

DORSET AND WILTSHIRE SOCIETY
OF
RUGBY FOOTBALL UNION REFEREES

STRATEGY 2007/2008

ANALYSIS OF THE SOCIETY

Management

1. The Dorset and Wilts Society of RFU Referees is a member of the Wessex Federation of Referee Societies, and through the Federation it is also a member of the Rugby Football Referees Union and is subject to the jurisdiction of that Union. In addition the Society is affiliated to the Dorset & Wilts RFU, which covers an area 110 miles from North to South and 60 miles wide.

2. Its constitution is contained in the Handbook of the Union. Management of the Society's affairs is conducted by an elected committee consisting of :-

a. **Members**

Chairman
Vice-Chairman
Secretary
Treasurer
Appointments Secretary
Re-Appointments Secretaries
Grading Secretary
Exchange Secretary
Training Officer
(Deputy Training Officer)
Recruitment & Retention Officer
Public Relations Officer
Fundraising Officer
Webmaster

b. **Co-opted Members**

Representative from the County RFU.
Other members to assist in specific tasks.

3. Officers are elected annually at the AGM which is held in the early summer. The Committee meets at intervals of approximately six weeks during the season.

Aims and Objectives

4. The aim of the Society is to provide all clubs and schools affiliated to the Dorset & Wilts RFU with the services of qualified and competent referees so that no match for which the Society has been asked to appoint a referee is left uncovered in the two counties. Objectives include:-

- a. The support and promotion of referees to the maximum of their individual potential.
- b. The retention of referees as long as possible.
- c. The recruitment of as many Society referees as required to cover all matches for which the Society has been asked to appoint a referee on Saturdays, Sundays and mid-week, with the encouragement of maximum rates of availability. It is the RFU aim (in its strategy) to ensure that there are sufficient referees, who are not necessarily Society members to provide one for every 30 players by the end of the plan period (2012)¹.
- d. The generation of sufficient income to support this aim and these objectives.

Clubs

5. There are 40 clubs which are members of Dorset & Wilts RFU and which regularly field teams on Saturdays. Four of these are situated in neighbouring counties. There are a further 18 full or affiliated member clubs which play occasionally, usually in midweek. For geographical and historical reasons, and sometimes from choice, a number of these clubs obtain their referees from neighbouring Societies, so that there are 28 clubs which request referees from Dorset & Wilts for Saturday matches. The number of adult teams fielded by each club varies from 1 to 4, but these are tending to fall at present as some clubs find difficulty in raising players for their lower level sides. The standard of the clubs to which referees are supplied are :-

Level 5	0
Level 6	2
Level 7	9
Level 8	11
Level 9	4
Level 10	2

With de-regulated leagues the 2nd, 3rd, and 4th teams of many clubs play in the leagues at the lower levels. In total the numbers of teams to which referees are supplied at these levels are:-

Level 8	16
Level 9	14
Level 10	16

6. Colts teams are fielded by approximately half of the clubs and many of these play their fixtures on Sundays. There are 6 women's teams which also play on Sundays. The Society appoints referees to these games wherever possible giving priority to the Colts matches, but there are problems over the availability of referees on Sundays. The Society does not appoint referees to midi/mini rugby but it does help with junior games (Under 15, Under 16 etc.) whenever possible. Only 3 schools request referees on a regular basis. The public schools obtain their referees from the London Society whilst the remainder ask for

¹ In early 2005 meeting this target meant that there was a Wessex Federation shortage of 94 referees. 67 of these had been recruited by 1 Mar 07, leaving 27 still to recruit. However allowing for rates of referee availability of much less than 100% and a high rate of departures, the initial shortfall has been doubled to 188, which means that the recruiting/retention campaign must continue for many years to come, with or without RFU funding support. To meet this amended target the Wessex Federation needs to recruit another 121 referees in the next two years or so.

referees only for special games such as the Daily Mail Cup. On average there are requests for 30 referees on each Saturday during the season with about 96% of these being met. There are about 150 appointments per year for Sunday and mid-week fixtures but data on the numbers of unsatisfied requests are not available. (Many requests tend to be by telephone at short notice)

Referees

7. The Society currently has 84 active referees of the 5,000 nationwide, spread almost evenly between the two counties, with the following profiles.

Age

Under 20	4
20 -29	4
30-34	4
35-39	12
40-44	21
45-49	19
50-54	11
55-59	6
>59	3

Average Age 43.23

Grades

Level	Number
NP	1
Level 5	3
Level 6	6
Level 7	9
Level 8	9
Level 9	5
Level 10	13
Level 11	7
Level 12	4
Level 13	0
U/G	27

8. Of the above referees 18 (approximately 21%) are also members of Service Societies and take mid-week appointments from the Combined Services. About 5 other referees are available for occasional mid-week appointments. The fact that some games on a Saturday cannot always be covered by 84 referees is indicative of the present inadequate rates of availability. The situation appears to have deteriorated with the large increase in the number

of cancellations², many of which are made at a late stage. If their games are not guaranteed then referees are much more ready to make other appointments for their Saturday afternoons. The problem of cancelled games has been recognised by the RFU in their "Proposed Actions to Address the Decline in the Adult Game". It is to be hoped that actions such as the suggested conditional funding, with fulfilment of fixtures being one criterion, will alleviate the problem.

9. The age profile shows that about 23% of the referees are over 50. The main source of recruits is from players who retire as they approach 40 which leads to the high average age. Some players join at earlier stages because of injury and occasionally a young recruit will choose to referee rather than play, but the latter are very rare.

10. During 2006/07 the RFU scheme for training young officials was discontinued. In response the Society has initiated its own scheme for referees in the 16-24 year age range which will be supported financially by the RDOs with a payment of £20 for each young recruit. The initial training of future new Young Referees will be carried out under the new Entry Level Referee Award (see para 28 below), and as such the Society will only become involved when candidates begin to referee games under Phase 3 of the award. The Society will also carry out associated efforts to recruit female officials.

Appointments

11. A new procedure for appointing referees to games was introduced for the 2006/07 season. The aim is for appointments for the whole Society to be made on a monthly basis by the Appointments Secretary taking into account consultation with the Grading Officer and the Exchange Secretary to identify the development needs of referees. The lists of appointments are to be communicated to referees, clubs, advisers, and Committee members. Clubs confirm details of each game with the appointed referee by phone. After 6 p.m. on Thursdays responsibility for changes to the appointments is to be transferred to a Re-Appointments Secretary for a period extending to the following Sunday evening. There is a team of Re-Appointers who operate on a rota in order to spread the burden of inconvenience while maintaining flexibility. Details of the rota are to be published each month and distributed with the list of appointments. This procedure has been adopted because the work on appointments has been increased by the changes which have to be made following the initial assignments. This has become more demanding in recent seasons due to the growth in the number of cancellations and subsequent reorganisation of fixtures. The Re-appointment Secretaries are to keep records of all changes and pass these back to the Appointments Secretary so that accurate information is available for the preparation of invoices to clubs and the validation of referee travel claims. Details of the procedure are given in Appendix A. In its first season of operation the procedure did not work well with appointments not being communicated for each month. This was due to delays from changes in the fixtures, low initial availability of referees, and late reductions in that availability. The aim is to make the system work more effectively in 2007/08 and the strategy to be adopted is outlined in Appendix B

Exchanges

12. Outgoing exchanges provide a route for the development of the more ambitious referees and also add interest, variety, and challenge for those referees who have reached their

² Caused predominantly by 3 clubs in player difficulties.

career level. They give external assessments of a referee's ability which are invaluable in helping to determine an appropriate grading. Incoming exchanges provide reciprocal opportunities for referees of other societies.

13. The development and progression of referees towards selection for the National Panel is catered for by the South West Group (SWG). Group Referees with Panel potential are nominated by Federations and the squad is selected from these by the SWG. Members of the Group Squad are appointed to about 12 games of Level 4 and 5 standard and are assessed by the team of Group assessors. Recommendations for nominations to the Panel are then made by SWG on the basis of these reports. Referees with Panel and Level 5 experience may also be nominated for occasional appointments to Level 5 games. Development of referees to Level 5 grade and possible selection for the SWG squad is the responsibility of the Federations and the individual Societies through training and appointments to exchange games of appropriate standard.

14. Exchange fixtures with other societies are arranged by the Society's Exchange Secretary. Currently he makes a total of approximately 40 outgoing appointments with some 12 other Societies, with a corresponding number of incoming referees. The required number and level of exchange fixtures will be determined by the Exchange Secretary, Fixtures Secretary and Grading Secretary at a pre-season meeting. Together they will determine the exchange strategy for the forthcoming season based on the needs of the Society and of individual referees. The Exchange Secretary is mindful of the availability of referees to travel and the distances involved, and also the availability of assessors to assess incoming referees. As a general guide, on no weekend are more than 3 fixtures to be exchanged.

Recruiting

15. The Recruiting Officer is responsible for initiatives to increase the membership and improve the retention within the Society. With the assistance of the rest of the Committee, and the South West Region Referee Development Officer, he is responsible for the production of a detailed Recruiting and Retention Instruction to be updated each season, which is to include recruitment (obtain), development (train), and retention (retain). A target of 121 referees to be recruited within the Wessex Federation (61 for each Society) has already been set for the Toolkit Scheme, which is anticipated to take a minimum of two years to complete.

16. Principal efforts are to be directed towards the clubs as these are the most fruitful source of referees. Recruits are sought through the following routes :-

- Special initiatives (e.g. the Society Young Referee Scheme)
- Courses at and presentations to Clubs
- Posters, postcards and business cards
- Newsletters
- Articles in local newspapers
- RFU Referee Freephone
- Websites
- Referee movements into the area
- Members' personal recruiting efforts and personal contact

17. There are three factors which make it vital that we redouble the Society's recruitment efforts next season, utilising the Toolkit funds to the full:-

- a. The high rate of referee departure.
- b. The low rates of availability from some referees.
- c. The RFU initiative to recruit more players “goplayrugby” which will increase the number of games to be refereed in the future.

18. Society referees visiting clubs are ideally placed to talk to players after games and to identify those who are coming to the end of their playing career and who might be interested in joining the Society. They must be recruiters for the Society and there is always room for improvement in their fulfilment of this role. In recent years several recruits have resulted from responses to both the Castlecroft freephone and the website. In all these cases they were ex-players from local clubs. Another key principle in both recruitment and retention is active personal mentoring, especially for young referees, whether they join the Society or not. Clubs and Schools are responsible for mentoring young referees who do not join the Society.

19. Referee movement into Dorset & Wilts is a particularly strong source of referees given the large number of MOD establishments in the area. Conversely it is also a cause of losses as they are sent on operations temporarily or posted away, but the Society has been fortunate in the past that many have chosen to reside in the area after leaving the Services, and have played key roles as referees, advisers and also in administration.

20. One hindrance against recruiting is the abuse of referees and the attitude towards them shown by some ill-disciplined players, coaches, club officials and spectators. There are also more demands for retired players to remain with their clubs following the increase in the size of coaching staffs and the growth of midi-mini and junior rugby. Working in the fellowship of their club is seen as more attractive than the lonelier role of refereeing.

Retention

21. Referees leave the Society for a number of reasons including injury, age and relocation. Abuse needs to be eliminated, and the initiatives presently being undertaken by the RFU, Wessex Federation, Dorset & Wilts RFU and our own Society are necessary. Retention will be assisted by an active and thorough system of referee development at all ages and levels, including every referee to be watched at least once during the season, and to be considered a valued volunteer. Examples of some Society initiatives are:-

- a. The provision of immediate maximum support for abused referees.
- b. Free and/or subsidised kit issues (especially badged shirts) to enhance the corporate image.
- c. Efforts to raise sponsorship.
- d. A fair and comparable mileage rate. (Presently 25p/mile in conformity with the Dorset & Wilts CB).
- e. An award scheme for the most committed referees, advisers and Society officials.

22. Rates of departure are presently high, due largely to the high average age of our referees (44) and the unusual turbulence of our active Services element. This makes recruitment efforts all the more important if the Society is to record a significant net gain in referees at the end of the season.

23. It is mandatory for referees to report all instances of abuse through the Society Disciplinary Officer, especially the older and more experienced referee who can better

manage it. The other important step is for the Society to provide immediate effective support in the form of guidance and advice for referees, so that they do not feel isolated.

Advising

24. Advisers are controlled and appointed by the Grading Officer who is also the Society Adviser Development Officer (SADO). There are at present 21 advisers on the Society list who have received training, including 5 senior members who are currently continuing to referee. Five of these coaches are or were members of the Services. One coach who has passed the Development Referee Coaching Course is also an assessor on the RFU Panel. Eight coaches have completed the Level 1 and 2 Adviser Course, two others had passed the earlier Level 2 Adviser Course, and another 2 have passed the Society Referee Coaches Course. All Society referees are assigned to a coach, who watches, debriefs and writes a Coaching Report on each referee. Frequency of coaching depends on the experience, potential and ambition of the referee. For the more experienced referee, who is content to serve in his present grade and level of game, this is normally one viewing per season to ensure that competence and knowledge are being safely maintained. For the recently qualified and/or ambitious referee, viewings are more frequent to ensure continuous guidance and development, and where appropriate Development Squad coaches are consulted. This arrangement is a partnership between the Coach and Referee. Both must be active in making it work. The key is effective communication. Fuller Assessment Reports (Referee Assessment Form 2) are completed on all exchange referees and are sent to both the referee and his parent society. Similarly, outgoing exchange referees from the Society are assessed by the receiving Society. In addition referees give report cards to the clubs which are then completed by the team captains and returned to the Grading Secretary. These provide information which is useful in identifying those referees who would benefit from advising because they were doing either very well or rather poorly. Coaching and assessing are key functions, not only in providing coaching for the referee but also in giving him the support which shows that he is valued by the Society. It follows that coaches/assessors are themselves valuable members of the Society and there is a need to formalise training through the coaching and assessing courses and also to provide feedback on their performance.

25. Grading Committee meetings, or emailed commenting, are normally held twice yearly in December and late May to consider regrading referees. This committee is composed of the Chairman, the Grading Secretary, the Training Officer and the Hon. Secretary, together with input from the Appointments Secretary. Their recommendations are submitted to the Executive Committee for confirmation of the gradings. The exception is the promotion of ungraded referees to Level 12 which may be made at any stage during the season on the recommendation of the Grading Officer. The Grading Committee monitors the membership for Referees with Potential. Both promotions and downgradings are considered.

Training

26. Training of referees is provided through organised courses, monthly meetings and the Society's monthly newsletter – the "Whistling Bustard". The Training Officer has been in post since March 2001. A Society Training Policy, covering the requirements for both referees and advisers was implemented from 1 September 2002 and continues, though the SADO (see para 23 above) is responsible for Adviser training. The monthly meetings are held either at a central venue for the whole Society or at two separate locations, one for each county. Attendance at last season's meetings was variable and failed to meet the overall 65% target: Dorset meetings had averaged an attendance of 16 members (including advisers). Wiltshire meetings, with an average attendance of 7 were disappointing. Other extremely valuable training for referees and advisers is provided through the Wessex Federation, the

Referee Development Manager for the South West (RDM) and the Referee Development Officers (Ref.DO).

27. Training is facilitated by the material provided by the Referee Centre of Excellence (e.g. videos and handbooks), and the participation of the RDM and coaches from the clubs. The monthly meetings are therefore both interesting and informative, and it is imperative that they should continue for those who do attend, with efforts being made to encourage a wider participation. Revised courses are now in place for Society Referees (Continuous Referee Development Award), Development Referees³, and Touch Judges. These produce increased demands on trainers so it is therefore essential that the Society develops an extended team of active trainers to meet them, and also that close co-operation is maintained with neighbouring Societies, including the Combined Services Society and the RDM.

28. The new Entry Level Referee Award (ELRA) has replaced Foundation Parts 1 and 2 from 1 November 2006, and is run by RFU professional Trainers. Previously the Society ran some Foundation Part 1 courses (and the RRT (also a Society member) ran others), and all Part 2 examinations. The Society was therefore able to recruit new members to join the Society, whereas now candidates make their decision on joining a Society after they have completed Phase 2 of the Award. However the appointed Referee Trainer is a member of the Society so that he is able to encourage candidates to join the Society and proceed with Phase 3 of the Award.

Finance

29. The Society is currently solvent with a good working bank balance. Income is derived from annual subscriptions of £5 paid by clubs and referees together with a game fee of £20 (since 2006/7) paid by clubs for each referee supplied for a match. The fee for club under 16 matches (less school sides) is £10 a match. Bills for referees are submitted to clubs twice yearly and expenses are paid to referees at the same intervals. A payment of 25p per mile is paid to members for travel expenses and officers are reimbursed for all administration costs. In setting the mileage rate of 25p it is recognised that refereeing is a hobby and the clubs' burden of financing the game must always remain reasonable. In gaining a healthy bank balance the Society is mindful of the need for a reserve against unexpected costs, an expenditure of £2,500-£3,000 every few years for replacement IT and training presentation equipment, and the wishes of the membership for more initiatives on the provision of kit.

Federalisation

30. The Society is partnered with Somerset in the Wessex Federation, and committee meetings are held 4 times a season, the officers of the committee being provided in equal number from the 2 societies. The Federation is primarily responsible for the development of Referees and Assessors, and as such it receives funds from the RFU's Referee Department's budget to assist in the process. There is also provision in the Federation constitution for each Society to provide a subscription, but at present this is not deemed necessary. The Federation appoints a member to the Referees Union which in turn has a seat on the RFU Council; the Federation also has a representative on the South West Group which administers Referees, Coaches and Assessors with RFU Panel potential in the South West. The Federation Training Officers meet regularly and arrange joint training sessions for members of the two Societies. The Federation selects a Development Squad formed by referees with potential to be

³ Run by RRDO not the Society Training Officer.

appointed to the National Panel and the Development Squad Manager arranges special training for these. Federation Training and Adviser Development Officers in the South West meet annually.

Technical Support

31. The Appointments Secretary is provided with a second telephone which is dedicated to Society business. The Training Officer has been provided with a laptop computer, video player, portable projector, screen, whiteboard and overhead projector to enable the material provided by the Referee Manager to be presented. A video reorder with associated radio link has also been purchased to assist in coaching. A referee/coach radio link is also being purchased.

32. The Society has a website (www.dorsetandwiltsrefs.org.uk) which is administered by the Webmaster. It contains details of Society Officials, newsletters, competition regulations, coaching hints, discipline procedures, Society kit, together with links to other relevant sites. The tables of appointments are also posted to the site for ready access by referees and clubs. The RFU has also introduced its Rugby First site which will contain details of all referees and will have a facility for making appointments. The extent to which Rugby First will replace the Society site will depend on how convenient it will be to use.

ACTION PLAN

General

33. Actions are placed on the Society's Executive Committee unless particular officers or other members are co-opted to assist. The plan covers the next 5 years as follows:-

- a. Short Term to 2 years ahead (to season 2008/2009 inclusive) and
- b. Long Term 5 years ahead to season 2011/2012.

34. For all actions the questions should be applied:- "What will it cost, who will be responsible and what targets are to be achieved?"

Referees

35. The Society aims to provide referees to 100% of the games arranged by clubs and schools affiliated to Dorset & Wilts RFU for which the Society has been asked to appoint a referee. This can be achieved only by raising the number, quality and availability of referees so that clubs perceive that it would be to their advantage to change from sourcing referees elsewhere. This is a long term aspiration, as it involves a change of culture by some clubs.

36. The methods by which the Society may increase the number, quality and availability of referees are as follows:-

- a. By raising the level of commitment shown by some existing members in order to improve attendance at meetings, raise standards, improve availability, and increase the willingness to take on tasks. In order to enhance the sense of belonging to the Society the following steps should be taken:-

- (1) Extend the mentor system and ensure that it is active with downward contacts from mentors being made, as well as upward. The aim is to nurture referees so that they do not lose interest or commitment.
- (2) Encouraging more to train and subsequently to nurture those on the Young Referee List and women recruits.
- (3) Improve communications so that members are aware of Society business. Continuation of the invaluable newsletter and the greater use of the websites are essential to achieve this.
- (4) Improve communications between officers of the Society so that they all are aware of the status of individual referees and of any specific needs that they might have.
- (5) Ensure that members receive unfailing and appropriate feedback on their personal contributions.
- (6) Make a direct personal approach to “dormant” referees to encourage them to become available once more.
- (7) Continue the recent initiative to recognise and reward outstanding achievement and commitment, using a Society scheme and the remaining RFU recognition grant.

b. By increasing recruitment and retention efforts in the following ways:-

- (1) Maximising the recruitment avenues covered at paragraph 16 above.
- (2) Setting the short term minimum Wessex Federation target of 27 new referees (see Note 1 above) and long term of another 94 (total 188 from 1 March 05). The RFU Volunteer Toolkit Grant is a Wessex Federation scheme, which is due to run for one more year until 1 March 2008.
- (3) Make the Society’s Young Referee Scheme effective in recruiting active officials for the Society or their clubs.
- (4) Note the category of referees from clubs who attend referee training courses and who could be available on an infrequent basis to help the Society for lower level games. These already assist the Society by covering many matches for which it would be difficult to provide cover. At the least, a record should be kept of all these club referees so that they may retain their interest in the Society and be kept updated with the laws and techniques. This may be difficult to achieve with the introduction of the ELRA.
- (5) Improve contacts with the clubs to identify possible recruits, although initial courses to clubs will be run under ELRA, not the Society. The Society Training Officer needs assistance in order to fulfil his duties next year. The Society should always be represented at the cluster meetings of clubs which are set up by the CB.

- (6) Implement the recommendations of the Abuse Task Group in providing support for referees and training in dealing with abuse.

37. Key Performance Indicators:-

- a. All clubs served by the Society in the 2 counties
- b. Average attendance at meetings rises to 65% of active members (28% in 2006/2007 season).
- c. Availability increases to 75% of referees for Saturdays and Sundays and organisers have no problems with uncovered matches.
- d. No problems in finding volunteers to carry out tasks, particularly for recruitment and training.
- e. Awareness and passage of information improved significantly, especially for Society officers.
- f. Short and long term targets met for referee numbers.
- g. Greater number of young and lady referees as a proportion of the total.
- h. Average quality and grade of referees rise.
- i. The websites' popularity and use for information increases.
- j. The number of inactive referees diminishes.
- k. No referees retiring from the Society for reasons of abuse or ill-discipline.
- l. Significant reduction in the number of instances of abuse or ill-discipline, through resolute action taken by the Society.

Appointments

38. The introduction of the revised procedure for making appointments and re-appointments should be managed so that it operates smoothly and efficiently with the information being received in good time by referees, clubs, advisers, and Committee members. A team of re-appointers should be established so that the workload is spread and the individual burden is reduced whilst maintaining a reliable service. Appointments should be made taking account of the abilities and development potential of referees. Records should be kept in an efficient manner to facilitate issue of invoices and validation of claims for travel expenses. The Re-Appointment Secretaries should operate the system effectively by being available for their periods of duty, by making appropriate changes taking into account the levels of referees and games, and by ensuring that details of re-appointments are returned to the Appointment Secretary. A copy of the new appointment procedures is attached to this strategy as Annex B.

39. Key Performance Indicators:-

- a. Appointments Lists to be published by the 22nd of the preceding month.
- b. Up-to-date Society Contact details to be published with the Appointments List in August and January of each season.
- c. Club Invoices for the provision of Referees are to be raised by the 15th of January for the first half of the season and by the 15th of May for the second half of the season. Copies of invoices are to be passed to the Society Treasurer.
- d. Referee Travel Claims are to be processed within 1 week of receipt and passed to the Society Treasurer for payment.
- e. Re-Appointment Secretaries possess up to date appointments lists and contact details (both Club and Referee).

- f. Re-Appointment Secretaries are readily contactable between the hours of 9 a.m. and 10 p.m. commencing Thursday at 6 p.m. until Sundays at 3 p.m.
- g. Re-Appointment Secretaries accurately record changes/additions/deletions or re-appointments made during the period of their duty.
- h. Details of re-appointments are passed back to the Society Appointments Secretary as part of a formal handover at the end of a period of duty.

Exchanges

40. Exchange Secretary to adjust the number of exchanges and the travel distances involved to meet the needs of referees. Games of suitable quality should be arranged for the development of referees with potential. The Appointments Secretary and the Exchange Secretary should not have to work to persuade referees to fulfil exchange appointments, and sufficient games should be retained to provide an appropriate standard for the in-County programme.

41. Key Performance Indicators:-

- a. Referees are satisfied with the number of exchange appointments.
- b. The Appointments Secretary experiences little or no difficulties in meeting exchange commitments.

Technical Support

42. Every effort must be made to ease the work of the Appointments Secretary in making appointments. Software already in place must be kept up to date. Greater use should be made of audio/visual aids for recording the performance of selected referees during a game.

43. Key Performance Indicators:-

- a. Appointments Secretary to be equipped with the most efficient software for the 2007/2008 season.
- b. Adequate training to be provided in its optimum use.
- c. Recording devices put to greater use.
- d. Hardware and software for Training maintained at a high level to meet changing requirements

Training

44. A larger team of trainers must be formed to meet the increased demands, to reduce the direct workload falling on the Training Officer, and provide a reserve of trained personnel.

45. Key Performance Indicators:-

- a. To have a team of 2 qualified trainers in place in the short term, and
- b. Four in the long term.

46. The programme of monthly meetings should be continued as useful upgrade training. These should mostly be held separately in the two areas in order to reduce travelling, with occasional joint meetings when there is a major event.

47. Co-operation with the Training Officers in Gloucester, Bristol, Somerset, Devon, Hampshire, Combined Services and Berkshire should be established so that programmes of courses are exchanged and Societies can mutually benefit by making places available to candidates from their neighbours.

48. Key Performance Indicators:-

- a. A calendar of courses in the neighbouring Societies to be completed for the 2007/2008 season.
- b. An advanced forecast to be prepared in outline for the 2008/2009 season.
- c. No referee should be inhibited from advancement because of the non-availability of the appropriate course.
- d. All referees and advisers/coaches should attend the course relevant to their grade every four years.

Advising

49. The Grading Secretary to implement the training programme for coaches and assessors with the assistance of senior advisers and trainers, and to arrange at least one meeting for advisers during the season.

50. Key Performance Indicators:-

- a. Courses to have been held at the appropriate levels for Society advisers by April 2008.
- b. An advisers' seminar held during the 2007/2008 season.
- c. Course and meeting outline plan prepared in advance for the 2007/2008 season.

Finance

51. The Society is reliant on income mainly from the clubs for matches and from subscriptions. It is recognised that more funds are required to:-

- a. Maintain a healthy reserve to cope with the peaks of financial activity and the default financing which is sometimes caused by inefficient clubs.
- b. Enable the Society to provide or subsidise more activities, facilities and equipment for members.
- c. Raise a minimum from other sources of £1,000 in the short term, and £2,500 in the longer term.

52. Likely sources of additional funding are from:-

- a. Commercial sponsorship.
- b. Sporting Charities and Trusts.
- c. Public bodies encouraging community activities.
- d. Grants from other sources, e.g. RFU or Lottery Funds.

53. The responsibility for this task is both time-consuming and specialist for the Committee Fundraising Officer, who will require the advice and help of the whole Committee and membership.

54. Key Performance Indicators:-

- a. Clubs pay their dues promptly at season's end 2007/2008, accurate invoices having been issued on time as detailed in paragraph 39c above.
- b. Funding targets are met.
- c. More activities and facilities are provided for or subsidised by the Society, under the guidance of the Committee, bearing in mind the views of the membership. These are expected to include training aids, personal clothing/equipment towards a good corporate image and spirit, and social activities.

Revised Apr 07 for issue Sep 07

Appendix A

Appointments Procedure

1. At the beginning of each season Club Fixture Secretaries provide the Society Appointments Secretary with Club Fixture Lists for the coming season. Fixture Secretaries are then responsible for ensuring that the Society Appointments Secretary is kept advised of any changes, (additions/deletions/amendments) that arise, as and when these changes occur.
2. Referees are responsible for providing details of their availability to referee, to the Society Appointments Secretary, by the 20th of each month for the following month. Referees are then responsible for ensuring that the Society Appointments Secretary is kept advised of any changes to notified availability, as and when changes occur.
3. The Society Appointments Secretary is then responsible for allocating available Referees to known fixtures on the basis of suitability (Referee qualified at the correct level for the level of game to be refereed), availability (of the Referee) and within a priority related to type and level of game. Agreed priorities are Cup or League, then friendlies, depending on type of fixture allocated to the structured season, level, by first team, and then level by second team etc. As a general principle representative matches will take preference over Club matches
4. Appointments for all known fixtures for the forthcoming month are promulgated to all Clubs, Referees, Advisors and Committee Members, normally by the 22nd of the preceding month, in the form of a Society Appointments List. The preferred method of distribution is electronic by e-mail, however it is recognised that not all Club Fixture Secretaries have access to e-mail facilities and that, occasionally, snail mail may be used.
5. The Appointments List will detail all known fixtures, grouped by date then level and will be annotated with the name of the appointed referee. Where the Society is unable to provide a referee for a fixture, the fixture will be listed as Un-appointed. Reserve referees and unavailable referees will also be listed.
6. Because of the volume of changes that have occurred over the past 2 seasons, the Society has decided to introduce a system of re-appointments for the Season 2006-07. Essentially, the monthly appointments list will include details of a number of Re-appointers, who will act as Society Appointments Secretary, typically from 6 pm on a Thursday evening until 6pm on a Sunday evening (although the precise handover/takeover times will be published). After this time all enquiries from Clubs or Referees for the forthcoming weekend will be diverted to the relevant Re-Appointer, who will be responsible for dealing with changes as and when they arise. Such actions may include the switching of referees to cover higher priority games, the appointment of stand-by referees or the notification of cancellations/changes as appropriate. At the end of the re-appointment period the Re-appointer will ensure that details of any changes are properly recorded and reported back to the Society Appointments Secretary. Details of the "Duty" Re-appointer will be included in the Society Appointments List
7. Once the Appointments List has been published it is the responsibility of the Club Fixture Secretaries to contact individual referees to confirm the arrangements for the game, this is normally done on a Thursday evening. Where a Club cannot make contact with the

nominated referee, they are required to report back to the Society Appointments Secretary (or Re-appointer), by 6 pm on the preceding Friday evening. Where Referees have not been contacted by the Club, they are required to report back to the Society Appointments Secretary (or Re-Appointer), by 6pm on the preceding Friday evening. The Society Appointments Secretary or Re-Appointer is then responsible for confirming requirements with the Club/confirming availability of the Referee, as appropriate and for taking any necessary action

Individual Responsibilities

8. The Society Appointments Secretary is to ensure that:
 - a. Appointments, for all known fixtures, are notified to Clubs, Referees, Advisors and Committee Members during the preceding month. Appointments are to take due regard for the requirements of the Club, the Referee and the Society.
 - b. The Society Appointments Secretary is to ensure that a rota of re-appointers is maintained and notified on a monthly basis. The rota is to be included in the monthly Appointments List.
 - c. The Society Appointments Secretary is to ensure that an up to date Society Contact list for Referees is maintained and published on a twice yearly basis.
 - d. The Society Appointments Secretary is to liaise with the Gradings Secretary to ensure that referees are allocated appointments relative to their development needs.
 - e. The Society Appointments Secretary is to liaise with the Exchange Secretary to ensure that Exchanges, both in and out, are properly administrated.
 - f. The Society Appointments Secretary is to ensure that a formal handover of appointment duties, between Secretary and Re-appointer, is carried out at all times. Particular attention is to be paid to ensuring that Re-appointers are in possession of the most up to date information on appointments for the period that they are to cover, as part of the handover.
 - g. The Society Appointments Secretary is to ensure that a record is maintained of all appointments and changes there to, in order that timely Invoices can be raised against Clubs for the provision of Referees and for the validation of Referee Travel Claims.
 - h. The Society Appointments Secretary is to ensure that Invoices are sent to clubs, on a twice yearly basis; during January for the first half of the season and during May for the second half of the season, copies of Invoices are to be passed to the Treasurer.
 - i. The Society Appointments Secretary is responsible for certifying Referee Travel Claims.
 - j. Key Performance Indicators:-
 - (1) Appointments List to be published by the 22nd of the preceding month.

(2) Up to date Society Contact details to be published with the Appointments List in August 2006 and January 2007.

(3) Club Invoices for the provision of Referees are to be raised by the 15th of January for the first half of the season and by the 15th of May for the second half of the season. Copies of Invoices are to be passed to the Society Treasurer.

(4) Referee Travel Claims are to be processed within 1 week of receipt and passed to the Society Treasurer for payment.

9. Society Re-Appointers: Society Re-appointers are to ensure that:

a. They familiarise themselves with the Appointments system, in particular that they are in possession of up to date appointments lists and contact details (both Club and Referee).

b. They are readily contactable at all times during the period of their duty.

c. That they record accurately any changes/ additions/deletions or re-appointments made during the period of their duty and that this information is passed back to the Society Appointments Secretary as part of a formal handover.

d. Key Performance Indicators During the period of “duty”

(1) Contactable between the hours of 9 am and 10 pm commencing Thursday at 6pm until Sundays at 3 pm.

Appendix B**Strategy to Remedy Appointment Difficulties Experienced During Season 2006/2007**

Serial	Topic	Background	Remedial Action Required	By Whom	Remarks
(a)	(b)	(c)	(d)	(e)	(f)
1.	Referee Shortage	We are barely able to cope with the number of existing matches. The RFU has just initiated an adult player recruitment campaign which will lead to more matches.	Recruitment Campaign assisted by the remaining Toolkit Funds	New Recruitment Member to arrange	To include a report to CB Council, letter to clubs/schools, entry in Whistling Bustard (WB), and inclusion in Society Strategy paper. Obtain more RFU funds to enable Wessex Fed to continue the recruitment/retention campaign beyond 29 Feb 08.
2.		There are many coaches out there not qualified as a referee.	Train Coaches in ELRA		Appeal through the CB Council to the Chairman of the Coaching Committee
3.		More TJs may encourage more to referee. Refereeing standards at Level 7 matches and higher are not good enough.	Train more Club and Society TJs and increase the pool of those qualified		Ask CB Council to consider ruling that qualified TJs are mandated (or possibly advised?) for all level 7 matches and higher. We need more qualified TJs anyway, and it is a potential pathway to more referees
4.		Too many new trained referees are not taking up the whistle	Increase personal contact between adviser mentors and young and new referees.		Society Adviser Appointer
5.	CB Admin	County Level	Request for better admin at County Junior levels (especially U15)	Society Chairman at CB Council Meeting	In CB Council Meeting Referee Report and verbal mention in committee. Also in letter to clubs/schools (see 1f above) and WB. Fixture changes must be communicated swiftly to the Society Appointer. We must aim to issue monthly fixture lists in advance, with clubs and schools who do not provide information on time risking taking what remains.
6.	Club Admin	Club & School Fixtures Secretaries are in many cases too lax with admin. There is far too much unnecessary turbulence	Appeal for better decision making, less mind-changing and improved comms with more notice to Society Referee Appointer.		

7.	Referee Admin	Availability rates are very low in many cases	Appeal to some Society referees to raise availability rates if possible	Society Chairman	In Whistling Bustard, by the Society Appointer in routine contacts, and at monthly meetings
8.		Notification of monthly referee availability is often sent too late or not at all by many referees	Appeal to those Society referees to improve their personal admin to assist the Society to deploy scarce resources efficiently	Society Chairman	In Whistling Bustard, by the Society Appointer in routine contacts, and at monthly meetings.