

TERMS OF REFERENCE

THE INDEPENDENT REVIEW OF THE 2007 RUGBY WORLD CUP CAMPAIGN

- Purpose:** To review the New Zealand Rugby Union's campaign for Rugby World Cup ("RWC") 2007 with the objective of determining and documenting the material learnings, both positive and negative, for the benefit of future campaigns.
- Scope:** Review all material aspects of the RWC 2007 campaign including, but not limited to, the following:
- Preparations and planning for RWC 2007, and in particular:
 - Level of human resources committed to the campaign;
 - Contingency planning;
 - Revenues and expenses;
 - Stakeholder communications and process of engagement.
 - Conditioning programme;
 - All Blacks Coaches selection/rotation policy;
 - Leadership;
 - Tournament logistics;
 - New Zealand referees selected for RWC 2007.
- Specific Focuses:** Amongst other things the Review is to report on the following key issues with a view to making recommendations for the future:
- Length of the organisational strategy to win RWC;
 - The quality and effectiveness of the planning and preparation for RWC, including its impact on non-RWC activities;
 - The impact of the conditioning programme including its effects on the players, competitions, stakeholders including commercial partners and fans;
 - The impact of the All Blacks Coaches selection/rotation policy including its effects on the players, competitions, stakeholders including commercial partners and fans;
 - Changes, if any, required to the High Performance Plan, including team leadership and mental preparedness;
 - The management of player welfare;
 - Size of squad pre RWC and Management Team pre and during RWC;
 - Cost/benefit analysis of winning/not winning RWC 2007.
- Term:** The Review is to cover the period from 23 March 2006 up to the time of the completion of the Review.
- Authority to Act:** Authorised to act as the agent of the NZRU for the purpose of this review and the NZRU will make available their employees and information to the extent necessary for the purposes of the review.

Resources: Access to NZRU personnel and resources including, but not limited, to:

- RWC 2007 Plan;
- Other relevant Board papers;
- 2007 All Blacks Management and Coach Review documentation including fan research, 360 degree interviews etc;
- Relevant High Performance Plans;
- Player records.

Interviews: Interview representatives of an agreed range of parties which may include:

- NZRU Board Members;
- Senior NZRU Management;
- All Blacks Management and Coaches;
- Rebel Sport Super 14 Franchise Board Members, Management and/or Coaches;
- Provincial Union Board Members, Management and/or Coaches;
- IRB and RWCL Board Members and Management;
- Organising Committee Management;
- New Zealand Rugby Players Association;
- Broadcasters;
- Sponsors;
- Media;
- Players.

Timetable: The timetable is as follows:

- Draft Report by 10 March 2008 so that it can be considered by the Board on 20 March and for anyone adversely affected to be given an opportunity to comment;
- Final Report by 10 April 2008 so that it can be reported on at the AGM on 23 April if so desired.

Responsibility: The Board, through the Chairman and CEO, is responsible for overseeing and managing the Review but day-to-day management should be coordinated through the General Counsel.

Confidentiality: All material and information gathered through the course of the review remains confidential to the NZRU unless otherwise agreed.

All media comment to be authorised by the NZRU in advance.