

## **Manchester & District Rugby Union Referees' Society**

### **Society Strategy 2007-10**

#### 1. Setting the scene

The Society is currently dealing with issue upon issue on a somewhat ad-hoc basis. It has tried to ensure a steady state in a turbulent environment. That environment includes RFU initiatives designed to achieve it's strategy which includes the referee:player ratio of 1:30 and the continued renewal of the Panel. It also includes the continued growth of competitive league based rugby at the lowest levels, generating increased demand for competent referees at those levels.

The Society has enjoyed a strong reputation nationally for producing good referees at all levels, regularly producing referees and touch judges for the panel, as well as advisors/coaches and administrators to support RFU Referee Dept. developments. However, there is a feeling that, in this and other regards, the Society is under-performing. The current main problems facing the Society are:-

1. a lack of sufficient referee recruits, either in number or quality;
2. a lack of sufficient coaches, again either in number or quality;
3. a reappointments rate of 40%;
4. external factors including those outlined above (RFU etc.), as well as the standing of referees and increasing 'abuse'.

A number of alternative responses to these problems are possible, based on perceptions of the size and shape of the Society. A number of options have been considered and the one favoured is to remain, in size, roughly as we are, but to considerably sharpen up our operations and to focus on future developments, rather than day to day problems. As the Northwest Federation (Manchester & District and Liverpool Societies) has been given responsibility by the two societies for Level 5 and as local Referee Associations and Junior Referee schemes continue to grow, M&DRURS should focus on serving games up to Level 6

It is in this context that a Strategy for the Society is needed. The Strategy should provide coherence and drive and determine priorities in decisions, resource allocation and performance monitoring, providing feedback and satisfaction to all officers and members of the Society and to the game of rugby union.

#### 2. Vision

*M&DRURS – 'strap line required'*

#### 3. Aim

To act as the fulcrum of rugby union officiating in our current geographical area in the north west, by:-

- maximising the development and supply of high quality referees, touch judges, coaches and administrators for the National Panel, for the game at Levels 5 (with the North) and up to Level 6;
- liaising with local Referee Associations and Junior Referee schemes to provide expertise and development opportunities;
- liaising closely with the Liverpool Rugby Union Referees' Society.

#### 4. Strategic Objectives

The Vision and Aim will be achieved by:-

- i. Increasing annual referee recruitment, especially the numbers of younger members who have played at a good level and reducing non-retention.
- ii. Increasing the quality and quantity of referee coaches.
- iii. Establish a clear 'compact' between referee and coach members and the Society, clarifying the respective responsibilities of each.
- iv. Deploy technologies and data to effectively support the achievement of the Society's strategy.
- v. Seek to expand the resource base of the Society, through sources outside individual or organisational members, to further promote the Society Strategy.
- vi. Establish systematic links with local Referee Associations and Young Referee schemes to provide improved referee qualities and development opportunities.
- vii. Clarify and develop the Society's relationship with the Liverpool Society.
- viii. To develop a Society infrastructure capable of effectively executing the Society Strategy.

#### 5. Strategic Intentions

This strategy covers the three years of seasons 2007/08 to 2009/10. Strategic Objectives vi. and vii. are critical to the longer term vision and viability of M&DRURS. In this first phase, we will deploy significant attention to building relationships with our partners in local Referee Associations and Young Referee schemes and put this on a sound and effective footing, to mutual benefit. We would then aspire to develop this model with our colleagues in Liverpool in the next phase.

#### 6. Resources

The Society has decided to retain a healthy reserve, built up over recent years, but also to set aside sums from its reserves to support the achievement of this Strategy. Priorities and plans for expenditure will be determined by the Executive Committee. The systematic and concerted pursuit of further external funds is an important priority.

#### 7. Implementation

Following adoption by the Society and its stakeholders, the Executive Committee will assume responsibility for the oversight, amendment and implementation of the agreed version of the Society Strategy, principally through an annual 'Society Action Plan'. This plan will include specified responsibilities of office holders and timeframes.

#### 8. Monitoring and Evaluation

The Executive Committee will regularly review the progress of the Society Action Plan and report, as appropriate, to the membership. There will be an interim evaluation of the Strategy after approximately eighteen months and again towards the end of the period.

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Continued on p2

Diagrammatic representation of M&DRURS and its relationships.

<b>Level of Game and Officials</b>	<b>Provider</b>
1 – 4	RFU National Panel
5	Northwest Federation (Liverpool and Manchester)
6 - 11	M&DRURS
Normally 11 – 15	Local Referee Associations Young Referee schemes Student Referee schemes