

Community development through rugby... rugby development in the community

**Report to the Department of Culture, Media and Sport
September 2005**

**Rugby Football Union
Youth Charter and Sports and the Arts**



Executive summary

The Government drive for an increase in physical activity follows worrying trends in childhood obesity, educational non-attainment and anti social behaviour. *Gameplan* identified that a lack of physical activity cost the UK in excess of £2bn each year; a 10% increase in physical exercise would reduce this liability by £500m.

Child obesity has trebled for six to 15-year-olds since the 1990s and is set to rise still further. Whilst genetic factors have a minor part to play in the problem this is insignificant considering the environment in which young people develop. Participation in sport promotes a healthy lifestyle in contrast to the 'couch potato' culture of young people often portrayed by the media.

In addition to this cultural tensions within our communities are increasing. Sport as ever has an important part to play in demonstrating strong ethics and equity. Initiatives such as British Asian Rugby Association (playing both union and League) campaign to combat racism, build bridges between Asian communities and provide role models for young people. True success will come when all teams (including the national team) truly represent their communities.

The biggest challenge currently facing society is how to improve and build on the momentum currently achieved within the role that sport can play in helping the government deliver its wider social policy. Competition from other leisure and lifestyle activities presents a number of challenges to the traditional sporting pastimes. To meet that challenge, the sport of rugby has recognised the need to be more inclusive and diverse in its attraction to young people from rural, suburban and urban communities. In 1994 the Rugby Football Union recognised the need as a leading governing body of sport that a greater emphasis on its role as a social vehicle of change on the lives of young people and the wider community was required. The Youth Charter for Sport became the catalyst for this area of work and over the last twelve years has provided the advocacy, support, advice and above all a better understanding of the language and culture that now assists as well as formulates the RFU's current policy, programme and project activity at all levels of the game.

Our work over the last 12 years has included the social coach training and development of the RFU's Rugby Development Officers, providing them with the tools to re-enter the inner city communities. This has complemented the social inclusion projects and provided us with invaluable knowledge and experience that has now seen the all important link made with rugby's grass root development and wider community programmes. Tag Rugby, out of school and summer splash.holiday activities have all led to a better understanding of how more effective rugby can engage with young people at all levels of the social interests. More recently, this work has been reflected within our Positive Activities for Young People work and the study support programmes resulting from our successful application to the New Opportunities Fund, which covered many of the most deprived areas of the U.K.

The knowledge and experience now developed has provided a considerable opportunity in helping the RFU meet its future strategic aims and objectives. At this years Rugby Leader's Conference, community development was identified as one of the key strategic areas of future development. As a result of this journey to date, the RFU has responded to the challenge of equality, diversity and inclusion in both a proactive and reactive way by agreeing to a 1% increase of representation at all levels of the game. The impact of our work will be measured against the equality standard framework for sport and the social inclusion community model now being developed by the Youth Charter on our behalf.

As the RFU prepared to defend its Rugby World Cup title in 2007, the sport of rugby is now able to present a traditional game that now truly reflects 21st century citizens irrespective of colour, creed, background or belief.

Contents

1	Introduction.....	4
2	Strategic context.....	6
3	IMPACT	8
4	Rugbywise© Toolkit.....	9
5	RFU Social Inclusion Projects	10
	Overview.....	10
6	Lottery Funding	12
7	Network Rail Programme	13
8	BARA	14
9	EDRU.....	14
10	Kick Racism Out.....	15
11	Royal and Sun Alliance Programme.....	16
	Appendix I IMPACT Critical Success factors.....	19

1 Introduction

“Our vision is to see millions more young people...participating in sport and improving their lives as a result of that participation”

Tony Blair, speech to the IOC in support of the London 2012 bid

The Government drive for an increase in physical activity follows worrying trends in childhood obesity, educational non-attainment and anti social behaviour. *Gameplan* identified that a lack of physical activity cost the UK in excess of £2bn each year; a 10% increase in physical exercise would reduce this liability by £500m.

Child obesity has trebled for six to 15-year-olds since the 1990s and is set to rise still further. Whilst genetic factors have a minor part to play in the problem this is insignificant considering the environment in which young people develop. Participation in sport promotes a healthy lifestyle in contrast to the ‘couch potato’ culture of young people often portrayed by the media. Provision of sport in schools has been minimised as the pressure to deliver the other parts of the national curriculum.

Lord Coe in his closing speech to the IOC in support of the London 2012 bid committed

“..to inspire young people to choose sport, wherever they live, whatever they do, whatever they believe. Today that task is much harder. Today’s children live in a world of conflicting messages, of competing distractions. Their landscape is cluttered, their path to Olympic sport often obscured, but it’s a world we must understand and respond to.

My heroes were Olympians; my children’s heroes change by the month..and they’re the lucky ones. Millions more face obstacles of limited resources and the resulting lack of guiding role models.”

Sport has a significant part to play in our society beyond the entertainment that comes from watching sport at all levels. The elite athletes who regularly compete in one of the Big Four sports of Football, Rugby, Tennis & Cricket inspire young to exploit their own potential.

The overall success of the Rugby World Cup winning squad and the Swing Low Sweet Chariot Tour, which included a number of the inner city areas benefited from the RFU’s ongoing commitment and aspiration of projecting a truly equitable, inclusive and diverse rugby experience at all levels of the game.

Although considerable challenges have been faced and met, the opportunities that present themselves have proved that Rugby provides the exemplar as to how, with continued efforts, a 21st Century governing body can approach meeting the needs and expectations of young people and the wider community.

The game’s current profile is still high after the world cup win, and the professional game is continuing to receive media coverage. Elite rugby players have higher public images and as such can provide strong positive role models something that more established media sports (such as soccer) struggle to maintain.

More needs to be done to capitalise on the work being undertaken. Media coverage of young people tends to be towards negative images of anti social behaviour. There are more than sufficient examples of young people contributing to a team ethos whilst at the same time developing their own confidence and self respect. This belief in the role of rugby in social change needs to be transferred to other agencies to convince them the role rugby can play on their respective issues. i.e Health, Crime, Education, Social Order and the Environment?

The aim of this report is to demonstrate the strategic alignment and implementation of RFU with the aims of the DCMS. In addition evidence will be produced which shows how RFU strategy has

been deployed to deliver results in a range of different ways to achieve increased participation.

2 Strategic context

The Department of Culture, Media and Sport (DCMS) is the government department aiming to

“improve the quality of life for all through cultural and sporting activities, to support the pursuit of excellence and to champion the tourism, creative and leisure industries”.

Government, and its departments, do not work in isolation and as such must tackle issues from a number of directions. In terms of sport and physical activity Government intervention is being targeted to widen opportunities for participation.

DCMS provides the strategic lead for implementing Government policy and has identified four priorities as can be seen in figure 1. The interests of young people have been a key feature of the current government in particular in the areas of child obesity, educational non attainment and social exclusion.

From research conducted it is acknowledged that participation in sport:

- is beneficial from health and social perspectives
- develops potential and self-confidence
- should be an option for all

It is further acknowledged that any governmental intervention should be focussed on widening the opportunities for participation.

Informing the strategy are a number of key reports and official papers including *PAT10 (1999)*, *A Sporting Future for All (2001)*, *Gameplan (2002)*, and *Every Child Matters (2003)*.

PAT 10 was one of a series of reports by the Policy Action Team focussing on the role of the Arts and Sport in tackling social exclusion. The recommendations from this report would enable government spending to be targeted where it could be most effective. The report recognises that arts and sport should not be just an ‘add-on’ but fundamental to regeneration work providing ‘positive engagement in tune with local interests’. The report recognised that any initiative should be evaluated to determine the contribution made to regeneration programmes.

In *A Sporting Future for All* Tony Blair stated that “*Government does not and should not run sport*”.

Rather it is the role of sport and governing bodies to ensure that everyone has sufficient opportunities to participate from children and young people learning important life lessons, adults who maintain lifelong participation through to talent which should be developed to elite status. The key to success is through professionalism and best management/administration practice to ensure any increased funding is utilised effectively.

The theme of widening opportunities for participation was continued in *Gameplan* expanding the earlier reports by examining how Government could best add value. The report considers why government should invest in sport concluding that promoting a healthy lifestyle, and benefits in reducing the negative aspects of education, crime and social exclusion were good investments.

Management of performance comes through targets agreed with the Treasury through the Public Service Agreement. The DCMS targets for 2005 - 2008, are :

- To enhance the take-up of sporting opportunities by 5-16 year olds so that the percentage of school children who spend a minimum of two hours each week on high-quality PE and school sport within and beyond the

Children and Young People

Further enhance access to culture and sport for children and give them the opportunity to develop their talents to the full and enjoy the benefits of participation

Communities

Increase and broaden the impact of culture and sport, to enrich individual lives, strengthen communities and improve the places where people live, now and for future generations

Economy

Maximise the contribution that the tourism, creative and leisure industries can make to the economy

Delivery

Modernise delivery by ensuring our sponsored bodies are efficient and work with others to meet the cultural and sporting needs of individuals and communities

Figure 1 Strategic Priorities of DCMS

curriculum from 25% in 2002 to 75% by 2006 and 85% by 2008 (joint target with the Department for Education and Skills)

- To halt the year-on-year increase in obesity among children under 11 years by 2010, as part of the broader strategy to tackle obesity in the population as a whole (joint target with the DfES and Department of Health).
- To increase the take-up of cultural and sporting opportunities by people aged 16 and above from priority groups by 2008.
- To improve the productivity of the tourism, creative and leisure industries
- Efficiency target: To achieve at least 2.5% efficiency savings on our Departmental expenditure limit and Local Authority spending on leisure and culture services (2005 - 2008).

The Rugby Football Union is currently the only national governing body sufficiently equipped to deliver community development through sport – community rugby and rugby development in the community. The challenge however is to provide a common framework that can provide the synergy and complementary approaches of both areas of strategic direction.

Two major reports shape Community Rugby and particularly the role of social inclusion. The Blackman initiatives concern the decline in the numbers participating in sport, whilst the MacPherson Report raised issues over the way in which social and public institutions often fail to meet the needs of black and ethnic minority people and instead, serve to perpetuate racial inequalities in all areas of life.

To develop one elite athlete takes many thousand participants; a decline in participation will inevitably result in fewer elite players. Further by bringing rugby to areas not traditionally involved is to engage athletes who might otherwise be attracted to other sports. The development of the IMPACT strategy placed inclusive participation at the heart of rugby development. An integral part of this was to determine the requirements for community rugby these were:

- Competitive activity through leagues, merit tables and cup competitions as well as ‘friendly’ rugby.
- Investment in facilities to meet expectations in a changing leisure market.
- Investment in people who support and manage their game. Valuing, supporting and rewarding the volunteer contribution to rugby needed to be addressed and there had to be more sympathy for volunteer administrators in the way the game was regulated.

To view any investment in community rugby purely in terms of a successful England rugby team would be to miss the wider sporting and social benefits of participating in sport. This in turn required a focus on those areas where exclusion could be countered. These included:

- Inner Cities
- Disabled
- Police and young offenders
- Local funding networks
- Black and Minority ethnicity
- Girls

The England World Cup win helped to give rugby high media coverage, but this will diminish unless further effort is utilised to sustain the momentum.

3 IMPACT

Community rugby is a dedicated division of the Rugby Football Union charged with promoting and developing the game within the community by encouraging and supporting all those who want to participate by playing, coaching, refereeing, administrating and spectating.

The IMPACT strategy was developed by the RFU to focus on a number of key themes for Community Rugby which can be seen in figure 2. Each element of the IMPACT strategy is summarised below taken from the RFU 2005/06 - 2012/13 Strategic Plan

Inclusive Participation

Provide the opportunities and pathways for all participants to enjoy ‘a good game’ in their locality on a regular basis. Encourage participation from all sections of society.

Marry the power of the ‘ethos and culture’ of the game with the social and health benefits to be derived from playing rugby in marketing the game to new participants. In seeking to grow the game through lifelong participation in sustainable rugby clubs, it is essential that participation is increased from all sections of the communities with which the clubs, schools, colleges and universities interact.

Modernisation

The game should positively encourage participation from all sections of society in a safe modern environment and use the game’s ethos and culture together with its social and health benefits to market the game to new participants. The RFU will plan ahead, monitor and evaluate their progress and periodically review administrative systems with a view to reducing ‘bureaucracy’ wherever possible to enable clubs and CBs to flourish.

Partnerships

Clubs, CBs and the RFU need to share a common Community Rugby vision to enable Volunteers and professional staff to work closely together in partnership to achieve our shared objectives. They also need to be pro-active in developing links with external agencies and sponsors that provide support, human and financial resources.

Appropriate Facilities & Funding

Having appropriate, modern and pleasant facilities is a key requirement to grow participation and create sustainable clubs. The RFU must maximise the availability of capital funding from Governmental sources and the Rugby Football Foundation to enable the development of quality facilities at all levels of the game.

Clubs & Educational Links

The retention of players in the U16 - U24 age groups is a vital element for future success. The RFU needs to encourage greater participation in all educational establishments by providing focused support and resources. The RFU will need to ensure that all educational establishments have links with clubs to assist the interest of young people. This link is likely to lead to lifelong participation. Playing the game in schools and FE/HE establishments helps foster a healthy lifestyle and



Figure 2 IMPACT Strategy

contributes both to the social fabric of local communities and to the widening of the pool of talented players.

Training & Education

Increasing the number of effective Volunteers and supporting the playing of the game at all levels is required as is for all clubs and CBs to have effective administrators. Players will have access to a suitably qualified coach who provides a positive playing experience. In addition, a suitably qualified referee for each and every planned match needs to be provided.

Supporting this strategy is a comprehensive list of critical success factors that can be seen in appendix 1.

4 Rugbywise© Toolkit

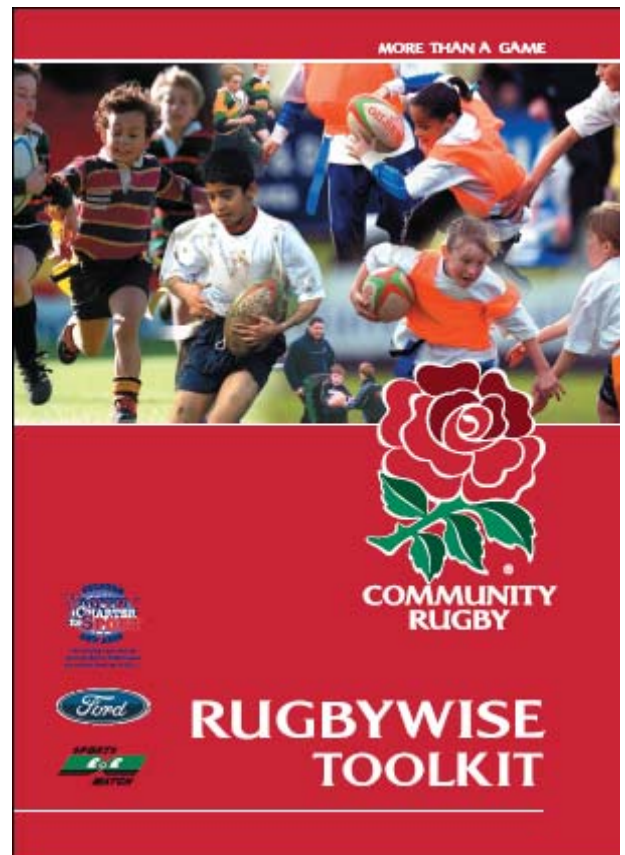
The Rugby Football Union and the Youth Charter have enjoyed a formal working partnership for the last twelve years. During that time the RFU has emerged as the most progressive sports governing body in relation to the social inclusion agenda. A disappointment, however, is that much of this excellent social development has gone unreported and uncredited.

In order to provide a common framework that was both generic and flexible to facilitate each community's needs, the Rugbywise© Toolkit was designed with the support of The Ford Motor Company, Sportmatch and the RFU to reflect rugby's strong moral and team ethic and code which embraces the values of citizenship, sportsmanship and fair play.

The Rugbywise© Toolkit has been developed to enable RDOs to be more effective and strategic in their approach to reaching and encouraging socially excluded groups within our society to participate in rugby union. The 'Rugbywise© Concept' is a personal development course created around Social Inclusion and participation in rugby union. The programme is developed within the basic premise of encouraging the individual to succeed in life using the disciplined framework of rugby.

Developed as part of a community based social inclusion and sports development programme, the Rugbywise© Toolkit was designed to provide a truly joined up and multi agency approach in assisting governing bodies of sport seeking to re-connect and engage with disaffected young people from disadvantaged communities.

The Rugbywise© training for the RDO's gives valuable tools to support developing young people not only as potential rugby players but also as model citizens. The publication of Every Child Matters (seen in the Rugbywise© cultural framework above) identified the five key themes of: being healthy, staying safe, enjoying and achieving, making a positive contribution and economic well-being. Too many young people follow a negative pathway that can ultimately lead to incarceration. Rugby offers an alternative. A positive pathway that for a few will end in elite status, but for all engages, motivates and inspires citizenship values.



The Youth Charter provided policy advice and expertise in formulating an overall strategic plan that was both realistic and achievable. A social coach training module was delivered to the Rugby Football Union's Rugby Youth Development Officers (RDOs) in 2000. These training modules provided social tools to enable them to engage, motivate and inspire the young people in communities where they were seeking to make a difference.

The 2002 Commonwealth Games held in Manchester saw a culmination of the Rugbywise© work with a conference to complement and reflect the potential wealth of knowledge, creativity and innovation that now exists borne out of real experience. The 'Connecting Communities' conference welcomed 1000 young people to the Games, in recognition of their efforts in demonstrating the role of sport and the arts as vehicles of social change. Commonwealth 'Citizenship in Action' (CIA) Scrolls of Recognition, signed by Commonwealth Athletes, were presented to participating projects throughout the UK and these guests returned to their communities with further encouragement to go forward with the CIA project.

Following, the Games, the 'Spirit of the Streets' tour of South Africa saw a group of young people from the Greater Manchester area visit South Africa to participate in local projects that focus on education, health, the environment and social order. Sponsored by the Guardian Media Group, the Youth Charter was further able to broker visits to the Townships by the RFU. This opened the way for inter-cultural exchanges and games extending the social inclusion agenda internationally.

The Rugby Leaders Conference was the first time that the 35 Constituent Bodies had come together in 'Planning the Future Together'. The Youth Charter hosted the workshop on Inclusive Participation and in particular invited the delegates to examine the opportunities and challenges.

Rugby and the RFU have undoubtedly made significant steps in providing social and grass root community development. This places the RFU as the leading social inclusion sport governing body in the UK.

If this momentum is to be maintained an holistic strategy needs to be developed for social inclusion. The community rugby initiative has made a difference to many young people but much of what has been achieved is unreported. This is to the detriment of the RFU!

5 RFU Social Inclusion Projects

Overview

The equipping of Rugby Development Officers in 2001 enabled the RFU to undertake a range of activities appropriate to the communities involved. Projects have ranged from modest local projects costing less than £1000 to major corporate investment from the likes of Ford, Nike and Network Rail. Activities cover all the English regions and for the first time includes many of the inner city areas previously perceived as out of reach.

Each programme demonstrated the ability to engage young people with a range of cultural backgrounds and needs. With costs per head as low as £2 and averaging around £30 this demonstrates significant value for money. In many cases this was achieved using existing resources, volunteers and complementing other activities.

Examples of the type and range of interventions can be found in the remainder of this section. This demonstrates the creativity of the organisers and provides evidence of the outcomes and outputs of these activities.

Sweet Chariot Tour

The Sweet Chariot Tour followed the historic win by the England Rugby Team and saw the Webb Ellis Trophy exhibited around the country in conjunction with a range of social inclusion activities.

An example of how this worked can be seen on the Cheshire leg of the tour, where events were organised in both Crewe and Ellesmere Port over a 6 week period with the aim of increasing participation into the game. The programme culminated in a Tag Rugby competition but more importantly resulted in 54 coaches, 16 schools and 710 young people participating. The programme was well received and the local RFU clubs are being encouraged to maintain the support.

Tackling Social Exclusion

Rugby Union has often been associated with 'white men in suits' and so to actively engage areas of social deprivation is to bring the sport and its benefits to a whole new group. The clubs involved are exposed to a potential new stream of talent.

Basildon Rugby Club Community Project sought to increase the accessibility of Rugby across the community. Working with the local council, sports bodies and business the programme included a number of initiatives aimed at specific need groups i.e. young offenders, disabled, drugs, and girls. The project yielded 40 new coaches as well as tripling the youth membership of the club including the formation of two new girls teams.

Sports Action Zones in the Midlands saw programmes conducted in Walsall and Leicester containing some of the most deprived neighbourhood wards in the country. Involving 25 primary and 10 high schools and in excess of 2000 young people the programmes have been extremely well received. In one case an Ofsted inspection highlighted that 4 boys were sufficiently motivated by rugby (during the middle of the day) to attend despite truanting for the remainder of the day. Thirty-six teaching staff achieved coaching awards and 41 young club members were created.

In Newcastle a new club has resulted from a targeted intervention by the RFU. Supported by Royal & Sun Alliance and Northern Rock Foundation over 1000 young people from the West End of Newcastle participated in specific events from World Cup Rugby cultural days to Tag events for girls and young asians.

The inspiration for a Rugby 7s event came from a housing association in attempt to counter anti social behaviour during the long school summer holiday. In partnership with the police, Andover Rugby Club and the HSA, Testway Housing Limited developed a inter-estate rugby competition for 12, 13 and 14-year old boys. A points system reinforced discipline and camaraderie whilst vandalism and nuisance were penalised. The young people involved were rewarded with training sessions and were able to exchange points with local businesses. The 7 estates involved reported that incidents of nuisance had more than halved in two years, whilst the local rugby club received sufficient interest to establish an under 15s team for the first time.

In a number of programmes older players have been utilised as positive role models for young people. This was especially the case in Lancashire where a Dads and Lads project was organised. Combining literacy and rugby the programme looked to jointly engage both young people and their adult role models in participating in sport as well as developing basic skills and interest in educational pursuits.

Corporate Investment

The ability to attract corporate investment at grassroots level has been a key success for the RFU. Working with Ford and Nike, resources have been developed which enable a wider participation in the game.

The *Ford Tag Rugby Programme* is a national initiative by Ford Motor Company Ltd and the governing bodies of rugby. Established in England with the Rugby Football Union (RFU) during 1999 and extended to Scotland, Ireland and Wales in 2000 it reached 1,170,000 children and 7,000 primary schools between 1999 and 2002.

Tag rugby is an innovative form of non-contact rugby that is suitable for boys and girls to play together. Primary school teachers have welcomed the game, finding it non-threatening, easy to referee and ideal to play on both hard and grass surfaces. The Ford Tag Rugby Programme provided resources to schools (including tag belts, balls and a coaching video and handbook) as well as the opportunity to take part in local and regional tag rugby tournaments. An innovative community partnership between Ford Motor Company and the RFU Tag Rugby has revitalised the way that rugby is introduced into schools and clubs throughout England, many of whom do not currently have the resources to take part in rugby.

Nike sponsored a series of *Nike Skills Courses* which assisted the individual skill development of promising young players in Counties throughout England from 1999 to 2001. These courses were supported by England and Premier League players and the Nike sponsorship funding was enhanced by Sportsmatch. The venues were selected to ensure that youngsters from disadvantaged areas had the opportunities to attend.

6 Lottery Funding

The New Opportunities Fund application by the RFU for a study support programme covered many of the most deprived areas of the UK. In each area a high school and the feeder schools attached to it were grouped. This enabled a stronger relationship to be formed enabling both the young people and staff to build on development work already undertaken.

It has been shown time and again that an interest in rugby, leads to an interest in sport and ultimately to an interest in school in general. Where high schools have shared their rugby and training facilities with their feeder schools the transition from primary school to high school has been much smoother for those involved.

Through participation in sport in extra-curricular rugby the pupils involved will experience a new kind of learning experience which will enable them to learn more effectively and independently in all curriculum lessons. Many of these pupils will develop a renewed motivation for school and through success and involvement as part of a team gain in confidence and self esteem. Pupils engaged in a positive aspect of school life are less likely to be disruptive and will have hopefully learned how to work as part of a the 'whole school' team. Teacher/pupil relationships will improve with staff working on the extra-curricular programme and it is hoped that all staff will notice a change in attitude from some pupils. The scheme will obviously raise standards of attainment within the PE curriculum, most notably in the sport of rugby but is hoped that the transfer of skills into other sports will raise National curriculum attainment levels in all areas of the subject.

Head of Farnborough Comprehensive School

7 Network Rail Programme

The Network Rail programme was developed in response to problems with vandalism and trespass on property resulting in repair costs, delays, injury potential and death. The principle of the scheme was for Network Rail to become involved with communities through recognised and respected organisations, in this case the RFU. The community scheme operated in those areas identified by the route crime steering group during the 'Critical' times for route crime, which have been established as 1500 to 1900 hours during school days and 1000 and 1700 hours during holidays.

The RFU worked with local British Transport Police and Civil Police, Community Centres and the Probation Service, not only through Rugby events but also through Health and Safety talks and in some cases work experience

The area covered by the scheme was concentrated in and around particular schools in a one-mile radius of the mainline through West London, Slough, Reading, Didcot, Bath, Bristol, Taunton, Exeter, Devonport/Plymouth.

This major RFU/Network Rail Social Inclusion project aimed to promote and develop the game of Rugby Union and to promote healthy, safe, positive lifestyles amongst the young people involved.

- To deliver Network Rail objectives regarding cutting crime, vandalism, graffiti. Route/Track safety was a priority and sport/Rugby Union helped to communicate these messages effectively.
- This Social Inclusion project helped the Rugby Football Union/Regional Development Officers to meet their objectives and work programmes.
- The partnership/networks created by this 3-year scheme helped to leave a lasting legacy for Rugby Union participation in the area.
- Ten locations delivered ten local projects with a minimum of 100 youngsters being involved at each location.
- The target age groups were years 5+6 (prep) and 7+8 (secondary school).
- The target area was the Network Rail Great Western Region from Paddington to Penzance.

The RFU Rugby Development Officers appointed a Project Leader for each location, which were finally agreed as:

- West London/Middlesex - Ealing
- Berkshire – Maidenhead and Reading
- Oxfordshire – Didcot
- Gloucestershire – Bristol and Cheltenham
- Somerset – Weston Supermare and Bridgwater
- Devon – Exeter and Plymouth

This Social Inclusion project focussed upon areas of disadvantage and special emphasis was made of this factor during recruitment.

From an RFU perspective, the project was a success in the sense of the numbers involved. Most of the young people taking part had not been involved in the sport and came from non-traditional rugby backgrounds. The added bonus being that approx 15% joined local rugby clubs. From a Network Rail perspective, the positive was the ability to highlight to youngsters the danger of rail trespass.

8 BARA

The British Asian Rugby Association (BARA), formed in 2004, is backed by Bradford Council, HSBC Bank, Sport England, the RFL and the RFU. BARA was formed to encourage Asian participation in rugby and to provide a pathway for talented Asians to succeed in the game.

BARA was formed by Ikram Butt and is an expansion of the South Asian Bulls concept, a national side formed by Butt to help raise the profile of Asian players. In addition to helping attract the Asian community to the sport, BARA will also work with rugby's dual governing bodies to help aid the progression of Asian players through to the professional ranks of both codes.

BARA promotes rugby as a tool for personal and social development, as well as positive integration, and highlights strong role models from the world of amateur rugby whom Asian youngsters in the UK can look up to and emulate.

The Youth Charter was a co-founder of the BARA and sees this work as central to the *Citizenship in Action* programme, developed as the social and youth culture community legacy of the 2002 Commonwealth Games.

School coaching is already taking place in Manningham working towards a festival held in March with funding from Active Sports to enable more people from Asian backgrounds to take part. BARA coaches in partnership with the Sport Action Zone are leading on the delivery of the coaching. The outcome will be the formation of a Satellite club based in Manningham which will link into the Junior Manningham Bulls.

BARA have a strategy to cover the next 10 years and as such aim to widen participation opportunities for Asian rugby players. Links are being forged with sides in India and Pakistan and BARA will submit sides to the all India games later this year. The RAF have been particularly supportive of BARA and as sponsors of the Leeds MELA have asked BARA to be main deliverers.

9 EDRU

England Deaf Rugby Union (EDRU) was set up in 2003, as it was recognised that there were quite a number of Deaf and Hard of Hearing players who would like the opportunity to represent their country.

The first ever Deaf Rugby World Championships were held in New Zealand back in 2002 being won by a team from Wales. England did not have a deaf team and this identified a missing gap for the Deaf and Hard of Hearing players in England so EDRU set up an international team to compete.

EDRU was also set up to enable Deaf and Hard of Hearing to get together and enjoy the sport of rugby and be able to participate in every aspect of the sport whether training, match, or socially knowing any communication barriers would be common.

EDRU initially approached the RFU for help and guidance in establishing an England Deaf Rugby side. EDRU had a small database of players currently playing in the RFU club structure. EDRU is made up of a group of very committed volunteers who are trying to develop the game for Deaf and Hard of Hearing people. A series of initial meetings with the RFU revealed that the organisation had little money to support the rugby-related activities and had not considered a development programme to support the development of a National side.

With the assistance from the RFU, EDRU has developed a coherent management structure, which will support both the development and performance side of the game. The group meets on a regular basis. With the use of RFU staff and their expertise, identifying funding streams, through

sponsorship, and government funding opportunities, to enable EDRU find the funding to cover the necessary costs in running EDRU. The RFU supports EDRU through officer time, financial assistance with interpreter costs, use of the Castlecroft facilities, provision of rugby equipment, and arranging for the match officials. The RFU have supported EDRU's bid to become an associate member of their organisation with support in drawing up a constitution and EDRU is now an associate member of the RFU.

The RFU and EDRU's key objectives for the next 12 months are to

- Actively increase rugby playing opportunities (e.g. tag rugby, taster rugby events) for Deaf and Hard of Hearing people of all ages.
- Establish regular communication and liaison with local schools and Deaf and Hard of Hearing organisations through the pending partnership of the RFU Regional Development Officers and EDRU.
- Provide Deaf Awareness support for non-Deaf players, rugby clubs, and rugby coaches.
- Encourage and provide Deaf and Hard of Hearing people to take up coaching, training, and personal development opportunities in order to obtain qualifications including physiotherapist and first-aiders.
- Promote and raise the profile of the activities of the EDRU through all relevant sporting, media networks and the RFU organised national seminars and conferences, and be proactive in identifying sponsorships.
- Identify funding opportunities within the RFU to support both Performance and Development opportunities for England Deaf International rugby teams.
- Create a new national policy concerning the use of hearing aids as requested by the RFU rugby clubs and rugby coaches.

10 Kick Racism Out

The RFU is committed to promoting the principles of sports equity amongst all affiliated clubs and schools:

"All participants in the sport of rugby football will be given equal opportunity irrespective of their age, creed, colour, disability, ethnic origin, martial status, race, religious persuasion, or sexual orientation. The RFU fully supports this principle and is committed to satisfying these principles in all its activities and publication material."

Sports equity is defined as:

"Sports equity is about fairness in sport, equality of access, recognising inequalities and taking steps to redress them. It is about changing the culture and structure of sport to ensure it becomes equally accessible to everyone in society."

Closely linked to sports equity is the principle of fair play, defined as:

"Fair play is much more than playing within the rules. It incorporates the concepts of friendship, respecting others and always playing within the right spirit. Fair play is defined as a way of thinking, not just a way of behaving. It incorporates issues concerned with the elimination of cheating, gamesmanship, doping, violence, exploitation, unequal opportunities, excessive commercialisation and corruption." (European code of sports ethics, 1992)

All Rugby clubs have a responsibility to promote sports equity and equality of opportunity. Here are some simple, specific examples of how equal opportunities can be brought into the everyday running of clubs:

- ensuring the bar is open to women
- promoting mini rugby to girls and boys
- assessing the improvements needed to the clubhouse to allow disabled access
- ensuring resources are distributed fairly to all sections of the club
- dealing with discrimination, sexual or racial abuse immediately and seriously.

11 Royal and Sun Alliance Programme

In 2001 the Rugby Football Union, in collaboration with Royal Sun Alliance and the Youth Charter announced a Rugby social inclusion and grass root inner city development programme. The RDOs were now equipped to socially broker and work with these inner city areas of deprivation and disadvantage leading to a diverse range of successful community projects and programmes.

This is the fourth year of the RFU/Royal & SunAlliance SEEU@RUGB Programme which has been tremendously successful in all three of its areas: floodlit leagues, inner city development and the national festival.

One of its hugely positive effects is the establishment of new clubs for young people in inner cities, where the opportunity to play rugby did not previously exist.

Broughton Park RFC has developed as a result of the RFU's social and grass rugby development and community work in Greater Manchester. With the expansion from two teams to three, from a thriving junior section from the surrounding inner city estates wider community links have now been established.

In Liverpool a half way house satellite club has been created within the inner city. This satellite centre of the local clubs Sefton and Liverpool Collegiate has been highly successful, with nine of its Liverpool boys now involved in the Merseyside representative programme.

In London two burgeoning clubs, Brixton Bulls and Shoreditch Sharks, have emerged and two more are planned around Victoria and Regents Parks.

A huge part of the success of this initiative has been the partnerships that the programme has established. So many different organizations and agencies have come together to help youngsters into rugby: the RFU, the police, local authorities, regeneration agencies, Asian rugby and, of course, the local clubs. Working together, with the invaluable support of Royal & SunAlliance they have provided a healthy, fun and rewarding focus in many young lives.

Royal & Sun Alliance sponsored projects 2005

	Schools	Young People involved	Age	BME	Special Needs	Girls	Progress to club	Success
Birmingham	3	772	13-16	289	38	209	80	Social inclusion team finished 2 nd at National 10s competition
Bradford/Calderdale/Kirklees	28	1240	11-16	600	-	-	25	New club established U11 team boys team played at Twickenham prior to North v South charity match
Bristol	31	1656	4-16	-	100	-	-	Worked with disability sports development team to provide rugby at local events
Essex inner city	59	1410	8-16	-	-	-	10	Biggest single recruitment for East London Rugby Club in particular and Wanstead was as a result of National 10s project 2005.
Leeds	20	831	9-19	120	45	300	33	One club providing a bus to transfer children from inner city
Liverpool	66	1500+	8-17	300+	-	-	75	50 boys involved in regular training with Liverpool Rugby Academy
Manchester	30	750	14-16	-	-	-	-	The league that was started mid way through last season as a vehicle to give the 3 schools involved a match to play in has now been progressed to 4 different cluster areas in Manchester with a total on around 30 schools involved.
Newcastle upon Tyne	110	1500	11-16	-	-	-	-	This involves finding out what the abilities the children have and developing your drills and games to suit them. This is key to allowing these children to have fun through rugby/sport, with time and effort I am sure this will grow to become a worthwhile project.
Nottingham	8	452	14-16	-	-	-	-	2 at U15 and 3 at U16 have made county squad on merit
Teeside	21	420	8-18	-	-	-	-	For the first time ever a North/North Yorkshire side was pulled together at U14 to compete in the North Yorkshire Trial

Appendix I IMPACT Critical Success factors

Inclusive Participation

Critical Success Factors	The numbers of people playing the game, in particular those aged 16 years and above	The number of matches being played	Improving sustainability of clubs	The number of effective people supporting the game	Supporting strategy para nos
Strategic Plan Objective					
Increase the number of adult participants playing the game by a minimum of 2% per annum over the plan period	✓	✓	✓		60-80
Increase the number of participants playing the game within the age grades of U17 to U24 by a minimum of 2% per annum over the plan period	✓	✓	✓		56,57
Increase the number of participants playing the game within the age grades of U13 to U16 by a minimum of 2% per annum over the plan period	✓	✓	✓		58,59
Achieve a minimum 3% increase in the number of volunteer administrations	✓	✓	✓	✓	84
Increase by a minimum of 1% year on year throughout the plan period participation, in all aspects of the game by groups currently under represented in the game	✓	✓	✓	✓	85-88
Increase the number of teams playing leisure rugby events by a minimum of 5% p.a. over the plan period	✓	✓	✓		81-83

Ensure that the RFU complies with the Sport England/NSPCC standards for the safeguarding of young people in sport					89
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Modernisation

Critical Success Factors	The numbers of people playing the game, in particular those aged 16 years and above	The number of matches being played	Improving sustainability of clubs	The number of effective people supporting the game	Supporting strategy para nos
Strategic Plan Objective					
Maintain Ethos and Culture of our game at all levels as a differentiator to other sports					101
Establish a clear planning cycle for the development of the community game					102-108
Establish the concept of Beacon Clubs to provide leadership and direction					118-123
50% of clubs to achieve club accreditation by the end of the plan period					116-117
Evolve form a "regulatory body" to a "service support and delivery body" during the period of the plan					109
Provide a "medical issues" service to participants in community rugby					110
Increase awareness in all RFU member organisations of their responsibilities under H ans S legislation					111-112

Endure that 50% of applicable clubs are registered as CASCs by the end of 2005/06			✓		113
Increase the awareness and knowledge of insurance across the whole game			✓	✓	114-115
Become a world leader in the fight against Doping in sport				✓	124-125

Partnerships and Appropriate Facilities and Funding

Critical Success Factors	The numbers of people playing the game, in particular those aged 16 years and above	The number of matches being played	Improving sustainability of clubs	The number of effective people supporting the game	Supporting strategy para nos
Strategic Plan Objective					
All CBs to adopt their agreed roles and to implement responsibilities by 2006/07	✓	✓	✓	✓	130-133
Create Partnerships with premier and national clubs to the benefit of the community game	✓	✓	✓	✓	
All CBs to be encouraged to adopt the updated Model Structure			✓	✓	134-135
Achieve Funding for all levels of the game from government and lottery sources of a minimum of £7m p.a. averaged over the plan period	✓	✓	✓	✓	141
Revise and Implement the National facilities strategy	✓	✓	✓		142-145

CB funding will be targetted to support priority areas of the community rugby work programme					146
Respond to the Government's regionalisation agenda					147

Club & Educational Links and Training & Education

Critical Success Factors	The numbers of people playing the game, in particular those aged 16 years and above	The number of matches being played	Improving sustainability of clubs	The number of effective people supporting the game	Supporting strategy para nos
Strategic Plan Objective					
Increase the number of links between the HE and FE institutions and local clubs by a minimum of 2% per annum over the period of the plan					152-156
Increase the number of secondary schools affiliating and playing more than 6 matches per annum by a minimum of 2% per annum during the period of the plan					158,159,160-166
Ensure that the recommendations of the schools, students and youth review are fully implemented and reviewed by the end of the period of the plan					157
All clubs with a mini and youth section to have at least two links with a local school					167,168
Provide training programmes for volunteer administrators					172-179
Ensure all teams have access to high quality					180-189

coaching supported by the best coach development system. Achieve a players / coach ratio 15:1 by the end of the plan period					
Provide a competent referee to every game. Achieve a players/referee ratio of 30:1 by the end of the plan period					190-198