review**

Following club and player consultation, the recommendation of a hard cap set at £120,000 per club was presented to Governance and the Board at their March meetings. Both Governance and Board requested further work to understand the viability of a hard cap being introduced in the 2022/23 season.



8.2 Red Roses Six Nations 2022

- a. The Red Roses have had a successful start to their 2022 Six Nations campaign. *[Post meeting note: The Red Roses defeated France on 30th April to become the 2022 Grand Slam winners]*
- b. The Under 20s have not been as successful, suffering home and away defeats to France.

8.3 Women's Competition Review

- a. The Review Group has identified three focus areas:
 - i. structure,
 - ii. administration, and
 - iii. regulation.
- b. Recommendations will be brought forward during the 2022/23 season for implementation in the 2023/24 season.

8.4 Girls Game – New Age Bands

The new age bands for the Girls Age Grade game come into effect from September 2022 and will be u12, u14, u16 and u18.

9. Finance Report

Sue Day - Chief Operating Officer

9.1 Month 8 (February 2022) Report

- a. The YTD actuals (before the Union's share of the sale of shares in the Six Nations to CVC) was £5.3m, compared with a budgeted loss of £14.6m. The budget was based on 50% stadium capacity. The ability to move back to 100% capacity has had a positive impact on tickets sales, broadcast revenue, and hospitality, although these have been partially offset by contracted payments to PRL under the PGA.
- b. Whilst the favourable budget variance is welcome, it should be recognised that the underlying loss (pre the proceeds of the CVC investment) is £3.9m. During normal times, at this stage in the RWC cycle (with only two home Six Nations games), this should have been a breakeven year.

9.2 Business Planning 2022/23

- a. Work has commenced on the 2022/23 business plan & budget.
- b. 2022/23 is likely to be a difficult financial year due to the inflationary pressures, which are expected to continue, especially around energy, insurance, and staff costs.
- c. There is also a need to rebuild the income streams to pre-Covid levels. This may take several years.

10. National Governing Body (NGB) Review Group Report

Mike Waplinton – Chair of NGA Review Group

- 10.1 Mike Waplinton updated Council on the work of the NGA Review Group.
- 10.2 A consultation survey was distributed to Council Members, Distinguished Members, Past Presidents, the Board and the Leadership Team as well as others including the National Youth Council.
- 10.3 In addition, consultation sessions have been undertaken with Council members.
- 10.4 The Review Group is now analysing the results of the consultation with a view to bring recommendations to Council in due course.
- 10.5 The aim is to evolve the Council structures, not revolutionise it.
- 10.6 It is likely that any change could take 5 years to implement.



- 10.7 Any changes to the Rules of the Union will need to be put to the Game at a General Meeting.

11. **Governance Report**

Chris Cuthbertson - Chair of the Governance Standing Committee

11.1 **Meetings**

- a. Governance last met on 9th March.
- b. The next meeting is scheduled for 27th April.
- c. A further meeting to agree all the regulation to be put to the June Council meeting has been arranged for 24th May.

11.2 **Global Law Trials**

- a. World Rugby will decide at the May World Rugby Council meeting which, if any of the current GLTs should be adopted permanently into Law.
- b. The Global Law trials are:
 - i. 50:22.
 - ii. Goal line drop-out.
 - iii. Flying wedge - Supporting players must not pre-bind onto ball carrier.
 - iv. 1 player pre-latched.
 - v. Cleanout – players must not target the lower limbs of the “jackler” when attempting a cleanout at the breakdown.
- c. Following recommendation from the Laws Sub Committee, Governance agreed to recommend to the Board and the RFU’s WR Representatives, that the adoption of all five GLTs should be supported except for the Goal Line Drop-out. This position was accepted by the Board.

11.3 **20 Minute Red Card Proposal**

Following a trial in the Southern Hemisphere, World Rugby is considering introducing a world-wide trial whereby a player who is sent off may be replaced after 20 minutes (although the player sent off may not return. This proposal has no support in the Northern Hemisphere.

[Post meeting note: World Rugby has now withdrawn this proposal]

11.4 **Gender Participation Policy**

- a. Governance discussed the latest draft of the Gender Participation Policy.
- b. The policy has been reviewed following the World Rugby’s decision to amend its policy.
- c. This is an extremely sensitive issue and further work is needed especially around how the change is communicated. The consultation process showed that this is a highly emotive area with polarised views. It is therefore inevitable that any announcement will attract critical Comment. In the light of this the Board was updated at its March meeting.

11.5 **Regulation 13 (Adult Competitions) & Regulation 16 (Women’s Regulations) Alignment Project**

- a. The work is progressing well, and a draft has been widely circulated to stakeholders. The responses are now being considered.
- b. The matter will be further considered by Governance at its May meeting with the aim of bringing it to the June Council meeting.

11.6 **Project Touchstone (Player Affiliation)**

- a. Following Council’s decision to delay implementation of adult player affiliation until at least the 2023/24 season, Governance received an update on the ongoing work.



- b. Work continues on how to amalgamate player affiliation and player registration as it is broadly felt that introducing player affiliation, whilst retaining player registration would cause confusion and significantly increase the burden on club volunteers.

11.7 **Structured Season 2022/23**

Governance will be reviewing the men's & women's 2022/23 structured season at its April meeting.

[Post meeting note: The structured season for both the men's & women's games were approved by Governance on the 27th April]

11.8 **Mandatory Pitch-side Care**

- a. Regulation 9 has been reviewed to introduce mandatory minimum standards for pitch-sided care.
- b. If approved the amended Regulation will come into effect as follows:
 - i. Age Grade Rugby - 2022/23 season.
 - ii. Male Adult Rugby (L3 & below) - 2023/24 season.
 - iii. Women's Adult Rugby (L2 & below) - 2023/24 season.
- c. The requirement for clubs to conduct and document a club risk assessment will be reinforced (together with a requirement to review it regularly).
- d. Minimum Pitch-side Care Standards are being finalised and will be brought back to the June Council meeting once approved by Governance.
- e. Clubs will only be allowed to vary the standards if they can demonstrate the need to do so following a risk assessment.
- f. Council **APPROVED** this approach and timetable.

11.9 **Regulation Review**

- a. Each season the Regulations are reviewed, amended, and updated. This process is underway and a matrix showing the main changes was presented to Council.
- b. The Regulation matrix is still draft. The final version will be considered by Governance at its May meeting, with a view to making recommendations for Council to consider at the June Council meeting.
- c. The main changes being worked on this year are:
 - i. Amalgamation of Regulations 13 & Regulation 16 to form a new Regulation 6.
 - ii. Regulation 6 will also include the necessary Regulation changes to implement the FCS changes.
 - iii. Introduction of mandatory pitch-side care regulations.
 - iv. Amendments to the Premier 15s salary cap regulations.

12. **2022 AGM Calling Notice**

Angus Bujalski - Legal & Governance Director

12.1 Following a presentation from Angus Bujalski, Council **APPROVED:**

- a. the 2022 AGM Notice to Members,
- b. the 2022 AGM Agenda and Explanatory Notes,
- c. the Rule Changes to be put to the AGM, and
- d. the delegation of the finalising of the documentation to Angus Bujalski.

12.2 The AGM will be held at The Lensbury Club at 5.00pm on Friday 17th June 2022.

12.3 This will be a hybrid meeting with members permitted to attend in person (social distancing requirements permitting) or virtually.



- 12.4 Council **APPROVED** that the following changes to the Rules should be put to the members at the AGM:
- a. Following the introduction of the Sport England Governance Code, transitional provisions were put in place to deal with the position of longstanding Council Members. Gradually as more Council Members become timed out, these provisions can be simplified.
 - b. Adopting Gender Neutral Language (such as “they” as opposed to “he or she”).
 - c. Updating references to the National Clubs Association to National League Rugby.
 - d. Changes requested by the FCA (where the Rules are registered) to deal with the situation where a personal representative of a deceased member brings a claim against the RFU. This is academic for the RFU since the only natural persons who are members are Council Members.
- 12.5 In addition, the AGM will be asked to ratify the following appointments (all of which were **APPROVED** by Council):
- a. **Presidential Team**
 - i. President - **Nigel Gillingham**
 - ii. Senior Vice President - **Rob Briers**
 - iii. Junior Vice President - **Rob Udwin**
 - iv. Past President - **Jeff Blackett**
 - b. **Appointments to the Board**
 - i. Chair of Governance - **Paula Carter**
Paula Carter replaces Chris Cuthbertson who is stepping down from the Board & Council this summer.
 - ii. Senior PGB Representative - **Phil de Glanville**
To be re-elected
 - iii. Council Elected Director – **James Cook**
James Cook fills the vacancy created by Paul Carter’s appointment as Chair of Governance.
 - iv. Independent Non-Executive Director - **Yasmin Diamond**
Yasmin Diamond replaces Dominic Proctor who is leaving the Board this summer having completed his term of office.
Yasmin Diamond is a communications professional with over 20 years’ experience working across public, private and government sectors and is currently the Executive Vice-President of Global Corporate Affairs at IHG.
 - c. **Other Appointments**
 - i. World Rugby Representative - **Deborah Griffin**
To be re-elected
 - ii. World Rugby Representative - **Jonathan Webb**
To be re-elected

13. **Council Nominations Committee (Council Nomco) Report**

Ken Andrews - Chair of Council Nominations Committee

13.1 **RFU Rose Award**

- a. The RFU Rose Award is aimed at recognising those who have given exceptional service to the Game nationally. It is open to professionals and amateurs alike but is not open to Council Members.



- b. Council Nomco will consider nominations and make recommendations to Council on those thought worthy of the honour at the June Council meeting each year.
- c. Nominations for the 2022 Awards are now open.

13.2 **Terms of Reference**

Council **APPROVED** the changes to the Committee's ToRs to include the RFU Rose Award.

14. **Diversity & Inclusive (D&I) Implementation Working Group Update**

Genevieve Glover - Chair of D&I Implementation Working Group

- 14.1 Council received an update on the work of the D&I Implementation Working Group.
- 14.2 The group is working through the implementation of the 10 D&I recommendations previously approved by Council.
- 14.3 Given that there is still work to be done on completing this implementation work, Council **AGREED** that the Terms of Reference for the D&I Implementation Working Group be extended by 12 months, to July 2023, to allow completion of the recommendations, the development of further recommendations and to further support Council in embedding D&I within CBs and Clubs.

The meeting closed at 3.30 pm.

The next Council meeting is on 17th June 2022 and will be followed by the AGM.

Chris Cuthbertson & Eddie Keal

4th May 2022

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