



2018 POVERTY BAY JUNIOR RUGBY REVIEW AND RECOMMENDATIONS

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Background

The 2018 junior rugby season was historic. For the first time a weight restricted grade was introduced to the Poverty Bay JAB rugby season. It had long been talked about and after consultation with the rugby public and consideration by the JAB Committee, a weight restricted grade was introduced for both Under 12 and Under 13 players. The Under 13 Open Grade was maintained.

A number of other changes were also introduced:

- Under 10 grade changed from 'competition' to 'non-competition/participation' grade.
- Under 12 grade was disestablished and integrated into the Under 13 grades.
- No dispensations were allowed.
- Wednesday night rugby for Under 13 Restricted Grade.
- JAB Competition Grade finals were played as curtain raisers to the first Heartland Championship home game.
- JAB Fair Play policy introduced.

There was also administration change at Poverty Bay Rugby Football Union. Former CEO, Marty Davis, finished the role in February. Office Manager Karen Bryant acted as CEO until June when current CEO Josh Willoughby started.

With so much change, it's important to review the past season to better understand what was successful and where improvements are needed.

Objectives

1. CLARITY OF ROLES – There are a number of different stakeholders within junior rugby. There is a need for each role to be identified, defined and have a clear understanding of its role within junior rugby.
2. WHAT'S WORKING, WHAT'S NOT? – Consider the performance (comparison to previous years) and measure satisfaction for all competition and non-competition grades.
3. CONSULTATION – Give everyone the opportunity to have their say on the state of junior rugby in Poverty Bay through the use of an online survey and individual club and school meetings.
4. TIMEFRAME – A draft report with recommendations is to be presented to the JAB Committee at its December meeting.

Review Process

An initial meeting of JAB Committee delegates was held Tuesday 18 September to determine the scope of the review.

It was decided an independent reviewer was preferable to carry out the review. This would ensure transparency throughout the process and a set of objective recommendations.

Unfortunately, an independent reviewer has not been able to be sourced. The main issue has been the tight timeframe to carry out significant consultation and deliver a set of recommendations before 4th December.

New CEO, Josh Willoughby, has experience with consultation and engagement, and has committed to carrying out the review in place of an independent reviewer.

There are three consultation stages:

CONSULTATION STAGE ONE: Public online survey measuring satisfaction levels for facilities; locations; competition v participation models; weight-restricted v open models; sideline behaviour; refereeing; communication; and desire to return for the 2019 season. This survey was available from Friday 19th October to Friday 16 November.

CONSULTATION STAGE TWO: Facilitated workshops at clubs and schools – clubs and schools will be sent a booking schedule to choose a time for delegates, coaches and managers of Junior teams to provide feedback on targeted areas such as rules and regulations, club/school/PBRFU relationships, administration and coaching development, and needs analysis.

CONSULTATION STAGE THREE: JAB Committee facilitated workshop to review its governance systems, the JAB Fair Play policy, and the JAB Manual for delegates and code of conduct.

All feedback will be collated and a draft report presented to the JAB Committee at its December meeting.

A final report will be presented to the PBRFU Board by JAB Committee Chair Cara Haines at its December meeting.

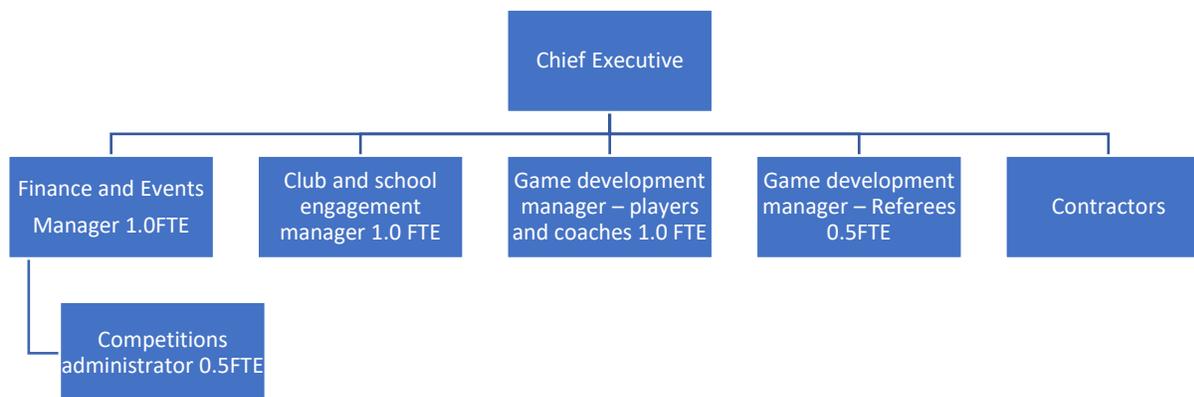
PBRFU Restructure

It's important to point out the Union has recently completed a restructure of roles and responsibilities. This will not necessarily impact the JAB Committee in terms of its point of contact still being Henry Lamont, however, the focus of Henry's role has been narrowed to club and school engagement.

A very brief summary of some of the changes from the old RDO (Club Liaison Officer) position Henry held to the new Club and Schools Engagement Manager position is provided below:

- Coach and player development responsibilities of the old role have moved to GAME DEVELOPMENT – PLAYERS AND COACHES (Dwayne) role.
- JAB rugby administration responsibilities have moved to the COMPETITIONS ADMINISTRATOR (to be advertised) role.
- Increased focus on building strong, healthy relationships with all rugby clubs and schools through the provision of advice, assessment, guidance and planning support.
- Oversee JAB and Council of Club governance relationships with the Union.
- Development of a Resource Register within and between clubs.
- Development of annual action plans for clubs and schools to enhance rugby and rugby experience.

This role, and the changes to workflow under the new structure, will be explained at the presentation of this review and recommendation document. A copy of the structure is provided below as reference:



Analysis and Recommendations

A total of 95 submissions were received through the online survey.

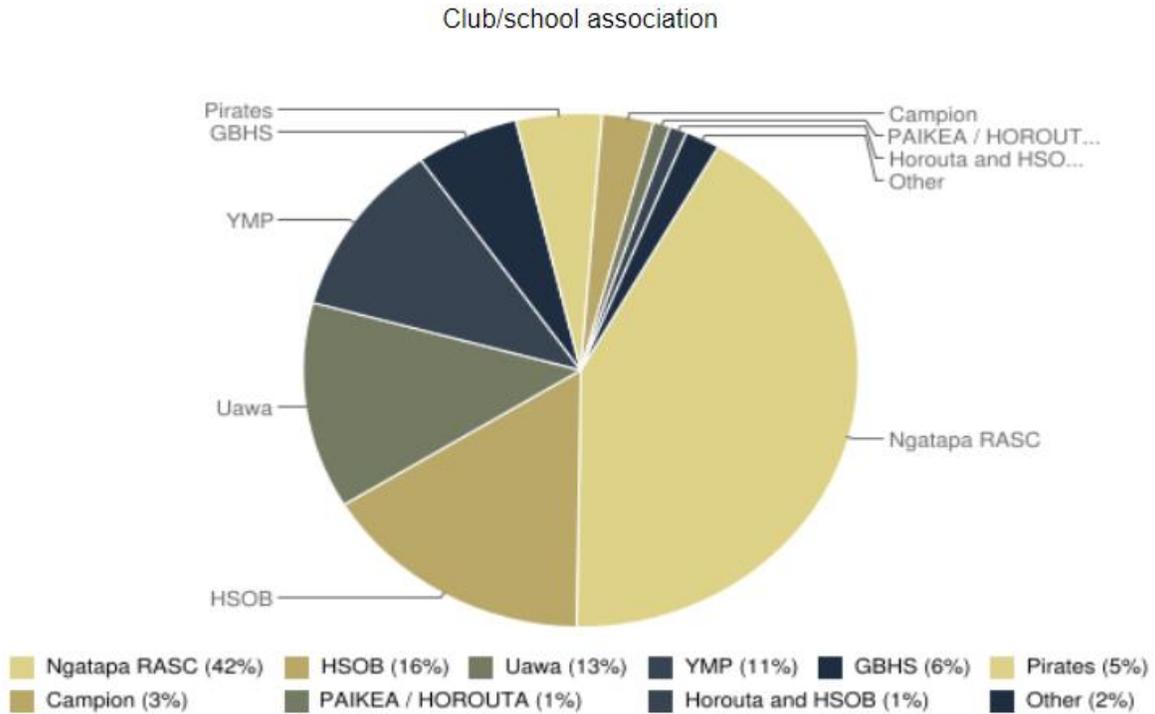
An open invite to facilitate a workshop with their associated club or school was sent to all JAB delegates. Workshops were facilitated with the following stakeholders:

- Uawa Sports Club
- Gisborne Girls' High School
- Champion College (with Nga uri a Maui and Lytton High School in attendance)
- Ngatapa Rugby and Associated Sports Club
- High School Old Boys
- Pirates Rugby Club
- YMP
- OBM
- Gisborne Boys High School
- Horouta Sports Club

A workshop was also held with the JAB Committee at Sport Gisborne Tairāwhiti the evening of Tuesday 13th November.

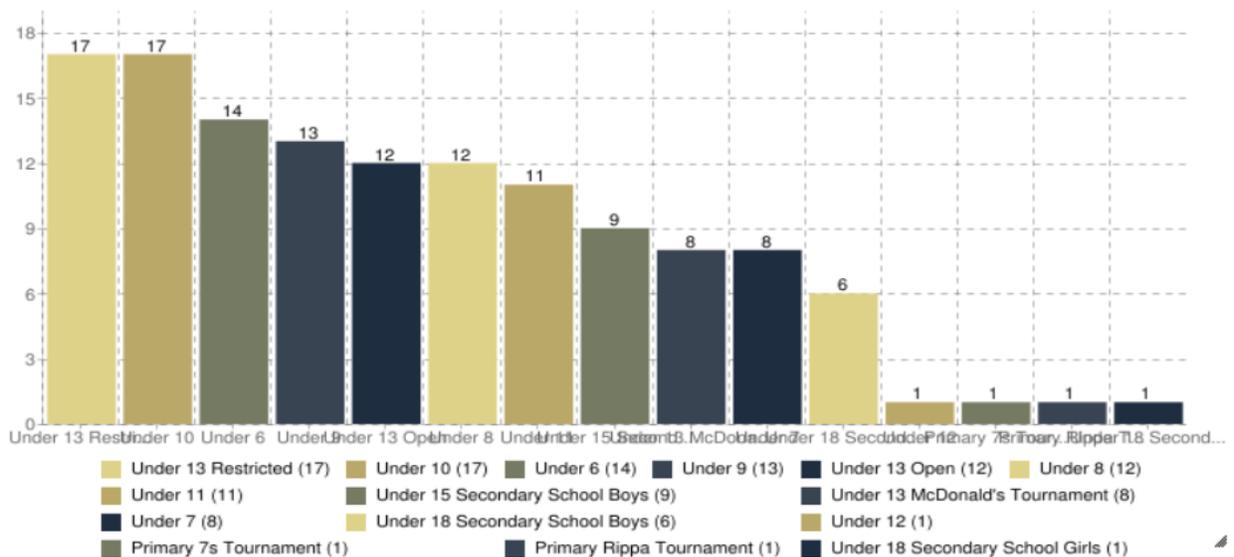
The following recommendations are supported by data recorded from all stages of consultation and further research with NZ Rugby, Sport NZ, Sport Gisborne Tairāwhiti and members of the Poverty Bay rugby public.

General observations

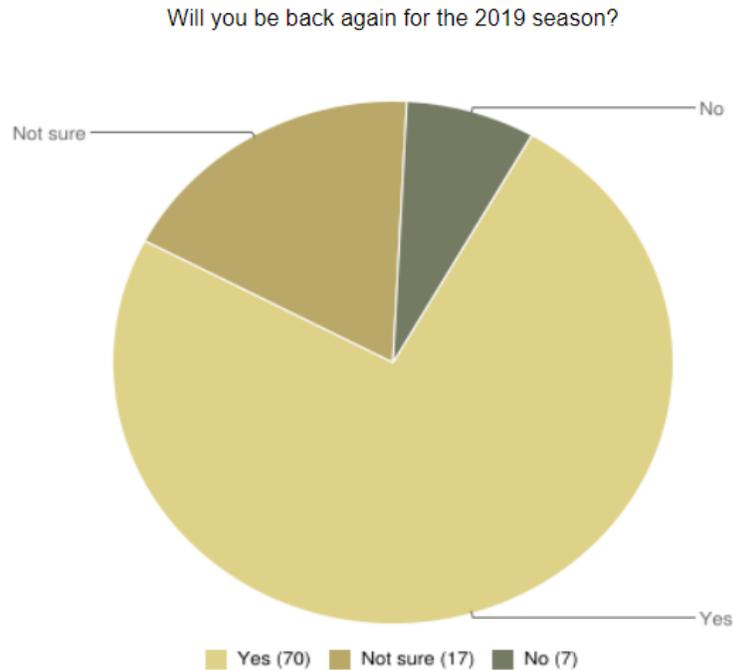


The pie graph above shows Ngatapa members represented 42% of online submissions. The next highest club or school representation is from HSOB (16%) and then YMP(11%).

Which grade(s) would you like to comment on? (Please select multiple grades if you wish to comment on more than one grade))



The graph above shows the most commented grades were the Under 13 Restricted and Under 10 grades, each with 17 submissions. The next highest was Under 6 (14), then Under 9 (13) and then Under 13 Open and Under 8 grades each with 12 submissions. The least commented grades were the Primary 7s, Primary Rippa, Under 18 Girls and Under 12 grades with only one submission each.



All but one submitter answered the question ‘Will you be back for the 2019 season?’. Seventy (75%) said they would be back. Worryingly, 24 said they were either not sure or would not be back representing a quarter of all respondents for various reasons. If the issues experienced within the season weren’t enough to review what is happening, this statistic is.

Governance

The connection between the PBRFU Board, JAB Committee, JAB Delegates and Union staff is unclear. This disconnection or lack of clarity between these stakeholders was the most obvious observation at workshops with clubs and schools.

It’s easy to define positions and create a process map explaining how the flow of information and responsibility works. The difficulty is ensuring the process is right for junior rugby in Poverty Bay and ensuring the process is adhered to, especially given the possibility of so much change around committee tables. An annual induction process with JAB delegates and Union staff will go a long way to having clarity of roles. An easy-to-understand process map that is part of a general Poverty Bay rugby education programme with clubs and schools at the beginning of the season will also help.

Tension between Union staff and delegates, and between delegates, has at times been present. It has highlighted the need for more clarity of roles and responsibilities, a code of conduct for JAB delegates and staff, annual reviewing and setting of rules and regulations, and a JAB Delegate job description. An

annual induction programme should be mandatory for JAB delegates and associated staff to ensure clarity in roles and responsibilities. Should a new delegate join the committee during the season, the Union and Chairperson should induct the new delegate.

The accurate minute-taking and quick distribution of minutes has also been identified as an issue. This responsibility currently sits with the RDO as per defined in the PBRFU Constitution. It is proposed the secretary role is transitioned to a member of the committee with the support of the Union's Club and Schools Engagement Manager.

Strong feedback from school representatives suggest the need for school delegates to meet separate to the JAB Committee meeting. Reasons for this include the need for more focused conversations and proposals dedicated to school rugby, and better time management not needing to be part of junior rugby issues. A school's delegate should be present at the JAB Committee meeting to present the sub-committee's report and vote on behalf of schools.

Recommendations:

- 1. Development of a Poverty Bay Rugby Video/Presentation for public promotion, which easily explains how rugby works in Poverty Bay – from decisions being made at the committee level to operations in the office, then development in clubs and schools to support our volunteers resulting in kids enjoying themselves on the field.**
- 2. JAB Committee and Delegate induction programme developed, which includes a copy of the PBRFU Constitution, PBRFU Board and Staff contacts, JAB Committee Code of Conduct, Junior Rugby Policies, Rules and Regulations, and JAB Delegate job description. A Programme of Events, which includes an induction workshop, season dates and tournament dates, is also included.**
- 3. External governance training/workshop for all delegates.**
- 4. Agenda and Committee Papers are distributed to JAB Delegates a week before the monthly meeting and minutes are distributed in a timely fashion no later than a week after the meeting.**
- 5. School delegates meet as a sub-committee of the JAB Committee with a report submitted to the JAB Committee through a school's delegate present at the meeting.**

Season planning

Feedback from the online survey and consultation with clubs suggests the jump for the majority of players playing in the Under 11 grade in 2017 to then play in an Under 13 grade in 2018 was too big. Some of the effects were players choosing not to play before the season started and some players playing in the grade losing interest from playing older players.

However, the impact on the Under 13 restricted and open grades by reinstating the Under 12 grade is somewhat unknown. A table showing the total number of teams over the past five years makes for interesting reading (Under 12 for 2018 is the Under 13 Restricted Grade).

FIVE YEAR COMPARISON TEAM NUMBERS

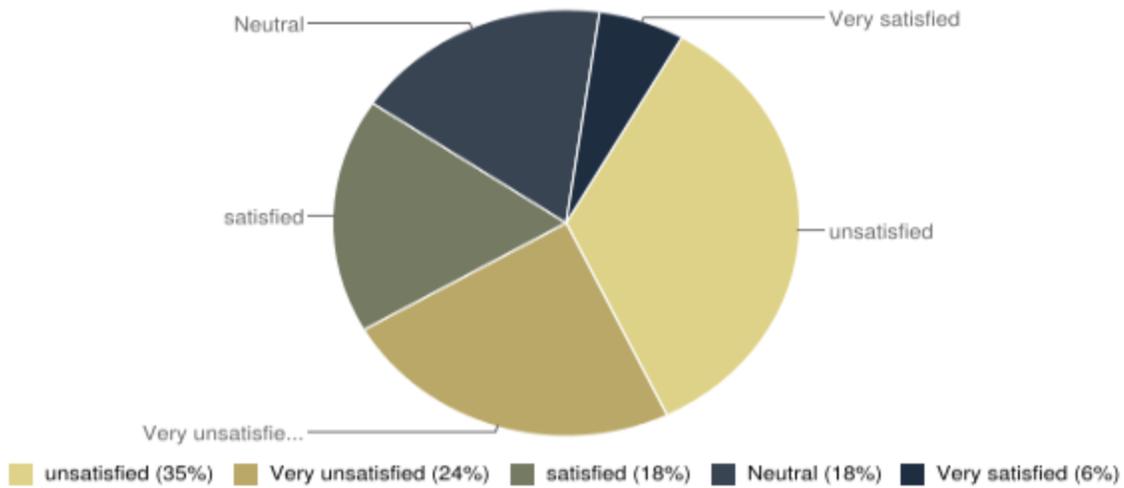
TEAMS	U6	U7	U8	U9	U10	U11	U12	U13	Totals
YEAR									
2013	12	10	8	10	7	8	5	6	66
2014	12	9	8	8	7	6	5	4	59
2015	12	8	9	9	7	7	4	5	61
2016	10	10	10	9	7	6	5	3	60
2017	10	9	10	6	9	8	5	4	61
2018	12	7	6	9	7	6	6	5	58

You can see changes in the number of teams for a particular age group by working back through the years. The Under 13 age group this year, for example, had eight teams when they were Under 8 in 2013. There were five teams at the beginning of the year, which is the same number of teams for the same age group as Under 12s in 2017.

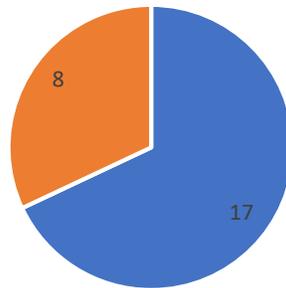
If we look at the Under 13 Restricted Grade this year, it shows six teams at the start of the year. We know this is not the same number at the end of the year. This age group is showing eight teams in the Under 11 Grade in 2017. We know there were a number of players playing between both the restricted and open teams so we cannot legitimately combine the number of teams in those grades to get 11 total teams. In the 2017 year, for the same age groups, the Under 11 and Under 12s total 13 teams. The drop in teams follows a similar trend over the years as players transition up to the Under 13 grade.

If you look at the drop in teams from the 2013 season to the 2014 season, it makes the drop from 2017 to 2018 less dramatic. While there is the immediate decision around what to do with the Under 12 and Under 13 grades, there is also cause for concern by looking at the significantly low numbers of teams in this year's Under 7 and Under 8 grades compared to previous years. And without looking further into how the number of total teams ended up in previous seasons, it's safe to assume the 2018 season ended with much less total teams than 58 when you consider the effect of the withdrawal of three teams between the Under 13 Restricted and Open grades, and players playing between both grades.

Overall satisfaction - Under 13 Restricted - Overall satisfaction

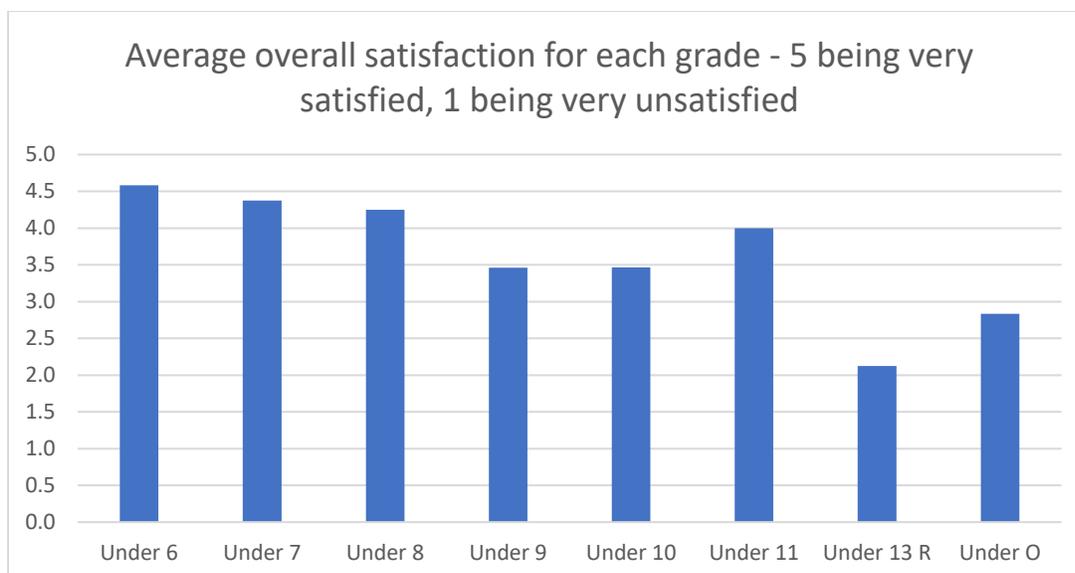


Do you support continuing with Under 13 Restricted and Under 13 Open grades or reverting back to Under 12 and Under 13 Open-weight grades?



- I support reverting back to open Under 12 and 13 grades
- I support restricted and open formats for Under 13

Feedback from the online survey results above and club feedback suggests, while also acknowledging some successes of the Under 13 Restricted grade, reverting back to Under 12 and Under 13 Open grades is preferred. Feedback also suggests Saturday is the preferred day to play both restricted and open grade rugby.



The chart above also shows the Under 13 Restricted grade has the lowest average overall satisfaction.

I believe after considering feedback and talking to coaches and clubs, the start of finding the answer lies with work off the field rather than on it. The Union needs to better understand the club and school environment to provide the support that is wanted and needed, rather than what the Union feels is best.

Sideline behaviour is also an issue that has been highlighted in all forms of consultation, and is significantly impacting players and parents' support for the game. The JAB Committee should be applauded for developing its Fairplay Policy to address negative sideline behaviour. However, it has only been used once this season and has a degree of ambiguity around its application of sanctions. More work is needed to review this document and this review recommends a policy that recognises and rewards positive sideline behaviour. NZ Rugby has invested in its Applaud Programme, and this should be a priority for the 2019 season.

The playing environment, in terms of facilities, is also an area that needs to be addressed. Waikirikiri Park's location doesn't seem to be an issue with the community, however, the quality of its facilities is. Comments reflect poorly on the ground conditions with reports of glass, potholes and thistles posing health and safety risks. The location and direction of the toilets, facing away from grounds, is also an issue with regards to Child Protection Policies. Upgrading the facilities cannot be decided at the JAB Committee table, but lobbying Gisborne District Council can be. A decision to move away from Waikirikiri Park is also an option, however, consideration does need to be given to its location being easy for some of our more underprivileged members of our rugby community. Feedback also suggest having the majority of games at one location is good for the game – it creates a good playing environment with lots of people and games going on at the same time.

Strong feedback from club workshops and survey results suggest the need for food and hot drink responsibilities at Waikirikiri Park, and increased presence from the Union to create more accountability from teams and a more enjoyable environment.

Consideration also needs to be given to the start of the season and duration of the season. There also should be flexibility for each grade on its finish date – there's nothing to suggest all junior rugby needs to finish on the same day.

Sport NZ has released figures on the total numbers of active school students. Interestingly, given the huge increase in the number of sports now available and rapid rise in popularity for alternative sports, the total number of active kids has not increased. An interpretation of this is that the same number of kids are actually playing more sports codes through the year. Instead of competing for their attention, why not provide a more enjoyable experience in a shorter or more appropriate time of year so they can play another sport they enjoy. The player gets to play two sports instead of having to choose one. The recommended time of year to play junior club rugby is term two – starting the Saturday before the first day of Term Two and running through to the Saturday after the last Friday of the term – an 11-week season. The weather is typically better at this time of year, reducing the number of cancellations from GDC, and holidays are observed. It also keeps the junior club season away from the Term Three Weka Ball school competition

This leads to the debate about participation v competition. For the most part, the current participation grades from Under 6 to Under 10 and competitive grade from Under 11 up have the support of the community. There are some who suggest making all grades participation to create a more enjoyable environment and some who would like competition to start earlier than Under 11 – one parent suggests starting at Under 6. An idea that came out of workshops with clubs was to have a junior rugby festival with the same rules as those at the Taupo Junior Rugby Festival. The festival would be open to all grades to play competitive rugby. The grades that play would depend on the number of teams that choose to enter. A suggestion was to hold this festival alongside the McDonald's Under 13 tournament in Term Three. This festival can become a target for competitive rugby in Poverty Bay. If it is adopted and successful, it could result in the regular season being participation only and the festival being the competitive fix for the year.

The McDonald's Under 13 tournament received mixed reviews this year. It seems the format of mixing teams up and having 'guest' coaches was well-received, the promotion and organisation was heavily criticised. The Union put very little resource into recruiting coaches and encouraging players and parents to be involved. More planning and preparation is needed at the start of the season to not only recruit coaches but also provide a coaching development programme to support them leading up to, during, and after the tournament. Special guest coaches should be part of this strategy to provide more promotional opportunities leading up to the tournament. An example is the McDonald's Tournament is a requirement for aspiring World Rugby Level Two Coaches who can be observed and signed off after the tournament. Increased engagement with McDonald's as a sponsor is also recommended and look into ways McDonald's can be provided at the prizegiving. The weight-limit is supported by this review.

Recommendations:

- 1. Set the Poverty Bay Club and School Junior Rugby regular season for Term Two of the school year – starting Saturday 27th April (week after Easter and two days before the start of term two) and finishing Saturday 6th July (an 11-week season).**
- 2. Reinstating the Under 12 Open grade for the 2019 season to play Saturdays.**
- 3. Disestablish the Under 13 Restricted grade for the regular season.**
- 4. Keep the Under 13 Open grade and play on Saturdays.**
- 5. Work with schools to further promote the Intermediate overweight v High School lightweight grade at an Under 14 level either during school hours or after school.**
- 6. McDonald's Under 13 tournament remains restricted weight and a similar format to this year with mixed teams and played after the regular season.**
- 7. Introduce guest/special coaches to the McDonald's Under 13 Tournament as part of the Union's Coach Development Strategy. Teams are named before the tournament and trainings held with guest/special coaches in preparation for the tournament.**
- 8. Food and hot drinks should be offered every week at Waikirikiri Park.**
- 9. PBRFU and JAB Committee, under the delegation of PBRFU Board, petition the GDC to redevelop Waikirikiri toilet facilities to provide better health, safety and child protection.**
- 10. Create a festival of rugby to run alongside the McDonald's Under 13 Tournament in Term Three for all grades wanting to participate in a competition format.**
- 11. Review the Junior Rugby Manual to more appropriately reflect the Poverty Bay Junior Rugby rules and regulations – and stick to them during the season avoiding the urge to change policy on the fly.**
- 12. Use the Junior Rugby Manual to develop flexibility for participation grades and state criteria for competition grades.**
- 13. Do not distribute season or competition draws until they are absolutely finalised. Draws should not be through the season.**
- 14. Local Secondary School rugby to be played in Term Two – big focus on skill development in term one.**
- 15. Review JAB Fairplay Policy to address sideline behaviour.**

Club and School Development

It's obvious there is a disconnect between the Union, clubs and schools. Some initiatives already mentioned such as the JAB delegate induction programme will help strengthen these relationships.

Governance training and workshops will also help.

The recent Union restructure should have a profound effect on the club and school rugby environment. A full-time dedicated resource will be proactively working with all clubs and schools to better understand what challenges are being faced and coming up with ways to support.

From a club point-of-view this starts with an evaluation of the club's constitution and strategic plan and works right through to club and player development needs. The Union can then offer tailored support to those priority areas.

It has long been talked about that sideline behaviour is turning players and parents away from our game. It has to be acknowledged that negative sideline behaviour is not isolated to rugby. A number of sports codes suffer from negative sideline behaviour, especially in a competitive environment. While some initiatives can help deal with an isolated issue at a game, they won't always solve the problem. It has been identified that clubs and schools need to take responsibility for the actions of its players, coaches, parents and supporters. A JAB Committee and Union operating without the support of its members such as clubs and schools is a recipe for trouble. Getting everyone on the same page and sharing responsibilities in a fair, consistent and transparent manner is key to success.

Examples of shared responsibilities include creating a club roster to set-up and pack-down Waikirikiri Park as it does for its own club day. Opportunities to run the fundraising sausage sizzle can run alongside this responsibility. If a club cannot do either of these things, it should be communicated and another club given the opportunity. Feedback from clubs in particular is the need for better inter-club relationships and showing a willingness to work together – this is an easy way to show it and help rugby. It can also be a good fundraiser for clubs as staff are currently paid to do this – the recommendation is for the money to go to the club as well as the money from the sausage sizzle fundraiser.

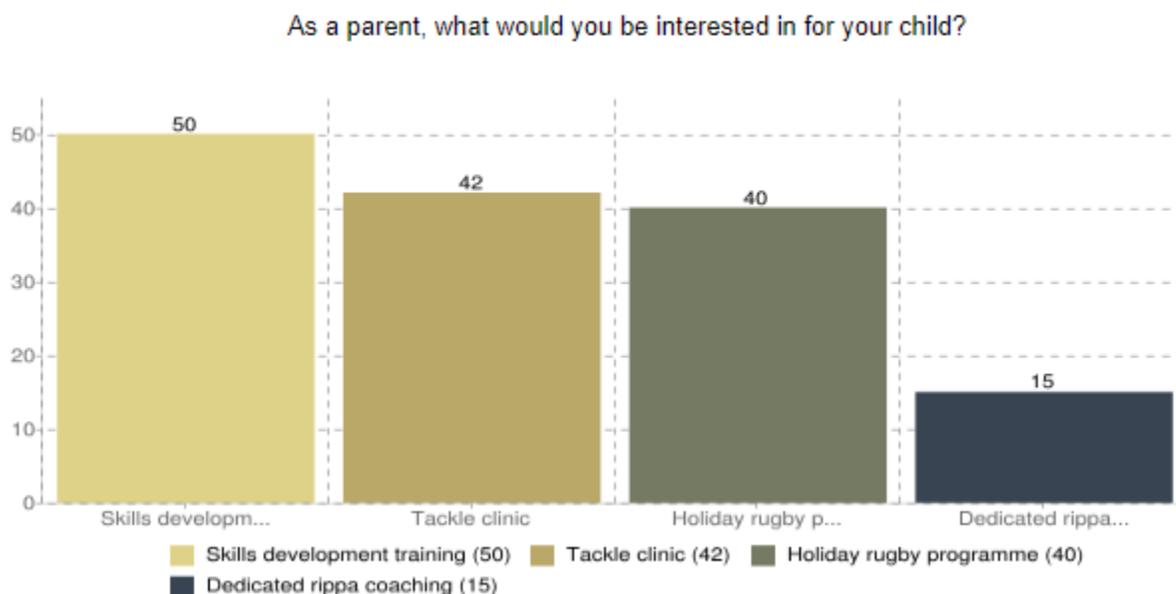
Registration and player eligibility issues surrounded the Under 13 Open playoffs this year. An investigation into these incidents is still ongoing. However, the Union have adopted a new system through NZ Rugby that should allow for mobile access to database registrations and team sheets. This process will be much-improved and eliminate some errors. The Union needs to make a commitment to work with all managers to ensure the registration and player eligibility criteria is straight-forward and understood. This will avoid issues such as those experienced this year from happening again.

Recommendations

- 1. Dedicated union resource to better understand club and school environment.**
- 2. Union resource dedicated to club muster days.**
- 3. Small Blacks course offered to clubs and schools in their local environment as well as open invitations to referee rooms.**
- 4. Club responsibilities to create positive sideline behaviour and culture.**
- 5. Roster of clubs to set-up and pack-down Waikirikiri Park each week and remunerated for this through the club agreement.**
- 6. Sausage sizzle fundraising is the opportunity for the rostered club.**

Game Development – players, coaches and referees

There is a strong sentiment players, coaches and referees need to be further developed in junior rugby.



A tackle clinic was successfully run at Rugby Park for Under 13. There was some mis-communication around whether it was open to all Under 13 or only Under 13 restricted players. It was very well-received by players and parents who attended. Criticism has been strong through the clubs and feedback that the tackle clinic should be offered to all players. More than 40 submitters said they would take part in a tackle clinic if it was offered. Local coaches should be trained to deliver elements of this course as it should be a priority area to address player safety. You can also see the need for other new initiatives such as dedicated skills development sessions and holiday programmes.

Coaches who were present at clubs also expressed the desire to receive more development outside of the Small Blacks course. Most coaches who had been to Small Blacks for a number of years are wanting a refreshed course – one that can be tailored to the qualifications of the coach. Those who attended the course with Tom Cairns said it was the most valuable coach development they've had. More resource coaches need to be looked at as part of the coach development strategy.

Submitters rated referees highly. It seems they recognise the voluntary nature of referees but also want a higher standard of refereeing for competitive grades and would like neutral referees if possible. Work will be required to recruit the number of referees required to referee junior competitive grades but some options are to look at Heartland players or Premier Men's players who have the Bye.

Strong desire from clubs and submitters to review the Small Blacks course. This course is a requirement from NZ Rugby. All management members of a junior rugby team – head coach, assistant, manager - are required to attend a Small Blacks rugby course and be accredited to be coaching and managing a junior rugby team. The Union has been relaxed around these requirements. The responsibility for monitoring this will be the Union's Competitions Administrator. Any coach or manager that hasn't attended a Small Blacks course and is coaching or managing at a game, will not be able to be part of that team until the course has been completed. This will be non-negotiable and goes some way to creating a fair, consistent and transparent system.

Recommendations

1. **A dedicated plan to include the development of junior rugby players, coaches and referees. This is promoted to clubs and schools as part of the club development programme.**
2. **Recruit and develop dedicated junior rugby referees for regular season and finals and tournaments.**
3. **Neutral touch judges for competition finals.**
4. **Tackle clinics delivered to club coaches and also offered to all players.**
5. **Develop a holiday programme.**
6. **More dedicated player development coaching clinics offered.**
7. **Explore the possibility of a Heartland Under 13 Open representative tournament.**
8. **Use resource coaches at SmallBlacks coach courses.**

Communication

The Union has a very active Facebook page. It climbed over 5,000 likes this year making it a very effective method for communicating with the rugby public. However, there is no guarantee the audience receives its intended message.

Different communication methods should be used. Submitters were keen to use the website on the proviso it was updated regularly. Submitters were also keen to sign up to an e-newsletter and txt message notification service if it was available. Best to be proactive also rather than reactive.

Submitters were at times frustrated with late changes to the draw and also cancellation of regular season games and tournaments.

Submitters favoured receiving news and information from their club/school or team coach for rugby-related activities. The Union and delegates can be better at distributing information so it gets to these channels.

Strong feedback from clubs and schools is for the Union to deliver on what it promised. It's better to under-promise and over-deliver than the other way around. It seems all too common trust and confidence in the Union has been eroded from promising to do something too many times and not delivering.

During the review, it was mentioned this was the first time the CEO had been out to particular clubs and showed a willingness to not only listen but share information. This was well-received and should be done more. Some myths were busted around roles and responsibilities.

Recommendations:

1. **Keep using Facebook to promote the game and make announcements.**
2. **Improve website communication making sure information is up-to-date.**
3. **Develop new communication methods such as e-newsletter and txt message notification service.**
4. **Better coordination with The Gisborne Herald for the preview/review of key junior rugby events such as McDonald's Under 13 tournament and junior rugby finals.**

- 5. Create and distribute clear lines of communication between teams, delegates, clubs, JAB Committee and Union.**
- 6. CEO to get out to clubs and schools more often to listen and share information.**

Season Review

Reviewing our work is an equally important part of any good process. Feedback has been overwhelmingly positive that a review of junior rugby is taking place.

A major trend when talking about the review is to make sure it is conducted not long after the season finishes to get feedback while it is fresh.

The season review is a great opportunity for the JAB Committee and Union to get a good understanding of the good, the bad and the ugly parts of the season. It helps ground each party about why it's there, which is to provide the best rugby experience it can. The best way that can happen is to know why things are happening, what should be done to encourage or erase it, and how to do it.

Recommendations:

- 1. Annual season review where everyone gets an opportunity to have their say.**
- 2. Season review carried out within the month of the season ending.**
- 3. Report and recommendations made available to the rugby public.**

Summary Recommendations

Governance

Recommendations:

- 1. Development of a Poverty Bay Rugby Video/Presentation for public promotion, which easily explains how rugby works in Poverty Bay – from decisions being made at the committee level to operations in the office, then development in clubs and schools to support our volunteers resulting in kids enjoying themselves on the field.**
- 2. JAB Committee and Delegate induction programme developed, which includes a copy of the PBRFU Constitution, PBRFU Board and Staff contacts, JAB Committee Code of Conduct, Junior Rugby Policies, Rules and Regulations, and JAB Delegate job description. A Programme of Events, which includes an induction workshop, season dates and tournament dates, is also included.**
- 3. External governance training/workshop for all delegates.**
- 4. Agenda and Committee Papers are distributed to JAB Delegates a week before the monthly meeting and minutes are distributed in a timely fashion no later than a week after the meeting.**
- 5. School delegates meet as a sub-committee of the JAB Committee with a report submitted to the JAB Committee through a schools delegate present at the meeting.**

Season planning

Recommendations:

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4. Keep the Under 13 Open grade and play on Saturdays.
5. Work with schools to further promote the Intermediate overweight v High School lightweight grade at an Under 14 level either during school hours or after school.
6. McDonald's Under 13 tournament remains restricted weight and a similar format to this year with mixed teams and played after the regular season.
7. Introduce guest coaches to the McDonald's Under 13 Tournament as part of the Union's Coach Development Strategy. Teams are named before the tournament and trainings held with guest coaches in preparation for the tournament.
8. Food and hot drinks should be offered every week at Waikirikiri Park.
9. PBRFU and JAB Committee, under the delegation of PBRFU Board, petition the GDC to redevelop Waikirikiri toilet facilities to provide better health, safety and child protection.
10. Create a festival of rugby to run alongside the McDonald's Under 13 Tournament in Term Three for all grades wanting to participate in a competition format.
11. Review the Junior Rugby Manual to more appropriately reflect the Poverty Bay Junior Rugby rules and regulations – and stick to them during the season avoiding the urge to change policy on the fly.
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Club and School Development

Recommendations

1. Dedicated union resource to better understand club and school environment.
2. Union resource dedicated to club muster days.
3. Small Blacks course offered to clubs and schools in their local environment as well as open invitations to referee rooms.
4. Club responsibilities to create positive sideline behaviour and culture.
5. Roster of clubs to set-up and pack-down Waikirikiri Park each week and remunerated for this through the club agreement.
6. Sausage sizzle fundraising is the opportunity for the rostered club.

Game Development – players, coaches and referees

Recommendations

1. Rugby Development Plan to include stream of work for junior rugby players, coaches and referees. This is promoted to clubs and schools as part of the club development programme.
2. Recruit and develop dedicated junior rugby referees for regular season and finals and tournaments.
3. Neutral touch judges for competition finals.
4. Tackle clinics delivered to club coaches and also offered to all players.
5. Develop a holiday programme.
6. More dedicated player development coaching clinics offered.
7. Explore the possibility of a Heartland Under 13 Open representative tournament.
8. Use resource coaches at SmallBlacks coach courses.

Communication

Recommendations:

1. Keep using Facebook to promote the game and make announcements.
2. Improve website communication making sure information is up-to-date.
3. Develop new communication methods such as e-newsletter and txt message notification service.
4. Better coordination with The Gisborne Herald for the preview/review of key junior rugby events such as McDonald's Under 13 tournament and junior rugby finals.
5. Create and distribute clear lines of communication between teams, delegates, clubs, JAB Committee and Union.
6. CEO to get out to clubs and schools more often to listen and share information.

Season Review

Recommendations:

1. Annual season review where everyone gets an opportunity to have their say.
2. Season review carried out within the month of the season ending.
3. Report and recommendations made available to the rugby public.