



DORSET & WILTS RUGBY FOOTBALL UNION LIMITED

MANAGEMENT REVIEW

June 2021

Following a series of Zoom meetings between the following

Michael Moysey
Ron Jones
Chris Burton
Gerald Burden

In which the group carried out a review into how the Dorset & Wilts Rugby Football Union Limited (D&WRFU) was managed, we concluded that improvements could be made to the overall running of the union.

We would like to submit our proposals to you for your consideration, the details are set out below for our suggested re-structuring of the D&WRFU.

We would like to state from the start that this document is just a general observation which will result in better business management.

The listing of the topics in this document are in no particular order and are of equal importance.

Why do we need to change?

1. We are a small business, and not a group of friends meeting for a drink once every six weeks to discuss rugby topics like in the past.

This is something some of the committee members appear not to appreciate, but I suspect this is more to do with old habits than anything else.

2. We need to ensure that we act like a business.
Because the current Officers and Officials could be leaving themselves exposed to undisclosed risks in their normal daily work.
3. The changing role of the CB.
4. We have pledged that the D&WRFU is committed to providing inclusion for all within rugby, both on and off the pitch.

Which means that we must endeavour to recruit players and volunteers from all ages, gender, sexuality, beliefs and backgrounds.

We all expect the need to recruit a younger and or more diverse range of society, but there are several issues which contribute to making this challenging.

- Location.
- The demographics of the population structure.
- Work – Life balance.
- Family commitments.
- Those willing to volunteer are typically people which are retired.

We must also start to encourage our member clubs to follow our lead, with their own commitment to provide inclusion for all within rugby.

5. The terminology used for role descriptions is outdated, (and may sound too much like the military).
 6. Not all members of both the current Council and Management Board fully engage on a regular basis.
 7. The Current Management Board is too large for the size of the business.
 8. The business needs the ability to make decisions within a short time frame.
 9. Currently to get a majority decision from either Council or Management Board can take several days, due to the nature of the employment obligations of the committee members.
 10. During the first couple of months of the current pandemic, we set up a working group (maximum 4 people) to manage the day-to-day affairs of D&W, this worked well allowing for speedy decisions to be made.
 11. The lack of support from RFU front-line staff.
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Objective

1. Improve the CB business model.
 2. To improve the management of the CB.
 3. To give a greater degree of independence to both the Council and the Executive Committee. Currently 35% of the members of Council are also members of the Management Board.
 4. Greater control and the ability to influence by the new Subgroups.
 5. Reduce overall costs.
 6. Faster decision making.
 7. Greater volunteer involvement.
 8. Improved internal communications.
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Proposal

1. The with following no longer be members of Council.
 - General Secretary.
 - Treasurer.
 - Management Board Chair.

2. All other members of the Council would remain unchanged.
3. The overall membership of the Council would increase by one.
 - The recruitment of two additional Club Representatives.
 - The Referees Representative would move to the Council.
 - A second Executive Committee member will service on the Council on a rotation basis.
 - The option to invite others to update Council on set subjects or topics.
 - Safeguarding Manager would become a full member of the Council.
4. The existing Management Board to be replaced by a smaller Executive Committee, consisting of the following.
 - Managing Director.
 - Company Secretary.
 - Financial Director.
 - Two Non-Executive Director.
5. Three new Subgroups would be formed.
 - Club Support Group.
 - Governance Group.
 - Playing Section Group.

The following amendments will have to be made to the Constitution of the Dorset & Wilts Rugby Football Union Limited.

- a) The overall membership of the Council would increase by one.
- b) The recruitment of two additional Club Representatives. Up from eight to ten.
- c) To add the Safeguarding Representative and a Representative of the Dorset & Wilts RFU Referees Society to the list of permanent Dorset & Wilts RFU Council members.
- d) The wording which relates to the Co-opting of additional members of Council to be replaced by the following.

“ the Council have the option to invite others to update Council on set subjects or topics”.
- e) Any rewording which relates to the Management Board name change.
- f) Any rewording which relates to the name changes for the Executive Committee Roles.
- g) Change the reference in Section 12 from Officers to Directors.
- h) The addition of the role of Managing Director to the list of elected committee members (i.e., Directors) at the AGM of the Dorset & Wilts Rugby Football Union, as per section 12 of the D&WRFU Constitution.

- i) The following roles to be elected at the Annual General Meeting for an agreed duration. Maybe within line with the RFU Three-year term are per other roles within the D&WRFU.
 - President.
 - Immediate Past President.
 - Managing Director.
 - Company Secretary.
 - Financial Director.
 - Club Representatives.
 - Deputy President.
- j) Add reference relating to the following.
 - Equality, Diversity, and Inclusion.
 - Gender Equality.
- k) The addition of the wording “use of On-line meeting and other Digital Platforms” where required.
- l) Changes to the front cover of the Constitution to read. “A registered society under the Co-operative and Community Benefit Societies Act 2014, no: 30484R.”
- m) All the texts used above are currently only sample wording.
- n) Other changes not yet identified.
- o) To carry out a full review of the constitution to reflect the modern world we now live in.

To put it in to a simple understandable terminology.

The Following elected members of the union would be acting as the Trustees of the CB.

President

Immediate Past President

Club Representatives

With the following acting as the Directors of the company (Dorset & Wilts RFU Limited),
In effect the Directors of the company would report to the Trustees of the CB.

Managing Director

Company Secretary

Financial Director

Two Non-Executive Directors

- p) To amend the date at Point 15.4 relating to the Financial Statement of the Union.

What happens next

See addition notes at Page 54

At the Management Board meeting on Tuesday 13th April 2021, the Management Board approved the proposed management structure changes subject to some minor rewording/alterations.

The revised document was circulated to the members of the Management Board by email on Wednesday 14th April 2021. Final sign off was agreed on Saturday 17th April 2021.

This proposal will be deemed to be approved by majority 24 hours after the closing date for final sign off.

The final proposal document was be circulated to Council members by email for comment.

Comments from the Council members were submitted to the General Secretary by Friday 23rd April 2021, copying in all other Council members.

The Management Board respond to these comments via the General Secretary by Monday 26th April 2021.

Council members will be asked to give their provisional approval by Wednesday 28th April 2021.

The Management Board will register the proposed management structure changes with the General Secretary, for inclusion at the AGM as per the AGM First Calling Notice by Friday 30th April 2021.

Members of the Council ked to confirm their approval of the proposed management structure changes, at their next meeting on Tuesday 4th May 2021.

Following Council approval, the proposed management structure changes will be circulated to all voting club members of the Dorset & Wilts Rugby Football Union for comment by Monday 31st May 2021.

Any comments received from a voting club member will be answered by the General Secretary by Friday 4th June 2021.

Under Section 9 of the Dorset & Wilts Rugby Football Union Constitution

On Wednesday 23rd June 2021, the Council will convene a Special General Meeting by giving to all Members two clear weeks written notice thereof stating the date, time, and venue thereof and the resolution or resolutions to be moved or other business to be transacted thereat.

On Wednesday 21st July 2021, the voting Club members of the Dorset & Wilts Rugby Football Union will be asked at the AGM to give their final approval.

Council

To consist of the following personnel.

- President.
- Ten Club Representatives.
- Immediate Past President.
- RFU Council Representative.
- Deputy President.
- Safeguarding Representative.
- Referee Representative.
- Plus, additional member of the Executive Committee.
- Others by Invitation to update Council on a set subject or topic.

The working year shall start at the end of the AGM and finish at the start of the following AGM, for the Council, the Executive Committee and all Subgroups empowered to undertake business on behalf of the union.

The Council reserve the right to suspend Standing Orders, at any time if the need arises.

The following would be able to attend Council meetings by Standing Invitation, but **WITHOUT VOTING RIGHTS.**

Managing Director.

Company Secretary.

Financial Director.

The second member of the Executive Committee.

Role of the Council

1. To act as a Check and Challenge body.
2. To approve policies and budgets recommended by the Executive Committee.
3. Target Delivery Plan.

Post Covid 19 the Council will concentrate on four main areas of rugby development during the next three years.

- a) Player Recruitment and Retention.
- b) Woman's and Girls rugby.
- c) Club Support (Post Covid 19 and our long-term objectives).
- d) Under 17's – Under 18's Male Retention, Recruitment and Transition (RRaT).
- e) **The above is subject to review and change.**

4. To review the feedback from the Club Huddles and circulate Best Practice.
5. To act as a Focus Group, developing new programmes for the promotion of rugby.
6. To promote Equality, Diversity, and Inclusion.

7. To promote Gender Equality.
 8. Promote County Membership.
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Meetings

To meet at least Four times during each financial year [between 1 July and 30 June].

- August (To include the Executive Committee members).
- November.
- February.
- May – To be use has an opportunity to run a trial agenda – reporting in etc which we can consider in due course.

Limited to one physical meeting per year.

Council Reporting

With the Council meeting every 3 months, following each meeting a draft copy of the minutes with all reports attached will be forwarded to the Chair within 14 days by the Administrator for their observations.

Once these minutes have been agreed by the Chair, a copy will then be circulated (by e-mail) to all Council members for comment or correction and the members will have 7 days to respond. The minutes will be deemed to be approved by majority 4 days after the closing date for corrections.

Any matters arising will be managed by circulation (i.e., e-mail or conference call).

All Council minutes are to be posted on the D&WRFU website, upon final approval.

The Executive Committee is to submit its written report with all Subgroup reports attached, 4 days before the next Council meeting date to all members for consideration. If any Council member wishes to raise a question regarding the submitted report, they are to reply to the report's author by return, copying in all other members into their request.

All Council Committee minutes are to be posted on the D&W website, upon final approval.

Working assumption: papers sent with or referred to in any Agenda will be taken as having been read.

The Admin services (I.e., Minutes etc) would remain unchanged.

Presidential roles

President

- Head of the Union and its principal spokesmen.
- Chair all General meetings of the Union and all Council meetings.

- Represents the Union at all games, competition finals, meetings and events attended.
- Visit clubs in membership on match days during the season.
- Acts as an Ambassador for the Union.

To source suitable external funding, to support the Union as a whole. Subject to the scrutiny and approval of the D&WRFU Council.

The Council Chair (President) can relinquish the role of committee meeting chairs to others if they so wish.

Immediate Past President

- To support the incoming President in the first year of their tenure of office.
- To deputise for the President if they are not available.
- To source suitable external funding, to support the Union as a whole. Subject to the scrutiny and approval of the D&WRFU Council.

Deputy President

- To support the outgoing President in their second year of their tenure of office.
- To deputise for the President if they are not available.
- To source suitable external funding, to support the Union as a whole. Subject to the scrutiny and approval of the D&WRFU Council.

Club Representatives

1. Five Regional Areas.
 - West Wiltshire.
 - Swindon and North Wiltshire.
 - South Wiltshire.
 - East Dorset.
 - West Dorset.

Club allocation to be revised.

- To represent closer travel time and links between clubs.
 - Club sizes or needs.
 - The need to be flexible on club groupings based on Subject or Topic.
 - The inclusion of Woman's and Girls sections within the club huddles.
2. Increase the number of Club Representatives from eight to ten.
 3. To elect a Lead Club Representative from within the group at the first meeting for that year, to co-ordinate the feedback from clubs and to ensure that any results are circulated to the relevant parties.
 4. To hold regular cluster meetings with their assigned clubs.
 - Every Three Months.
 - Limited to one physical meeting per year.
 5. To ensure that the views and concerns of the clubs are voiced to the CB.

6. To promote best practice and the sharing of ideas among clubs.
 7. To support the RFU full time staff, and the appointed members of the management team of the CB in the execution of their duties.
 8. To be a conduit for the supply of information on a wide range of subjects, both to and from the clubs, the RFU and the CB.
 9. To ensure that the clubs are aware of the legal requirements relating to receiving of any broadcasted materials (like PRS – GDPR – MPLC, etc).
 10. Any other topics that arise during the year.
 11. To source suitable external funding, to support the Union as a whole. Subject to the scrutiny and approval of the D&WRFU Council.
 12. All Club Representatives will file their reports to all Executive Committee members no later than 4 days before the date of the next meeting of the Executive Committee. If any member wishes to raise a question regarding a submitted report, they are to reply to the report's author by return, copying in all other members of the Executive Committee into their request.
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Executive Committee

To consist of the following personnel.

1. Managing Director

(Currently the Chair of the Management Board)

- Chair all meetings.
- To ensure that the instructions given by the Executive Committee and resolutions duly passed by the Council are implemented.
- In association with appropriate Executive Committee members, be part of the decision-making process.
- Development of the D&W RFU strategic plan and ensuring the implementation of the plan to be delivered through the priority initiatives.
- Ensuring that under their leadership the Executive Committee efficiently directs and co-ordinates the business of the CB.
- Carrying out regular health checks of the organisation and leading corrective action.
- To be a member of All Committees by standing invitation.

2. Company Secretary

(Currently the General Secretary)

- The principal administrator of the Union and the main link between Union and its clubs, the RFU and all outside agencies.
- Co-Ordinates all the Union's activities.
- To manage all Administration Services.
- Reports to be filed from the following.

- Huddles.
- Youth Forums.
- CSU Representative.
- RDGP Representative.
- Minutes from all Subgroups.
- The booking of all Online and Physical meetings.
- Social Media.
- Discipline Documents.
- Record Keeping.
- Event Support.
- Website.
- Maintain the CB Calendar.
- To be a member of All Committees by standing invitation.

3. **Financial Director**

(Currently the Treasurer)

- The Financial Director shall produce a Financial Statement of the Constituent Body's affair made up to 30 June in each year (or such other date as may be determined from time to time by the Constituent Body in General Meeting) by and 30 September in each year (or such other date as may be determined from time to time by the Constituent Body in General Meeting) and present them to the Executive Committee for approval at a meeting in October. The Financial Statement shall be made available to members no later than 31st October in each year.
- The Financial Director will oversee the compilation and operational management of the Local Rugby Partnership (LRP) in partnership with the Managing Director, Company Secretary, and the Subgroup Chairs.
- To be a member of All Committees by standing invitation.

4. **Two Non-Executive Directors**

- Non-Executive Director One would be one of the following.
 - President.
 - Deputy President.
 - Immediate Past President.

We would suggest that this should be the Deputy President, this would allow then time to understand the working of the CB in a practical way, before taken office as the President.

- Non-Executive Director Two would be someone without another major role within the CB or could be an independent external appointment.

Role of the Executive Committee

- Managing the affairs of the Constituent Body within the approved budget.
- To submit a quarterly report to Council.
- Preparing strategies to implement policies of the Council of the Constituent Body.
- Regularly monitoring, reviewing, and amending strategies, as necessary.
- Making policy recommendations to the Council on Constituent Body and RFU matters.
- Receiving, approving, and acting as necessary upon the recommendations of other Sub-committees.
- Approving any contracts, commitments, and expenditure.
- Through the Company Secretary co-ordinating and monitoring the work of the other Sub-committees.
- Ensuring the Constituent Body meets the needs of RFU and receives its full share of conditional funding.
- To source suitable external funding, to support the Union as a whole. Subject to the scrutiny and approval of the D&WRFU Council.
- All Executive Committee members have the right to raise any concerns that they may have directly with the Council Chair for their consideration and directions.

Meetings

To meet at least every six weeks during each financial year [between 1 July and 30 June].

Limited to two physical meetings per year.

Executive Committee Reporting.

After the meeting, a draft copy of the minutes with attached reports will be forwarded to the Chair within 14 days of the meeting by the Administrator for their observations.

Once these minutes have been agreed by the Chair a copy will then be circulated to all members for comment or correction and the members will then have 7 days to respond.

The minutes will be deemed to be approved by majority 4 days after the closing date for corrections.

Following each Executive Committee meeting the approved minutes will then be circulated to the Council for comment.

Notification of any issues relating to matters arising from these minutes to be received by the Company Secretary no later than 4 days before the date of the next meeting from either the Council or the Executive Committee.

Prior to the Council meeting, the Company Secretary will compile an overview of the previous quarter's activities for the Managing Director's approval and circulation to the Council.

All Executive Committee minutes are to be posted on the D&W website, upon final approval.

Working assumption: papers sent with or referred to in any Agenda will be taken as having been read.

The Admin services (I.e., Minutes etc) would remain unchanged.

The Executive Committee can invite others to attend their meetings, to update the meeting on a set subject or topic.

Breakdown of the new Subgroups roles

Club Development to be renamed Club Support Group, to reflect the wider remit of services on offer.

Club Support Group Schedule

- Volunteering.
- Leadership Academy.
- Young Ambassadors.
- Manage Coach and Match Official training programmes in liaison with RFU Coach Developers.
- General Club Support.
- Facilities.
- Clubs at Risk.
- Post Covid Support.
- Advice.
- Assist in the management of both the Club Development Plans and Club Accreditation programme.
- Training for club roles.

Club Support Structure

At the Club Support meeting held on Monday 14th June 2021, the following structure was agreed.

Club Support Group Schedule	Role	Name	Club	Member of the proposed Executive
Volunteering. Leadership Academy. Young Ambassadors. Re brand Manage Coach and Match Official training programmes in liaison with RFU Coach Developers. General Club Support. Facilities. Clubs at Risk. Post Covid Support. Advice. Assist in the management of both the Club Development Plan and Club Accreditation programme. Training for club roles.	Joint Chair	Alan Ottaway	None	No
	Joint Chair	Jon Monaghan	Weymouth & Portland	No
	Volunteer Co-ordinator - Dorset	Jon Monaghan		
	Volunteer Co-ordinator - Wiltshire	To be appointed		No
	LA Lead	To be confirmed		
	YA Lead	Jon Monaghan		
	Training Co-ordinator	Frank Butler	None	No
	Facilities Co-ordinator	All members		
		Gerald Burden	None	Yes
		All members		
		All members		
Historically Others by Standing Invitation - to remain unchanged	Club Representative Lead	All members		
		To be appointed		
		Chris Burton	Swanage & Wareham	Yes
		Alison Hunter	Weymouth & Portland	Yes
	Treasurer	TBA	RFU	No
	Area Facilities Manager			

Terms of Reference for the Club Support Chair.

As per Standing Orders 1.8 – August 2021.

- Chair all Club Support meetings.
- To ensure that the instructions given by the Executive Committee and resolutions duly passed by the Council are implemented.
- Report directly to the Executive Committee.
- In association with appropriate Executive Committee members, be part of the decision-making process.
- Developing strategies and plans to deliver the Club Support objectives set by the Executive Committee.
- Liaison with the RFU on operational aspects of the Club Support programme.
- Budget Management for Club Support.
- Delivering the agreed Club Support programme within allocated funds.
- Providing feedback to the Financial Director on planned and actual expenditure.
- Ensuring that all Committee members have Terms of Reference which reflect current D&W RFU and RFU policies.
- Maintaining a succession plan for committee members and managing their selection and appointment in liaison with the Succession Committee where applicable.

The Club Support Group will be free to source suitable external funding, to support club facilities improvements, pitch improvements, Leadership and Volunteering programmes and other agreed development programmes. Subject to the scrutiny and approval of the D&WRFU Council.

Governance Group Schedule

- Discipline.
- General Data Protection Regulation (GDPR).

- Anti-Doping & Illicit Drugs.
- Game Management System (GMS).
- Age Grade Registration.
- Dorset & Wilts RFU Policies.
- Gender Equality
- Equality, Diversity, and Inclusion.
- Make recommendations for changes to the Laws of the Game.
- Ensure Clubs are aware of the growing importance of Local Authorities and other Recreational Bodies.
- Data Management.
- The Protection of the Individual
(Which means a unified approach to Rugby Safe and Safeguarding, under the guidance of the Governance Group).
 - Safeguarding.
Regulation 21 Guidance.
 - Rugby Safe.
Regulation 9 Guidance.
 - Club Audits.
 - Disclosure and Barring Service Compliance.
 - Festivals.
 - Advice.
 - CPA Welfare.
- No member of the Governance Group can sign off issues relating to their own club.

Terms of Reference for the Governance Chair.

As per Standing Orders 1. 8 – August 2021.

- Chair all Governance meetings.
- To ensure that the instructions given by the Executive Committee and resolutions duly passed by the Committee (Council) are implemented.
- Report directly to Executive Committee.
- In association with appropriate Executive Committee members, be part of the decision-making process.
- Developing strategies and plans to deliver the Governance objectives set by the D&W Executive Committee.
- Liaison with the RFU on operational aspects of the Governance programme.
- Budget Management for Governance.
- Delivering the agreed Governance programme within allocated funds.
- Providing feedback to the Financial Director on planned and actual expenditure.
- Ensuring that all Committee members have Terms of Reference which reflect current D&W RFU and RFU policies.
- Maintaining a succession plan for committee members and managing their selection and appointment in liaison with the Succession Committee where applicable.

Playing Section

The Terms of Reference for the Playing Section is currently part of the review by Mike Moysey (Representative) and John Constable (Community).

Community Rugby Schedule

- Leagues and Merit Tables.
- Country Competitions.
- Universities.

The current general Terms of Reference of the Community Rugby Committee (male) are:

As per Standing Orders 1. 7 – January 2021.

- Drive Recruitment, Retention and Transition (RRaT) activities across Dorset and Wiltshire.
- Share best practice among clubs.
- To promote and develop all forms of rugby within Dorset and Wiltshire.
Men's — Veterans and Social – Youth – Sevens – Tens – Fifteens – Tag – X
Rugby Walking – Touch – Beach – Disability Rugby (Deaf – Blind – Wheelchair)
- Make recommendations on policies for Competitions and Leagues.
- Administer knock-out competitions, leagues, and merit tables (including de-regulated leagues and budgets)
- Liaise with South-West Rugby Competitions Committee.
- Provide a league secretariat and promulgate CB league de-regulation.
- Manage and administer D&WRFU Club Senior knock-out competitions.
- Manage and administer all Club Under 12's to Under 18's competitions.
- Co-ordinate and approve youth competitions and festivals.
- Promulgate Dorset & Wilts RFU structured season (both Senior and Junior).
- The Community Rugby Committee are to have overall responsibility for links to the Military.
- The Community Rugby Committee are to have overall responsibility for Club and education links.
- Work in partnership with the Dorset & Wilts Rugby Football Schools Union to encourage and promote Club-School links.
- Work in conjunction with the Youth Forums to provide RFU policy guidance, share good practice and encourage co-operation between member clubs and to develop, organise and promote playing opportunities targeted to recruit and retain players aged under 6 to 18 at all levels of ability and experience.
- Provide the links between the Bath Academy and the community rugby game.
- Provide feedback on Age Grade Rugby and Youth Age Rugby issues to the RFU and other CB sub-committees.
- This will be carried out by the three Sub-working groups.
- Recruitment, Retention and Transition Subgroup.
Co-ordinate the activities across Dorset and Wiltshire as part of a long-term strategy to keep more players in the game, playing, officiating, or volunteering.
- Senior Rugby Competitions Subgroup.

Manage and develop both the Senior Competitions and Senior Leagues and structured season. liaison with the South-West Divisional Operating Committee.

- Youth Development Partnership Subgroup.
- Manage and developing both the Dorset and Wiltshire Youth Forums, , co-ordination of the Age Grade calendar for D&W and co-ordination of Junior competitions, represent the Community game at the Regional Player Pathway Group

The current Terms of Reference for the Woman's and Girls Rugby Chair are:

As per Standing Orders 1. 7 – January 2021.

- Chair all Woman's & Girls Rugby meetings.
- To ensure that the instructions given by the Executive Committee and resolutions duly passed by the Committee (Council) are implemented.
- Report directly to the Management Board.
- In association with appropriate Management Board members, be part of the decision-making process.
- Developing strategies and plans to deliver the Woman's and Girls rugby objectives set by the D&WRFU Executive Committee in liaison with Team Managers and Head Coaches.
- Liaison with the RFU on operational aspects of the Woman's and Girls Rugby programme.
- Budget Management for both Community and Representative Rugby:
 - o Delivering the agreed Community and Representative Rugby programmes within allocated funds.
 - o Providing feedback to the Treasurer on planned and actual expenditure.
 - o Consultation with the Treasurer and the appropriate Team Manager regarding additional expenditure when a team progresses beyond the pool stages of their competition.
- Maintaining a succession plan for Coaches and Managers and managing their selection and appointment in liaison with the Chair of the Succession Committee where applicable.
- Ensuring that all Managers, Coaches and Backroom staff have Terms of Reference which reflect current D&W RFU and RFU policies and have in date DBS and Rugby Safe accreditation.
- Overseeing the following Backroom functions for all Community and Representative Rugby:
 - o Kit provision and maintenance.
 - o Representative Safeguarding.
 - o Representative Rugby Safe.
 - o Representative Medical Support.
 - o Representative Selectors.
 - o Representative Coach and Manager development.
- Maintaining a data base in liaison with the Secretary for costs of facilities charged to both Community and Representative Rugby teams at D&W RFU clubs.

The current general Terms of Reference of the Woman's and Girls Rugby Committee are:

As per Standing Orders 1.7 – January 2021.

- Encourage the development of all forms of Women's and Girls' Rugby Veterans and Social – Youth – Sevens – Tens – Fifteens – Tag – X Rugby Walking – Touch – Beach – Disability Rugby (Deaf – Blind – Wheelchair).
- Encourage more women to become Referees and Coaches.
- Manage player development programmes and playing programmes for Age Grade and Senior squads, at both in the Community and the Representative Section.
- To work in partnership with both the Community and the Representative sections to develop all forms of Woman's and Girls Rugby.
- Manage the financial arrangements for the season within budget both in the Community and the Representative Section.
- Facilitate the growth of Woman's and Girls Rugby and best practice through the Dorset and Wiltshire Forums.

Representative Rugby Schedule

- County Adult Squads.

The current general Terms of Reference of the Representative Rugby Chair are:

As per Standing Orders 1. 7 – January 2021.

- Chair all Representative Rugby meetings.
- To ensure that the instructions given by the Management Board and resolutions duly passed by the Council are implemented.
- Report directly to the Management Board.
- In association with appropriate Management Board members, be part of the decision-making process.
- Developing strategies and plans to deliver the representative rugby objectives set by the D&W Executive Committee in liaison with Team Managers and Head Coaches.
- Liaison with the RFU on operational aspects of the Representative Rugby programme.
- Budget Management for Representative Rugby:
 - Delivering the agreed Representative Rugby programme within allocated funds.
 - Providing feedback to the Treasurer on planned and actual expenditure.
 - Consultation with the Treasurer and the appropriate Team Manager regarding additional expenditure when a team progresses beyond the pool stages of their competition.
- Maintaining a succession plan for Coaches and Managers and managing their selection and appointment in liaison with the Chair of the Succession Committee where applicable.
- Ensuring that all Managers, Coaches and Backroom staff have Terms of Reference which reflect current D&W RFU and RFU policies and have in date DBS and Rugby Safe accreditation.

- Overseeing the following Backroom functions for all Representative Rugby (Male):
 - Kit provision and maintenance.
 - Representative Safeguarding.
 - Representative Rugby Safe.
 - Representative Medical Support.
 - Representative Selectors.
 - Representative Coach and Manager development.
- Maintaining a data base in liaison with the General Secretary for costs of facilities charged to Representative Rugby teams at D&W RFU clubs.

The current general Terms of Reference of the Representative Rugby Committee are.

As per Standing Orders 1. 7 – January 2021.

- Manage player development programmes and playing programmes for Senior squads.
- To work in partnership with the Woman's and Girls section to develop all forms of Representative Rugby.

Age Grade Schedule

- CSU Representative.
- Age Grade Calendar.
- Youth Forums.
- RDGP Representative.
- County Competitions.
- CPA Welfare.
- Representative Rugby.
- Regulation 15.

The current general Terms of Reference of the Age Grade Rugby Committee are.

As per Standing Orders 1. 7 – January 2021.

- Manage player development programmes and playing programmes for Youth squads.
- Manage the financial arrangements for the season within budget.
- Prepare and administer budgets for player development for players not involved in the RDPG and playing programmes for Under 15's and 16's players playing representative rugby for D&WRFU.
- Manage the team of Selectors, Coaches and Support Staff.
- All Under 15 to 18 activities must be run in accordance with the Age Grade Player Pathway guidance.
- All other teams or age groups as per the published Age Grade Calendar.

Meetings Schedule to be agreed.

Playing Section

Currently under review by Mike Moysey (Representative) and John Constable (Community).

The Playing Section will be split into three groups.

- Community Rugby.
- Representative Rugby.
- Age Grade Rugby.

An overall lead will need to be appointed to manage the Playing Section.

This role will be supported by the following.

- The Military Liaison Lead.
- The Training Lead.

Each group will have its own lead and will consist of both Male and Female sections.

Community Rugby

Currently managed by the Competitions Committee and Woman Section.

To consist of the following

- County Competitions.
 - Adult Male.
 - 1st XV Senior Cup
 - 1st XV Senior Vase
 - 1st XV Senior Plate
 - 2nd XV Senior Cup
 - 2nd XV Senior Shield
 - 3rd XV Senior Cup
 - Adult Female – to be developed.
- Leagues and Merit Tables.
 - Adult Male – as per RFU regulations or SWDOC agreement.
 - Adult Female – as per RFU regulations.
- Universities – to be developed jointly with RFU staff.

The Community Rugby Group will be free to source suitable external funding, to support County Competitions, Leagues and Merit Tables. Subject to the scrutiny and approval of the D&WRFU Council.

Representative Rugby

Currently managed by the Representative Rugby Section and the Woman's Section

To consist of the following.

- Senior Male County Squad.
- Under 20's Male County Squad.
- Senior Woman's County Squad.

Each Representative Rugby team will be free to source suitable external funding, to support their individual playing programme. Subject to the scrutiny and approval of the D&WRFU Council.

Age Grade

Currently managed by the Age Grade Competitions Committee and the Girls Section.

To consist of the following.

- Age Grade Male County Squads.
- Age Grade Girls County Squads.
- Age Grade Community Competitions
 - Under 18's Male Merit Table
 - Under 18's Male Cup
 - Under 16's Male Cup
 - Under 15's Male Cup
 - Under 14's Male Cup
 - Under 18's Girls Competitions – to be developed.
 - Under 15's Girls Competitions – to be developed.
- Age Grade Forums.
- All other Age Grade issues.

Each Age Grade Representative Rugby team will be free to source suitable external funding, to support their individual playing programme. Subject to the scrutiny and approval of the D&WRFU Council.

Subgroup Management

- Each Subgroup to make their own recommendations on the format they plan to operate under.
- Each Subgroup to meet with the Executive Committee following the AGM to formally present their proposals for the coming year. (late August – early September).
- Should as a result it be necessary the Subgroup Chair will be invited to attend the Executive Committee meeting to respond on any issues requiring clarification to assist in the decision-making process.

Expenditure

Purchasing Goods and Services

- Subgroup Purchasing of Goods and Services will be as per the D&WRFU Standing Orders 1.7 January 2021.

- Which will be modified to read.

Terms and Conditions

1. Purchases up to the value of £200.00 can be agreed verbally by the Subgroup Chair.
2. Purchases over £200.00 to be approved by the Subgroup Chair and Countersigned by the Financial Director or the Company Secretary **before** the purchase is made.
3. Large items of Capital Expenditure to be agreed by the Executive Committee.
4. An Estimate or Quotation to be obtained prior to submitting a purchase order request.
5. Any Estimate or Quotation to include the terms of payment.
6. A copy of all agreed purchase order request's is to be submitted to the Financial Director within 7 days of approval.
7. The invoice address to be that of the Financial Director and not the person making the purchase.
8. Failing to comply with these Terms and Conditions may result in the non-payment of invoices.

Copies of the Purchase Order Request Form are available from
admin@dwrugby.co.uk

D&WRFU Purchase Order Request for items over £200.00 in value			
Name		Email	Telephone
D&W Subgroup - Please tick the relevant box			
Administration		Suppliers Details	
Club Support		Company Name	
Governance		Address	
Playing Section			
Community Rugby			
Representative Rugby		Contact Name	
Age Grade Rugby		Email	
Safeguarding		Telephone	
Purchase or Service Description			
Date		Value	
Please forward completed request to your Subgroup Chair - Please select			<input type="checkbox"/> Approved <input type="checkbox"/> Declined
Subgroup Chair's Signature		Company Secretary or Financial Director Signature	

- Subgroup expenditure reimbursement claims will be as per the D&WRFU Standing Orders 1.7 January 2021.
- Which will be modified to read.

Terms and Conditions

1. These T&C's have been introduced to enable the Financial Director the ability to supply live information when required.
2. All claims for mileage or expenses are to be claimed quarterly.
3. All claims must be submitted quarterly (i.e., at the end of September – December – March – June) and within one month.
4. Claims submitted after this date will **not** be paid.
5. All claim forms **must** be signed by the applicant.
6. All claim forms **must** be signed and approved by the following Subgroup Chairs.
 - Club Support.
 - Governance.

All claim forms **must** be signed **and approved** by the following Subgroup Chairs and counter signed by the Playing Section Chair.

- Representative Rugby.
- Community Rugby.
- Age Grade.

7. All claim forms submitted by a Subgroup Chair **must** be counter signed and approved by one of the following.

Companies Secretary.

Financial Director.

8. All claims to be submitted to the Financial Director, by e-mail to alisonhunter19@googlemail.com

or by post to 650 Dorchester Road Weymouth DT3 5LG

8. * To be completed by others.
9. Payment will be by bank transfer. (Sort code and account number will be needed).
10. Fuel Receipts are not required.
11. VAT receipts are required for all other items purchased, including food.

Copies of the Expenses Claim Form are available from admin@dwrugby.co.uk

Dorset & Wilts RFU					
EXPENSES CLAIMFORM					
Committee:					
<i>Mileage @ 40p per mile</i>					
The month to which your claim relates to					
Name:					
Address:					
E-mail Address:					
Telephone Number:					
Your Bank Sort Code and Account Number:					
Date	Journey / Purchase / Expense details <small>From/To and purpose of journey or description of purchase/expense</small>	Receipt <small>Yes/No</small>	Total <small>Mileage</small>	Purchase <small>Code*</small>	Amount <small>Claimed</small>
Total Claim £					
Signed:			Date:		
Approved:			Date:		

Subgroup Reports

Reports to be received from the Subgroups, to coincide with Executive Committee meeting dates.

All Subgroup Chairs will file their reports to all Executive Committee members no later than 4 days before the date of the next meeting of the Executive Committee. If any member of the Executive Committee wishes to raise a question regarding the submitted report, they are to reply to the report's author by return, copying in all other members of the Executive Committee into their request.

All Subgroups to include details of their expenditure and remaining budget within their reports.

Reporting Document for all Subgroups – Committees (Draft below)



Standardised Report Document

Date:	
Reportee:	
Previous month's activity:	
Current Budget update:	
Proposed Activity (including estimated cost)	
Other items for discussion (please attach paper with estimated discussion time allocation)	

The Dorset & Wilts Rugby Football Union reserves the right to redact any report that contains sensitive material prior to general publication.

Recruitment

All appointments relating to the D&WRFU Council and Executive Committee to be as per the AGM First Calling Notice.

Subgroup Chairs will be appointed by a Selection Panel (maximum of 3 members) consisting of both the D&WRFU Council and Executive Committee members.

The Succession Committee will oversee the recruitment of suitable candidates, to fill all unelected vacancies which may arise in an open and transparent manner and will report directly to the Council via the Succession Manager.

The Succession Committee will consist of the Equality, Diversity, and Inclusion Lead and two other Council, Executive Committee or Subgroup members.

Each Subgroup will be responsible for the selection and interview process for replacement members of their group.

All vacancies to be advertised on the Dorset & Wilts Rugby Football Union's website and Social Media feeds and directly to the membership of the member clubs.

All applications should be made via the RFU Volunteer Application and Self-declaration Form.

Which can be located at <https://www.englandrugby.com/dxdam/33/33fce371-43c5-4e2c-b055-30dbceec7e0a/safeguardingVolunteerForm.pdf>

Each Subgroup will be responsible for the management of the following during the selection process.

- Equality, Diversity, and Inclusion.
- Gender Equality.

Successful candidates will receive no remuneration associated with their duties, other than payment of any authorised expenses.

All successful candidates to be vetted as per any regulations in force for that role at that moment in time before the candidates are permitted to commence their new role.

All appointments within the Subgroups will be approved by the Succession Committee – Council.

All appointments to be confirmed by letter from the Company Secretary, outlining the following.

- Role Description.
- Line Manager.
- Start Date.
- Length of appointment.
- Confirmation of vetting checks (i.e., DBS etc).
- On-going Training needs.
- Expenses Claims.
- Other role related topics.

Candidates' details must be recorded on the RFU Game Management System (GMS).

All coaching appointments are to only be offered to qualified coaches, or coaches that are currently involved in a Personal Development Plan to obtain the correct level of qualification. As per GMS records.

Successful candidates will be expected to undergo a programme of Continuing Professional Development.

Dorset & Wilts RFU branded clothing will be supplied subject to the availability of a suitable budget, which will be linked to the length of service as a volunteer within the union. Details to be confirmed later.

Initially the following roles would need to be recruited.

Additional Club Representatives – existing role
Non-Executive Director #2 – Proposed new role

Governance Chair – currently Donovan Lynaghan is in post until the AGM – existing role.

Playing Section Chair – Proposed new role.

Community Rugby Lead – Existing role.

Representative Rugby Lead – Existing role.

Age Grade Rugby Lead – Existing role.

The Dorset & Wilts Code of Conduct

If you are a member of or involved with the Dorset & Wilts. RFU or any of its squads or teams, you must meet all the following requirements regarding your conduct during any activity held or sanctioned by the RFU, by Dorset & Wilts. RFU or an affiliated club and in any role, you hold within Dorset & Wilts. RFU or an affiliated club:

- Respect the rights, dignity and worth of others.
- Be fair, considerate, and honest in all dealings with others.
- Be professional in, and accept responsibility for, your actions.
- Make a commitment to providing a high-quality service.
- Be aware of and maintain an uncompromising adherence to the standards, rules, regulations, procedures, and policies of Dorset & Wilts. RFU.
- Operate within the rules of the sport, including national and international guidelines, which govern Dorset & Wilts. RFU and the affiliated clubs.
- Do not use your involvement with Dorset & Wilts. RFU or an affiliated club to promote your own beliefs, behaviours, or practices where these are inconsistent with those of the RFU, Dorset & Wilts. RFU or an affiliated club.
- Demonstrate a high degree of individual responsibility especially when dealing with persons under 18 years of age, as your words and actions are an example.
- Avoid unaccompanied and unobserved activities with persons under 18 years of age, wherever possible.
- Refrain from any form of harassment of others.
- Refrain from any behaviour that may bring the RFU, Dorset & Wilts. RFU or an affiliated club into disrepute.
- Provide a safe environment for the conduct of the activity.
- Show concern and caution towards others who may be sick or injured.
- Be a positive role model.

- Understand the repercussions if you breach, or are aware of any breaches of, this code of behaviour.
- Do not use your involvement with Dorset and Wilts. RFU to influence players or coaching staff to move from their existing club to another club.

Summary

1. The makeup of the Council would change, the with following no longer be members of Council.
 - General Secretary.
 - Treasurer.
 - Management Board Chair.
 - Currently six members of the Management Board sit on the Council. That is more than 57% of the total Council membership.
2. The following would be added to the membership of Council.
 - Two additional Club Representatives.
 - Referees Representative.
 - Safeguarding Manager (currently a co-opted member only).
3. The Executive Committee would have a permanent representative on Council (Non-Executive Director [1]).
4. A second member of the Executive Committee will also attend Council. The second Executive Committee member will be on a rotation basis.
5. The Current Management Board would be disbanded and replaced by a smaller Executive Committee, consisting of the following.
 - Managing Director.
 - Company Secretary.
 - Financial Director.
 - Two Non-Executive Director.
6. Three new Subgroups would be formed.
 - Club Support.
 - Governance.
 - Playing Section.

Each Subgroup to make their own recommendations on the format they plan to operate under.

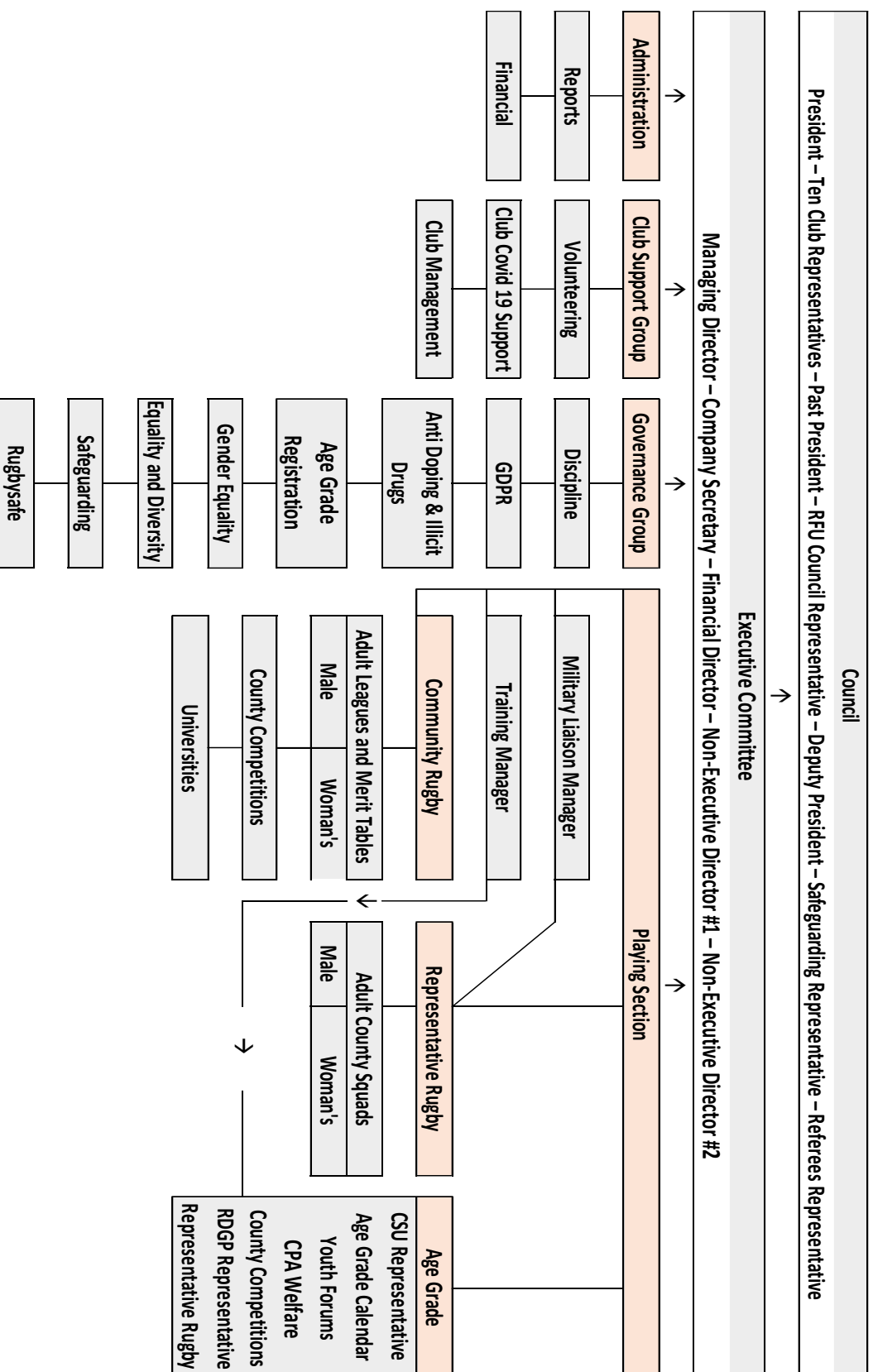
This will give each subgroup more independence to make their own budget and policy recommendations both to the Executive Committee and the Council, subject to RFU and D&W Regulations – Guidance.

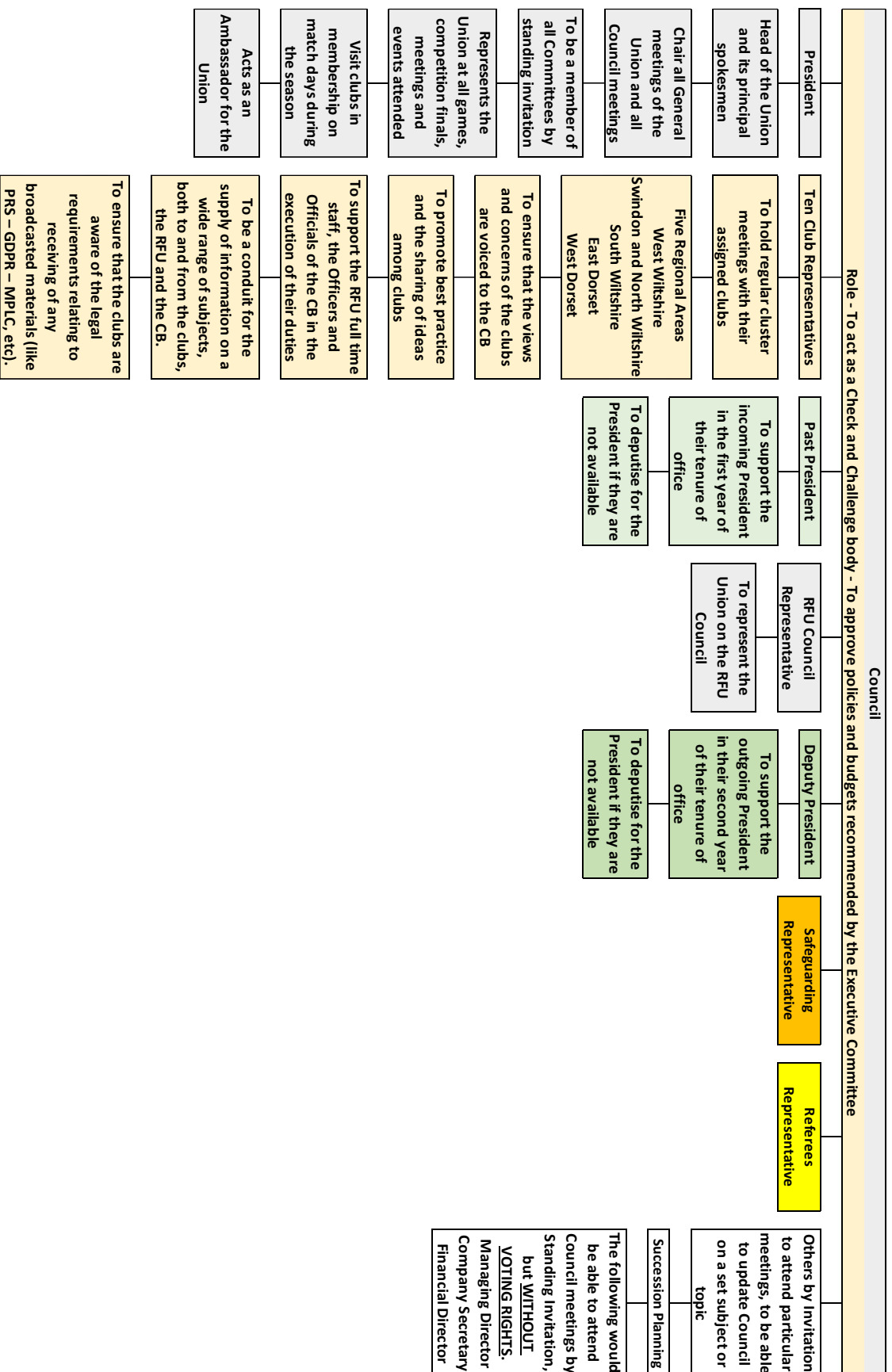
7. It will result in a faster decision-making process.

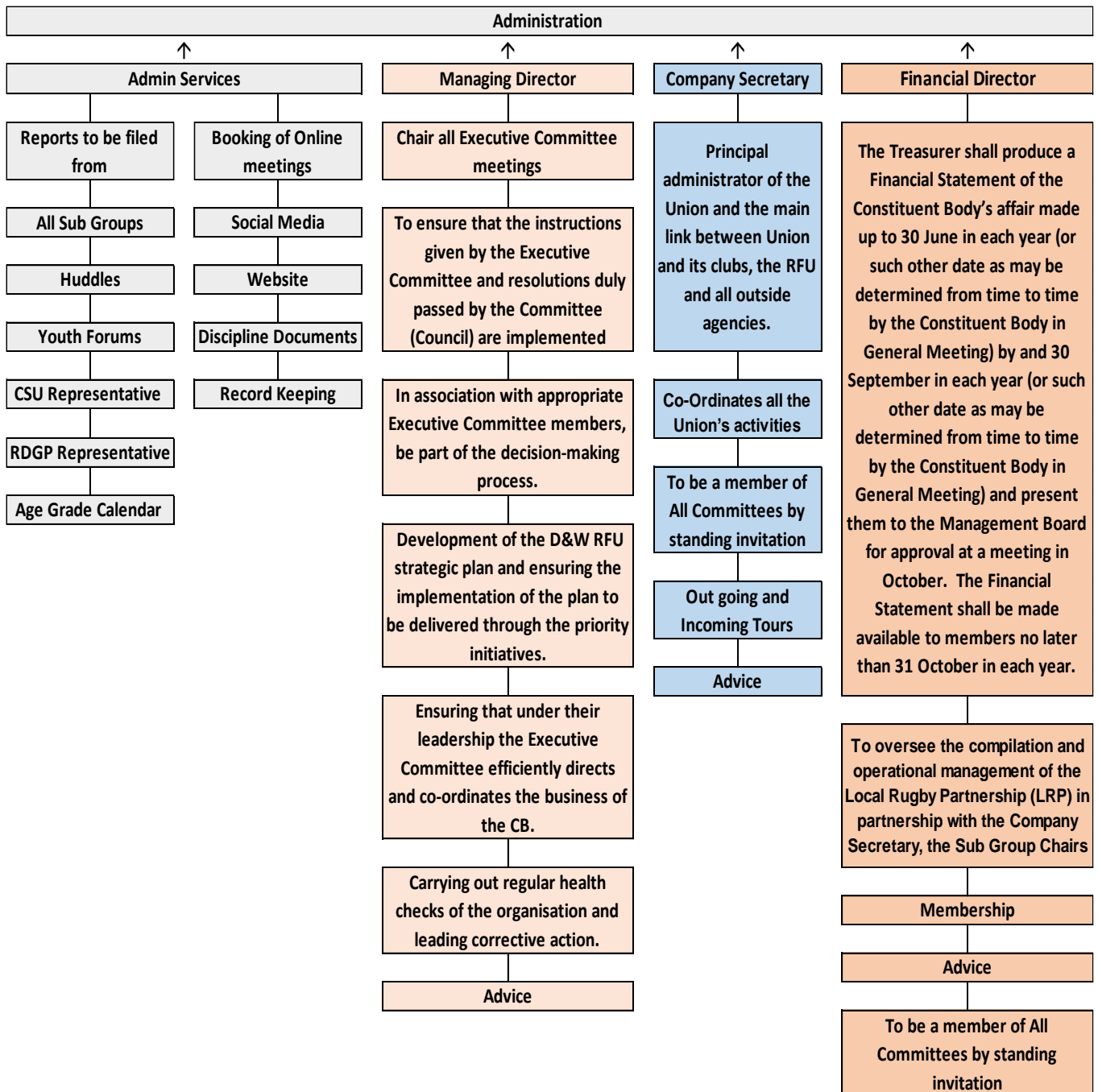
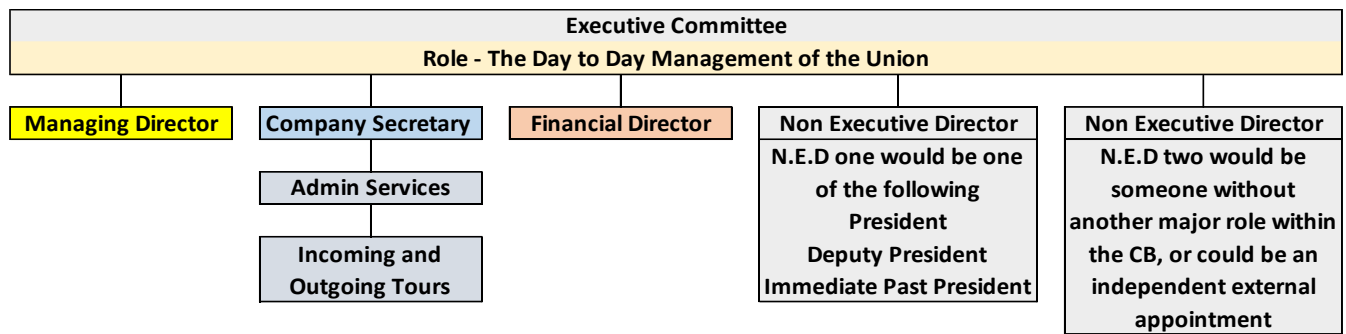
8. Inter committee communications will improve.
9. Greater Volunteer interaction and involvement.
10. Operating cost will reduce.
11. Overall, this will lead to a more modern business model.
12. D&W will be the vanguard of CB management practices.
13. Amendments will have to be made to the Constitution of the Dorset & Wilts Rugby Football Union Limited.

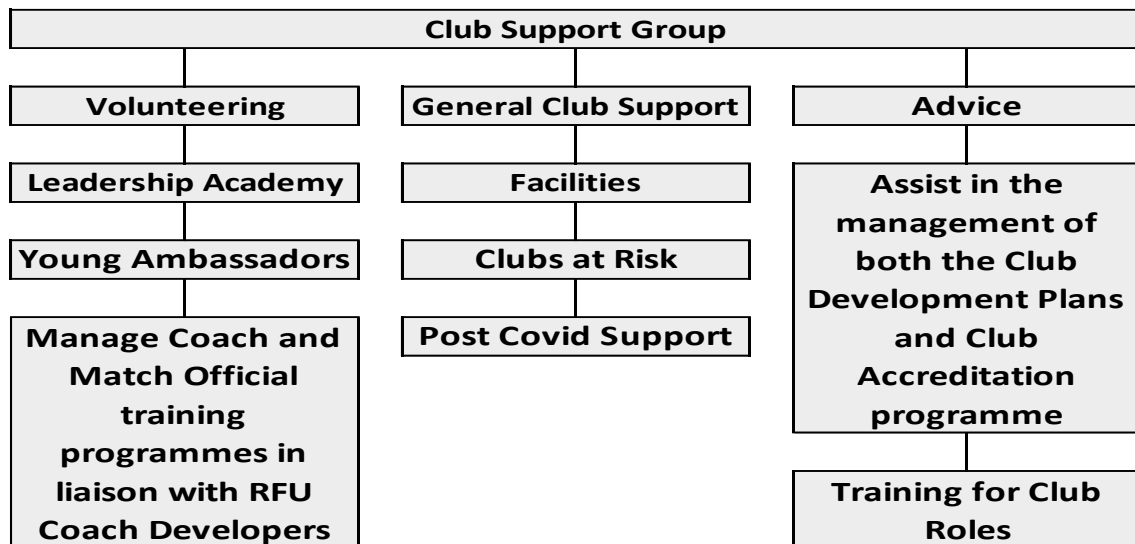
DORSET & WILTS RFU STRUCTURE

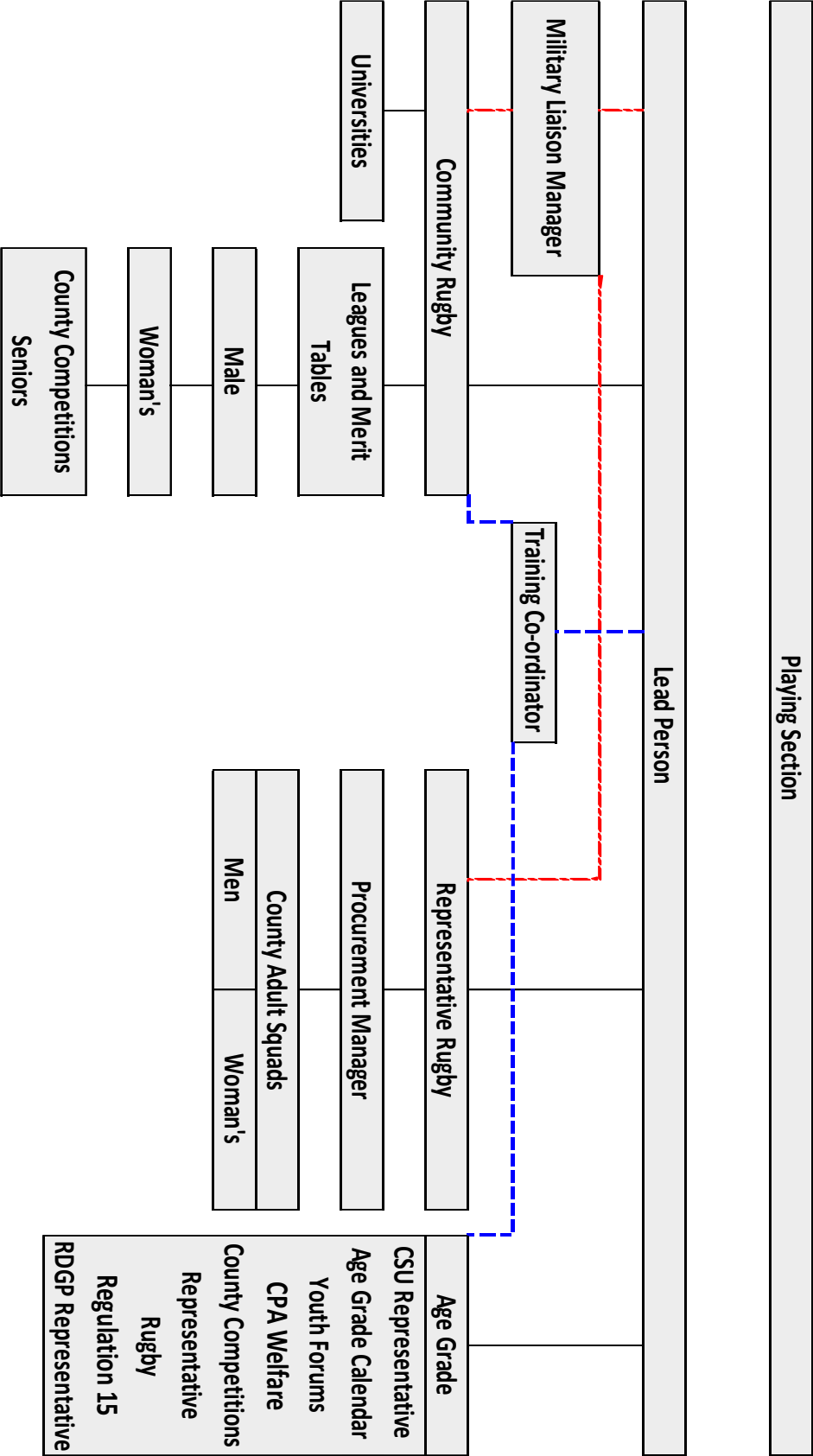
Overall View

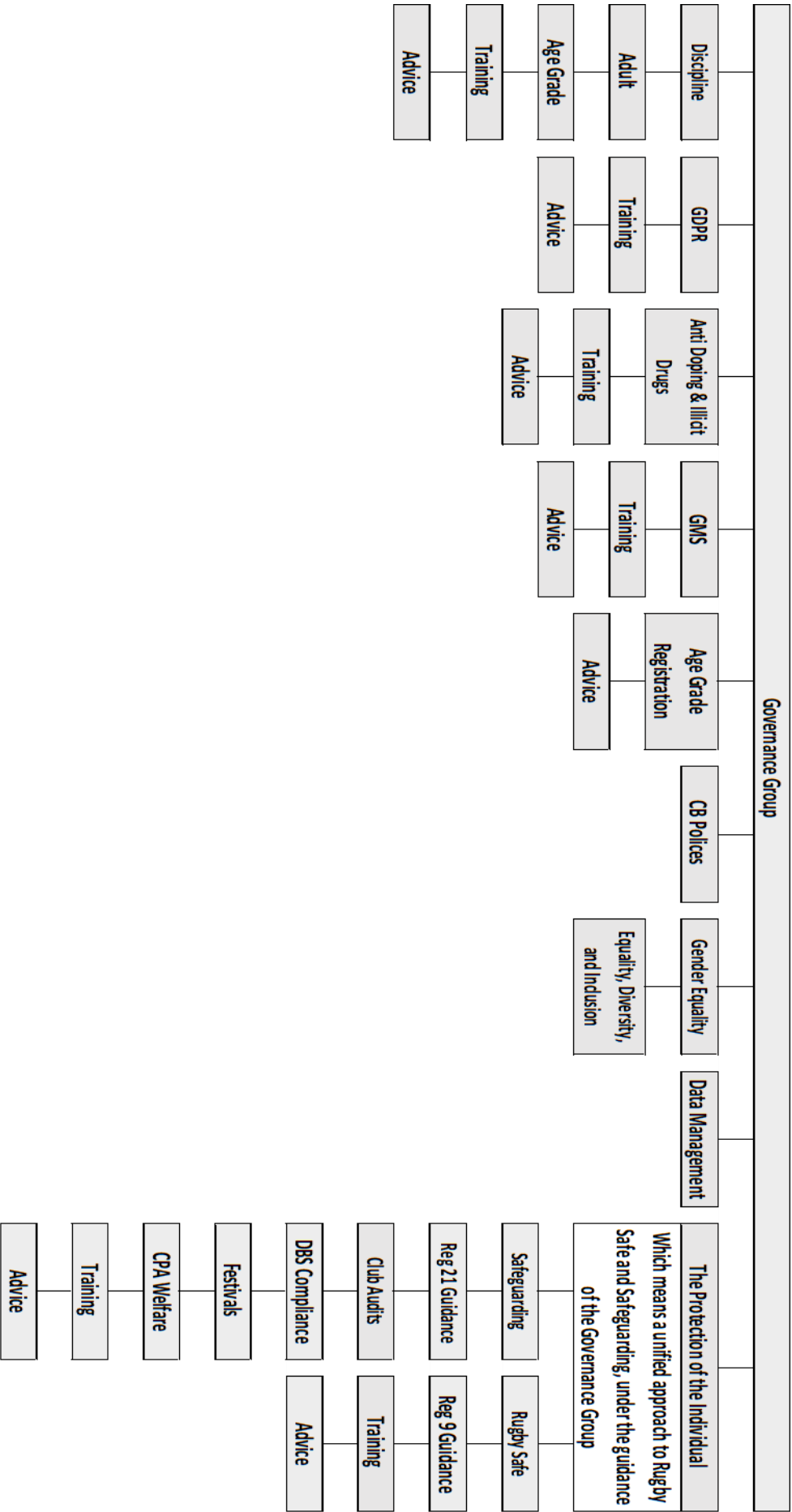












Club Representatives Comments

Thank you all for your comments after 12 draft versions we are bound to still have a few things wrong, and your comments are gratefully received, with some new and valid points raised by individuals with a detailed and fresh focus.

The problem that the D&W face is twofold, firstly we must protect the heritage and the traditions of the Union at all costs, and secondly D&W must conform to the regulations which govern the management of the limited company.

Therefore, striking a good balance between the old and the new is never going to be simple, we believe that this document does not disregard the past, but embrace the future.

Following on from us receiving your comments, it may be wise to reconsider the issue relating to Safeguarding/Governance at the next Council meeting on Tuesday 4th May 2021.

Topic for debate and clarity.

Perhaps we should reconsider the CB Safeguarding Manager (CBSM) role staying under Governance but report directly to the Council. The reporting would not be an issue because the CBSM will already be a full member of Council if this proposal is agreed.

With the Chair of Governance reporting on behalf of the CBSM to the Executive Committee.

All your comments are answered below in Red.

From Dave Wookey
11.23)

Email (Dated 22nd April 2021 – Time

Firstly this paper is welcome as a review is long overdue and I agree with the sentiments (if not necessarily the wording) of the “why do we need to change”

Being a small business owner yourself, you will understand that we must meet certain criterion within our business life. These changes will enable us to develop the business and the standard of rugby to a new level within the twin counties.

Over the last year the role of the CB has become more important relating to the following.

Communication of information.

Ensuring good practice is shared via the huddles.

Club Support.

The lack of local engagement by the RFU line managers, who currently wish to promote messages with a centrally generated theme and generic text.

I am not sure whether the terms MD etc are possibly going to be seen as a bit pretentious to many! I assume the CB is registered with Companies house to be able

to use such titles? Remember that on GMS the terms President, Chairman, Secretary and Treasurer still have to be used.

I can confirm that the CB is registered at Companies House and is also registered with the Financial Conduct Authority because we are a Co-operative and Community Benefit Society.

All Limited companies have some form of director/ships.

The term MD etc are used to reflect the individual's role within a modern and forward-thinking business.

GMS is an independent and privately owned Data base operated by the RFU for the benefit of rugby in general.

Page 7 **Proposal reads**

p) To put it in to a simple understandable terminology.

The Following elected members of the union would be acting as the Trustees of the CB.

- *President*
- *Immediate Past President*
- *Club Representatives*

With the following acting as the Directors of the company (Dorset & Wilts RFU Limited), In effect the Directors of the company would report to the Trustees of the CB.

- *Managing Director*
- *Company Secretary*
- *Financial Director*
- *Two Non-Executive Directors*

Therefore, we do not anticipate any issues with the role titles verses the role descriptions on GMS, I personally would not be surprised at some point in the future that GMS will adopt more commercial generic role descriptions.

I would like to know how the role holders for the new MD, FD, CoSec and other Directors are to be appointed. Certainly I feel the membership should vote on their appointment. This should be by invite to all member clubs and council members not by a notice on the web site – we don't all have time to continually visit websites unfortunately – ours has a vast array of information so tends to be dip, find what you need and get on with the job (not unlike Gov.uk)

Please see below selected extracts from the document that we believe covers your concerns.

Page 6 **Proposal reads**

i) The following roles to be elected at the Annual General Meeting for an agreed duration. Maybe within line with the RFU Three-year term are per other roles within the D&WRFU.

- *President.*
- *Immediate Past President.*
- *Managing Director.*
- *Company Secretary.*
- *Financial Director.*
- *Club Representatives.*
- *Deputy President.*

Page 15 Executive Committee reads

4. Two Non-Executive Directors

- *Non-Executive Director One would be one of the following.*
 - o *President.*
 - o *Deputy President.*
 - o *Immediate Past President.*

We would suggest that this should be the Deputy President, this would allow then time to understand the working of the CB in a practical way, before taken office as the President.

- *Non-Executive Director Two would be someone without another major role within the CB or could be an independent external appointment.*

Page 30 Recruitment reads

All appointments relating to the D&WRFU Council and Executive Committee to be as per the AGM First Calling Notice.

All successful candidates to be vetted as per any regulations in force for that role at that moment in time before the candidates are permitted to commence their new role.

All appointments within the Subgroups will be approved by the Succession Committee – Council.

All coaching appointments are to only be offered to qualified coaches, or coaches that are currently involved in a Personal Development Plan to obtain the correct level of qualification. As per GMS records.

Being a member of Council, you receive a copy of the AGM First Calling Notice at the Council meeting prior to the AGM (this year you will receive a copy on or before the 4th of May 2021).

All vacancies are also posted on Social Media feeds.

I understand the D&I parts are being led from RFU but we need to be sure what Equality, Diversity, Inclusion and Gender Equality actually mean. There are safety issues that have been raised about Transgender (born male) playing the Women game. Apart from that I seem Rugby Players and don't differentiate.

On the 25th of March 2021, Jon Monaghan formally offered Katurah Watts the post of Equality, Diversity, and Inclusion lead.

Katurah email address is kjwatts91@hotmail.co.uk

I am sure that we can arrange a CB wide huddle to allow us all to have a greater understanding on this topic.

Regarding W&G, Given that we have placed D&I as important I don't see why W&G should be separated out, If its inclusive, then its inclusive (See my last Huddle meeting notes – I discussed this with Ron outside as he was unable to attend)

It is our believe that at no point does this document distinguish between men and women, or any other group. In fact, we feel that the document is all inclusive of all sections of the community.

Each subgroup will be more independent to make their own budget and policy recommendations both to the Executive Committee and the Council, subject to RFU and D&W Regulations – Guidance.

The Subgroups will be responsible for the selection and interview process for members of its own group.

With greater volunteer interaction and involvement, it is our hope that in the end it will be the Subgroups who will become the driving force of the CB and not the Executive Committee or Council.

Please see below selected extracts from the document that we believe covers your concerns.

Page 2 **Why do we need to change?**

4. *We have pledged that the D&WRFU is committed to providing inclusion for all within rugby, both on and off the pitch.*

Which means that we must endeavour to recruit players and volunteers from all ages, gender, sexuality, believes and backgrounds.

We all except the need to recruit a younger and or more diverse range of society, but there are several issues which contribute to making this challenging.

- Location.*
- The demographics of the population structure.*
- Work – Life balance.*
- Family commitments.*
- Those willing to volunteer are typically people which are retired.*

We must also start to encourage our member clubs to follow our lead, with their own commitment to provide inclusion for all within rugby.

Page 10 **Club Representatives reads**

- The inclusion of Woman's and Girls sections within the club huddles.*

Page 24 **Playing Section reads**

Currently under review by Mike Moysey (Representative) and John Constable (Community).

The Playing Section will be split in to three groups.

- *Community Rugby.*
- *Representative Rugby.*
- *Age Grade Rugby.*

An overall lead will need to be appointed to manage the Playing Section.

This role will be supported by the following.

- *The Military Liaison Lead.*
- *The Training Lead.*

Each group will have its own lead and will consist of both Male and Female sections.

Community Rugby

Currently managed by the Competitions Committee and Woman Section.

To consist of the following

- *County Competitions.*
- ~~*Adult Male.*~~
- ~~*1st XV Senior Cup*~~
- ~~*1st XV Senior Vase*~~
- ~~*1st XV Senior Plate*~~
- ~~*2nd XV Senior Cup*~~
- ~~*2nd XV Senior Shield*~~
- ~~*3rd XV Senior Cup*~~
- *Adult Female – to be developed.*
- *Leagues and Merit Tables.*
- ~~*Adult Male – as per RFU regulations or SWDOC agreement.*~~
- *Adult Female – as per RFU regulations.*

Representative Rugby

Currently managed by the Representative Rugby Section and the Woman's Section

To consist of the following.

- ~~*Senior Male County Squad.*~~
- ~~*Under 20's Male County Squad.*~~
- *Senior Woman's County Squad.*

Page 26 Subgroup Management reads.

- *Each Subgroup to make their own recommendations on the format they plan to operate under.*

- *Each Subgroup to meet with the Executive Committee following the AGM to formally present their proposals for the coming year. (late August – early September).*
- *Should as a result it be necessary the Subgroup Chair will be invited to attend the Executive Committee meeting to respond on any issues requiring clarification to assist in the decision-making process.*

Page 30 Recruitment reads.

Each Subgroup will be responsible for the selection and interview process for replacement members of their group.

Initially the following roles would need to be recruited.

Playing Section Chair.

Community Rugby Lead.

Representative Rugby Lead.

Age Grade Rugby Lead.

I agree with promoting County Membership, although we need to package this with what do you get for it? I am a believer that to hold a CB role you should be a county member. When I joined Council the previous Hon Sec told me it was expected! Bringing younger volunteers in is also something strongly needed. I am wondering if (like RFU) a max term of office should be in place for Council members (I intend stepping down at end 2022/23 season which I think is 5 years) I think a regular turn over is equally important.

We agree that the County Membership needs to be developed. Therefore, any suggestions would be welcomed on how this package could look and be improved.

Under this proposal we would increase the number of Club Representatives from eight to ten. Currently we will have to recruit at least 3 new Club Representatives to fill the current vacancies, this could give us five new faces on the Council if this proposal is approved.

We believe that over time some of these Club Representatives will go on to fill other roles within the CB.

The time served on Council is managed by the AGM First Calling Notice, with Club Representatives being elected annually. If you remember the year that you joined Council, we had to hold an election to get the four Club Representatives for Wiltshire from the five nominees received.

I strongly agree regarding meetings that these should use Zoom (other Video Conferencing facilities are available!) save one a year face to face as this eliminates travelling, saves time and in my experience results in bigger attendances. Although lacing a fixed limit may not be the right thing to do (As regards Club Huddles this was seen as a big advantage by my selection of clubs)

Alison and I have looked at the cost savings for holding our meetings via Video Conferencing and we estimate that the cost saving this year will be in the region of £10,000.00.

We set the time limit to encourage the meeting chairs to keep the meetings moving, these time limits are not set in stone, the important topic is the debate itself.

The main issue I have is under Governance (where most of my work sits) I cannot see why Safeguarding and Rugby Safe have been taken out and put under a new role of Safeguarding head. I cannot see what that achieves apart from having to find someone to fill that role, and RugbySafe is not safeguarding. To my mind the CBSM is the CB head of Safeguarding and should report to Governance head. (Summary 6 would only be 3 new groups – Governance exists anyway just needs to incorporate a couple of extra bits!

Because of the importance that the RFU have placed on Safeguarding in the new working protocol, and the desire of some to see the status of safeguarding increased within the management of the CB, was the reason we decided that safeguarding should become a stand-alone group to allow for better communications between all parties.

We considered where to place RugbySafe and concluded that it sat closer to Safeguarding than Governance. We are sure, that if there is any crossover between the two groups there will not be an issue.

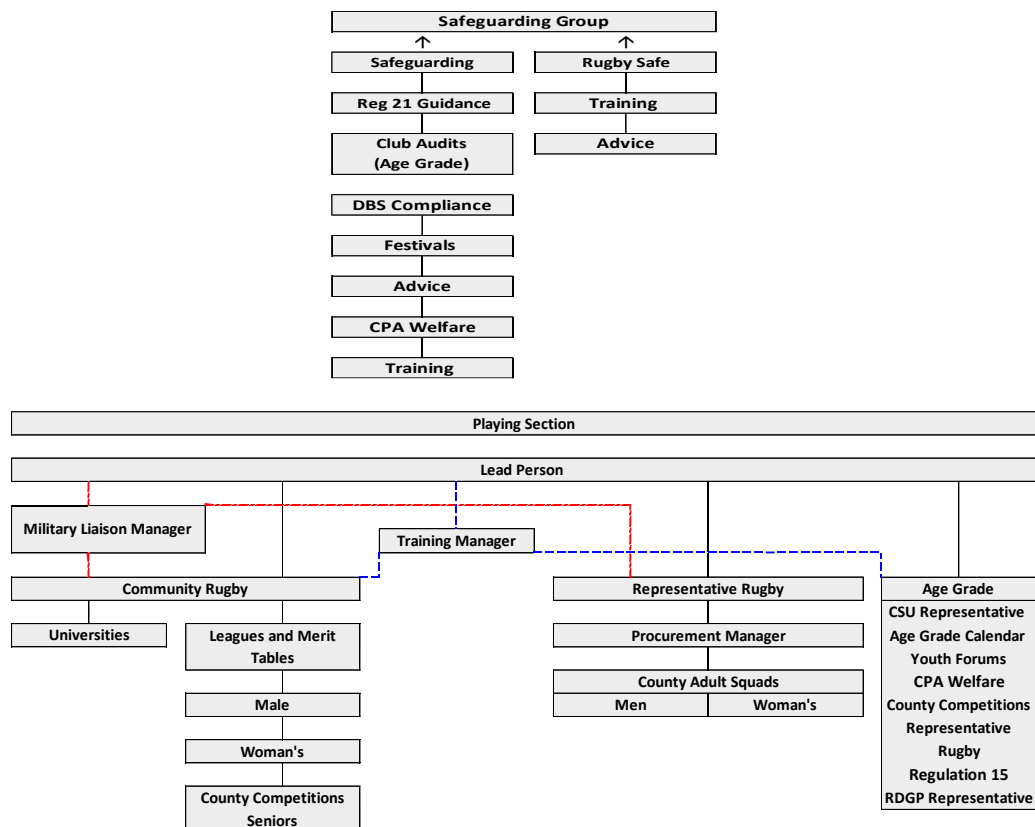
Page 26 Subgroup Management reads.

- Each Subgroup to make their own recommendations on the format they plan to operate under.*
- Each Subgroup to meet with the Executive Committee following the AGM to formally present their proposals for the coming year. (late August – early September).*
- Should as a result it be necessary the Subgroup Chair will be invited to attend the Executive Committee meeting to respond on any issues requiring clarification to assist in the decision-making process.*

Therefore, if the members of the Safeguarding Group did not wish to have the responsibility of managing their own destiny, we can move them back into Governance.

Under Safeguarding you quote Regulation 15, That is incorrect, it should be Regulation 21. Regulation 15 is the lead regulation for Age Grade Rugby so should sit under the Age Grade grouping.

I have update this, please see below.



As Representative Rugby for Age Grades seem to be sent now to Bath to organise I am at a loss to understand what input the CB now has. I hope I am wrong because in my mind representative rugby from U15 to Senior should sit with the organisation you are representing. This should be overseen by the Playing section in my opinion.

Age Grade Rugby will be overseen by the Playing Section Lead, with support from the Age Grade lead, and the Training lead.

It is our hope that the CB and Bath can develop a better understanding of the needs of the players regarding the support needed, especially the ones that are returning to their clubs.

Because we all need to remember that it is not all about the shirt, it is only the players welfare that matters.

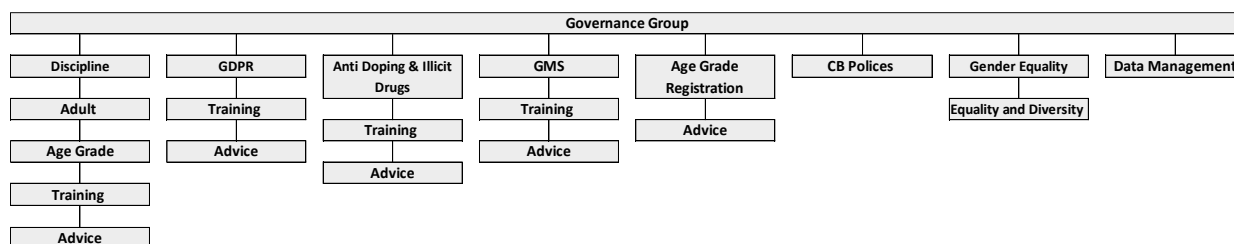
With a new impetus from all the people involved, we are sure this will happen.

Under Age Grade Schedule, you use term Structured Season – that is now replaced by Age Grade Calendar. The Age Grade section should primarily support the Club (and Schools) playing and development rather than just representative squads. This is managed via the For a and the current YPDC (Its not age grade competitions committee – Managing the competitions is one of the functions) I can't see from the document how the current structure becomes the new one

Age Grade Calendar wording changed.

Finally I would like to see my role as Data Officer recorded somewhere as an official role – It is a RFU requirement after all!

Added, please see below.



In principle I am strongly in favour of the review paper but the points above should be addressed so thank again to the 4 people who have drawn this up.

From Clive Robins
20.56)

Email (Dated 22nd April 2021 – Time

I think this reads well. A couple of suggested amendments from me:

1. Page 9 - Role of the Council. Bullets points 6 and 7 should be preceded by the words 'To promote'

Wording changed has suggested.

2. Page 13 item 12. What are meant by reports (content)?

Just the normal minutes from the huddles.

3. Page 25 under Age Grade. Is there not an U13s and U12s male cup too?

Currently within D&W, Male Age Grade Competitions start at Under 15's.

There are D&WRFU competitions for the lower age groups.

4. Should Gender Equality (which is referenced throughout the document) not fall under the generic....Equality, Diversity and Inclusion? Why does it need a separate title?

Due to the lack of understanding currently on this topic within D&W was the main reason that we kept the two subjects separate, to ensure that Gender Equality was not overlooked by the new Subgroups when managing Equality, Diversity, and Inclusion (EDI). Once the members of the CB get a better understanding of the meaning of EDI, we are sure that this will become second nature.

On the 25th of March 2021, Jon Monaghan formally offered Katurah Watts the post of Equality, Diversity, and Inclusion lead.

Katurah email address is kjwatts91@hotmail.co.uk

As I stated above to Dave, I am sure that we can arrange a CB wide huddle to allow us all to have a greater understanding of EDI.

The RFU are currently reviewing their transgender policy, once the findings are made public, D&W will mirror this policy. For more details, please visit <https://www.englandrugby.com/about-rfu/rfu-policies/transgender-policy>

From Ed Taylor
22.27)

Email (Dated 22nd April 2021 – Time

I think the paper reads well and looks to be a good step forward which recognizes the changing world in which we are living. In particular making speedier decisions, adoption of virtual technology, the drive for Diversity and Inclusion and the increase in safeguarding.

The main question I have is - in arriving at the new organisation was there an activity conducted to see how the other counties operate, to see if there are examples of Best Practice organisations? If so it would be good to say this as it would strengthen the case for change.

Having spoken to other CBs we are not alone in are quest to improve our working practices.

Area A CBs (Cornwall – Devon – Somerset – Gloucestershire – Oxfordshire – Buckinghamshire – Berkshire – D&W) regularly hold meetings to exchange information and best practices.

Currently there are several CBs carrying out the same sort of review into their management set up.

Along with Ron and others, I am personally in contact with members of other CBs throughout England, via the RFU Leadership in Union (LiU) project. This LiU project was set up by the RFU and ran by Hult Ashridge Executive Education to challenge some of the outdated working practices and improve the communications of the CBs.

D&W have had two people participate in the LiU project and one in the Woman's and Girls LiU.

From Julie Boddington
22.42)

Email (Dated 22nd April 2021 – Time

Thanks for all the hard work on this document, I totally agree that we need to change and D&W need to be much more modernised. I am not sure that the wording in the 'Why do we need to change' is accurate, certainly the first comment is totally unnecessary and seems unprofessional. I am sure that most of the council members take their roles very seriously, giving up hours of volunteer time alongside full time jobs. Those who do not take their role seriously may need to question why they are in a role if it is just for social reasons.

Your above comments are noted.

I also question the comment no11. Lack of support from RFU front line staff. Considering that there has been a major restructure within the RFU and that the new

RFU Front line staff have only been in post for a few months, we need to allow them to find their feet to support the CB. The RFU staff have undertaken a fact finding mission and will now be in a position to be able to start to support the CB going forward. They can only support the CB if we are open and honest about what we need as a CB and how they can support us. If we don't know what support we need, how can they know.

We are not questioning the support that we receive from the local staff, the problem we are having is with their line managers. To give you some examples.

The use of pre scripted emails which cannot be changed without authorisation. We are receiving the same email from several sources on the same subject.

Meetings called at short notice (less than 48 hours in some cases).

Emails not answered.

The lack of telephone numbers available.

Any answers that we receive from the Club Support Hub, appears to be answered has if we were a Club and not a CB.

During the last six weeks, I personally have only received four telephone calls from RFU staff.

We have made suggestions to the RFU senior staff on how we would like to operate, we and other external agencies have offered to help with training for coaches etc, which have been rejected or not replied to.

It appears that the RFU are willing to work with clubs but unwilling to communicate with the CBs.

I received an email on Friday afternoon which informed me about planned training courses within D&W, the issue with receiving this email is that the content within it was posted on the D&W website and social media on the 5th of March 2021, following us locating the information from other sources.

The only communication that we get is from RFU members of staff who have been in post for several years. Like the relationship you have with Viv.

This is not only an issue relating to D&W but talking with other CBs it appears to be widespread and some are less than polite about their experiences with the RFU.

I agree with Dave in that the terms used to describe the Executive committee seem pretentious, there is nothing wrong with Chairman, Treasurer, Hon Secretary etc and in fact these are the terms used in GMS.

In 2018, when several of the senior officers of D&W retired or stepped down, D&W held a weekend workshop on how the union would operate, several changes were agreed including some of the Job titles.

Chairman was dropped in favour of Chair.

*This policy has now been adopted by both the RFU and World Rugby.
The use of the word Honorary was dropped because the union scrapped the payments of honorarium to the President – Immediate Past President – Treasurer – Secretary.*

As we stated above to Dave

All Limited Companies have some form of director/ships.

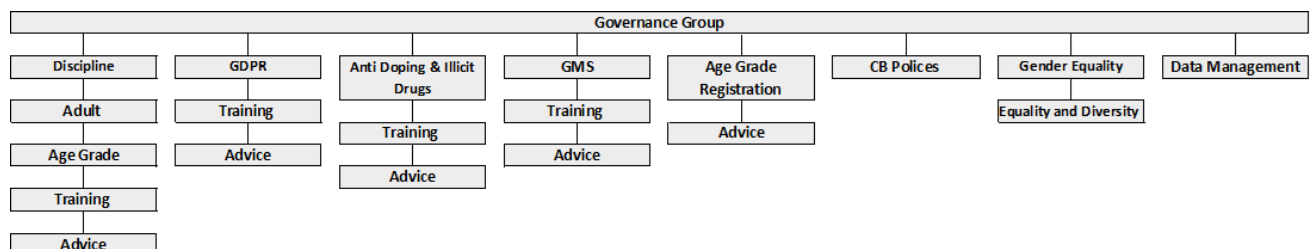
The term MD etc are used to reflect the individual's role within a modern and forward-thinking business.

GMS is an independent and privately owned Data base operated by the RFU for the benefit of rugby in general.

I agree that Virtual meetings are much more cost effective and in fact have worked very well as with less travel, people are much more able to attend a meeting after a full day at work. People also feel much more able to dip in and out as needed rather than walking out of a meeting in the middle. It is also easier for example for the Safeguarding lead to pop into a meeting to discuss a point and then leave the meeting to be concluded, this works very well, in particular for the huddles.

In Governance there is a role for GMS and Age grade registration, is this where David Wookey's role would sit?

These roles are already within Governance, please see below.



I would question why there is such an emphasis on Recruitment, retention and transition for the male game but not the same for the Female game, especially in the light of the need for inclusion and equality.

The Target Delivery Plan was generated in 2019, and e) reads

The above is subject to review and change.

If this proposal is agreed, we would expect this to take place at the Joint Council/ Executive Committee meeting in August 2021.

Regulation 15 is Age Grade rugby and so this should sit with the Age grade representative role.

Details changed.

I agree that Safeguarding needs to be a stand alone group, we need to understand that Safeguarding is and needs to be high in the consciousness of everybody,

especially in the wake of the Sheldon report and the Everyone Invited initiative. to note, In most other CB's the CBSM role is at the highest level and the need for safeguarding is fully respected.

Regulation 21 is the Safeguarding regulation, not Regulation 15. I appreciate that Regulation 15 has guidance to support keeping young people safe while playing but it is not all about safeguarding.

Details changed

I don't understand the need to interview and appoint a Safeguarding representative, surely the CBSM is the Safeguarding manager for the CB and so should be able to provide the necessary skills and knowledge for this role? Having been interviewed for the CBSM in the first place, being able to speak directly to the Executive committee about Safeguarding is an extension of that role. Working directly with the RFU safeguarding team to collect and disseminate all necessary information to clubs and the Council is already part of the role.

The term Safeguarding Representative was used as a member of the Council just in case the Safeguarding Chair, did not wish to sit on Council, then another member of the safeguarding team could attend.

If you are referring to the appointment of a Safeguarding Chair, because Safeguarding is to become a newly formed independent group within the CB, in the interest of transparency it was agreed that this role should be advertised.

This is not to say that CBSM would not be the right person for that role.

Can someone explain what the CPA Welfare means? It is not a term we use.

CPA Welfare is currently listed in the D&W Standing Orders 1.7 – January 2021 under safeguarding. We have no record on why this was included, our research suggest that it stands for

The Care Programme Approach (CPA) is there to support your recovery from mental illness. CPA is a framework used to assess your needs. ... Your mental health services will have policies about who is able to get help under CPA. Under CPA you will get a care coordinator who monitors your care and support.

If you are saying the this is no longer relevant, we can delete it from all documents.

Under the safeguarding schedule the Club audits are actually not age grade audits, they are safeguarding audits to check safeguarding procedures are being complied with

The wording Age Grade deleted.

Why is age grade training under safeguarding? Surely this should sit under the age grade schedule?

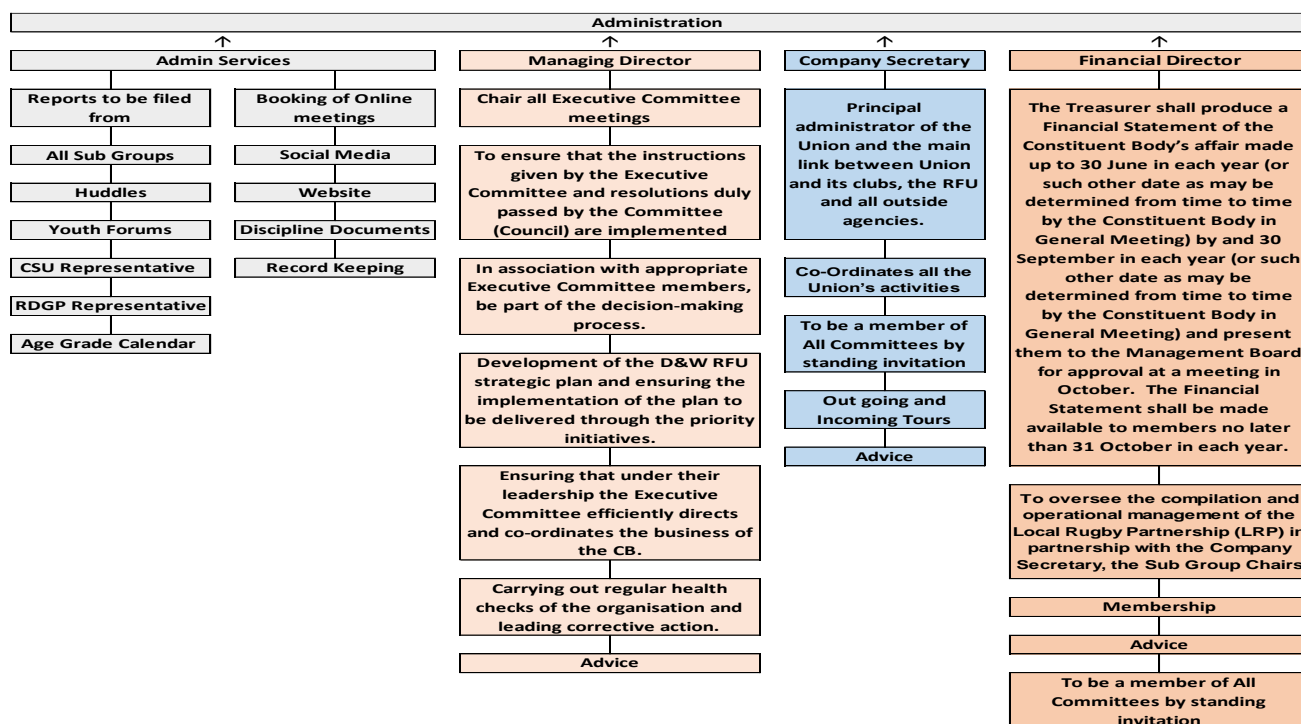
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Where does the paid admin sit within this structure?

This will remain unchanged and is currently managed jointly between the Treasurer and General Secretary and the service is open to all, subject to the requests being of a reasonable nature.

It is not a minute taking service for all committees, only for Council – Discipline – the current Management Board.

The main aim of this service is to carry out many of the day-to-day tasks on behalf of the CB.



And there are a few spelling errors within the document, in particular Secretary is spelt incorrectly.

6/10 must try harder.

Club Comments

From Ian Bamber – Corsham RFC
10.02

Email dated 3rd June 2021 at

Hi Gerald,

Having discussed amongst our committee and with Sean Macey, we are fully supportive of these proposals. It does seem the right way to go.

Kind regards,

Ian

From Nick Dark – Devizes RFC
15.27

Email dated 4th June 2021 at

Dear Gerald,

Thank you for your email, kindly attaching the documents that were missing from your initial message of 30 May, 2021. As one other example of where notification by email has been ineffective, your e-mail message of 12 April, 2021, simply says “Please see attached” but, in fact, had no attachment with it either. Sending email communications through GMS therefore does not seem to be working effectively or properly; and it is questionable whether email is a valid means of communication anyway, particularly when Rule 30 of the current constitution suggests that first class post is the only valid method of notification, as there is no provision for any other method of communication with Member clubs, etc.

Moving on, for ease of reference I shall use ‘D&W’ instead of writing out “Dorset & Wilts. RFU Limited (a registered society under the Cooperative & Community Benefit Act, 2014 – Register No: 30484R)” each time. I would then make the following general observations: -

- The primary object or purpose of a business is to make a profit. Not all companies are businesses. The CB is not a business. The CB is a not-for-profit organisation. The primary object or purpose of the CB is to administer, promote and develop the game within the counties of Dorset and Wiltshire. (If, however, you mean that as it is a limited company D&W is subject to the principles of corporate governance, then that is an entirely different matter, which we can also address.)
- The CB is already a duly registered society under the provisions of the Co-operative and Community Benefits Act, 2014. By operation of law, its legal status was changed (from being an Industrial & Provident Society to being a Co-operative and Community Benefit Society) automatically when that Act came into force in about August, 2014. (I attach a copy of the current entry in the FCA Mutuals register.)
- D&W’s accounts and returns appear to be up-to-date. Therefore, it does not need to be re-registered as a Co-operative and Community Benefit Society.
- Furthermore D&W is already incorporated and already has the benefit of limited liability, protecting and indemnifying its Officers - provided they are acting properly within the limits of their authority.

I have forwarded your message of 30 May, 2021, and its attachments, to our Management Board for their consideration. Their immediate reaction is that, even extending time until today, you have given us insufficient time in which to make a fully considered response. Subject to that reservation and to the general observations above, the initial comments and questions that have arisen are as follows: -

- 1) Under Rule 22 of the current D&W constitution, would you please provide us with a copy of the complete Register of D&W’s Members and Officers.
- 2) What are the specific and tangible benefits to Member Clubs of the changes being proposed?
- 3) Exactly why is a General Meeting (whether Annual or Special) of Member Clubs needed?
- 4) D&W is union of its Member Clubs, each of which owns 1 share in it. Under its current constitution, D&W is managed by a committee (sometimes referred to

as 'the Council' in the past) comprising officers and representatives, who are elected by and accountable to the Member Clubs. Under the Standing Orders, Policies and Procedures that used to exist, that committee already had power to delegate and devolve responsibilities to sub-committees, including (but not limited to) a Management Board, which comprises the key officers and deals with the day-to-day administration of D&W. Why does that need to be changed at all, when it could simply be implemented instead?

- 5) When can we expect to see a complete text copy of the formally proposed and seconded new Rules of the CB, clearly showing all the appropriate amendments and revisions in it?
- 6) All in all, wouldn't it be better to dissolve D&W under Rule 27 anyway?

I look forward to your reply in due course.

With best regards,
Nick
Nick Dark - Club Secretary

From Fiona Goldsmith – Weymouth & Portland RFC

Email dated 4th June 2021 at 17.05

Dear Gerald,

Please see our response below to Dorset & Wilts RFU proposed management restructuring review.

We as a club committee would like to lodge our concerns over the recent review of Dorset & Wilts RFU Management Board.

We were initially given seven days to review the document and send in our views. This felt like a "Smash and grab" way of making changes within the organisation which is supposed to represent its clubs. Having raised this as a concern an email was sent out extending the response time by five days.

We do not consider this to be an acceptable way of seeking our club's agreement to these changes.

We would like to ask why there is such a rush needed? Why is there not a full and open consultation period and staged implementation of changes agreed by clubs you represent.

We recognise the benefits of change and the use of sub-groups being given the authority and ability to manage themselves. We raise particular concern where there is a high percentage of involvement in these sub-groups from executive members, this could make the committee element irrelevant with the Executive Committee members outnumbering the committee members. This must be addressed or you face deskilling and demotivating volunteers.

We appreciate that organisations need to evolve but feel that there is an expectation that this will be forced through without due care and attention. Rugby relies on volunteers and we understand that there are several key roles currently vacant. We feel that it would be better to recruit the volunteers first and stage the changes so that

you can evolve and develop rather than as we have said before act in a “Power grab” way.

We would like to see this matter being put to the member clubs properly with consultation time given for questions to be asked and full explanations being given rather than bullet points. Finally, we see that your proposals include all the key support areas the RFU have been championing for the last four years without success. We therefore have grave concerns that you feel that you can achieve where they failed and with no money.

I hope that our views will be taken into consideration as you continue your review.

Please do not hesitate to contact our committee if you have any questions.

Many thanks
Fiona Goldsmith
Chairman

From Mike Trew – Sherborne RFC
2021 at 10.53

Email dated 8th June

Review into the D&WRFU management structure.

Thank you Gerald

A comprehensive document for sure

Sherborne would support the changes and agree with focus goals post Covid

It's a very clear structure and I hope it continues to support Dorset/Wilts rugby as well as we have enjoyed in the past

We are very grateful to all the volunteers at DW that give their time so freely for the good of the game

Many Thanks !

Mike Trew
Chairman Sherborne RFC

From Rob Andrews – Dorchester RFC
2021 at 10.43

Email dated 13th June

Dear Gerald,

Dorset & Wilts RFU – Management Review

I write to express my concerns regarding the Dorset & Wilts RFU, Management Review proposals that have recently been circulated.

I am more concerned with the process, rather than the content, particularly the lack of meaningful consultation with clubs and the haste with which these changes will be implemented without due oversight and transparency.

As I understand from your correspondence this review was commenced on the 13th March 2021 and the final version, seven, was completed on the 13th May 2021; having been approved by Council on the 4th May 2021.

Dorchester RFC did not receive these documents until the 23rd May 2021 with a request for comments by the 31st May 2021.

Unfortunately, as you are aware, this correspondence went into our Secretary's 'spam' folder and we were not aware of its existence until the 3rd June 2021, I understand that we were not the only club that encountered this problem.

Since the 3rd June the Club Chairman, Tony Foot, and I have met with Ed Taylor, our Dorset & Wilts club representative to discuss our concerns.

Tony and I are in agreement that a review of the Dorset & Wilts RFU management processes and constitution is a welcome initiative, particularly considering the circumstances rugby union finds itself.

Our concerns are primarily the issues with receiving the documents, and even if we had received them on the 23rd May, the unrealistic turnaround times.

I personally believe that in order to get a joined up plan to address the myriad of challenges which community rugby faces we need a bottom up review of what clubs require to run in parallel with the CB management review.

To present the CB management review at the upcoming D&W AGM I believe is premature and it runs the very real risk of being seen as being pushed through without consultation and consideration of what clubs need.

I have considerable experience of community rugby club management, including experience with Dorset & Wilts. I understand frustrations with the lack of good volunteers and the lack of commitment from some of committee members but not only do we need to provide leadership we need to carry people with us, if we don't we will ultimately fail even if our intention are honourable.

My proposal therefore is that instead of tabling the D&W management review document for approval at the AGM on 21st July 2021 that we actually carry out a review of what clubs want from their CB to include a review of CB management and processes and end up with a consolidated document which recognises that we are all in this together.

Bob Andrews

President: Dorchester Rugby Football Club

The General Secretary of the D&WRFU also had verbal acceptance of the proposal from

Tim Rose

Simon Carkeet

Chair – North Dorset Rugby Football Club

Chair – Bournemouth RFC



DORSET & WILTS RUGBY FOOTBALL UNION LIMITED

Management Re-structuring Update.

Monday 28th June 2021.

Following the circulation of the proposed Dorset & Wilts Rugby Football Union (D&WRFU), management re-structuring club consultation document.

We received a total of Seven comments from Thirty-Six member clubs (which equates to approximately 20% of member clubs replying), Four of which was in favour of the proposal and Three that raised some concerns or requested more information.

On Friday 18th June 2021, the original working group was reconvened, and the following statement was agreed.

It appears that under the current D&WRFU Constitution there is no requirement to inform the member clubs of any management changes to the D&WRFU. The reason for the circulation of the consultation document was to comply with the D&WRFU openness and transparency policy.

Therefore, the final decision regarding the implementation of these proposed changes have been postponed and will be announced on the night of the D&WRFU Virtual AGM on Wednesday 21st July 2021.

This will allow for a greater period of consultation with any interested party.

1. These proposed changes would give greater control and the ability to influence the decision-making process, for both the ten elected Club Representatives and the new Subgroups.
2. Reduce overall costs.
3. Faster decision making.
4. Greater volunteer involvement.
5. Improved internal communications.

The current Management team would like to confirm the following.

6. That all the current Officers and Officials of the D&WRFU remains committed to openness and transparency in all its actions and volunteer appointments.

7. That all the current Officers and Officials of the D&WRFU remains committed to the following
 - Equality, Diversity, and Inclusion
 - Gender Equality
8. This proposal is not an attempt to reduce the voice of the current volunteers in the management of the D&WRFU, in fact it is quite the opposite, the aim of the proposal is to allow more people to engage in the decision-making process and the management of the D&WRFU, which in turn will diminish the workload of the few.
9. All appointments relating to the D&WRFU Council and proposed Executive Committee will be as per the AGM First Calling Notice.

This will remain unchanged from the current arrangement.

10. The Succession Committee will oversee the recruitment of suitable candidates, to fill all unelected vacancies which may arise in an open and transparent manner and will report directly to the Council via the Succession Manager.
11. The Succession Committee will consist of the Equality, Diversity, and Inclusion Lead and two other Council, Executive Committee or Subgroup members.

The only change here is that the Equality, Diversity, and Inclusion Lead will now take charge during the assessment and interview stage of the recruitment process.

The Equality, Diversity, and Inclusion Lead can relinquish their role on the Succession Committee to others if they so wish.

12. Currently the D&WRFU are advertising to fill twelve vacancies and have received an expression of interest from fourteen people to date.

Only two of these roles are for the new proposed management structure. Highlighted in **Red**.

These advertised roles are

Chair of Governance	Renewal of an Existing Role (Three-year Term)
Age Grade Rugby Lead	Renewal of an Existing Role (Three-year Term)
Data Protection Manager (GDPR)	Renewal of an Existing Role (Three-year Term)
<i>Playing Section Chair</i>	<i>Proposed New Role</i>
<i>Non-Executive Director</i>	<i>Proposed New Role</i>
Representative Rugby Lead	Replacement needed for an Existing Role (Three-year Term)
Club Representatives	Three Replacements needed for an Existing Roles (One-year Term)

To cover the following areas	West Dorset South Wiltshire North Wiltshire
Community Rugby Lead	Replacement needed for an Existing Role (Three-year Term)
Rugby Safe Manager	Replacement needed for an Existing Role (Three-year Term)
Volunteer Co-Ordinator (Wiltshire)	Replacement needed for an Existing Role (Three-year Term)
Senior Competitions Secretary	Replacement needed for an Existing Role (Three-year Term)

The D&WRFU are always looking for suitable volunteers both from member clubs and the wider local community, to strengthen all its committees.

If you are aware of any suitable volunteer who would like to join the D&WRFU Management Team, please encourage them to apply for any advertised role.

To underline the D&WRFU's commitment to operate with the broadest possible group of volunteers available, the current Management Board as three independent members from the local community working as Officers/Chairs within the Union.

13. Under the proposed management re-structuring the following would happen

- Member clubs would have a greater voice in how the D&WRFU is managed, with an increase in the number of elected Council Representatives up from eight to ten.

The Club Representatives role is to act as the voice of the clubs, and not to impose their own or the D&WRFU views on their assigned clubs.

The Club Representatives are elected annually at the AGM.

- The reduction in the number of current Management Board members that sit on Council, the current ratio is Management Board members 57% - Others 43%.
- We have now got to the stage where the Management Board members are making recommendations to itself on behalf of the Council, which in the view of the current Management Board is totally unacceptable and diminishes the powers of the Council to a non-entity.
- Council would consist of the following personnel.
 - President. Elected at the AGM by the member clubs
 - Ten Club Representatives. Elected at the AGM by the member clubs
 - Immediate Past President. Elected at the AGM by the member clubs
 - RFU Council Representative. Elected by the member clubs for a three year term.

- Deputy President. Elected at the AGM by the member clubs
- Safeguarding Representative. Appointed by the Selection Committee
- Referee Representative. Nominated by the Referee Society
- Plus, additional member of the proposed Executive Committee on a rotation basis.
- Others by Invitation to update Council on a set subject or topic

14. The following would be able to attend Council meetings by Standing Invitation, but **WITHOUT VOTING RIGHTS.**

- Managing Director
- Company Secretary
- Financial Director
- The second member of the Executive Committee

15. The Role of the Council will be as following

- To act as a Check and Challenge body.
- To approve policies and budgets recommended by the Executive Committee.
- Target Delivery Plan.
 - Post Covid 19 the Council will concentrate on four main areas of rugby development during the next three years
 - Player Recruitment and Retention
 - Woman's and Girls rugby
 - Club Support (Post Covid 19 and our long-term objectives)
 - Under 17's – Under 18's Male Retention, Recruitment and Transition (RRaT)
 - The above is subject to review and change
- To review the feedback from the Club Huddles and circulate Best Practice.
- To act as a Focus Group, developing new programmes for the promotion of rugby.

6. The role of the Club Representative and the purpose of the Club Huddles.

- Five Regional Areas will be set up.
 - West Wiltshire
 - Swindon and North Wiltshire
 - South Wiltshire
 - East Dorset
 - West Dorset
- Club allocation will be revised.
 - To represent closer travel time and links between clubs

- Club sizes or needs
 - The need to be flexible on club groupings based on Subject or Topic
 - The inclusion of Woman's and Girls sections within the club huddles
 - Increase the number of Club Representatives from eight to ten
 - To elect a Lead Club Representative from within the group at the first meeting for that year, to co-ordinate the feedback from clubs and to ensure that any results are circulated to the relevant parties
- To hold regular cluster meetings with their assigned clubs.
 - Every Three Months
 - Limited to one physical meeting per year
 - To ensure that the views and concerns of the clubs are voiced to the CB.
 - To promote best practice and the sharing of ideas among clubs.
 - To support the RFU full time staff, and the appointed members of the management team of the CB in the execution of their duties.
 - To be a conduit for the supply of information on a wide range of subjects, both to and from the clubs, the RFU and the CB.
 - To ensure that the clubs are aware of the legal requirements relating to receiving of any broadcasted materials (like PRS – GDPR – MPLC, etc).
 - Any other topics that arise during the year.
 - To source suitable external funding, to support the Union as a whole. Subject to the scrutiny and approval of the D&WRFU Council.
 - All Club Representatives will file their reports to the proposed Executive Committee members no later than 4 days before the date of the next meeting of the Executive Committee. If any member wishes to raise a question regarding a submitted report, they are to reply to the report's author by return, copying in all other members of the Executive Committee into their request.
7. The proposed new Executive Committee will consist of the following personnel.
- Managing Director – (Currently the Chair of the Management Board) – Elected at the AGM by the member clubs.
 - Company Secretary – (Currently the General Secretary) – Elected at the AGM by the member clubs.
 - Financial Director – (Currently the Treasurer) – Elected at the AGM by the member clubs.
 - Two Non-Executive Directors
 - Non-Executive Director One

This would be the Deputy President, this would allow then time to understand the working of the CB in a practical way, before taken office as the President.

- Non-Executive Director Two

Would be someone without another major role within the CB or could be an independent external appointment.

Appointed by the D&WRFU Selection Committee.

8. The role of the proposed Executive Committee would be the following

- Managing the affairs of the Constituent Body within the approved budget.
- To submit a quarterly report to Council.
- Preparing strategies to implement policies of the Council of the Constituent Body.
- Regularly monitoring, reviewing, and amending strategies, as necessary.
- Making policy recommendations to the Council on Constituent Body and RFU matters.
- Receiving, approving, and acting as necessary upon the recommendations of other Sub-committees.
- Approving any contracts, commitments, and expenditure.
- Through the Company Secretary co-ordinating and monitoring the work of the other Sub-committees.
- Ensuring the Constituent Body meets the needs of RFU and receives its full share of conditional funding.
- To source suitable external funding, to support the Union as a whole. Subject to the scrutiny and approval of the D&WRFU Council.
- All Executive Committee members have the right to raise any concerns that they may have directly with the Council Chair for their consideration and directions.

9. **Three new Subgroups would be formed.**

- Club Support Group.
- Governance Group.
- Playing Section Group.

10. Each Subgroup to make their own recommendations on the format they plan to operate under.
11. Each Subgroup to meet with the Executive Committee following the AGM to formally present their proposals for the coming year. (late August – early September).
12. Should as a result it be necessary the Subgroup Chair will be invited to attend the proposed Executive Committee meeting to respond on any issues requiring clarification to assist in the decision-making process.
13. Subgroup Chairs will be appointed by a Selection Panel (maximum of 3 members) consisting of both the D&WRFU Council and Executive Committee members.
14. Each Subgroup will be responsible for the selection and interview process for replacement members of their group.
15. Each Subgroup will be responsible for the management of the following during the selection process.
 - Equality, Diversity, and Inclusion.
 - Gender Equality
13. All appointments within the Subgroups will be approved by the Succession Committee – Council.
14. All applications are to be made via the RFU Volunteer Application and Self-declaration Form.

Which can be located at <https://www.englandrugby.com/dxdam/33/33fce371-43c5-4e2c-b055-30dbceec7e0a/safeguardingVolunteerForm.pdf>
15. Successful candidates will receive no remuneration associated with their duties, other than payment of any authorised expenses.
16. All successful candidates to be vetted as per any regulations in force for that role at that moment in time before the candidates are permitted to commence their new role.

17. All vacancies to be advertised on the Dorset & Wilts Rugby Football Union's website, Social Media feeds and directly to the membership of the member clubs.

18. A full version of the proposal document is available on the D&WRFU website [Click here](#)

Previous Versions

Original Version – dated 13th March 2021
Version 1 – dated Saturday 10th April 2021
Version 2 – dated Sunday 11th April 2021.
Version 3 – dated Wednesday 14th April 2021.
Version 4 – dated Saturday 17th April 2021.
Version 5 – dated Monday 26th April 2021.
Version 6 – dated 5th Wednesday 5th May 2021.
Version 7 – dated Thursday 24th June 2021