

Progress on Independent Review Recommendations - December 2025

*status to be RAG rated – green on progress; amber expected to deliver on time but some issues to address; red – not progressing; blue – done; black – not started and not expected to have started at this stage. Status will also include an arrow indication of any change in status since the last report.

Source	WRU Ref	Recommendation	Initial WRU Board viewpoint on recommendation	Target date for implementation	Who	Status*	Update as of September 2025
IR	100	Appoint an oversight body					
IR	101	The WRU should appoint an external oversight group of no fewer than 3 people. At least one should be nominated by an outside body and at least one experienced in people management or organisational culture.	We will appoint this oversight group.				Appointed
IR	102	For the next 3 years the WRU should report quarterly to this group, setting out its goals, actions taken to meet them and how success is measured. We hope that substantial progress will be made in the first year but recommend that the body stays in place for 3 years so it can oversee the constitutional review and changes.	We will report quarterly to this external oversight group (EOG)				Regular quarterly reporting
IR	103	The group's remit should be to consider steps by the WRU to implement the recommendations in this report and to create an inclusive environment for staff and for all those involved in rugby in Wales.	We will agree terms of reference for the EOG and include this in the remit				Terms of Reference agreed.
IR	200	Continue reform of the Board					
IR	201	The WRU is a national sporting organisation which is also a large corporate body. Its Board must be an efficient body with clear responsibilities for the governance of all aspects of the WRU and should not be seen as just representing the community clubs. The executive should report to the Board on all aspects of the WRU's work.	We agree – the full new Board has been announced and is in place as at 1 January 2024. The Executive does report to the Board on all aspects of its work. We will ensure the Executive reports on all aspects of work; concisely and effectively.				CEO reporting in place. Goals and KPIs against the One Wales strategy are reported to Board on a quarterly basis.
IR	202	The size of the Board should be further reduced to 10 by lowering the number of Council representatives elected or appointed, to 2 from currently 4. The changes made at the March 2023 EGM should be given time to take effect before further reform of the Board, so this change need not be immediate but be developed during the 3 years in which the oversight body operates.	The governance changes which were set out at the EGM on 26 March have been implemented within the specified time period with the number of Council Members elected to the Board reduced to 4. The new Board is in place as of 1 January 2024. We will commission the governance review after there has been a period of operation of the new Board and work with Member Clubs and Council to discuss these recommendations in the light of this review	To be discussed – 31 December 2025	RCK		Governance review to be commissioned and the way forward on this recommendation will be discussed in light of that review.
IR	203	We recommend that within two years the WRU commissions an external report on governance. That report should consider how the March 2023 reforms are operating and how committees can be streamlined to avoid duplication (along with other relevant matters).	We will commission an external report and review our sub-committees and establish the necessary number to ensure efficiency and effectiveness in the relevant subject areas. The Board Committees have been streamlined and in addition to the Professional Rugby Board (PRB) and Community Rugby Board (CRB) will include a Finance Audit and Risk committee, and a People, Culture and Governance committee	31-Dec-25	RCK		Independent governance review commissioned.
IR	204	Implement a "fit and proper person" test for Council/Board members and candidates for the Council/Board. Board members, elected or appointed, should be able to show that their membership of the Board would not undermine the reputation of the WRU or make it harder for the WRU to promote rugby in Wales. The test should consider honesty, integrity, public statements, experience, any breaches of club or WRU standards, and commitment to inclusion of all in the sport of rugby (for example, a commitment to the standards set out by World Rugby)	A fit and proper person test was introduced for appointments to the Board made over the last 6 months. It was also used for Council elections that took place in 2023. We will include a positive inclusion statement in all Council and Board member recruitment going forwards.				A fit and proper person test is in place

IR	205	There should always be a current strategic plan for key areas of the sport, shared with relevant managers and (subject to competitor knowledge) published. This should include professional rugby, community rugby, men's rugby, women's and girls' rugby, rugby for those with disabilities, and broadening inclusion. All plans must be approved by the Board. Staff need to understand what they are asked to deliver.	We commit to this and to make this public. Our new strategic plan conversations have already started and will be completed with the support of stakeholders. This plan will be reviewed at least annually going forwards. We will produce a WRU Group Strategic Plan ready to be published by 30 June 2024.	30/6/2024. Revised date for publication of full strategy 30 September 2024. Further revised date for full publication to early 2025.	CEO		One Wales Strategy was published but was subject to the complex negotiations with the Professional Clubs to agree a new Professional Rugby Agreement. All aspects of the agreed strategy have been mobilised but the result of the recent consultations and any subsequent transformation plan will need to be taken into account and the strategy reviewed.
IR	206	Set up a structured system for reporting to the Board which includes: i. Written reports to the Board from the executive at least quarterly and always in good time prior to each Board meeting. ii. Papers to the Board should identify relevant options and include clear decision-making principles or criteria. iii. Each report should include KPIs for individual members of the executive and departments of the WRU which should be monitored and appraised.	We commit to ensuring that the reports available to the Board are clear, concise and contain the relevant amount of information to inform, discuss or make decisions as appropriate. We commit to ensuring that all Executive KPIs are shared and monitored once they have been thoroughly developed to align with our new strategy. The KPIs will cover all aspects of WRU performance, including People, Operational Performance, Finance, Programme Delivery, Risk and Assurance.				Clear process in place to ensure quality of Board papers to support effective decision making and regular reporting against strategic KPIs
IR	207	The administration of the Board should be streamlined: A dedicated support service should be provided to help the Chair, chairs of committees and Board members with their roles.	We have already hired some immediate support and we commit to ensuring the resources are available to enable us to deliver on this element				Support in place and ongoing resource requirements are being reviewed to ensure right level of capacity and capability is in place.
IR	208	Each Board member should participate in a skills review, have a skills matrix drawn up on appointment and be encouraged to undertake appropriate development according to needs identified on their skills matrix.	A skills and experience review of the existing Board was carried out prior to the recruitment of the new Board members; this will be populated further with the skills of the new Board members and refreshed every year.				Skills and EDI audit and Board training programme in place.
IR	209	Everyone appointed to the Board should be offered induction training on (i) their duties as a director; (ii) good practice in governance; (iii) equality, diversity and inclusion; (iv) representing the WRU; and (v) the current state of Welsh rugby and the WRU's strategic plans.	Induction training has already been discussed by the Board and a new comprehensive induction programme has already commenced. We will take on board recommendations from throughout this report and integrate relevant points into the induction process. We commit that all Board and Council Members will receive a detailed induction and the development training as identified in the recommendations.				Induction programme in place and continually reviewed and refreshed, taking into account feedback received
	209	Everyone appointed to the Board should be offered induction training on (i) their duties as a director; (ii) good practice in governance; (iii) equality, diversity and inclusion; (iv) representing the WRU; and (v) the current state of Welsh rugby and the WRU's strategic plans.	Induction training has already been discussed by the Board and a new comprehensive induction programme has already commenced. We will take on board recommendations from throughout this report and integrate relevant points into the induction process. We commit that all Board and Council Members will receive a detailed induction and the development training as identified in the recommendations.				Induction programme implemented.
IR	210	The role of executive staff attending the Board should be clarified.	Agreed, this has been done.				Executive staff attend meetings for relevant agenda items
IR	211	Clarify the fiduciary role of Board members to oversee all the activities of the company, uphold its values and respect one another's skills and experience.	Agreed, this has been a key consideration of the recruitment process for the new Board. The Board has already discussed this and will spend some time in early 2024 discussing this in practice				Discussed and agreed with Board members.
IR	300	Council					
IR	301	In view of the duplication of Members between Council and Community Game Board, the shared responsibility for establishing the strategy for community rugby, seeking Board approval and then delivering the approved strategy, the constitutional structure should be streamlined and simplified in a single entity. It could perhaps be described as the Community Council. It should be expanded to include a wider group of stakeholders.	This will require the consent of member clubs and Council as this structure is embedded in our Articles. We will consult on these recommendations with these bodies, understand in more detail the concerns behind the current structure and develop a plan.	Discussions to commence December 2024	RCK		The role of the Council and CGB have been discussed and agreed with separate Council and CGB meetings now being held. This has provided the Council with the opportunity to have clear updates from the Board and the executive whilst freeing up time for the CGB meetings to focus on the community game. This approach seems to be working well but will be subject to review in the Independent Board Review which will be commissioned.

IR	302	To fulfil this role the Community Council should be drawn from a broader base of those involved in rugby in Wales: i. Membership of the Community Council should be a maximum 16 (Currently we understand the Council has 19 members: 5 National Council members and 14 District Council members – 2 each from Districts A – E and 1 each from F, G, H and J. Following the EGM in March 2023 the Board may appoint up to 6 Council members.); 9 elected from districts, 1 elected nationally and 6 representing other rugby community interests, as set out below. ii. The six new places on the Community Council should be for people representing (1) schools rugby; (2) rugby in colleges and universities; (3) community rugby players (The WRU will need to consult and draw up a definition. We recommend a broad definition. One option is election by captains of teams that play in leagues in Wales other than the regional sides in the United Rugby Championship. However, the exact approach we leave to the WRU.); (4) women's and girls' rugby (5) rugby for players with a disability and (6) officials. Where possible these should be elected but it might be difficult to identify an electorate and arrange elections at a reasonable cost in all these areas. If so, the WRU should run a competitive appointment process according to a person specification it should draw up. iii. Members of the Community Council should be limited to 3 consecutive terms of 3 years (with the possibility of re-election after one fallow period). iv. The individual elected nationally should chair the Community Council and have a seat on the Board. The other Board member should be elected by the Community Council.	Noted. Again, the constitution of the current Council is included in our Articles so we will consult with Council and we will need the support of member clubs to implement this. The Articles post-EGM March 2023 provide Board with the ability to appoint six additional Council Members, the intention being that this would broaden the base of representation. The Articles do not specify who these need to be, so there is discretion for the Board. There would need to a change in the Articles to reduce the number of Council Members. We will consult with clubs and council on these proposals whilst understanding in more detail the concerns from the Independent Review to develop a plan.	Discussions to commence 31 December 2024	RCK		6 appointments in process following an open recruitment process. New skills and experience cover Education, Disability sport, Voice f the younger people/players, Welsh Government/public sector ecosystem, Women and girl's rugby, Volunteers, EDI/inclusion, Non-player on-field experience and geographical representation across Wales, including North Wales. Iniduction will be undertaken in the coming weeks.
IR	303	We recommend above that the Board should approve and maintain the strategy for all areas of the game, including the community game. The Community Council should be a representative, not a management, body and should not direct management or set strategies or budgets.	Noted. The Board does have responsibility for all aspects of the game. We will consult with clubs and council on these proposals whilst understanding in more detail the concerns from the Independent Review to develop a plan.	To be discussed – 31 December 2024 onwards	RCK/CEO		Good discussions with the Council on responsibilities
IR	304	Membership of the Community Council should involve at least induction training on representing the WRU, its inclusion and diversity policies, its current strategic plans and their implementation.	We agree. We commit to ensuring that Council Members receive thorough induction training relevant to their role and representing the WRU. We will use the recommendations in this report to improve the induction programme.				Induction programme implemented.
IR	400	Take steps to become more transparent					
IR	401	Draw up a transparency policy setting out when the WRU will give information to the public, the rugby community and employees based on the principle of sharing as much as possible. The primary reasons for withholding information should be (i) competitor knowledge; and (ii) legal obligations.	We agree. Over the next 6 months the WRU will engage with other bodies and institutions to establish best practice in this area and bring a policy, statement or framework proposal forward to the Board.				Transparency statement published.
IR	402	Publish the privileges associated with membership of the Board and Council, and for senior staff (distinct from, for example, attending matches as a host in a working role). The grounds for reduction or removal should also be set out.	We agree. A review of this will be carried out and published shortly for transparency.				Allowances published
IR	403	When terminating employment, the WRU should only use non-disclosure agreements (NDAs) for an express purpose, not as a matter of course. This does not preclude the use of confidentiality clauses about the terms of a settlement agreement.	We agree. Settlement Agreements will continue to be used only on a case-by-case basis and not as a matter of course.				Settlement Agreements only used on a case-by-case basis.
IR	404	When reports are commissioned about general matters (rather than specific employees) they should be published unless there is a particular and agreed reason not to do so. If publication is not appropriate, the authors should be asked to write a brief summary of the issues, and their conclusions, for publication. The WRU would have been in a better place at the start of 2023 had it been known that it had commissioned reports into women's national rugby, governance, and equality, diversity and inclusion which recommended significant change.	We agree that where appropriate either a summary disclosure or full disclosure of any report commissioned should be shared. This is something we will also consider within the recommendation regarding a transparency policy (as per recommendation 4(a).	Immediate – 14 January	CEO		A review into the Contracting on the Womens Senior team was commissioned in August 24. This has been published on the WRU website as of December 24. No other reports commissioned
IR	405	Debate about the organisation and funding of Welsh rugby should be actively encouraged and the WRU should seek to share information to engage people's productive participation in a structured, not speculative, way. Underlying this is greater acceptance of constructive criticism with a view to improvement. A number of people commented on the WRU seeking to control the rugby environment too much.	We agree and consider this a part of the strategy process that has just commenced.	30-Jun-24	CEO		We have launched the strategy and as part of this process we were transparent on the current financial position of WRU with the Community Clubs, the Professional Clubs and the broader public. A new Club investment model (linked to sustainability and performance) has been approved after a full consultaun with the Community Clubs. A full consultation exercise has also been run on the future of elite rugby in Wales.

IR	500	Equality, Diversity and Inclusion					
IR	501	Align the WRU clearly and publicly with inclusion and diversity, demonstrating visible and vocal leadership on equality, diversity and inclusion. The WRU's commitment to inclusion and its opposition to abusive behaviour, exclusion and discrimination need to be unambiguous.	We commit to doing this authentically and openly.				Our WRU Group Strategy has a Commitment to Inclusion and the EDI Strategy is now published on our website
IR	502	Amend the WRU's statement of values to include one related to diversity and inclusion.	A values review will be a part of the strategy exercise and we will prioritise the identification and roll out of our values as a part of the output of the strategy.	Revised to 30 June 2025	CEO/LS		We have engaged with our teams on current values and have received feedback. Work was delayed pending org restructure in early 2025. Now the review of the elite game in Wales has taken place, we have factored a full Culture Review as part of the transition plan which will consider a target culture alongside a review of values. This programme of work has recently commenced
IR	503	Give greater publicity to women's rugby and rugby for people with disabilities.	Our EDI plan is aligned with this, we agree we need to invest more into this area.	30-Sep-24	HB		Key successes include highest attended Women's sporting event in Wales with 21k attending W6N fixture. Also launched a standalone Womens Rugby World Cup kit. Opportunities for Marketing and Comms investment identified and implemented
IR	504	Respond robustly to discrimination and hate crime in stadia and online.	In line with our zero tolerance approach to discrimination, we agree that we need to improve our reporting mechanisms and ensure our process for dealing with reports is efficient and effective. We will further improve on the stadium reporting system by regularly publicising anti-racism and discrimination messages on the concourses and stadium TV systems and emphasise the need to report this type of behaviour to Principality Stadium personnel on event days.				We operate a 'Respect' Campaign both in stadia and direct to fan communications via the online fan guide for every event at Principality Stadium. We clearly display messages regarding zero tolerance towards anti-social behaviour/discriminatory behaviour across all stadium screens. We encourage spectators to report any incidents immediately to stadium stewards. In addition we work closely with local authorities and rugby organisations on additional messaging that is displayed throughout the stadium.
IR	505	Express clearly and publicly the WRU's commitment to the inclusion of all members of Welsh society both in rugby and in its own staff group.	We will make our clear and unambiguous statement public as a part of our strategy.				We have made a statement as part of our strategy about having an inclusive culture and have a full EDI plan in place - all published on our website. The new club investment model also requires Community Clubs to have an EDI plan in place.
IR	506	Have a clear equality, diversity and inclusion strategy underpinned by a delivery plan.	The WRU's EDI policy has been revisited over recent months and approved by the Board. Women's rugby is at the heart of this document. We agree that we need to work harder and move more quickly on our Inclusion delivery plan. We will develop a clear EDI delivery plan to underpin our strategy.				EDI Strategy approved
IR	507	Work collaboratively with the EHRC, should the EHRC take any steps in relation to WRU.	We commit to working with the EHRC.	Nov-25	LS		The Impact Pathway is agreed and in place for a year. We are working closely and collaboratively with the EHRC to implement against each milestone.
IR	600	Financial support to clubs					

IR	601	Reform financial support to clubs with a view to achieving key goals reflecting the WRU's strategy for the community game. These should include all facilities for women and girls (including training and club house facilities), steps to broaden access to rugby for all communities, proper disciplinary policies and procedures in clubs for responding to unacceptable behaviour (including discriminatory behaviour) off the pitch.	We have recently rolled out a suite of services under the heading WRU Dysgu which are learning tools and tips for clubs to make their club houses and facilities welcoming to all sectors of society. How to take appropriate action should unacceptable behaviour be identified or witnessed is an element of this service. Dysgu is a re-education programme where we will be expecting all clubs to have an EDI plan by the end of 2024. A working group has been established to look at how investment is distributed. We have rewritten the payment of players (Integrity Statement) and reviewed our approach and policy in relation to our core grant. A self-assessment tool has been approved for clubs. The club development team will guide clubs in Wales through this process in 2024. Attached to this are supportive tools which will support the discipline procedures to enable clubs to address all behaviour which falls short of acceptable standards. Aim to align all funding to safe, inclusive and compliant clubs across the country. We agree that we need to do more in this space, linking financial support for clubs to our strategic aims around safe, inclusive, welcoming clubhouses. We will need our clubs support to move forward with changes to funding to support our ambitions. We will carry out a review of how we deliver support to our clubs and what the appropriate linking mechanism is as a part of our strategy process.	Already started; quarterly reviews. Strategy to be agreed 30 September 2024, Implementation 30 June 2025	GJ		The new Community Club Investment Model has been agreed and is in the process of being implemented. Under the new model clubs will be evaluated on the off-field activity such as the rugby workforce, facilities and governance & culture as well as their on-field credentials. The application process for clubs to join the WRU has also been reviewed in light of the new Investment Model.
IR	700	Invest in the women's and girls' game:					
IR	701	Analyse the expenditure on the women's and girls' game in light of (i) income and expenditure of other unions; (ii) growing sponsorship, broadcast revenue and attendances at women's matches; and (iii) the need to invest to develop the game so that funding for women and girls is benchmarked and expressly managed based on data. Spending should be in line with other unions and with spending on men and boys and appropriate to a growth and investment phase. This analysis will require decisions about allocating income (For example how does one allocate general sponsorship? The sponsor will want the exposure from large TV audiences currently obtained by the men's first team. That will affect how much they pay. However sponsors will pay nothing to an organisation the public sees as excluding groups in society.) and expenditure and is not intended to be an exact exercise but to inform decisions. The analysis should include support for the community game as well as player development and national squads.	We have made progress in this area but we know more needs to be done. We commit to the recommendations to support further development. We will look at areas that require investment and ensure we align that with identified sponsorship opportunities. We will review our spending and ensure that it is comparable with other competitors and our own comparable investment in the men's and boys' game, appropriate to growth. Detailed work has been done on establishing a strategy for women's and girls' rugby and this now needs to be integrated into the overall WRU strategy. This will be published by not later than 30 June 24. The appointment of a board member who has expertise in the women's game, Amanda Bennett is a key development. Amanda has played a key part in the development of the strategy to date as a member of the Women's Strategy Group. The WRU has increased its investment in women's rugby considerably over the last two years both in the community and at the top of the performance pyramid. An assessment of our competitors' spend and our own individual needs were central planks to the focus of this additional investment. The WRU's partnership with Vodafone is an excellent example of a targeted approach, regarding sponsorship investment, improving the opportunities available in the girls' and women's game at all levels. Initial professional contracts commenced on 1 January 22 with the total number and the quantum of the contracts increasing for the second round based on what our immediate rivals were paying and the desire to raise performance levels by giving the women's squad coaches greater access to their players. There are currently 31 contracted players with 32 budgeted for. In addition, there are 2 Hybrid contracts with GB7s. For WXV there were also 5 Fixed Term (FT) contracts, and the intention is to have 3 FT contracts for the Six Nations in 2024.	30 Sept 2024 to publish strategy and an update on all other matters	HB		The Board has installed changes to the governance structure with a Women's rugby Committee that will enable directors to have greater oversight of the women's game. The Committee is Chaired by Amanda Bennett and includes two independent Committee members. The Committee provides an advisory and assurance function across the breadth of the women's game (on and off the field) and also ensures future risks can be identified and mitigated.

IR	702	Keep the salary for professional female players at a level competitive to other careers and other nations and ensure the number of contracts is sufficient to support full national teams.	The level of payment and the number of players contracted will be kept constantly under review to ensure that it is competitive, fair and in line with other careers. It should be noted that the senior squad has risen to 6 in the world rankings over the last two years and that immediately beneath that level Wales will have two teams taking part in the Celtic Challenge with U20 and U18 teams also being established in the past 18 months too.	30 June 2024 – subject to an annual review -	HB		As part of project reset initiative, and the continued professionalisation of the Celtic challenge teams, further benchmarking of salaries has been adopted, along with other non-salary support for dual career opportunities
IR	703	Embed a player pathway for women and girls by completing development of the hubs offering support to players in Wales and by continuing outreach support to players at clubs in other nations. The specific approach might change but the WRU should continue to provide professional staff to support the pathway in women's rugby.	Further down the player pathway 3 player development centres have been established in East Wales, West Wales and in North Wales supported by player hubs. A Women's Pathway Physical Development Lead has been appointed who will oversee, all pathways' programmes and develop a curriculum for the physical development of our female pathway players. This position is seen as critical to the evolution of the Women's Pathway programme and underpins both our performance and injury prevention strategies.	30 June 2024 – subject to an annual review. <i>Date to be reviewed once implementation plan is clearer.</i>	HB		Player development centres have shown promising outputs in the initial stages. Project reset proposes further support through the establishment of a National academy programme which will see further increases in coaches and support staff to support the pathway
IR	704	Ensure the women's team has (as a minimum) current levels of support staff and access to sufficient gym time with required equipment. If sharing resources with men, the division of time should be made clear.	The management team which supports the Senior Women's programmes, is consistent with that of our competitors in terms of number, quality and experience of staff. The men's and women's senior team managers meet regularly to discuss utilisation of the NCE facilities. If there are any queries/issues these are brought to the attention of the PD to ensure performance and equity is at the heart of decision making.	Already in place – report 14 January 2024	HB		Following the World cup review, and project reset proposals, further enhancements to womens senior team staff (defence coach), and national academy staff are included. Recent improvements to NCE facilities include revised changing rooms and upgraded pathway gym which create better differentiated provision for mens and womens teams
IR	807	g. Designate someone responsible for managing the culture at the National Centre of Excellence. The success criteria should be to make the NCE more inclusive and facilitate frictionless sharing of facilities.	We take note of the comments regarding the NCE and are committed to making the necessary changes to improve the environment to ensure all staff and visitors have the experience they should expect. The Executive Director of Rugby, Nigel Walker, will be charged with improving the culture and will be measured on action taken.	Immediate – Nigel Walker appointed, HB to assume responsibility for this going forward	DR		As part of project reset, a People and Teams development+B1:H56 department is proposed. This department, with 6 full time staff with a combination of skills including people development, psychology and culture development will directly take responsibility for the support of players, coaches and support staff in the development and execution of high performance cultures. This will fill a gap in current skills and provision and directly address the culture issues in specific teams and across national teams at NCE as a whole