

	South African Rugby Union's Review Date: 31 August 2016 Prepared by: Mervin Green
---	--

Introduction




Below follow the results of the Organisation's Audit, an analysis of the current situation and recommendations for immediate action.










SARU Audit Scorecard

Date: 31 August 2016








Summary Responses

The responses to the question are as follows:

Answers:	Yes OR No, OR Not Applicable
Rating:	 = No weakness or issue  = weakness or issue  = major issue
Score	4: Agree - no weakness 3: Agree – weakness or issue 2-1: Agree – major weakness or issue

1. GOVERNANCE				
#	Questions	Answers	Rating (RAG)	Score
1	Is there an appropriate Constitution in place?	Yes		4
2	Is the Constitution fit for purpose?	Yes		4
3	Is the Union in compliance with its Constitution?	Yes		4
4	Is the Union in compliance with the requirement to hold a valid AGM in the last 12 months?	Yes		4
5	Is the Union capable of exerting the necessary influence and control over the game in its territory?	Yes		4
6	Does the Union have an appropriate process to safeguard democracy, elections and appointments?	Yes		4
7	Is there an appropriate Executive Committee/Board to lead the Union?	Yes		4
8	Is the Executive/Board providing effective leadership of the Union?	Yes		4
9	Is there an appointed CEO/MD or equivalent running the affairs of the Union/Company?	Yes		4

[Type here]

1. GOVERNANCE				
#	Questions	Answers	Rating (RAG)	Score
10	Is the CEO/MD or equivalent authorised to manage the operations of the Union/Company?	Yes		4
11	Is the CEO/MD or equivalent providing effective management of the Union/Company?	Yes		4
12	Are the appropriate committees in place?	Yes		4
13	Are the Executive/Board at least 40% Black representative	Yes		4
14	Are the various committees at least 40% Black representative	Yes		4
15	Are Women represented on Executive and committee structures?	Yes (committee)		3
16	Are people with a disability represented on Executive and committee structures?	No		1




Total Score Governance 60/64

2: ADMINISTRATION

2.1: Business & Operations 31









#	Questions	Answers	Rating (RAG)	Score
1	Is there an organisational diagram with specific positions and staff names for all occupational levels of the organisation?	Yes		4
2	Is there a staff performance management plan?	Yes		4
3	Are Black people (40%) employed in senior and middle management positions?	Yes		4
4	Is the Union appropriately staffed?	Yes		3
5	Is there a full time Director of Rugby/Technical Director to oversee the game?	Yes		4
6	Is there a full time High Performance Manager?	Yes		4
7	Is there a full time Development Manager?	Yes		3
8	Is staff appropriately qualified for work in their specialist areas?	Yes		4
9	Are there regular reviews of staff performance against their KPIs?	Yes		4
10	Are there personal development plans for staff in place?	Yes		4
11	Does the Union have a staff development strategy in place?	Yes		4
12	Does the Union have an Employment Equity plan and EE Committee in place?	Yes		4
13	Does the Union have a succession plan in place for key positions i.e. CEO, CFO, Technical Director, National Coach etc?	Yes		4
14	Does the Union have a Procurement Policy in place which has been implemented?	Yes		4

2.2: Planning & Monitoring 11

#	Questions	Answers	Rating (RAG)	Score
1	Is the Union using a strategic plan (SP)?	Yes		4
2	Is the SP providing the appropriate direction for the Union?	Yes		4
3	Was the SP developed with input from all relevant stakeholders?	Yes		4

[Type here]

2.2: Planning & Monitoring 11

#	Questions	Answers	Rating (RAG)	Score
4	Has the Executive/Board approved the strategic plan?	Yes		4
5	Is there a monitoring & review process in place for the strategic plan?	Yes		4
6	Are all appropriate areas of the game covered in the strategic plan?	Yes		4
7	Are there risk management policies in place?	Yes		4
8	Is there a risk monitoring and report system in place to ensure risks are mitigated according to schedules?	Yes		4
9	Is there an Annual Operation Plan & budget (AOP)?	Yes		4
10	Does Executive/Board approve the AOP?	Yes		4
11	Are there quarterly reviews and reports against the AOP?	Yes		4

2.3: Corporate Communications









#	Questions	Answers	Rating (RAG)	Score
1	Does the Union have an appropriate communications strategy and plan in place?	Yes		4
2	Is communications staff appropriately qualified for work in their specialist areas?	Yes		4
3	Are all the areas covered in the strategy to protect and promote rugby, its values, ethos and image?	Yes		4
4	Does the communication strategy speaks to all the people in the country?	Yes		4
5	Does the strategy includes a stakeholder relationship plan?	Yes		4
6	Does the Union have strong relationships with all government structures?	Yes		4
7	Does the Union have strong relationships with World Rugby and other Tier 1 & 2 rugby countries?	Yes		4

Total Score Administration 126/128







[Type here]

3. FINANCIAL & COMMERCIAL

3.1: Financial

#	Questions	Answers	Rating (RAG)	Score
1	Is the Union operating to an appropriate financial plan?	Yes		4
2	Is the Union following an appropriate annual budget setting and approval process?	Yes		4
3	Is there a regular budget monitoring and review process?	Yes		4
4	Has the Union produced appropriately audited financial statements?	Yes		4
5	Have the external audits been satisfactory over the last number of years?	Yes		4
6	Is the Union technically solvent?	Yes		3
7	Are there any financial issues impacting on the Union at present?	Yes		3
8	Is the Union able to accurately account for the use of SARU funds?	Yes		4

3.2: Commercial

#	Questions	Answers	Rating (RAG)	Score
1	Is there an appropriate medium and long-term revenue generation plan?	Yes		4
2	Is the Union generating sufficient annual funding to implement its development and transformation plans?	Yes		4
3	Does the Union have access to additional funding from other sources outside to support Union transformation projects?	Yes		4
4	Does the Union have a financial policy/model how money is distributed to its members/affiliates?	Yes		4
5	Is there an appropriate monitoring and reporting system in place how the members/affiliates spent the funding allocated to them.	No		1
6	Is there appropriate mechanisms in place how the Union deals with technical insolvent members/affiliates?	NA		
7	Does the Union have sufficient long-term commercial partners?	Yes		4

[Type here]

3.2: Commercial

#	Questions	Answers	Rating (RAG)	Score
8	Does the Union receive investment/support from local agencies and government?	Yes		4
9	Does the Union have a broadcaster partnership that generates revenue?	Yes (Only Company)		2
10	Does the Union have a marketing strategy and implementation plan?	Yes (Only Company)		2
11	Does the Union have a marketing communications strategy and plan in place?	Yes		4
12	Does the Union have programmes in place to market the game at grass roots level?	No		1

Total Score Finance & Commercial 64/76

4. DEVELOPMENT & PERFORMANCE







4.1: Age Grade & Game Development

#	Questions	Answers	Rating (RAG)	Score
1	Is there an appropriate player recruitment & retention (R&R) programme?	Yes (U19/U21)		3
2	Is there an appropriate coach R&R programme?	No		2
3	Does the Union have a proper database for accredited coaches in place? (L1-L3)	Yes		4
4	Is there an appropriate match official R&R programme?	Yes		4
5	Does the Union have a proper database for referees in place?	Yes		4
6	Is there a volunteers R&R programme?	Yes		4
7	Does the Union have a proper database for Administrators/volunteers in place?	Yes		4
8	Is there an appropriate mass participation programme for growing Rugby? (GIR)	Yes		4
9	Is there an appropriate modified game pathway?	Yes		4
10	Does the Union have a player registration process in place?	Yes		4
11	Does the Union have a proper database for schools and club players in place?	Yes (Only Clubs)		3
12	Does the Union have a proper league system for all schools and clubs in place?	Yes		4
13	Does the Union have a database for schools and club leagues results?	Yes		4
14	Is there an appropriate overall Union database?	No		1
15	Does the Union utilise the SARU online systems (Footprint/Efiling)	Yes		4

Total Score Age Grade & Game Development 53/60









[Type here]

4.2: Training & Education

#	Questions	Answers	Rating (RAG)	Score
1	Has the Union developed an appropriate written Training & Education plan?	Yes		4
2	Are World Rugby coach accreditation programmes being used?	Yes		4
3	Are World Rugby match official accreditation programmes being used?	Yes		4
4	Is World Rugby Ready programme being used?	Yes		4
5	Are there acceptable coach/player ratios of 1:25?	Yes		4
6	Are there acceptable match official/player ratios of 1:45?	Yes		4







Total Score Training & Education 24/24

4.3: Domestic Competitions

#	Questions	Answers	Rating (RAG)	Score
1	Is there an appropriate domestic age grade competition? <small>(Outside school)</small>	No		1
2	Is there an appropriate schools competition?	Yes		4
3	Is school's rugby integrated into Union activities?	Yes		4
4	Is there an appropriate domestic senior competition?	Yes		4
5	Is there an appropriate domestic women's competition?	No		1
6	Is there an appropriate domestic 7's competition?	No		1
7	Is there an appropriate domestic 7's women's competition?	No		1
8	Is there an appropriate university/college competition?	Yes		4

Total Score Domestic competitions 20/32

4.4: Women's Rugby

#	Questions	Answers	Rating (RAG)	Score
1	Is there a plan or strategy in place for women's rugby?	Yes		2
2	Is there a dedicated person responsible for women's rugby?	No		1
3	Is the women's rugby organisation affiliated with the Union?	Yes		4
4	Is there an appropriate pathway and programme in place to allow pre-teen girls to play modified rugby?	Yes		3
5	Is there an appropriate pathway and programme in place to allow teenage girls to play rugby?	No		2
6	Is there an appropriate pathway and programme in place for adult women to play rugby?	No		1

Total Score Women's Rugby 13/24

4.5: Performance

#	Questions	Answers	Rating (RAG)	Score
1	Does the Union have an appropriate high performance strategy?	Yes		4
2.	Does the Union have an appropriate LTPD programme	Yes		4
3.	Has the Union implemented a LTPD plan?	Yes		4
4.	Does the Union have an appropriate National/Provincial Academy in place?	Yes		4
5.	Does the Union have a National/Provincial Academy HP plan in place?	Yes		4
6.	Does the Union have an appropriate TID system in place?	Yes		4
7.	Does the Union have an appropriate database of talented players in place?	Yes		4
8.	Does the Union have an appropriate high performance structure in place?	Yes		4
9.	Are all the people qualified to deliver expert and cutting edge work within the National/Provincial team setup?	Yes		4
10	Does the Union have an appropriate selection and review process for National/Provincial coaches?	Yes		4
11	Is the Union implementing an appropriate fitness and conditioning programme?	Yes		4

[Type here]

12	Is the Union implementing an appropriate sport science programme in support of National/provincial teams?	Yes		4
13	Is the Union implementing a sport medicine programme in support of National/Provincial teams?	Yes		4
14	Is the Union implementing a player welfare strategy and programme to manage elite players?	Yes		4
15	Is the Union implementing an appropriate HP player development and skills programme?	Yes		4
16	Is the performance of the Senior National/Provincial XV teams meeting the agreed targets of the Union?	Yes (cc)		3
17	Is the performance of the Junior National/Provincial XV teams meeting the agreed targets of the Union?	Yes		4
18	Is there an appropriate National/Provincial sevens competition for junior and senior players?	Yes (Once off Competition)		2
19	Is the performance of the Senior National/Provincial 7's teams meeting the agreed targets of the Union?	Yes		4
20	Is the performance of the Junior National/Provincial 7's teams meeting the agreed targets of the Union?	NA		
21	Is the performance of the Senior National/Provincial Women's XV teams meeting the agreed targets of the Union?	Yes		4
22	Is the performance of the Senior National/Provincial Women's 7's teams meeting the agreed targets of the Union?	Yes		4
23	Is the performance of the Junior National/Provincial Women's 7's teams meeting the agreed targets of the Union?	NA		
24	Does the Union implementing an appropriate HP programme to develop rugby specific physiotherapists, doctors, biokineticists and sports psychologists?	Yes		4
25	Does the Union have a strength and conditioning structure in place?	Yes		4
26	Does the Union implementing an appropriate S&C programme in support of elite players?	Yes		4
27	Does the Union have an appropriate monitoring system with a database for S&C in place?	Yes		4

Total Score Performance 97/100

Rating:	 = 80 – 100%
	 = 60 -79%
	 = 0 – 59%

SUMMARY RATING

Area	%	Comment
1. Governance	94%	Excellent governance practices in place.
2. Administration	98%	Administration is very sound and administered by competent staff.
3. Finance and commercial	84%	Financial management systems all working very well and good accountability
4. Age grade and game development	88%	Development is working well but can improve in certain areas.
5. Training and education	100%	Excellent training and accreditation results.
6. Domestic competitions	62%	Participation can improve especially at junior levels.
7. Women's rugby	54%	Women's rugby seems to be struggling and the development is a concern.
8. Performance	97%	Performance rugby is well organised and managed by qualified and competent staff.
9. BEE Status	100%	Current rating = Level 8. The union is in the process to resubmit in order to obtain a better rating.

SUMMARY ANALYSIS

1. What is working in the Union?	
1.1	Good governance and administration
1.2	Well managed training and education programmes
1.3	Performance rugby
2. What is not working in the Union?	
2.1	Women's rugby
2.2	
2.3	

[Type here]

3. What are the main recommendations from this assessment?	
3.1	Establish and implement a women's rugby development programme
3.2	Implement participation programme to ensure more schools are playing in order to grow the game.

Other comments

[Type here]

Situation Audit – Key Findings

Area	Comment
Governance	<p>The union has a very strong governance system in place and operate within good corporate governance principals. There are no issues impacting on the union with regards to their affiliates. They are capable to exert the necessary influence and control over the game in its territory.</p>
Administration	<p>The union operates on good business administration principals and systems. There is a proper strategic plan in place for both the professional and amateur rugby programmes. Annual operation plans and budgets are in place while the union is capable of reporting on the outcomes of the programmes.</p> <p>The union has an excellent performance management system in place to:</p> <ol style="list-style-type: none"> 1. To assess and track progress on delivery of strategic plan 2. To assess the appropriate staff responsible to deliver on their KPI's agreed in their performance contract
Financial + Commercial	<p>Excellent financial system and processes in place to ensure prudent financial management and control. The union has also medium to long term commercial partners and in the process of signing some sponsors. No financial issues currently impacting on the union that prohibits them to develop and transform the game.</p> <p>Management of sponsor relationships is of paramount importance for the union. Further the union has good relationship with the provincial MEC of sport where they annually receive a substantial amount. A highly effective and professional marketing and communications plan drives union's brand.</p>
Participation	<p>Community rugby participation – schools and clubs playing according to fixtures managed by the union and the schools structures and recorded on a database.</p> <p>The union implements the GIR programme to provide access to more schools. A total of 4352 players were recruited for the year. The grassroots development for teenage girl's rugby remains a huge challenge and is basically non-existing.</p>
Training + Education	<p>Excellent recruitment and retention plans in place and all training programmes are implemented and recorded on a database. The training of black coaches and referees is a challenge and the union needs to recruit black people in their structures.</p>
Domestic Competition	<p>The union participate in all SARU domestic competitions and is doing well especially at a junior level. They however, will have to improve</p>

[Type here]

	on the demographics of the teams to ensure they comply with the agreed targets.
Women's Rugby	The women's game is in total chaos due to poor working relationship between the union and the women's rugby structure.
Performance	Performance rugby structures are in place with a high performance manager responsible for all elite rugby.
Other	<p>BEE level 7 certificate obtained and in the process to improve on this.</p> <p>EPG report – Data was verified to ensure the quality of data will improve.</p> <p>GMS – online development projects were audited and the union did not report on all projects for which they received funding.</p>

Recommendations

The recommendations from this review are:

- Implement GIR in all non-traditional rugby schools to ensure they grow the game.
- Implement high schools leagues in townships and rural areas.
- Design and implement a women's rugby development programme.
- Include more black players in all elite squads to ensure they meet the transformation targets in the domestic competitions.
- Improve level of BEE