

Proposal for the Adoption of the NZR Governance Review Recommendations

Background

Since the professionalism of rugby in 1995, the size and complexity of the operations of the New Zealand Rugby Union (NZR), and its value, has grown significantly. It is now a complex global sports business of significant scale, operating in a dynamic and growing global industry, balancing commercial and not-for-profit objectives. Further, the sport of rugby itself is at a crossroads. The global game faces the prospect of substantial and rapid change, which provides both challenge and opportunity for rugby in New Zealand. Ensuring strong participation and engagement with the game amongst compelling competition and societal pressures, maintaining a primary focus on empowering and fostering the community game while continuing to succeed in the high performance and professional arena all in a way that stays true to the game's legacy and what it means to our culture, country and people are but some of the key issues facing the game.

As a result, in 2022 the NZR and New Zealand Rugby Players Association (RPA), with the support of NZR's members (the Provincial Unions (PUs) and the New Zealand Māori Rugby Board (NZMRB)), commissioned a thorough, fully independent 'fit-for-purpose' constitutional and governance review to be led by a group of leading governance practitioners.

The game's key stakeholders agreed the terms of reference for the review (Terms of Reference) and the composition of the independent group of governance experts (Review Panel), to be supported by specialist governance consultancy BoardWorks (given its experience of over 25 years working with sporting organisations throughout Australasia).

Importantly, as part of Terms of Reference the NZR, its member PUs and the NZMRB agreed that any recommendations arising out of the review would be considered in good faith and acted upon.

The Review Panel spent six months conducting a thorough review process involving a well-publicised open submission process, a targeted survey of key stakeholders, and extensive research and consultation (speaking with nearly 200 people).

Pursuant to the Terms of Reference, a comprehensive independent NZR Governance Review (Review) was finalised and released to NZR and its members, the RPA, rugby stakeholders and the public on the same day in August 2023.

The central questions in the Terms of Reference the Review Panel were asked to address were:

Is the constitution and governance structure of the New Zealand Rugby Union fit for purpose? And if not, what changes should be made to allow it to be so?

And

Is the current structure conducive to a collaborative, all-of-game approach, where different views are respected, and debate encouraged?

The answer to both questions was an “emphatic No”.

In addressing the subsequent question of what changes should be made to ensure the constitution and governance structure of the NZR was fit for purpose, the expert Review Panel made a clear, concise and comprehensive set of recommendations based on governance best practice for sports organisations – these recommendations cover in detail the changes needed, and reasons for those changes.

A full copy of the NZR Governance Review including the Terms of Reference and Review Panel recommendations is available here: https://www.nzrugby.co.nz/assets/NZRGovernance-Review-31-August-2023_web.pdf.

The key recommendations made by the Review Panel included:

- *The creation of an independent professional process to ensure the appointment of an appropriately skilled, high-performing, independent board to govern NZR.*
- *The creation of a Stakeholder Council to ensure all key voices across rugby are heard and their interests represented in a collaborative forum.*

Since the publication of the Review the NZR and its voting members have accepted the Review findings and the need for change. However, to date, they have not accepted the recommendations, and instead have put forward numerous alternative mitigated and/or compromised proposals. None of these proposals, to date, deliver on the Review Panel recommendations, and none of them have garnered the united support of the NZR and its voting members, let alone other key stakeholders and the public.

It has been eight months since the release of the Review. The game is widely regarded as impotent/disorganised and incompetent and is essentially in a state of governance chaos. The very issues highlighted in the Review and that contributed to its conclusion - that NZR governance is not fit for purpose - are literally manifesting themselves in front of New Zealand’s eyes. There is now a leadership vacuum, and, as such, this proposal is designed to fill that vacuum and provide something the entire game can unite behind and support.

The adoption of the NZR Governance Review recommendations is a must.

It is crucial **the Review Panel recommendations are adopted in their entirety.**¹

Simply, it is the right thing to do for rugby in New Zealand.

All the key stakeholders agreed on the need for the review, on the Terms of Reference, on the expert Review Panel and the support of specialist governance consultancy firm BoardWorks.

All key stakeholders have accepted the core findings of the Review, that the game is NOT being led and governed in a way that is fit for purpose.

The NZR Governance Review has revealed a universal sentiment in New Zealand rugby - the need for urgent change, and a lack of trust and confidence in the current leadership of NZR.

¹ A full copy of the recommendations (Part 3 of the Review) is attached in Appendix A.

The Review Panel noted the recommendations are not novel; they exist in multiple different forms of organisations and are considered good-practice governance. They note that many other sports codes have adopted similar models. Crucially the Review Panel highlighted that in developing the recommendations they focused on the process to find and recommend the very best directors. The game, and New Zealanders, deserve no less.

Put simply, the implementation of the recommendations will ensure that the constitution and governance structure of NZR will be fit for purpose for the future.

This is a pivotal moment in our game – a fork in the road. In generations to come we will all be judged on the actions we now take to future proof the governance structure of rugby in New Zealand.

The hard work has been done by the experts. All that is now needed is for the NZR voting members, (the 26 PUs and the NZMRB), to find the courage to approve the recommendations in full.

Proposed NZR Governance Review recommendations Implementation Plan

It is proposed that an **Implementation Steering Group** will be established as follows:

- NZR Chair (or nominee);
- NZR Governance Review Panel Chair (or nominee);
- NZRPA Chair (or nominee);
- NZMRB Chair (or nominee); and
- Two representatives nominated by the PUs and approved by the other Implementation Steering Group members.

The Implementation Steering Group will stand down following the appointment of a new NZR Board and establishment of the Stakeholder Council pursuant to the Review recommendations.

The Implementation Steering Group will, with the support of NZR management and BoardWorks, finalise an **Implementation Plan** that will provide for the urgent adoption of the NZR Governance Review recommendations and subsequent changes to the NZR constitution through an appropriate sequence of NZR General Meetings subject to the following:

1. An **Interim Appointments Panel** will be nominated and established as follows:
 - a. the Chair of the current NZR Appointments and Remuneration Committee;
 - b. the four Review Panel members; and
 - c. one person nominated by the Implementation Steering Group who has proven success in governance and leadership within rugby (but does not currently hold such a role), including a thorough understanding and appreciation of the challenges and opportunities faced by the game and the NZR voting members.

The Interim Appointments Panel will be in place for two years following its establishment upon which a new Appointments Panel will be appointed in accordance with the Review Panel recommendations.

In the event one of the Interim Appointment Panel nominees wishes to decline or withdraw their nomination or appointment, the Implementation Steering Group will determine an appropriate alternate nomination, or replacement as the case may be.

Rationale:

Identifying an Interim Appointments Panel prior to voting on the Review Panel recommendations will provide more certainty to the NZR voting members as to what it is they are voting on, and who they will be trusting to identify and nominate for appointment to a new NZR Board. It alleviates a newly constituted Stakeholder Council having to immediately nominate their appointments, and avoids the issues associated with the existing NZR Board having to play a role in the nomination of appointments which could be significantly problematic. Not having to conduct the process of establishing a new Appointments Panel initially will also help significantly in expediting the whole change process.

The existing Chair of the NZR Appointments and Remuneration Committee has the respect and trust of the NZR voting members and has performed well in the role despite the challenges of the existing appointments process. Their role on the Interim Appointments Panel will also assist with continuity.

The Review Panel are experienced independent governance practitioners who following the NZR Governance Review now have an intimate understanding of the challenges and opportunities within the game, and most importantly, what will be required to ensure a fit for purpose independent NZR Board and Chair. They have a proven ability to work together and are now well known to those within the game. They can be trusted to do whatever is right to ensure the most competent and effective Interim Appointments Panel possible.

Provisioning for a nomination by the Implementation Steering Group for a person who has proven success in governance and leadership within rugby, including a thorough understanding and appreciation of the challenges and opportunities faced by the game and the NZR voting members, is to provide confidence that sufficient 'rugby knowledge and IP' is available to the Interim Appointments Panel. It also addresses some of the concerns raised by the NZR voting members in this regard.

A period of two years will allow the new NZR Board and Stakeholder Council to establish themselves before taking on their respective responsibilities regarding the Appointments Panel as provided for in the Review Panel recommendations.

Crucially this proposed Interim Appointments Panel can be trusted to run a professional, fair and thorough process, and that will in turn attract the best possible candidates to apply to serve on the newly formed NZR Board.

2. The Implementation Steering Group will, following consultation with the existing NZR Board, finalise the initial **NZR Board Competency Framework** in advance of the adoption of the Review Panel recommendations and process to appoint a new NZR Board. Following the appointment of the new NZR Board, this responsibility will revert to the NZR Board as per the Review recommendations.

The Review Panel set out the key principles of the competency framework. They include the following:

- a. Members should be confident that the candidates presented to the annual meeting are the very best qualified people that can be found through a good-practice process.
- b. There should be a professional, independent recruitment and appointment process that delivers a board able to govern at an expected level of professional practice.
- c. Appointment is on merit.
- d. The board should be independent.
- e. The board should demonstrate diversity of thought and background.
- f. The board should have sound commercial skills, financial acumen, deep knowledge of the game and experienced leadership capability.
- g. As a core capability, directors individually and the board collectively need the skills to interact with the wide range of stakeholders within the game.
- h. The members make, through the annual meeting, the financial decision on all persons seeking board positions.
- i. Board positions are open to any individual. Anyone can apply or be nominated.

In addition, the following principles should also feature within the competency framework:

- a. The board should have expertise in tikanga and Te Ao Māori and strong relationships across Māori and Pasifika.
- b. The board should include some directors who have a background in rugby in a governance or management role.

The Review Panel supports the inclusion of these additional principles.

Rationale:

Agreeing the NZR Board Competency Framework in advance will provide all stakeholders with assurance of the core expectations, personal attributes, expertise, and diversity of thought and perspective requirements that will comprise the NZR Board. It should also assist to provide confidence that the very best qualified people will apply for and be selected to govern rugby in New Zealand.

NZR members and key stakeholders do not have trust or confidence in the existing NZR Board to carry out this important responsibility. This proposal will ensure the NZR Board is involved but the final framework is the responsibility of a more independent and appropriate group at this time.

Ensuring that collectively the new NZR Board has knowledge of tikanga and Te Ao Māori and strong relationships across Māori and Pasifika within the competency framework is to ensure that key stakeholders are provided confidence that the board will have a strong level of cultural connection and diversity of thought and perspective. This is especially important given the significant benefit the game derives, and will continue to derive, from strong levels of Māori and Pasifika participation and engagement.

Since the release of the Review some PUs have expressed concern that any new independent merit based NZR Board carries a risk of a lack of rugby governance and/or management

experience. The Review goes to some length to ensure that this would not, in practice, be the case. However, it is acknowledged in the Review that rugby now operates in a complex world, from community, schools and not-for-profit grassroots through to high performance pathways and programs, commercialisation and what is now a global professional sports industry. Ensuring the NZR Board has people with direct experience operating in these environments, and at the various levels, is important. Including this principle in any competency framework is aimed at assuring concerned PUs that this issue is recognised and will be addressed under the new model.

3. The **Stakeholder Council will be constituted as per the recommendations** and initially comprise of 13 members including nominees from the PUs (4), the NZMRB (1), NZ Rugby Foundation (1), Super Rugby Clubs (1), NZ Secondary Schools Rugby Union (1), NZR Pasifika Advisory group of NZR (1), Sport New Zealand (1), Women in Rugby Aotearoa (1), RPA (1), and an independent Chair.

The Stakeholder Council Independent Chair will be appointed by the Implementation Steering Group, following consultation with the Stakeholder Council. In future this appointment will be made by the NZR Board in consultation with the Stakeholder Council.

Rationale:

The above provides for an additional PU nominated representative than the three proposed by the Review Panel. The rationale for this is that with 26 PUs of differing sizes, geographical dynamics and varying commercial, community and schooling landscapes it is felt three doesn't allow for the depth of coverage needed to ensure quality engagement. A representative from local council is excluded at this stage from the list of those recommended by the Review Panel. Over time it is envisaged the Stakeholder Council, in consultation with the NZR Board, can review its membership.

The Report Panel were silent on how the independent Chair of the Stakeholder Council should be appointed, but this proposal has been made with the Review Panels approval.

4. The **existing NZR Board step down** as part of the transitional process to a new independent NZR Board. Existing NZR Board members may apply for appointment to the new NZR Board under the new appointments process.

Rationale:

The existing NZR Board, was appointed through the existing constitutional and governance structure. The Review Panel determined the existing NZR constitution and governance structure was not fit for purpose, and that the current structure was not conducive to a collaborative, all-of-game approach, where different views are respected, and debate encouraged.

It therefore stands that the existing NZR Board is not fit for purpose and potentially finds itself acting in a caretaker capacity pending the appointment of a new NZR Board. Against that background the honourable and appropriate thing to do is for the existing NZR Board to offer their resignations and, should they desire, reapply through the newly constituted process.

It is logical that if the game is to adopt the Review Panel recommendations, then the new NZR Board should be elected in accordance with those recommendations. Any continuity concerns can be addressed by the Interim Appointments Panel and existing NZR Board members reapplying.

The contents of the Review in terms of the current leadership of the game was damning – revealing a lack of strategic focus and accountability, an erosion of trust and confidence between the NZR Board, management and key stakeholders and an inability to address the many and varied issues facing the game. The need for urgent change was revealed as an almost universal sentiment across the sport. Since the publication of the Review Panel recommendations these issues have only intensified. It is now widely acknowledged and spoken about within rugby in New Zealand that the leadership of the game is in crisis and needs to change.

An objective of the Review was to ensure that the governance structures and processes attracted the best people to govern rugby in New Zealand. Those people need to be able to trust the appointment process and know they will be on a board that collectively has the leadership, skills and capability and, importantly, the mandate needed to do the job. They will likely not want to join a board that has been found not fit for purpose and/or one that is lacking the trust and confidence of the game's stakeholders, and its own voting members. This is the perception and perhaps reality in the current climate – and makes it virtually untenable for the existing NZR Board to continue.

The Interim Appointments Panel needs a clear runway to attract the best people and select the right team to govern the game in New Zealand pursuant to the Review Panel recommendations. That can only be achieved through having a locked in path to the formation of a fit for purpose board including the existing NZR Board standing down.

5. The alternate governance reform **proposals that do NOT comply with the Review Panel recommendations should be withdrawn.**

Rationale:

The existing versions of mitigated and compromised proposals to NZR governance reform put forward by the NZR Board and/or elements of the NZR voting members do not meet the key recommendations of the Review Panel, nor do they have the support of many of the games key stakeholders or, based on recent media reports, the public and wider rugby community, let alone ‘internal’ support.

It stands to reason that the game needs to unite behind one proposal for change – and given that this proposal advocates the adoption of the best-practice recommendations put forward by the expert Review Panel, it makes sense that the key stakeholders within the game come together as one team and unite behind it.

The Review Panel has already been consulted in the development of this proposal. Crucially they have confirmed that it complies with the Review Panel recommendations and have also confirmed that they are prepared to take on the role this proposal asks of them.

Appendix A

NZR Governance Review Part Three: Review Recommendations

PART 3

Review recommendations

Connection to the terms of reference

The Panel's recommendations respond to the central purpose of this review as outlined in our terms of reference:

The purpose of this review is to answer a simple question:

Is the constitution and governance structure of the New Zealand Rugby Union fit for purpose to:

- *ensure the appointment of a board that has the required matrix of skills, experience and qualifications to govern effectively; and*
- *confront the challenges, and maximise the opportunities, that will present themselves (including the establishment of a new commercial entity)?*

If not, what are the changes that should be made to allow it to be so?

The answer to this central question is that the current constitution and consequent governance structures are not fit for purpose.

They do not ensure the appointment of the very best possible board with the required range of competencies. This limits the ability to confront the challenges outlined in our terms of reference and explored throughout this report.

The Panel recommends the creation of an independent process to ensure the appointment of an appropriately skilled, high-performing, independent board to govern the organisation.

A range of entities exists within the wider game (Rugby Inc), with many sitting outside the formal membership of NZR. Their importance is reflected in the other key questions within our terms of reference and subsequent recommendations:

- *Are stakeholder voices heard, and their interests adequately represented, when decisions about the future of the game in New Zealand are being made?*
- *Is the current structure conducive to a collaborative, all of game approach, where diverse perspectives are encouraged and respected, their interests adequately represented, and debate encouraged?*

A significant theme in stakeholder input to this review is that they lack timely opportunities to be heard on matters about which they are knowledgeable, and that affect their interests and the future of rugby in this country. There is also little opportunity for their ideas to be tested against those of other participants in the rugby ecosystem.

The Panel's response to what we have described as Rugby Inc matters is the creation of a Stakeholder Council (The Council) to ensure all key voices across rugby are heard and their interests represented in a collaborative forum.

We have suggested the name Te Kaunihera as reflecting a grouping of many stakeholders who come together to share their wisdom and experiences to benefit the broader rugby ecosystem. Its members should, in time, make the final naming decision.

NZR BOARD

Key principles

In progressing this review and providing the following recommendations, the Panel has kept firmly in mind some key underpinning principles:

- Members should be confident that the candidates presented to the annual meeting are the very best qualified people that can be found through a good-practice process.
- There should be a professional, independent recruitment and appointment process that delivers a board able to govern at an expected level of professional practice.
- Appointment is on merit.
- The board should be independent.
- The board should demonstrate diversity of thought and background.
- The board should have sound commercial skills, financial acumen, deep knowledge of the game and experienced leadership capability.
- As a core capability, directors individually and the board collectively need the skills to interact with the wide range of stakeholders within the game.
- The members make, through the annual meeting, the final decision on all persons seeking board positions.
- Board positions are open to any individual. Anyone can apply or be nominated.
- The process outlined here is akin to current practice in shareholder-owned entities.¹⁰⁰

Recommendations

The board size remains at nine.

A new entity—provisionally called the Appointments Panel (AP)—will be established as a constitutionally mandated, independent panel.

The current Appointments and Remuneration Committee (ARC) will cease to exist.

The Appointments Panel will have five members:

- two independent members appointed by the Institute of Directors,¹⁰¹ one of whom shall be chair. It is anticipated that the Institute will consult with organisations knowledgeable in sports governance.
- one independent member—not a current NZR director—appointed by the board
- two members appointed by The Council, not subject to the same independence criteria and not necessarily current members of The Council
- the panel shall include knowledge of Māori and Pasifika rugby.
- Independence is defined as four years out of the game or out of positions of influence within the game. The panel, if necessary, will make final determinations on independent status of an individual.
- The AP is expected to be and be seen to be independent when executing its terms of reference. It will sign, annually, a statement confirming its independent status. That statement will be provided to the annual meeting.

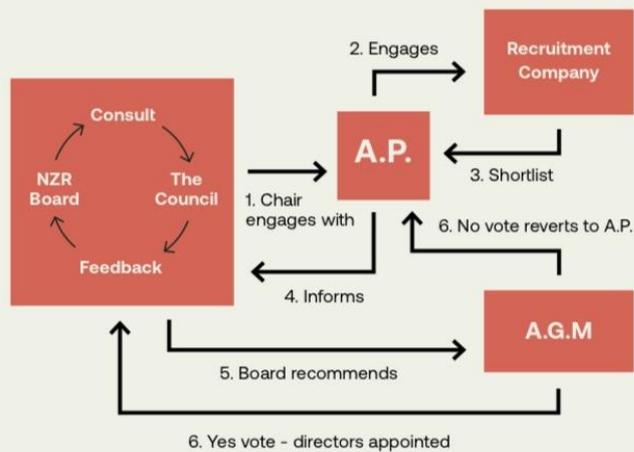
¹⁰⁰ NZ Corporate Governance Forum guidelines.

¹⁰¹ The Institute performs this function for a range of organisations. It generally refers the task to those best suited among its 10,000 members, although it is at liberty to look beyond the membership if needed.



- All AP members require a governance background, including experience as an independent director with organisations of significant size and complexity.
- The Council appointees collectively will bring a knowledge of the rugby ecosystem in New Zealand that includes provincial rugby, Super Rugby, school rugby, women's rugby and club rugby. They should augment and balance the skills of the independent members.
- The AP will exhibit diversity across gender, background and ethnicity. Panel members should have credible knowledge and experience of sport in Aotearoa New Zealand and an understanding of the significance of rugby in Māori and Pasifika communities. It is expected that the three appointing parties will consult to achieve, as far as is practical, the desired diversity.
- The necessary constitutional changes are made to effect these recommendations (see below for a list of relevant clauses).

Board appointment process



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The Panel's response to the Rugby Inc matters is the creation of a Stakeholder Council.

Steps in the process

- The NZR board draws up a draft competency framework.
- The draft is provided via the chair to The Council for comment.
- The framework is finalised following Council input.
- NZR chair engages with the Appointments Panel (AP) including:
 - providing the competency framework
 - outlining the challenges and issues the board will engage with in the medium term
 - any specific skill or attribute gaps.
- The AP engages an external recruitment company to run the process, passing on the board's requirements.
- That company provides the AP with a shortlist and the reasoning behind it.
- The AP selects a group of candidates for interview. Following reference checking it selects those most aligned with the competency framework
- Candidates matching the number of vacancies are forwarded to the NZR board who then recommends to Annual General Meeting of NZR.
- The vote is by candidate, with a simple yes/no majority vote.
- Successful candidates then go through the induction process or are deemed reappointed for another term.
- In the case of a No vote, the AP must resubmit another option to a further General Meeting.

Professional search firm

The AP will be supported by an appropriately qualified professional search firm that can assess and reference check suitable candidates.

STAKEHOLDER COUNCIL

Create a Stakeholder Council to ensure all key voices across rugby are heard and their interests represented in a collaborative forum.

Principles

- The Council is a constitutionally mandated entity outside the Incorporated Society membership structure.
- It addresses the need for better cohesion and alignment among key parts of the wider rugby system.
- It will have an independent, remunerated chair.
- The relationship to NZR is at the governance level.

Membership

A maximum of 15 is proposed, including an independent chair, and nominees from:

Annual meeting of NZR (3), NZ Māori Rugby Board (1), NZR Pasifika Advisory group (1), Super Rugby Clubs (1), NZ Secondary Schools Rugby Union (1), NZ Rugby Foundation (1), Women in Rugby Aotearoa, (1) Local Government NZ (1), Sport New Zealand (1).

Full details on The Council can be found in [Part Two](#).

NEW ZEALAND MĀORI RUGBY BOARD

- NZMRB has the power to alter its own constitution.
- NZMRB can appoint its own chair.
- There is no direct appointee to the NZR board. The competency framework will make clear that knowledge of Māori rugby and Te Ao Māori must be present within the NZR board, preferably from more than one director.
- The mutual obligation to work in partnership should be outlined within the constitutions of NZR, NZMRB and the Provincial Unions.
- The NZR strategy should include mutually agreed, measurable outcomes in relation to Māori rugby.
- For NZMRB to make an enhanced contribution, the currently nominal financial support is reviewed.
- As part of the consideration of the voting structure the current voting weight allotted to NZMRB is reviewed.

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ADDITIONAL RECOMMENDATIONS

NZR board

- Board tenure is a maximum three terms of three years, depending on satisfactory performance. Current terms will be changed (staggered) to ensure three terms expire each year (transitional clauses in the constitution).
- Terms may be extended beyond nine years in exceptional circumstances (e.g., the chair and chief executive departing within a short timeframe). The board will recommend but the Annual General Meeting (AGM) should confirm any such extension, which does not have to be for a full three-year term.
- The board will be required to have minimum of 40% each of men and women written into the transition clauses of the constitution. The Review Panel's view is that this requirement need only be a medium-term requirement, as the benefits are self-evident.
- All NZR directors should have some visibility at and understanding of the local or grassroots level of rugby. This may include as a local rugby club member or at least attending an occasional club game and/or club event.

Appointments Panel

- Some members of the AP must have experience in recruiting directors or senior executives.
- In constituting the AP, consideration in the short term shall be given to maintaining continuity among the current independent members. The panel will need to consider its own succession planning.
- The NZR chair is not a member of the AP but is expected to be the conduit from the current board to the AP, making clear the board's requirements and working with the AP to ensure correct process is followed.
- The AP may seek specialist advice or co-opt non-voting members to augment its understanding in specific areas (e.g., deeper knowledge of the game).
- AP roles are remunerated.
- The AP must be supported by a suitably skilled external recruitment specialist who will facilitate the recruitment and appointment process.

Appointment process

- The NZR board will maintain a competency framework and a board succession plan.
- The Council will be consulted annually for input into the framework to inform the appointment process.
- The Council's comments will be sought before the framework is submitted to the AP.
- The AP will present to the annual meeting (through the board) only the number of candidates that match the number of positions open.
- The annual general meeting will have a yes/no simple majority vote on each candidate.
- If any candidate is not confirmed by the meeting, the AP will reconvene and present another candidate to another general meeting.
- Decisions made in the general meeting during the election process may not result in the board becoming inquorate (having fewer than the constitutionally mandated number of directors required to conduct its business).
- The AP will ensure that the importance of the relationship with tangata whenua is recognised.

SUMMARY OF MATTERS FOR CONSIDERATION

Part One: The leadership challenge

- Consider the structure of professional rugby through the NPC and Super Rugby competitions.
- Create an outcomes-based strategic plan with hard and measurable targets for all parties that makes roles and accountabilities clear across the structure.
- Centre that plan on the purpose of NZR.
- Ensure visible alignment of all funds to the plan.
- Continue the focus on diversity in leadership including but not limited to women, Pasifika peoples and Māori.
- Ensure development of the women's game is a central focus across Rugby Inc.
- Ensure a deep understanding of the changing perspective of young participants is central to thinking across the sport.
- Create a governance-level stakeholder relationship and communications strategy.
- Ensure the Provincial Unions use this report to progress their own governance development.
- Review the framework for member communication and revise as required.

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Part Two: Ensuring NZR governance is fit for purpose

- Review and reset mutual expectations between NZR and its member Unions, clarifying their respective decision rights.
- Review the annual meeting voting structure.
- Review the NZR board committee structure (and the Rugby Committee in particular) to ensure it serves the needs of both board and management by operating at the right level.
- Review director remuneration and disbursements to ensure they are consistent with accepted and transparent practice in comparable commercial environments.
- NZR and NZRC to produce an explicit statement of mutual expectations and agree on a 'Terms of Engagement'.