

# AGENDA

**1900-1945 - Surrey Management Committee Presentation  
Chaired by Tyrone Lawless**

- **Club Development**
- **Volunteer Reward & Recognition**
- **Communication**
- **Surrey Rugby Strategic Priorities**

**1945-2000 - Break**

**2000-2045 - RFU Councillor SGM Discussion  
Chaired by Paula Carter/John Crate**



# CLUB DEVELOPMENT

## Your application should be:

- Developing an initiative associated with one of the Six Pillars of Surrey Rugby
- In line with other RFU objectives at any point in time

## Your application should be for:

- Small facility related projects
- Ground maintenance projects
- Environmental projects
- Other projects or initiatives designed to develop the game of rugby within the local community
- Partial funding of a capital project/initiative where funds have also been obtained from other sources

## Your club will need to be:

- Affiliated to Surrey County RFU
- Eligible for RFU/Surrey Rugby funding (e.g. not in contravention of Rule 7 - Payment of players)
- Without assets which could reasonably be used (ie reserves)

We can help you potentially find some other funding. For example a recent grant to CROYDON RFC was match-funded by the London Rugby Lodge.

All info is on our website at [surreyrugby.co.uk/what-we-do/club-development/grants-loans](http://surreyrugby.co.uk/what-we-do/club-development/grants-loans)

RFU FACILITIES NEEDS SURVEY [FILL IN THE SURVEY](#)

To get help from the RFU you SHOULD FIRST complete this survey. If you need help, you will be entitled to:

- Pitches - a free pitch analysis from the RFU
- Engagement with local authority planning process
- Identify additional support outside of direct funding



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CONTACT INFO](#)

# VOLUNTEER REWARD & RECOGNITION

## HONDA VOLUNTEER OF THE YEAR AWARDS

In 2024 56 Surrey clubs nominated at least one volunteer, up from only 18 clubs two years previously. We encourage you to keep a key volunteer every year, and here's why...

Once we get all those nominations in, a committee of Surrey CB members reads through them all, then selects the top 4 or 5 Regional Winners, who are submitted to the RFU/Honda.

The RFU/Honda then whittle that number down to 1 or 2 per county who are the Finalists. They join other finalists from other counties around the county, and are invited - along with a partner - to an overnight stay at the Marriott Hotel in Twickenham, a lunchtime event, a behind-the-scenes tour of the stadium and a black tie dinner. At the dinner Honda announces the overall winner for the year for each category.

All nominees are recognised at a local level with an invitation to a Honda Volunteer Awards Evening, tentatively booked for 18th June this year.

Treats for those nominated...

- We have a budget for Volunteer Recognition which allows us to buy tickets to England matches. We chose volunteers off this Honda list to award those to
- The RFU asks us for names to award treats such as Watch the England Team Train. Again we pick those names off our list

## CLUB VISITS

As a CB we have significantly increased club visits by committee members over the past two seasons by arranging to present Honda Awards at clubs for those unable to attend our Awards Evening. In the 2023-24 season we visited 67 clubs and gave out 108 awards.

[FIND OUT MORE/CONTACT INFO](#)



# COMMUNICATION

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## WEBSITE

Annually : 45k active users, 526k event count

Info on competition rugby, Surrey rep rugby teams, courses, funding, festivals and much more!



## INSTAGRAM

Followers: From 2,403 in Jan 23 to 4,234 followers today - most followed CB in the country

Last 30 days stats: 84,683 views - 19,541 accounts reached - 1,719 interactions - all on 27 posts



## FACEBOOK

Followers: 2,637 in Jan 23 to 3,083 today, 64% men 36% women

Last 30 days stats: 38,862 views - 566 reactions - 1,806 photo views - 104 link clicks



## TWITTER

Followers: 3,000

We post everything to this platform too as historically had a great reach, but saw a decline in use prior to them charging for analytics so have not purchased the package

## NEWSLETTER

Sent out quarterly via socials and directly to Golden Roles

Tell us your stories

Front cover photo competition

## WHAT WE CAN HELP WITH?

Advertising any roles you're trying to fill

Advertising any holiday camps you're running

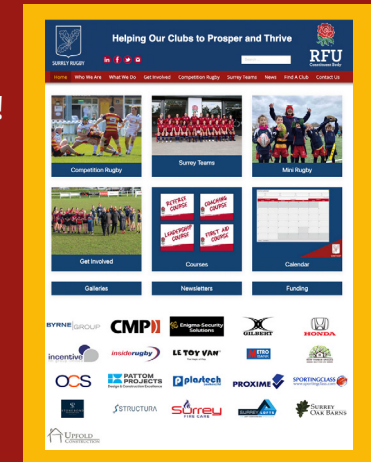
## FOLLOW US TO GET QUICK COMMS ON:

Referee & Coaching courses

Promotions to Surrey Rugby members

Rep Rugby information

RFU communications



# SURREY RUGBY STRATEGIC PRIORITIES

## 2024-25

(alongside the 6 Pillars funding framework)

### 1. RUGBY DEVELOPMENT

Continue to support the adult male game recovery focusing on transition from Colts into Seniors ensuring the playing offer reflects the local needs, whilst retaining players and providing playing opportunities for Vets and non traditional rights offering such as Tag/ Touch and Walking Rugby.

### 2. REFEREES

Recruit, retain and further develop Referees working alongside the Referee's Society, with particular focus on Young Match Officials.

### 3. COACHING

Recruit, retain and further develop club Coaches and ensure our CPD offering is varied and flexible, whilst providing mentors to support their development.

### 4. W&G RUGBY PARTICIPATION & GROWTH

Support the growth and development of the Women's and Girls game on and off the pitch in the lead up to the home World Cup.



# SURREY RUGBY STRATEGIC PRIORITIES

## 5. REPRESENTATIVE PATHWAYS

- A. Ensure our representative pathway and framework provide high quality coaching, and playing experience for all qualifying players within the county
- B. Form strong cohesive links with the Academy and divisional pathway partners to ensure multiple entry and exit points for players to be given full opportunity to reach their potential and be kept in the game

## 6. GOVERNANCE & FINANCE

Support our clubs off the pitch with communication, guidance, advice and sharing best practice on: Governance, Financial Management & Performance, Regulations, Discipline, Safeguarding, Audits, Risk Assessments and being Rugby Safe compliant.

## 7. CLUB DEVELOPMENT

Help our clubs to prosper and thrive with support, advice and sharing best practice on club facilities, grounds, purchasing equipment, club sustainability, supporting volunteer and membership engagement, whilst growing club leaders.

## 8. AGE GRADE & EDUCATION

- A. Provide rugby activity, competitions and regulation guidance for Minis & Junior Boys and Girls ensuring our offering reflects the playing philosophy and Age Grade Codes of Practice
- B. Work alongside our educational partners to ensure the playing offer is proportionate to players needs and steer the clubs and schools to be aligned to the Age Grade Calendar requirements
- C. Improve clubs/schools/academies relationships by increasing liaison opportunities

# SURREY RUGBY STRATEGIC PRIORITIES

## 9. DIVERSE AND INCLUSIVE

Ensure that rugby union in Surrey reflects the whole community.

Ensure our values, philosophy ethos and culture are reflected in everything we do as a CB and support clubs to deliver this.

- A. Support clubs to be more welcoming, diverse and inclusive
- B. Support clubs to be more reflective of their local community
- C. Develop a Diversity and Inclusion Charter in partnership with our clubs and stakeholders
- D. Promote the games values, ethos and playing philosophy of the RFU and constantly promote the code of conduct charter & Nolan principles across our CB stakeholders

## 10. CB LEADERSHIP & SUCCESSION PLANNING

- A. Lead the Constituency Body in a way that delivers for today and enhances the future and support clubs to be sustainable for the future
- B. Support and further develop our committee members with career professional development opportunities
- C. Ensure we have a transparent and fair recruiting process to recruit, retain and develop a committee and volunteers that reflect the localised Community throughout the CB

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CONTACT INFO](#)



# REGULATIONS

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## Reg 7: Payment of Players [MORE INFO](#)

- 2025 Payment of Players declaration went live on 1 March 2025 and is open until 30 June 2025
- The declaration covers the period of 1 June 2024 – 31 May 2025

## Reg 9: Player Safety

- 1st aid vouchers available through Surrey - contact Holly Falconer-Leeds
- Rugby safe club lead WhatsApp group set up with regular comms
- 7 x 1st aid courses set up with clubs through the RFU voucher scheme
- Defibrillator promotion sent to clubs
- 52 vouchers still to allocate for the season and we have 6 clubs lined up

## Reg 10: Tours/Festivals [MORE INFO ON TOURING](#) [MORE INFO ON FESTIVALS](#)

- Submit form via website
- Ensure sufficient medical provision, insurance and DBS
- Tours: Both Senior and Age Grade, outside of England (ie including to Wales, Scotland Ireland etc) need permission from Surrey Rugby. This also applies to clubs hosting a touring team from outside of England.

## Reg 15.5: Playing Up/Down [MORE INFO](#)

- 17 year olds playing adult rugby - 2 step approval
- Age grade playing up/down - 1 step approval via Surrey website

## Reg 15.8/9: Out of Season Activity and Rugby Camp Approval [MORE INFO](#)

- Form on website – under Age Grade important info & forms

## Reg 19: Discipline

- Increase in both Junior and Senior discipline issues
- Increase in Match Official Abuse & Pitch Side behaviour issues
- Lack of understanding of the requirements for club disciplinary procedure
- Club code of conduct and processes to be in place to manage internal complaints
- Contact: Giles Bedloe (Discipline Chair); Sarah Hall (Discipline Secretary); Caroline Pitt (Age Grade Discipline)

## Reg 21: Safeguarding

- RFU Safeguarding Audit runs from August to October and completed on GMS
- Contact Rob Byrne

# FINANCES

## MONEY IN £289,500

|                       |          |       |
|-----------------------|----------|-------|
| RFU                   | £110,000 | 38.0% |
| Sponsorship           | £80,000  | 27.6% |
| Competition Entries   | £58,000  | 20.0% |
| Patrons/Int Tickets   | £15,000  | 5.2%  |
| Discipline/Governance | £14,000  | 4.8%  |
| Schools Activity      | £8,700   | 3.0%  |
| Dividends/Interest    | £2,500   | 0.9%  |
| Awards Night          | £1,300   | 0.4%  |

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## HOW WE SPEND IT £305,000

|                  |         |       |
|------------------|---------|-------|
| Rep Rugby        | £66,000 | 21.6% |
| Admin/Office     | £63,000 | 20.7% |
| Competitions     | £46,000 | 15.1% |
| Sponsor Costs    | £40,000 | 13.1% |
| Club Development | £24,000 | 7.9%  |
| Game Development | £18,000 | 5.9%  |
| Rugby United     | £15,000 | 4.9%  |
| Volunteers       | £12,000 | 3.9%  |
| Wellbeing        | £6,000  | 2.0%  |
| Governance       | £5,000  | 1.6%  |
| Schools          | £5,000  | 1.6%  |
| Marketing        | £5,000  | 1.6%  |



# GAME DEVELOPMENT

## COURSES

## ATTENDEES

|                               |     |
|-------------------------------|-----|
| Under 14-18 Skill Development | 192 |
| English Rugby Referee         | 60  |
| England Rugby Coaching Award  | 113 |
| First Contact                 | 252 |
| Tag Rugby                     | 79  |
| Primary Schools               | 62  |
| Play It Safe                  | 73  |
| Principals of Scrummaging     | 73  |
| Principals of Lineout         | 44  |
| Secondary Schools             | 79  |
| Take Up The Whistle           | 152 |
| Young Match Official          | 62  |
| Coaching Conference           | 25  |
| Surrey Senior CPD Modules     | 112 |
| Surrey Youth CPD Modules      | 160 |
| First Aid                     | 74  |

1,612

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# ADULT MALE COMPETITIONS

## CONTEXT

Second Lower 15 vote took place this year. CB call held to discuss voting procedures. Open and honest discussion from clubs about challenges surrounding Lower 15 entering leagues. 90% of Surrey clubs voted. 82% of those who voted, voted against.

Since the millenium - 22 Surrey clubs no longer functioning. 100 less senior men's teams playing every Saturday.

## BIGGEST CHALLENGES

Declining adult male game

Frequency of when players want to play

Increase in walkovers and merit leagues

Late cancellations affecting clubs inability to find friendlies and bar takings

Disgruntled players not getting to play rugby

Fallout of players from Colts to Senior Rugby

Less first team players converting to Vets

Raging Bull Shield - is it fit for purpose?

Player registration burden on volunteers

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CONTACT INFO](#)

## OPPORTUNITIES

Revamp merit leagues for next season

Review clubs individual completion rate before entering in leagues

Sanctions against clubs for late call-offs

Cross CB competition flexibility

Proactive fixture exchange to aid finding matches

Working with clubs to accept Game On principals

Triangular fixtures and cluster group opportunities

Localised CB knockout cups

Player registration to help us capture accurate data



# RFU SGM

The SGM has come about because of a strong adverse reaction to the announcement of Bill Sweeney's total package (salary plus three year Long Term Incentive Programme) which was published in the 23/24 accounts last September

It has been driven by a group called the Whole Game Union, which is led by Dr Adam White of the Referees Union and Alistair Bow the Chairman of Nottingham Rugby Club. They are supported by a PR professional called Ben Fenton. Much of the information they have provided is inaccurate.

- The RFU is in a very good financial position and the finances are very well managed
- Community rugby is finding the same challenges as many other sports but is in generally healthy position and by no means 'on its knees'
- Participation is back up to pre covid levels, although men are wanting to play less often
- £30m funding to community rugby is guaranteed for the 4 year cycle
- Most of the items requested in the WGU resolution are no longer relevant. The Freshfields Report into the LTIP has been published and the chairman has resigned. The only remaining element is a resolution that the Board remove the CEO.

Removing Bill Sweeney, or any members of the Board, will not create effective change, it will create chaos. The resolution does not address any of the issues that the game wants addressing and it will paralyse the Executive Team who are already at full stretch. Three are new to the RFU.



# RFU SGM

The Interim Chair has led a roadshow touring around the country to hear what clubs want from the RFU. The feedback has been clear and consistent:

1. Better and more direct communication to/engagement with clubs
2. Direct consultation with clubs around big decisions like tackle height
3. Devolve more decisions away from the centre into regional/local bodies
4. Much better explanation of why decisions are made
5. Separate the management of the community game from the management of commercial/high performance functions
6. More boots on the ground getting more people into the game
7. Simplify the RFU structure so it's easy to understand and easy for clubs to access the people they need
8. Better service delivery

The best way to effect change is to support the current Board, who have put down an additional resolution which is positive and constructive, putting the weight of the board behind the Governance and Representation Review. This and the Community Game Commitment will give a clear mandate to the Board to take the action needed. Members can then hold the Board to account for delivery of that mandate

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CONTACT INFO](#)



# ACTIONS FOLLOWING MEETING

1. Slides to be shared on the website - Joanna
2. Decision on whether we should hold a Zoom call for those not in attendance to cover SGM resolutions/vote- Ty
3. Lower XVs - working group to assess alternative options either for vote in 3 yrs or any interim alternative - Ty/ROC
4. Leagues - ongoing comp review of teams in leagues and alternative formats - request to have greater player representation so potentially a further working group? - Ty
5. Walkovers - request to review sanctions and reimbursement for walkovers - Ty
6. First Aid - Old Cats requested vouchers and a course - Graham
7. Create separate stakeholder surveys for players - coaches- managers- committee members- safeguarding - Youth Chairs on localised issues and priorities before the end of the season through survey monkey - Ty
8. Further in person engagement meetings - request to have regular engagement sessions with Surrey CB and RFU councillors - proposal to have 3-4 a season - Ty/Graham to discuss and schedule
9. SGM - we need to decide on the Surrey CB vote and how we are submitting it - this should be confirmed with the whole management committee - Ty
10. Some clubs requested the Terms of Reference of the governance review in progress - Paula - [CLICK HERE](#) to view
11. Ongoing RFU/club/player engagement in governance review and other matters - Paula/John



# RFU FINANCIAL & BUSINESS MODEL



RFU

## OUR FINANCIAL & BUSINESS MODEL

New 4-year cycle – we are in Year 1 “FY25”

| FINANCIAL YEAR                | FY 25<br><small>12 months to 30 June 2025</small> | FY 26<br><small>12 months to 30 June 2026</small> | FY 27<br><small>12 months to 30 June 2027</small> | FY 28<br><small>12 months to 30 June 2028</small> |
|-------------------------------|---|---|---|---|
| REVENUE (£M)                  | 7   | 6   | 7   | 5   |
| NUMBER OF MEN'S HOME FIXTURES | 7   | 6   | 7   | 5   |
| RUGBY INVESTMENT (£M)         | INVEST SUSTAINABLY →                              |   |   |   |

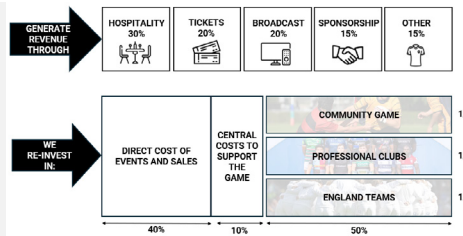
Our income fluctuates across the cycle, but we invest consistently

- The amount of revenue we make each year is **reliant on the number of men's home fixtures**, so it fluctuates
- In contrast, **most of our costs are fixed**
- A large part of cost is our investment in rugby, and it needs to be **sustained** in each year of the cycle
- So, in some years we have more income than cost, leading to a profit. But in other years **we make a loss**
- In a **Rugby World Cup year**, we have the least men's home games, meaning less revenue and the largest annual loss
- Our aim is to breakeven across the 4 years, but sometimes there are projects or events (e.g. Covid) which disrupt this

- This cycle, like the last, we are **prioritising investment in future growth for rugby** – in the Women & Girls game, building digital capability, the Community Game and our Stadium Masterplan
- This adds cost to the RFU in the near-term, but is important to drive revenue in future cycles – we strip this out to report “**underlying**” profit/loss so that you can see what the core business is delivering

### We make our income from:

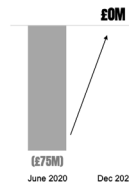
- Selling tickets and hospitality at Allianz Stadium (c50%), strongly supported by our partnership with Compass in Twickenham Experience Ltd
- Direct monetisation of the England Rugby teams (e.g. broadcast rights and sponsorship) (35%)
- Ancillary activities - hosting other events, government grants, selling merchandise, England Rugby Travel and our hotel and leisure facilities



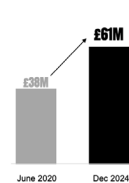
### Income goes towards covering our costs and investing in rugby:

- The direct costs of our events and sales and the running costs of the stadium (40%)
- Costs supporting the game, including safeguarding, legal, finance, technology, people and communications (10%)
- And, most importantly, **half of that income goes back into the game** – split between the community game, professional clubs (across Tier 1 & 2, PWR), and the England teams (both men and women)
- This cycle, we have increased our financial commitment to the Community Game to £120m, equivalent to £30m a year and the first ever multi-year agreement**

### BANK DEBT NOW ZERO



### HEALTHY CASH POSITION



### Our cash position is strong

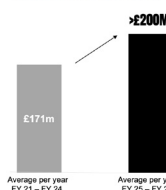
- On an ongoing basis we generate cash from our revenue streams and debenture sales
- We worked hard during Covid to minimise the need for loans and took tough decisions
- As a result, we ensured we were able to fully repay inherited debt and build a healthy cash position
- Today our cash balance is even higher – at £61m – as we build headroom to invest in our upcoming stadium redevelopment
- We have no bank debt**

### This 4-year cycle is off to a good start

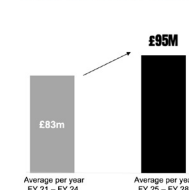
- The financial performance in the first 6 months was as planned
- The outlook for the rest of FY25 is broadly in line with budget and we are on track to **report an underlying profit this year**
- Across this cycle we aim to grow our revenue by at least 20% compared to the last, funding higher investment in the game

This is a key reason why we've been able to give a 4-year commitment of at least £380m of funding back into the game

### REVENUE GROWTH 20%+



### RUGBY INVESTMENT >£380M



# GET IN TOUCH

TO GET IN TOUCH  
WITH ANYONE FROM  
OUR MANAGEMENT  
COMMITTEE CLICK  
HERE

## Management Committee



President  
John Pownall



Deputy President  
Jo Fisher



Past President  
David Doonan



Chair  
Tyrone Lawless



Honorary Secretary  
Graham Shaw



Treasurer  
Bruno Plaskow



Vice Chair  
Steve Heard



Rugby Development  
Tyrone Lawless



Club Development  
Joanna Gordon



Game Development  
Ian McGraw



Marketing & Comms  
Joanna Gordon



Discipline  
Giles Bedloe



Inclusion & Diversity,  
Leadership & Succession  
Janice Anastasi



Age Grade Rugby  
Jools Goringe



RFU Council Rep  
John Crate



RFU Council Rep  
Paula Carter