

# EORU Review of RO/RQ Programs and Services

Discussion Paper, March 13, 2018

## 1. Background

At various times over the last 25 years, EORU member clubs have expressed concern that they have not been receiving full 'value-for-money' with respect to accessing the wide range of RO's programs and services. While it has always been understood that the Eastern Ontario rugby community is disadvantaged by its peripheral location within a GTA-centric union, these concerns have increased over the last 3 years. In large part, this is due to the lack of formal mechanisms for addressing operational issues or contributing to the annual planning of RO's programs and services in terms of improved accessibility by EORU clubs and their registrants. Also, but to a lesser extent, it is due to RO's minimal involvement in assisting the EORU to negotiate fair and reasonable terms for participation by its senior clubs in the RQ-administered Ligue Provinciale de Rugby (LPR).

## 2. Aim

To address the above concerns, a Review of RO/RQ Programs and Services was initiated in November 2017 with the following objectives:

- To confirm the extent to which Eastern Ontario's rugby community is receiving value-for-money for the programs and services that are currently being received from RO and RQ.
- To identify opportunities for greater access to RO's programs and services; and
- To suggest ways in which these opportunities can be successfully pursued by both the EORU Board and its member clubs.

## 3. Approach

**Step 1 - Identify fees and other payments made by EORU member clubs and their players to RO and RQ.** This was achieved by:

- Asking the 12 clubs to identify payments to RO, excluding registration and insurance costs passed directly through to Rugby Canada (RC), as well as payments to RQ and the EORU; and
- Extracting player registration information from the EORU Registrar's Report for 2017.

**Step 2 - Identify the RO programs and services presently available to the EORU and its member clubs and registrants.** This was achieved by:

- Transcribing the Key Activity 2017 Targets listed under 16 Focus Areas in the *Rugby Ontario Operational Plan 2017* that were considered to be potentially relevant to EORU clubs; and

- Requesting each EORU Director to provide details of those activities pertaining to their portfolio (in terms of location, frequency and participation costs) as well as any issue-related observations and queries

The RO Operational Plan was selected as the template in order to facilitate validation and further input by the RO Office, and to provide a foundation for:

- Aligning any future EORU Operational Plan (such as the one drafted but not finalized for the 2017-19 period) with the RO Operational Plan;
- Negotiating an annual Branch Union MOU with RO on respective responsibilities and commitments (along the lines of the RC-RO Member Relations Agreement which is a non-binding commitment to providing a wide range of technical and non-technical services); and
- In the event of continued participation in the LPR, negotiating better terms and conditions with RQ.

### **Step 3 – Collate the information received from each Director and Club**

This is shown in two parts:

- Review of Fees and Other Payments to RO and RQ (Section 4); and
- Review of RO Programs & Services (Section 5).

Each part identifies the situation in 2017 in addition to any observations and queries raised in the feedback received from EORU Board members and clubs.

### **Step 4 – Findings (Section 6)**

These are presented in the form of conclusions and opportunities for change.

### **Step 5 – Next Steps (Section 7)**

These are presented in a series of steps designed to finalize the discussion paper, collaborate with the other Branch Unions and engage in a continuing dialogue with the RO Board and Office.

## **4. Review of Fees and Other Payments to RO and RQ**

### **4.1 Payments by EORU Clubs and Players to RO**

#### **(a) 2017 Payments**

- \$102K through player registrations, an increase of over 15% compared to 2016 figures, reflecting a 5% increase in membership and a 10% increase in player participation fees.
- \$2K for annual club dues (set at \$150 including Directors and Officers Insurance).
- Technical course participant costs which are typically in the range of \$150-250/participant.
- Additional out-of-pocket costs of up to \$2K per player for participation in provincial team trials, training sessions and competitions.

(b) EORU Observations and Queries

- In comparison to participation fees for Seniors, fees for Masters, Juniors and Minors are 72%, 67% & 39% respectively. Given that fees go into general revenues and that league administration fees are negligible, the Masters category would seem to be under-priced (especially as these registrants are generally working or retired).
- RC dues (exclusive of insurance and the World Cup & Olympic Legacy Fund components) for Minors, Juniors, Seniors and Masters are 50%, 41%, 40% & 81% of RO dues respectively. If RO dues for the Junior category were set at 50% of RC fees, equivalent to the Minor category, then the per player fee could be reduced by \$9.15 to \$42.50 (which would seem to be consistent with strategies to promote junior development).
- Although outside the scope of this review, the World Cup & Olympic Legacy Fund component of RC's overall dues structure has the Minor, Junior and Masters categories set at 60%, 90% & 25% respectively. Prima facie, the Masters category is under-priced (again) and the Junior category over-priced (again). Also, it is difficult to understand why Minors should be making any contribution to the fund – and certainly not 2.4 times the Masters contribution.
- Taken together, the above observations suggest that upward adjustments over the course of time to RO's dues structure (and that of RC) have led to inconsistencies between membership fee categories.
- RO dues have remained the same even though RC has split the Minor and Junior categories into 2 sub-categories to reflect a gradation from Touch or Flag (up to U11) to Full Contact at the U17/19 levels.

#### 4.2 Payments by EORU Clubs to RQ

(a) 2017 Payments

- \$16K for participation by 17 EORU teams in the LPR based on \$1000 per team for the Super Ligue and \$750 for other divisions, plus provincial tax.
- The EORU paid provincial tax on these fees on behalf of the participating clubs.
- \$3K for a cost-sharing contribution to the Voyageurs (U19) program.

(b) EORU Observations and Queries

- As the costs of league administration tend to be negligible, the \$16K mainly goes into RQ's general revenues. In effect, EORU clubs are subsidizing RQ member clubs' access to RQ programs and services as they are ineligible to access them.
- The average team fee of \$900 (from \$750 up to \$1000 for Super-league teams) is twice the fee RO charges for participation in the Marshall League and OWL.
- EORU Senior Men & Women are ineligible for RQ's Elite teams (though the EORU-based Women's team coach has reportedly selected up to 3 EORU players).
- LPR participation required 2 Senior Men teams from each club, thereby limiting competition in the EORU to a single 6-team division.
- LPR participation also requires all competition finals to be played at a RQ club venue.
- EORU involvement in the 2018 Voyageurs program to be restricted to U18 players on 2017 squad, thereby further reducing the cost of this program incurred by EORU players.

- The RQ League Agreement between RQ and the EORU, which was signed on May 1, 2016, does not expire until December 31, 2019. It requires the EORU to inform RQ by an agreed date how many teams have applied to participate and in what divisions. RQ then provides confirmation or initiates further discussion if there is disagreement.
- This Agreement was enabled by a MOU which was signed between RO and RQ in March 2016 and renewed for the 2017 season.
- Modifications to the terms and conditions in the RQ League Agreement may occur “from time-to-time at the RQ’s discretion”.
- The 4 -member League Committee has one person appointed by the EORU.

#### **4.3 Payments by EORU Clubs to EORU**

##### **(a) 2017 Payments**

- \$15K for team dues for 46 teams, equivalent to \$325 per registered team (\$395 for Senior Men & Women, \$195 for Junior Men & Women).
- \$25K for player fees (for representative programs) – Senior Men use a pay-to-play model equivalent to \$125/player for the season.

##### **(b) EORU Observations and Queries**

- 50% of registered teams are juniors.
- 63% of registered teams pay lowest rate (\$195)
- 5% dues increase under consideration by the Executive (which is a level consistent with past practices and the EORU By-Laws)

#### **5. Review of RO Programs and Services**

The findings below have been categorized into the 16 Focus Areas identified in RO’s 2017 Operational Plan and considered to be directly relevant to the EORU. Findings were expressed in two parts – Extent of EORU Activity (which was quantified to the extent that existing information sources allowed), and EORU Observations and Queries.

##### **5.1 Coach Development**

###### **(a) 2017 RO Key Activity Targets – Activity in EORU**

- Conduct 8 NCCP Community Initiation/WR Level 1 courses - 1 conducted in Ottawa with 13 participants.
- Conduct 4 NCCP Comp Intro/WR Level 2 courses - 2 conducted in Kingston with 26 participants.
- Conduct 4 Make Ethical Decision courses – 0 conducted.
- Conduct 6 Professional Development sessions - 2 conducted in Ottawa with 34 participants.
- Conduct 2 WR Coaching 7’s Level 1 courses – 0 conducted.

(b) EORU Observations and Queries

- Informal lines of communication between RO course organizers and non-EORU Board contacts (i.e. course conductors resident in the EORU) on course planning in terms of dates, locations and overall number, especially for Level 1 courses. This leads to poorly promoted sessions which, in turn, leads to low attendance or even unilateral cancellation by RO.
- Standard fees for WR courses; however, in 2016, RO's financial statements showed that course revenues exceeded expenses by \$11K, equivalent to a 65% profit. If this observation is correct, a reasonable case can be made for this service to be provided on a break-even basis.
- Should Professional Development courses place greater emphasis on non-technical aspects of coaching (i.e. course presentation techniques)?
- 3 NCCP Community Initiation/WR Level 1 courses planned for 2018 (2 in Ottawa & 1 in Kingston). The first WR course scheduled for Ottawa in February was poorly promoted for the reasons cited above, resulting in little interest and a wasted opportunity.
- Has RO's Coaching Committee been re-constituted for 2018? If so, the EORU Board should be requested to nominate a representative.

## 5.2 Match Official Development

(a) 2017 RO Key Activity Targets - Activity in EORU

- Conduct 8 WR MO Level 1 courses – 3 conducted (all in Ottawa) with 28 participants.
- Conduct 2 WR MO Level 2 courses – 1 planned for Kingston but cancelled.
- Conduct 1 WR Coaching of MO Level 1 course – 0 conducted.
- Conduct 6 Professional Development sessions (15s & 7s) – 0 conducted.

(b) EORU Observations and Queries

- No input received from EORRS on adequacy of development services provided.
- To date, 1 WR MO Level 1 course planned for 2018.

## 5.3 Youth Rugby

(a) 2017 RO Key Activity Targets – Activity in EORU

- Rookie Rugby resources available to 100% clubs with minor programs.
- 20 Rookie Rugby summer students hired.
- Engage 7 new school regions.
- Conduct 7 Regional Rookie Rugby School Festivals – 3 hosted by EORU clubs.
- Conduct U14 male 15's competition – 1 4-team EORU administered league.
- Conduct U16 male 15's competition – 1 4-team EORU administered league.
- Conduct U18 male 15's competition – 1 6-team EORU administered league.
- Conduct U14 female 15's competition – None.
- Conduct U16 female 15's competition – 1 4-team EORU administered league.
- Conduct U18 female 15's competition – 1 7-team EORU administered league.

- Conduct U14 male 7's festival – hosted.
- Conduct U16 male 7's festival – hosted.
- Conduct U18 male 7's festival – hosted.
- Conduct U14 female 7's festival – hosted.
- Conduct U16 female 7's festival – hosted.
- Conduct U18 female 7's festival – hosted.

(b) EORU Observations and Queries

- 1 Montreal club participated in U-16 & U-18 male leagues and were charged league fees.
- No. of U-16 & U-18 male registrants decreasing – only 4 teams registered for the U18 male league.
- Decline in no. of high schools playing rugby.
- Reportedly, low % transferring into club youth rugby from high schools.
- Statistics on the above trends need to be obtained as they are key to any youth development strategy.

#### 5.4 Recreational Non-contact Rugby

(a) 2017 RO Key Activity Targets – Activity in EORU

- Conduct 8 new non-contact programs – 1 new program (Kingston)

(b) EORU Observations and Queries

- Did this new program receive funding assistance from RO through its 2017-18 OSRCF Grant?

#### 5.5 Club Rugby

(a) 2017 RO Key Activity Targets – Activity in EORU

- Conduct 16-club Men's provincial league – No planned involvement due to participation in RQ leagues.
- Conduct 16-club Men's Cup competition – 1 club participated.
- Conduct 8-club OWL – No planned involvement due to participation in RQ leagues.
- Conduct 8-club OWL Cup – No planned involvement.
- Establish 4 club-facilitated, standardized 7's events – 1 in Ottawa.
- Regionalize 15s rugby season by 2018 – Anticipatory discussion paper drafted.
- Issue RO Operations Manual – Available to clubs on RO website.
- Issue revised RO Club Resource Manual by 31/12/2017 – Not posted on RO website.
- Utilize communication features of competitions management software – In use by all EORU clubs.
- Individual financial support profile provided to each RO Club by 30/6/2017 – Status unknown.
- Competitions management platform launched and used by all Ontario competitions – in use by EORU clubs.

(b) EORU Observations and Queries

- EORU seeking 2 entrants into McCormick Cup for 2018.
- Discussion Paper – *A Sustainable Competitive Structure for EORU Senior Men's Teams in 2018 & Beyond* – drafted in anticipation of RO initiative to regionalize leagues in 2018 but no consultation occurred in 2017 and, to date, no consultation planned for 2018.
- RO appears not to be pro-active in working with the EORU and its clubs to re-enter an expanded RO competitive structure and cease participation in the LPR.
- RO has not identified a revised issuance date for its Club Resource Manual?
- Is there a case for the RO Office to provide a competitions management service to the EORU, as is believed to be the case for SWORU?

## 5.6 Player Welfare

(a) 2017 RO Key Activity Targets – Activity in EORU

- Set up 2018 Sport Lomo Play Smart Registration system – Being utilized.
- Introduce player welfare education through RO social media and face-to-face methods – Available to clubs through dedicated Player Welfare/Safety section of RO website.

(b) EORU Observations and Queries

- Should there be tracking and reporting of serious injuries to EORU players? If so, should this be a service provided by RO?
- RO social media and face-to-face methods been applied to EORU clubs/players.
- Is there a need for clubs to give higher priority to organizing Tackling & Concussion clinics?

## 5.7 Overall Participation in Community Rugby

(a) 2017 RO Key Activity Targets – Activity in EORU

- Maintain 2016 junior registration numbers – 8.6% increase.
- Maintain 2016 senior registration numbers – 4.6% reduction.
- Senior Women are 28% of Senior players but Junior Women are 48% of Junior players.
- Grow 2016 minor numbers by 10% - 37% growth
- Hire a full-time Rugby Development Officer - 3 EORU clubs and TERP used interns but only one may have accessed the RO program.

(b) EORU Observations and Queries

- When will the RDO be hired?
- What services will the RDO provide to community organizations in Eastern Ontario?
- How will the RDO interact with the EORU Board and clubs?
- Will the RDO be visiting local high schools.
- Need to increase the number of teams – presently 3.
- EORU needs to strengthen its relationship with High School Boards

## 5.8 Provincial Teams

### (a) 2017 RO Key Activity Targets – Activity in EORU

- Develop provincial pathway documentation to be accessible to all RO stakeholders for 7's & 15's and multi-year programs – Status unknown.
- Solidify 7's team junior representative program – 5 males and 4 females selected for Ontario U18 7's teams in 2017, with 3 females selected to the national team.
- Develop skills curriculum for U15 to U19 in 2017 – Status unknown.
- Establish 18 regional hub teams at full capacity of 24 players, 2 coaches & 2 managers – Status unknown
- Each hub to conduct 3 1-day camps and participate in 1 inter-hub game – EORU opted out due to the challenge of running an Ottawa-based program from the RO Office.

### (b) EORU Observations and Queries

- For 2018, 5 male and 10 females selected for Ontario U18 7's teams, with 1 male and 5 females selected to the Canada East teams.
- Limited EORU input into RO development of post-hub model.
- Travel implications of changed post-hub model for EORU athletes presently unknown.
- High cost of travelling into the GTA (\$200-300 per session); also, multi-hour travel times.
- VIA Rail willing to sponsor the travel of several athletes but requires RO follow-up.
- High out-of-pocket cost of being a Kingston or Ottawa-based Ontario player (up to \$2000 and \$3000 respectively).

## 5.9 Talent Identification

### (a) 2017 RO Key Activity Targets – Activity in EORU

- Utilize updated positional profiles and selection criteria for all provincial programs – Status unknown.
- Identify talent ID personnel for school, age group club and junior provincial hub programs – Status unknown.
- Identify provincial depth chart players – Status unknown.
- Conduct 1 open combine for U15-U17 males to identify potential 7's players – Status unknown.
- Conduct 1 open combine for U15-U17 females to identify potential 7's players - Status unknown.
- Identify 7's specific talent ID personnel – Status unknown.

### (b) EORU Observations and Queries

- Around 30 EORU athletes competed for various provincial age grade teams but concern that better athletes may have been overlooked.
- Full complement of females but not the case for males (due to internal mis-communications within EORU).
- What will be the implications of new RO model for EORU athletes?

- Promotion seems to be via ‘word of mouth’ or clubs even at high profile tournaments such as OFFSSA.
- AAA track must travel into the GTA.
- High cost of participating in AAA track camps (\$2300).
- AA track to be more regionalized (as with former hub program).
- Important to establish a single pathway but with clear options.

## 5.10 Player Development

### (a) 2017 RO Key Activity Targets – Activity in EORU

- Establish 3 academy training centres (East, West & Central) - Establishment of East centre cancelled.
- Selected players to receive specified development programming and 12-month development plans – Status unknown

### (b) EORU Observations and Queries

- What are the implications of cancelled East academy training center for EORU athletes in terms of missed development programming, 12-month development plans and related monitoring, and the one Pathway concept?
- Has the lack of communications reduced interest?
- Some EORU athletes were selected to the Central academy from Kingston for 15’s and 7’s and Ottawa for 7’s.

## 5.11 Elite Competition Environment

### (a) 2017 RO Key Activity Targets – Activity in EORU

- Develop competition structures for club competitions – no EORU involvement.
- Develop player and coach selection policy for regional representative programs – Status unknown
- Support EORU senior men’s team – Status unknown
- Facilitate GTA and EORU team competition – 1of 2 games was vs Ontario A in Burlington
- Support volunteer network to develop Ontario 7’s series program – Status unknown
- Develop club committee to aid in the development of a regional representative program – Status unknown

### (b) EORU Observations and Queries

- Planned RO initiative to develop regionalized structure shelved for reasons unknown.
- Is there any intention to revive the initiative and will it provide for EORU participation?

## 5.12 Staff Development

### (a) 2017 RO Key Activity Targets – Activity in EORU

- Develop a network of high level coaches to facilitate a consistent regional representative program – Status unknown

- Provide 2 opportunities for identified coaches to receive coach development – Status unknown
- Identify specialist skills coaches to deliver specialist sessions to provincial teams, clubs, schools and universities – Status unknown
- Run 1 specialist skills clinic for provincial, club and school coaches – Status unknown

(b) EORU Observations and Queries

- Is 'Staff' development the correct term as focus area seems to be broader?

### 5.13 Event and Competitions Management

(a) 2017 RO Key Activity Targets – Activity in EORU

- All Ontario Senior Blues (Men) competitions to be linked to a local club day or community festival.

(b) EORU Observations and Queries

- If such a competition were to take place in Ottawa or Kingston, it may be impractical for there to be such a link.
- Also, while such a link may be desirable, it should surely be encouraged rather than mandated.

### 5.14 Communication and Marketing

(a) 2017 RO Key Activity Targets – Activity in EORU

- Launch new website – full participation by clubs.
- Re-establish newsletter system for enhanced communication with entire membership – Clubs receiving regular newsletter.
- Provide daily updates of all relevant rugby news via website and social media - Majority of EORU posts shared on RO website.
- Support clubs that take a pro-active approach to making a difference in their communities – Status unknown

(b) EORU Observations and Queries

- Is it cost-effective use of the RO Communications Coordinator to re-establish a monthly newsletter system given the availability of social media?

### 5.15 Membership Services

(a) 2017 RO Key Activity Targets – Activity in EORU

- Sport Lomo registration system fully functional by end of Q4 – full participation by clubs.
- Sport Lomo registration webinars and resource materials available to all clubs by end of Q4 – *How to Create a Team Sheet* guide on RO website
- Sport Lomo fully integrated for competition management by start of season – full participation by clubs

- (b) EORU Observations and Queries
- EORU tournament registration platform established.

## 5.16 Stakeholder Relations

- (a) 2017 RO Key Activity Targets – Activity in EORU
- 2017 satisfaction survey sent to all RO clubs by end of October – Status unknown
  - RO processes reviewed and amended as necessary to improve member service by end of Q4 – Status unknown
- (b) EORU Observations and Queries
- Several mini-surveys were distributed during the year but their results have not been posted to the RO website.

## 6. Findings

### 6.1 Participation in RQ's LPR

(a) Conclusions

From the observations made in Section 4.2, it is evident that:

- ✓ The EORU clubs are being overcharged relative to their RO counterparts for their participation in the LPR;
- ✓ RQ's response along the lines of: 'each club in the LPR should pay the same amount' is disingenuous as the EORU clubs are denied access to all the other RQ programs and services.
- ✓ The RQ League Agreement is one-sided, reflecting the limited negotiating power that a sub-union of one province has when dealing with another provincial union.

(b) Opportunities for Change

The umbrella agreement between RO and RQ covers EORU participation on the League Committee, Discipline of Players/Teams, Registration of Clubs/Players, and Referees. It also indicates that, for matters outside the scope of the LPR League Committee, the chief contacts are the EORU President and the RQ Director-General. As the MOU should be updated to cover the 2018 season, there is an opportunity to retain the EORU President as the contact point for any 'mitigating circumstances' related to LPR League Committee decisions but substitute the RO CEO to be the contact for matters outside the scope of the LPR League Committee. One such matter could be the level at which league fees have been set. RO's CEO would be far more effective in making the case that the fees for EORU clubs in the LPR should be equivalent to those established for participation for RO leagues.

## 6.2. Contributing to RO Program Planning and Implementation

### (a) Conclusions

A recurring theme from Board members was the limited opportunity for meaningful consultation in the planning of RO programs both in terms of current year implementation and input changes in program structure. Reportedly, directors were required to react to decisions already taken in the RO Office, often without careful consideration of the implications for clubs and their players located outside the GTA. In other cases, either an operational committee was not functioning or the EORU did not have representation on a functioning committee. Also, the CEO's Annual Operational Plan is developed without consulting the recipients of the approved programs and services, thereby leaving a gap between client expectations and reality.

### (b) Opportunities for Change

Collectively, the following changes should ensure adequate EORU involvement:

- ✓ EORU to have at least one member on each of the 8 Operational Committees specified in the RO Operations Manual, especially the Coaching Committee, Competitions Committee and Participation Committee.
- ✓ The TOR for these committees and their membership to be posted on the RO website.
- ✓ Provision to be made in each Committee's Terms of Reference to be part of the operational planning process.
- ✓ Any in-year changes to the approved Operational Plan to be made in consultation with the relevant committee.
- ✓ EORU-appointed committee members to consult with and/or inform clubs as required.

## 6.3 Involvement in Junior Ontario Blues Programs

### (a) Conclusions

EORU junior male and female players are disadvantaged relative to their peers elsewhere in several key ways:

- ✓ The lack of an Ontario East academy at the U15/U16 levels.
- ✓ The requirement for all AAA stream events for the U16-U19 age groups to take place in the GTA.
- ✓ The lack of financial compensation for EORU athletes travelling to the GTA for try-outs and or team training.

### (b) Opportunities for Change

- ✓ The EORU to develop a discussion paper along the lines of the one developed in May 2017 for Senior Men's Teams (i.e. A sustainable structure for participation in the RO Junior Blues Competition Structure for 2018 and Beyond).
- ✓ A case for financial compensation for EORU athletes to be submitted to the RO Office in advance of the start of the 2018 season.

## 6.4 RO Fee Structure

### (a) Conclusions

As mentioned in Section 4.1, inconsistencies have appeared in RO's dues structure when comparing the level of dues paid by different groups of registrants. Also, as noted in Section 6.3 above, the out-of-pocket costs of participating in RO's elite junior programs has reached levels that are unaffordable

### (b) Opportunities for Change

Through the Branch Council, the EORU to seek cross-branch support for a comprehensive review of RO's fee structure.

## 6.5 Value-for-Money Considerations

### (a) Conclusions

There is insufficient evidence in this paper to support a definitive statement as to whether or not EORU clubs and players are receiving value-for-money-with respect to RO's provision of programs and services in the EORU. However, given, the limited participation in provincial programs, albeit for a variety of reasons, the balance of probability is EORU clubs and their registrants are not receiving full value and are effectively cross-subsidizing junior and senior provincial programs.

### (b) Opportunities

A pragmatic and constructive way forward to mitigating the growing sense of regional isolation and promoting a sense of being a valued partner in contributing to the growth of rugby in Ontario is to actively strengthen links with:

- ✓ The RO Office through active membership of Operational Committees; clear lines of communication between EORU directors and RO staff members; and an annual agreement aligned with the RO Operational Plan.
- ✓ The RO Board through seeking to have a more visible presence of Board members in Eastern Ontario, perhaps through an annual town hall meeting rotating between Ottawa and Kingston.
- ✓ The other Branch Unions through a re-vitalized Branch Council.

## 7. Next Steps

Although the discussion paper is still lacking considerable information (which is probably only available from the RO Office), the following target dates may be achievable:

- March 24 – Final report tabled at EORU Board meeting for approval and onward transmission by EORU President to the RO CEO and Branch Unions (via the Branch Council).
- April 29 - Included in the EORU President's report to the RO AGM.