



**THE NATIONAL FACILITIES STRATEGY
FOR RUGBY UNION IN ENGLAND**



CONTENTS

Section 1: Introduction	2
Section 2: Setting the Scene – The Context	6
Section 3: What facilities are needed – the Activity v Facility Continuum	23
Section 4: ‘Priorities for Investment’ – The Criteria	34
Section 5: How might the facilities be delivered?	38
Conclusion	43
Appendices	44
References	47
Glossary	48
Contacts	50

SECTION 1: INTRODUCTION

“Right Reasons, Right Facilities, Right Places, Right Way”

This strategy provides a framework for the sustainable development of facilities for rugby union in England, at a national, regional and local level.

The framework enables clubs, Constituent Bodies (CBs), the Rugby Football Union (RFU) and the Rugby Football Union for Women (RFUW) and other partners to:

- Identify priorities for facility developments to meet the various needs of the sport
- Identify what facilities are required to meet the needs of the Government sports policy and the RFU’s Strategic Plan
- Support the prioritisation of investment and funding through a detailed set of developmental criteria, technical requirements, management / operational structures and potential financial viability which will be critical to the provision of quality rugby facilities
- Prioritise future investment to ensure that the right facilities are provided in the right locations and for the right reasons
- Identify and deliver a minimum standard for all facility provision.

The number and type of facilities a club needs has a direct relationship with the number and range of activities on offer. This strategy shows clubs what facilities are needed to provide these different programmes, from grass roots through to the professional game. It will help to answer the following questions:

- Why are facilities important? (The Context) The Right Reasons
- What facilities are needed? (The Rationale) The Right Facilities
- Where should facilities be located? (The Priorities) The Right Places
- How might the facilities be provided? (The Process) The Right Way

The strategy will not identify specific sites, clubs or geographical areas where priorities lie, nor will it identify gaps in provision other than in general terms. This is the remit of local CB facility development groups whose plans reflect this strategy at a local level.

The strategy has been developed through research and consultation with all levels of the game, including:

- Representatives from the men's and women's games, local authorities and Sport England
- The RFU Club Questionnaire
- A review of local development plans and strategies
- Case Studies
- Individual meetings with other key organisations.



STRATEGY FORMAT

The structure of this facilities strategy is summarised as follows:

Section 1: Introduction

Section 2: Setting the Scene – the Context

Section 3: What facilities are needed – the Activity v Facility Continuum

Section 4: Priorities for Investment – the Criteria

Section 5: How might the facilities be delivered?

The strategy should be used in conjunction with the following documents:

- Local Authority Policies and Strategies
- Sport England Regional Investment Strategies
- County Sports Partnership (CSP) Strategies
- CB Strategic and Facility Plans
- ‘Fit for Rugby’: The Case for Increased Government Investment in Rugby Union Football¹
- ‘Building for the Future’: Capital Funding Requirements for Rugby Union²

¹ & ² Available from the RFU

SECTION 2: SETTING THE SCENE – THE CONTEXT

To support the delivery of this Facilities Strategy it is important to understand where it fits within the context of the sport, and the wider role of rugby in supporting Government objectives.

Context within the sport

The RFU Strategic Plan (2005/6 - 2012/13) sets out objectives and policies for the community game through to elite rugby. Investment in facilities will reflect the critical success factors (CSFs) outlined in the Strategic Plan as part of the IMPACT Strategy (detailed on page 10).

The RFU also has a Whole Sport Plan (WSP) which is based on the RFU Strategic Plan. The WSP document has been written for the sport as a whole and acts to serve as a clear and succinct investment proposal for the Government and Sport England.

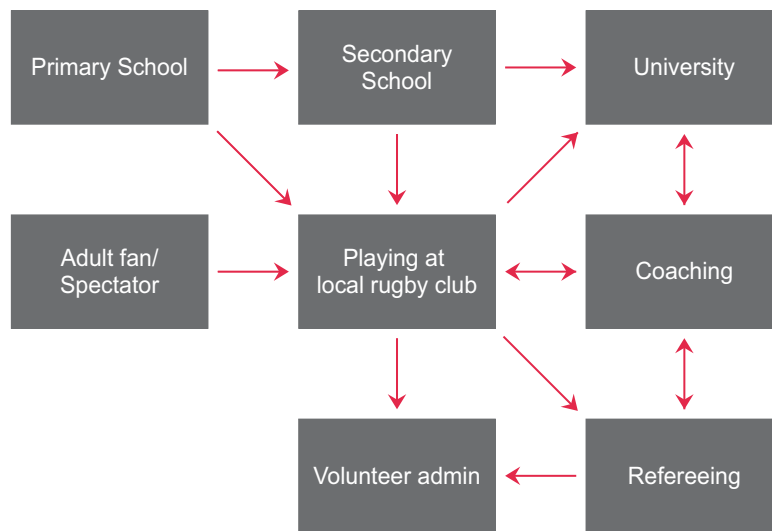
The RFU currently has over 2,500 member clubs³, structured through 34 Constituent Bodies (CBs). The RFUW has 537 member clubs⁴. There are:

- over 200,000 rugby matches played under the auspices of the RFU per year
- currently 2.26 million rugby union participants in England in clubs, schools and leisure rugby.

³ Source: RFU 2005/06 season

⁴ Source RFUW 2005/06 season

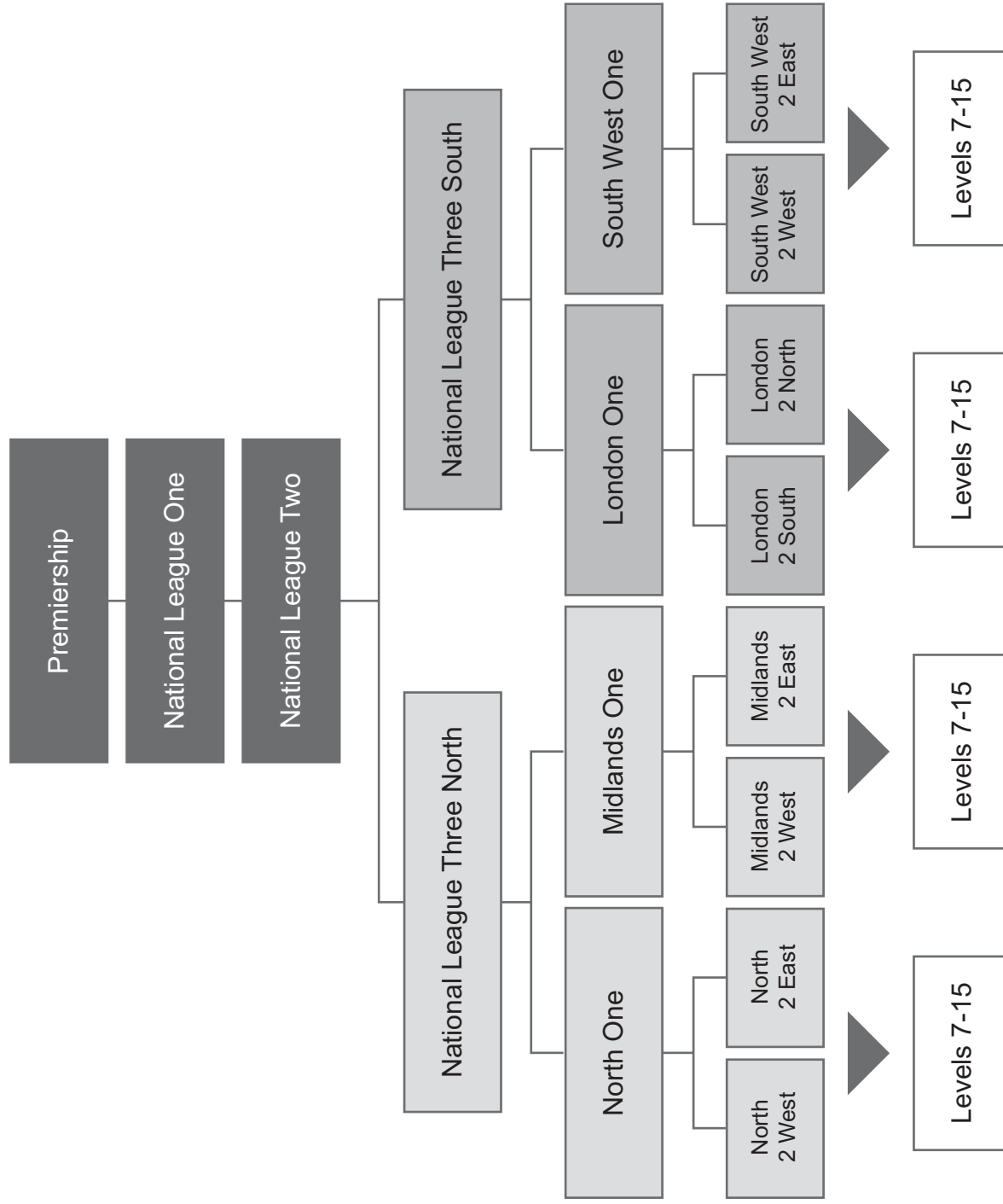
The Rugby Journey



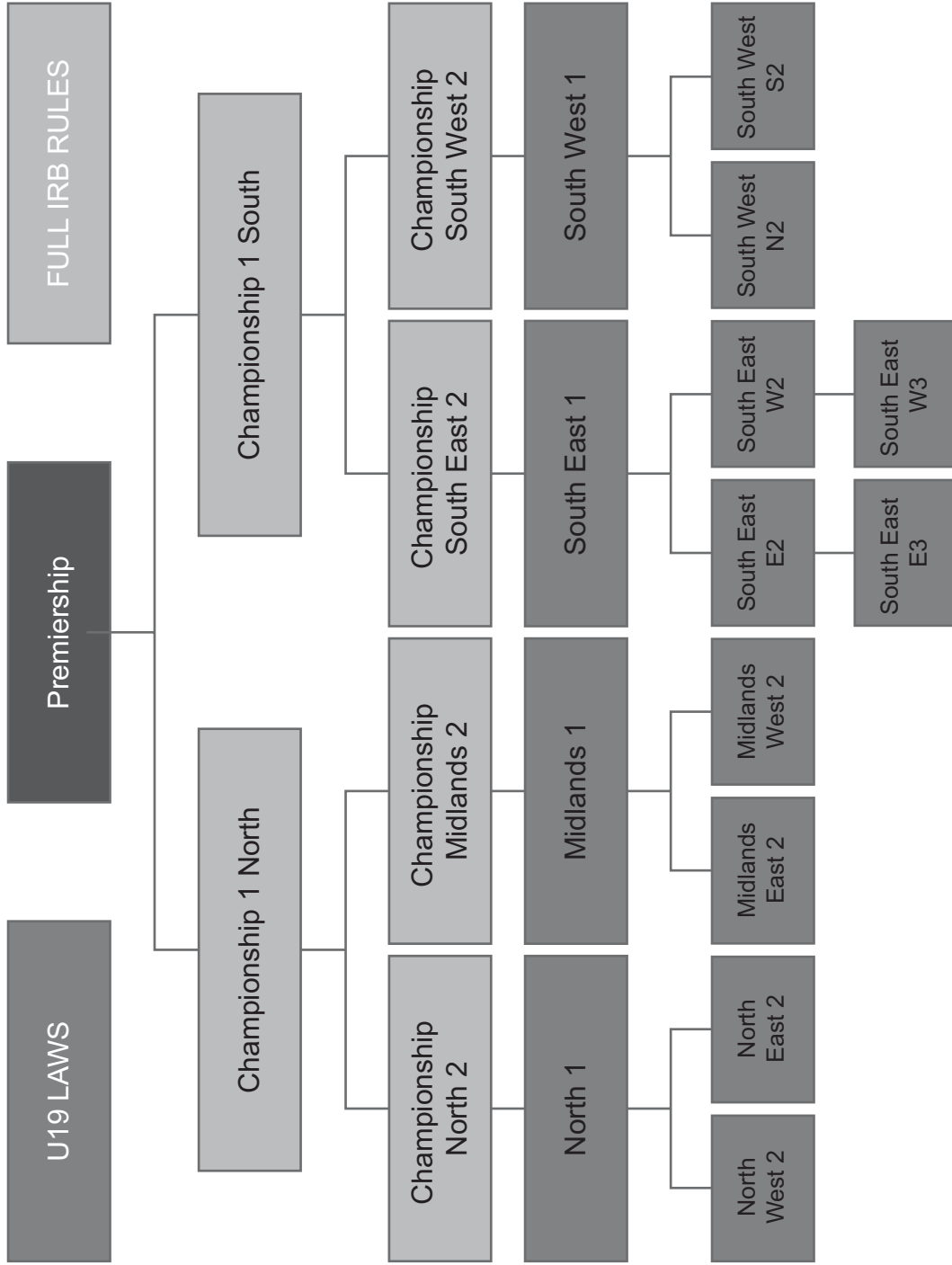
In England the men's competitive league structure is divided into 15 levels. Non-league clubs are classed as Level 16. Professional rugby is largely limited to Levels 1-4 (Premiership, National Leagues One, Two and Three North and South)

The women's leagues contain approximately 180 teams at local and national level, across four divisions covering eight regions. The diagrams overleaf detail the two competitive structures.

Men's Competitive Structure



Women's Competitive Structure



The RFU IMPACT Strategy

Community Rugby's role is to promote and develop the sport by encouraging and supporting all those who want to participate through administrating, coaching, playing, refereeing, spectating or volunteering.

Through its four strategic themes, More People (more games), Better Places, Access for All and Enjoyment, Community Rugby has identified the outcomes needed to grow the sport and as such has adopted the 'IMPACT Strategy', whose key themes include:

- **I**nclusive participation
 - providing opportunities and pathways for all participants
- **M**odernisation
 - encourage participation in a safe modern environment
- **P**artnerships
 - work in partnership to achieve shared community rugby objectives
- **A**ppropriate facilities and funding
 - appropriate, modern facilities to grow participation and create sustainable clubs
- **C**lub and education links
 - support education and club links to aid retention
- **T**raining and education
 - increase the number of effective volunteers supporting the playing of the game

The delivery of these themes through Critical Success Factors (CSFs) will both directly and indirectly impact on facility development.

CLUB DEVELOPMENT

The RFU seeks to develop a dynamic, co-ordinated and sustainable infrastructure of clubs at national, regional and local level, that provide rugby opportunities for all.

The club development process will identify a range of programmes and rugby opportunities that are delivered through clubs and as such will identify the need for particular facility requirements.

As part of the club development process, clubs will be identified and supported according to specific criteria relating to the following hierarchy.

Accredited Club

A thriving and sustainable club that achieves good practice in all aspects of club development and has chosen to demonstrate this against set criteria. The criteria are due to be agreed and adopted by the RFU Council not later than June 2008. The club will also have a development plan that represents the vision for its longer term development and how it will achieve its goals.

Sustainable Club

A club that continually meets its own objectives and is 'the club it wants to be'. The club will have a development plan that represents the vision for its longer term development and how it will achieve its goals.

'At Risk' Club

A club that is at risk of stopping playing within the next four years. This may be for a large variety and combinations of reasons which contribute to a declining number of players (poor facilities, poor coaching, poor community links) and the inability to fulfil fixtures. There is rarely any sign of planning in the short or medium term.

CURRENT FACILITY SITUATION

Where is the game played? The table outlines the current range of rugby venues and the typical activity that takes place at each.

School Venues	There are 3200 schools affiliated to the England Rugby Football Schools Union (ERFSU) many of which have good quality sporting facilities. Clubs that do not have their own ground often hire school pitches but issues such as declining maintenance of playing fields affects pitch quality. Provision within the state sector may be significantly influenced by current and future Government funding through Building Schools for the Future (BSF).
Club Venues	79% of clubs responding in the 2006 questionnaire had security of tenure over their own ground. This obviously gives them an advantage in developing their facilities, subject to funding and planning issues. RFU Capital Investment is aimed at these community venues.
Stadia Venues	Many Premiership clubs share their facilities with professional football clubs, which provides significant spectator capacity. Others such as Northampton Saints and Leicester Tigers have invested heavily in their own stadiums.
Rented Venues	A lack of security of tenure places particular pressures on many clubs even at the highest level. Facility development is constrained. However, in a number of cases, potential investment into a site has been the catalyst for a long term tenure agreement to be agreed.

HE/FE Venues	Many Higher Education/Further Education (HE/FE) sites are well provided for in terms of pitches, however, inner city establishments can be limited and this requires travel to off site facilities.
Multi-Sport Venues	76% of clubs share grounds and clubhouses with other sports, often as part of the same organisation in a multi-sport club. Many provide other opportunities e.g. artificial turf pitches that can be shared with football.
MOD Venues	The Armed Forces retain a number of sports sites that are used not only by themselves but County CBs and development programmes.
Indoor Venues	These are used mainly for fitness and gym activities while more specialist facilities such as indoor artificial turf pitches are becoming more prevalent. Wheelchair Rugby is also played in sports halls.
Leisure Venues	The growing leisure rugby market utilises a number of informal sites for alternative and modified forms of the game such as beaches, city centre 'beaches', parkland and rugby clubs 12 months of the year.

BACKGROUND DATA

The 2006 RFU Questionnaire and CB facility audits have identified a number of areas of required facility development.

These include:

- improved quality and quantity of natural grass pitches
- improved quality and quantity of changing provision for men, women and young people
- improved access to artificial turf training facilities
- increased quantity and quality of floodlit areas
- improved standard of social facilities
- enhanced and increased provision for spectators.

The condition of a number of facilities at club level is also a cause for concern. The 2006 RFU Questionnaire reported that:

- 65% of women's teams felt constrained by inadequate changing facilities
- 69% of clubs said that their changing facilities were generally inadequate
- only 12% of clubs have adequate floodlighting at 200 lux⁵
- 40% of clubs have adequate floodlighting at 100 lux
- 22% of clubs have no training area at all
- 31% of clubs have limited disabled access.

These statistics are reinforced by the MORI research report, 'Rugby – Making an Impact', that noted 'funding, poor facilities and poor quality coaching and refereeing' were the main barriers to participation highlighted by current players.

⁵ Floodlighting categorised according to Lux levels

An example of how poor quality facilities can be a barrier to participation is provided in the case study following. This details how inadequate pitch provision at Barnsley RFC impacted on player recruitment and retention, and how this was overcome by targeted investment.

Case study: Barnsley RUFC

Barnsley RUFC is a multi-sport club, hosting a total of seven sports at its site. However, the club had just one floodlit pitch, which became a quagmire during the winter months due to overuse. This resulted in significant loss of matches and training sessions, which acted as a real barrier to participation and membership, and to the development of the club's performance on the pitch. For example:

- a fifth of all junior training sessions cancelled
- a third of all senior training sessions cancelled
- suffering from an 'ageing' membership and experiencing difficulties with player retention.

£243k was invested in a 60x40m 3G rubber crumb artificial pitch to enable regular high quality training in the winter, built to IRB standard specifications and including the erection of match quality floodlights.

Since the pitch was installed there has been a significant growth in training participation. No training sessions have been cancelled due to the poor condition of pitches or the floodlights, and training numbers have increased. Membership at the club has increased by 74%, with particular growth in the junior section, which now has five teams compared to the previous two. In addition, the club has now achieved Seal of Approval/Clubmark accreditation and developed a number of links with local schools.

The club has also used the facility to run coaching development sessions. Prior to the pitch being built, Barnsley had just six coaches – the club now has 15 after just one season and is working towards coaching qualifications for women, as part of the plan to establish a girls section.

Further consultation undertaken as part of this Facilities Strategy's development also highlighted some real and perceived barriers to participation and facility development. These included:

- security of tenure – there are issues regarding freehold and/or leasehold with regards to pitches and facilities, which can restrict opportunities to secure external funding
- compliance with new legislation, such as the Disability Discrimination Act (2004) and Child Protection where clubs need to meet statutory requirements for new build or refurbishment projects
- clubs that were single sport and didn't meet the Government and Sport England agenda of investment in multi-sport sites.



Investment to date

The RFU facility investment programme uses both a 'targeted' and 'open application' approach.

A targeted approach allows the RFU to identify key priorities and manage the investment to ensure delivery of the key outcomes for all stakeholders. In many cases this has been delivered via a Framework Programme where a large number of projects is managed and delivered by a small number of contractors. This approach provides the RFU with a greater cost and quality control, a rigorous audit trail, planning support and delivery to agreed timescales.

To account for projects that are smaller and that have the ability to develop at their own pace, the RFU has an open application route via the Rugby Football Foundation (RFF). Clubs may apply to the RFF for small grants and loans up to £100,000 interest free, to deliver projects that they themselves manage.

Since 2003, rugby union has accessed significant funding for the improvement of facilities from both the Government and other sources as identified in the Barnsley RUFC Case Study previously.

Investment in facility development began in earnest with the establishment of two main funding sources, the CCDP and the RFF; investment between January 2003 and January 2007 has been as follows:

- The RFU Community Club Development Programme (CCDP) has invested £10.61m in 161 projects with an additional £6m partner funding via the targeted approach.
- The Rugby Football Foundation (RFF) has granted £6.68m loans and £1.99m grants, attracting an additional £16.46m partner funding.

FUTURE INVESTMENT

Investment is 'targeted' at priorities and areas of greatest need through 28 CB Facility Plans. These local plans prioritise projects where activity dictates the investment, not vice versa.

'Building for the Future' (2006) outlines the scale of estimated facilities expenditure required in order for the RFU to make significant progress on its targets to assist the Government in achieving its goal of a 1% increase in overall participation levels per annum.

'Building for the Future' targets a 6% increase in participation. This would deliver almost 500,000 new participants to the sport over a 10 year period, which would require a significant increase in the use of clubs and associated facility development. Key priorities will focus upon artificial turf pitches, floodlighting, changing room improvements and pitch improvements rather than simply developing new pitches.

In order to achieve this, the total facilities requirement is estimated at approximately £605m over the next 10 years, as detailed in the table overleaf.

The table provides a summary of 10 year facility requirements and costings:

Given existing facility funding for sport and rugby union in particular, the above level of facility investment is aspirational. There is a need for a commitment from the Government for a long-term investment programme in community rugby club facilities, managed by the RFU, with a 'light touch' approach from the funder.

The facility investment priorities for rugby will be in clubs through projects that underpin and support the overall aims and objectives and critical success factors of the Strategic Plan

Category	Facility	Number required	Unit cost £m	Total cost £m	Total cost £m
Playing pitches and training areas	New outdoor grass playing/ training areas	1,000	0.10	100	141.3
	3G rubber crumb pitches	75	0.55	41.3	
Floodlighting	Floodlit training areas	1,225	0.04	49.0	73.8
	Floodlit match pitches	495	0.05	24.8	
Pitch improvements	Drainage	1,791	0.03	53.7	73.8
	Levelling	795	0.01	7.9	
	Irrigation systems	395	0.025	9.9	
	Tractors/aerators	35	0.037	1.3	
	Storage areas	50	0.02	1.0	
Changing facilities	Upgrades	980	0.15	147.0	147
Disabled access	Upgrades for DDA compliance	1,225	0.04	49	49
Other facilities	Social/community area upgrades	650	0.15	97.5	120
	New clubhouse	25	0.9	22.5	
Total				604.9	604.9

It is necessary to set criteria to prioritise strategic investment because:

- sufficient financial resources will not be available to meet all the identified facility needs of the sport; the RFU has estimated that £605m is required over the next 10 years to support facility development
- resources will not be available to allow every club and rugby venue to be improved, upgraded and extended within the timeframe of this Facilities Strategy
- they provide maximum benefit and target resources to areas of the sport or country where there is most need.

Further details on strategic priorities for investment are highlighted in Section 4.

THE GOVERNMENT AGENDA

Government sports strategy has developed via a series of policy documents released since the Labour Government was elected in 1997. A full discussion of the development of Government's sports policy in recent years can be found in 'Fit for Rugby', the document developed by the RFU in 2006. Key elements are identified below:

The role of sport and physical activity as a vehicle to address health, education, social cohesion and community safety issues is increasingly recognised, as reflected in recent Government sports policy.

As outlined in more detail in 'Fit for Rugby', increased participation in rugby could have significant positive impact on helping meet Government objectives on health. For example, a report from the Chief Medical Officer (April 2004) stated that the annual cost of inactivity was £8.2bn per year, with a further cost of £2.5bn due to obesity.

The Government aims to increase the current proportion of the population achieving five sessions of 30 minutes of weekly exercise by 1% per annum to 2012 to combat the rise of obesity, in order to confer the health benefits recommended by the Chief Medical Officer.

Sport England has acknowledged that three of these sessions could be gained through sport and active recreation.

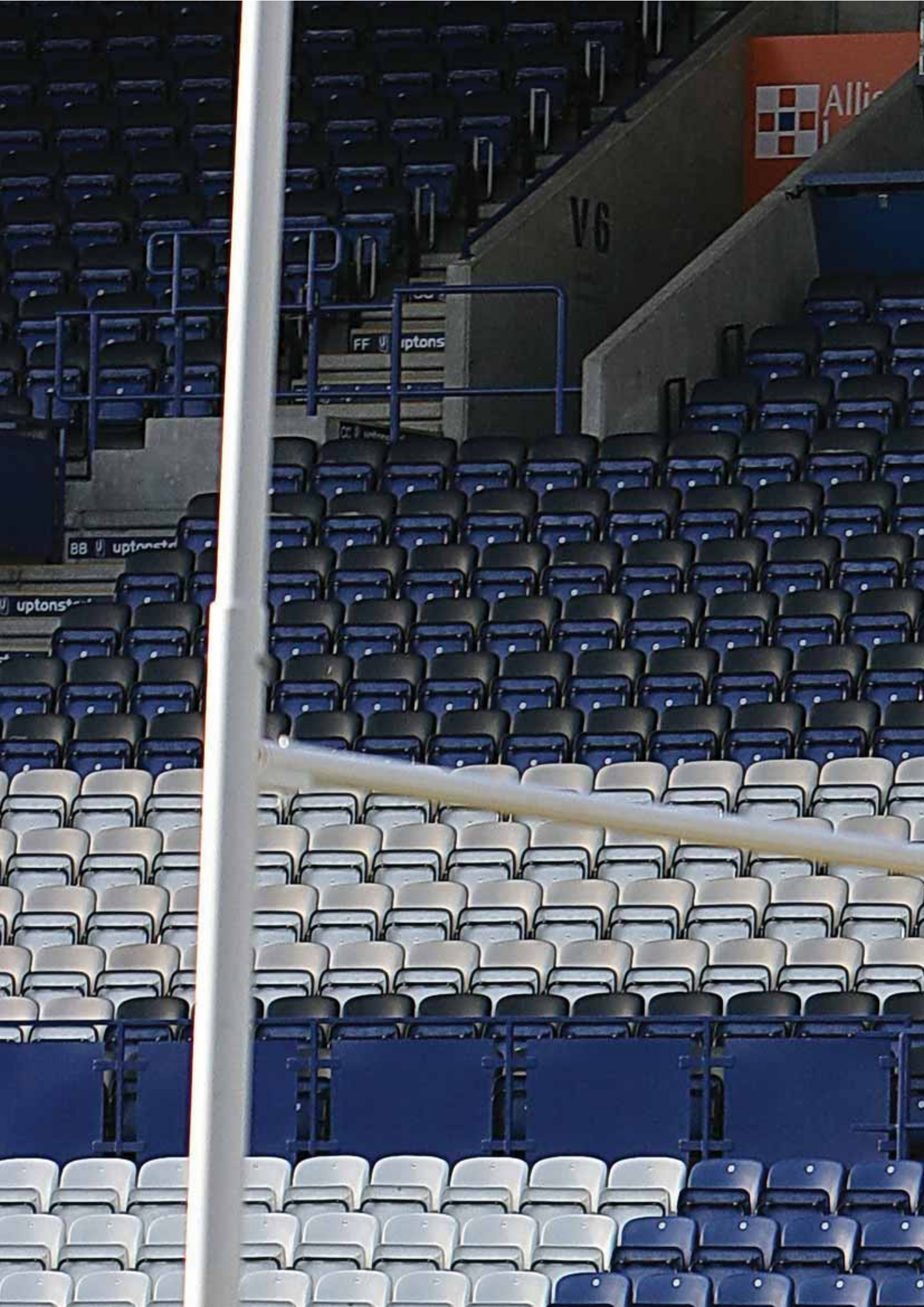
The publication of Every Child Matters identifies five key themes: being healthy, staying safe, enjoying and achieving, making a positive contribution and economic well being. Too many young people follow a negative pathway and rugby offers an alternative. A positive pathway that for all engages, motivates and inspires citizenship values.

In relation to this, a key objective for Government sports policy is to invest in a range of quality facilities that offer opportunities to participate in a range of activities.

The Government has a clear vision for the development of multi-sport sites at which a number of sports and other social amenities (Health Centres, etc.) come together on the same site. The RFU recognises this approach and targets investment accordingly.

RFU investment will support local partners in increasing participation in sport and physical activity and the provision of community benefit. This will be measured by performance assessments set by government.

Both appropriate facilities and supporting human infrastructure need to be in place to allow for this 'step change' in levels of participation.



Allie

V6

FF Upton

BB Upton

Upton

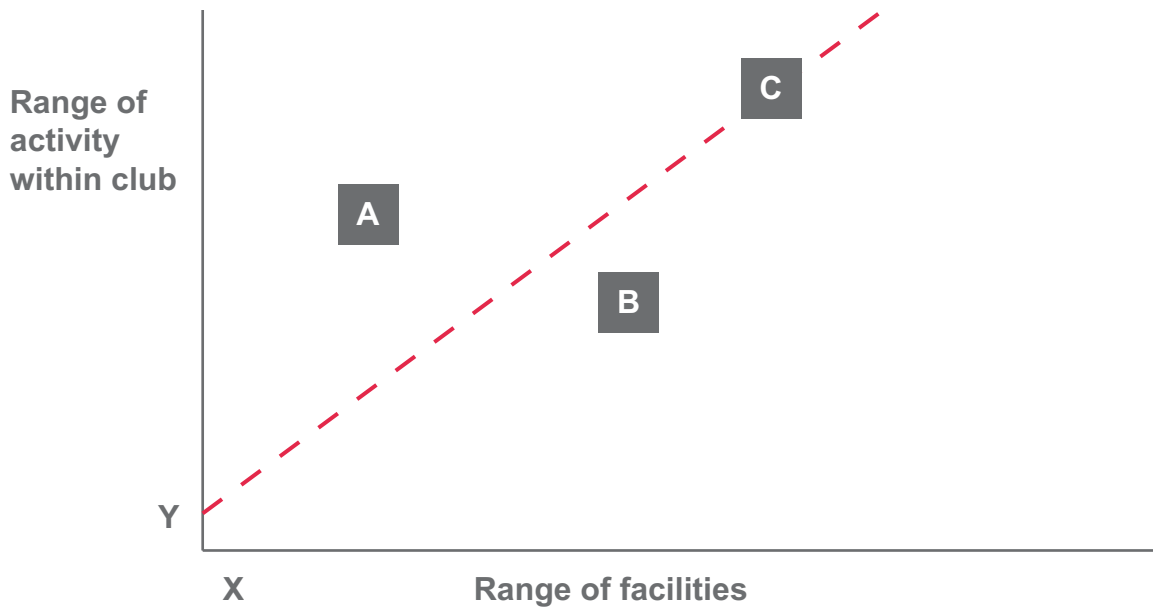
SECTION 3: WHAT FACILITIES ARE NEEDED – THE ACTIVITY V FACILITY CONTINUUM

When reviewing facility requirements, it is important to understand the relationship between the activity that takes place at the club and the facilities to which the club has access. The activity should be viewed as the delivery of playing, administration, funding, legal and social aspects of the club.

The table following outlines the relationship between activity levels at a venue (Y axis) and the facilities required to sustain that activity (X axis). Therefore the range of facilities will be driven by the activities that take place e.g. 'if we do Y then we need X'. The red line indicates where facilities meet the needs of the activity.

If a club seek investment to increase/improve their facilities, then the level of activity must take place above the red line; anything below the line must first utilise 'under-capacity' and doesn't require facility investment.

The Activity v Facility Continuum



INDEX:

Club **A** has a good range of rugby activity which exceeds the level of facilities required to sustain it. This requires either programming improvements or investment in its facilities.

Club **B** has a range of facilities that are over and above its requirements for the current level of activity it provides. This requires improvements to its business/rugby development to ensure the club is sustainable.

Club **C** has facilities appropriate to its level of activity.

Model Venues

This strategy identifies three Model Venues that should be viewed as benchmarks along the Activity v Facility Continuum against which clubs may identify their level of provision and need. Each one has a different range of activity and the requisite facilities; they are designed as a framework and are not in any priority order.

Model Venue 1: This is usually a club, school, university or other provider playing lower level or recreational rugby.

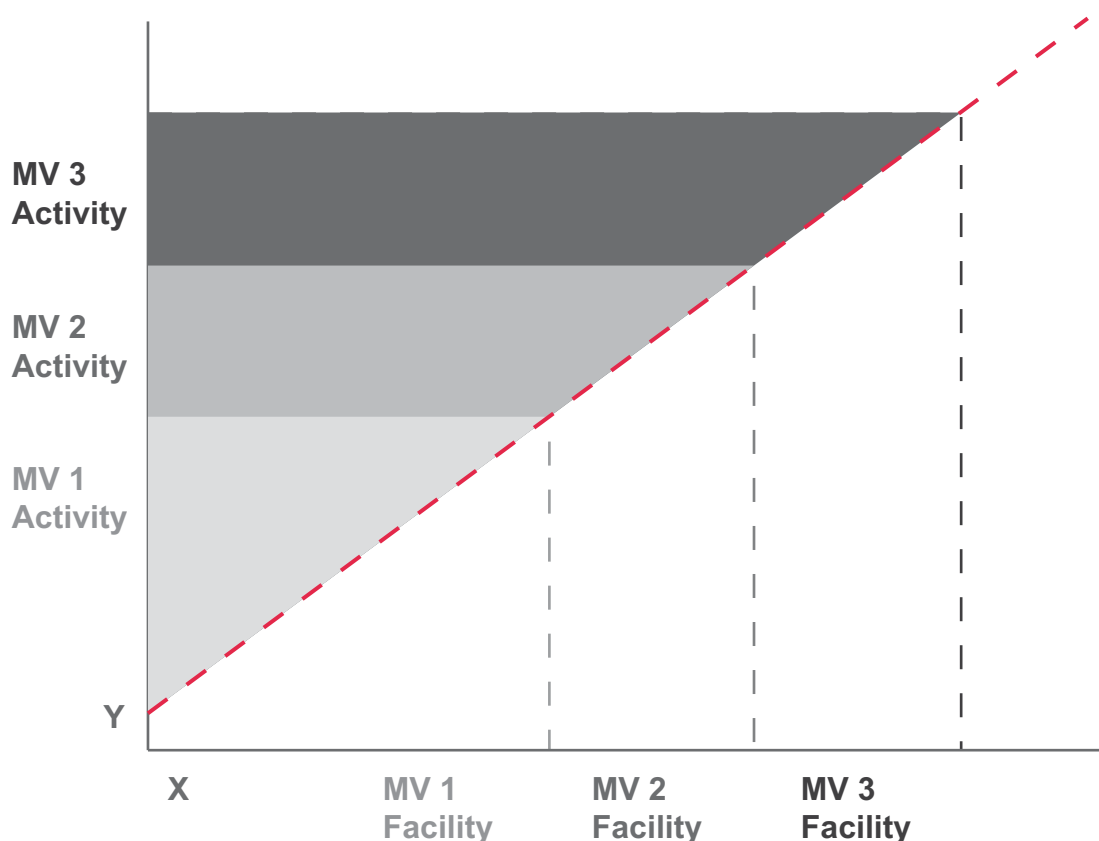
Model Venue 2: An established club venue with a wider programme of adult and junior rugby for both male and female.

Model Venue 3: A venue with potentially higher level competitive rugby that can provide for more sophisticated RFU and RFUW development programmes.

A case may be made for increasing/improving facilities at a club in a shaded area overleaf where activities are undertaken that exceed the facilities available.



Model Venues on the Continuum



It should however be understood that a club may display elements of different Model Venues and it is unlikely that a club will meet all elements of a particular Model Venue. No one single development or management activity will trigger the need for facility development or improvement; a view must be taken of the whole club activity.

A summary of the range of Development and Management elements and associated Facility elements are identified within each Model Venue following:

MODEL VENUE 1

DEVELOPMENT & MANAGEMENT ELEMENTS

Adult Rugby	1-3 adult male teams
Junior Rugby	Limited minimum/youth section
Women / Girls Rugby	Limited team competition
RFU / CB Rugby	Not appropriate
Volunteers	Small number of volunteers for club activities
Coaches & Officials	Minimum 1 RFU qualified coach per team and 1 official per game; Club Coach Co-ordinator (CCC) in place
Management Structure	Small volunteer committee
Grounds maintenance to Pitch Quality Standard (PQS)	Appropriate maintenance & budget to PQS 1; poss. contractor
Equity, Welfare & Medical	Full range of Policies implemented
Planning & Finance	Basic, sustainable Development Plan
Legal & Governance	Open Constitution and appropriate legal status
Non Rugby Activity	Club social programme

MODEL VENUE 1	
FACILITY ELEMENTS	
Match Pitches	1 – 2 pitches
Pitch Perimeter Boundary	Minimum Semi-Permanent 5m from touchline
Additional Training Areas / Pitches	Minimum. area 60m x 40m floodlit
Floodlights	Community Use 100 lux
Car Parking	Up to 100 inc. coach park area
Alternative ATP '3G' facility	Access to an off site facility
Changing Rooms (players)	2- 4 to RFU minimum specification for 18 people
Changing Rooms (match officials)	Changing for 3 officials for minimum 1 game to RFU specification
DDA compliant	Yes
Catering Facilities	Provide a minimum post match food
Community / Social Area	Limited community use
Meeting / Function room	Limited requirement
Administration Office	Limited requirement; largely volunteer administrator
Medical equipment / facilities	Minimum operating standards for club size and playing level
Spectator seating	No requirement
External Storage	Appropriate for activity level & number of teams
Internal Storage	Appropriate to playing and social activity
Fitness Facility	No requirement on site; access to equipment off site

MODEL VENUE 2

DEVELOPMENT & MANAGEMENT ELEMENTS

Adult Rugby	3 - 5 adult teams (including men, women, Vets)
Junior Rugby	Full U7 – U18 programme; minimum festivals
Women / Girls Rugby	Sub-regional competition
RFU / CB Rugby	Sub CB development work; local school competition
Volunteers	Appropriate number for club activity; Club Volunteer Co-ordinator (CVC) in place
Coaches & Officials	Minimum 1 RFU qualified coach per team and 1 official per game; Club Coach Co-ordinator (CCC) in place
Management Structure	Management Committee with sub committees
Grounds maintenance to Pitch Quality Standard (PQS)	Appropriate maintenance & budget to PQS 1/2; poss. volunteer groundsman
Equity, Welfare & Medical	Full range of Policies implemented
Planning & Finance	Sustainable Development and/or Business Plans
Legal & Governance	Open Constitution and appropriate legal status
Non Rugby Activity	Social and community usage programme

MODEL VENUE 2	
FACILITY ELEMENTS	
Match Pitches	2 – 3 pitches
Pitch Perimeter Boundary	Semi-Permanent or permanent 5m from touchline
Additional Training Areas / Pitches	Minimum 1 pitch floodlitt
Floodlights	Community Use 100 lux
Car Parking	100 – 200 inc. coach park area
Alternative ATP '3G' facility	Possible access to an off site facility
Changing Rooms (players)	4- 6 to RFU minimum specification for 18 people
Changing Rooms (match officials)	Appropriate changing for officials for minimum 2 games
DDA compliant	Yes
Catering Facilities	Post match food, small functions
Community / Social Area	Regular varied community use
Meeting / Function room	Community & other functions
Administration Office	Requirement for volunteer / possible paid administrator
Medical equipment / facilities	Minimum operating standards for club size and playing level
Spectator seating	Limited requirement; possibly appropriate to level 1 - 4 requirement
External Storage	Possible requirement for scrum machine storage
Internal Storage	Appropriate to playing, social & community activity
Fitness Facility	No requirement on site; access to equipment off site

MODEL VENUE 3

DEVELOPMENT & MANAGEMENT ELEMENTS

Adult Rugby	More than 5 adult teams
Junior Rugby	Full U7 – U18 programme; CB & Regional Festival programme
Women / Girls Rugby	Regional / Championship competition
RFU / CB Rugby	School of Rugby / CB / Regional activity
Volunteers	Appropriate number for club activity; Club Volunteer Co-ordinator (CVC) in place, possibly working with paid staff
Coaches & Officials	Minimum 1 RFU qualified coach per team and 1 official per game; Club Coach Co-ordinator (CCC) in place
Management Structure	Structure appropriate to business activity
Grounds maintenance to Pitch Quality Standard (PQS)	Appropriate maintenance & budget to PQS 2/3; possible Full time groundsman
Equity, Welfare & Medical	Full range of Policies implemented
Planning & Finance	More sophisticated sustainable Business Plan
Legal & Governance	Open Constitution and appropriate legal status
Non Rugby Activity	Social, community and corporate usage programme

MODEL VENUE 3	
FACILITY ELEMENTS	
Match Pitches	3 or more pitches
Pitch Perimeter Boundary	Permanent boundary; requirement 5m from touchline
Additional Training Areas / Pitches	More than 1 pitch available for training; minimum 1 pitch floodlit
Floodlights	Community Use (100 lux) & Competition (200 lux)
Car Parking	More than 200 inc. coach park area
Alternative ATP '3G' facility	ible 3G trg area/pitch on site
Changing Rooms (players)	More than 6 to RFU minimum specification; minimum 2 rooms for 20 remainder for 18 people
Changing Rooms (match officials)	Yes – more than 2 games
DDA compliant	Yes
Catering Facilities	Full catering facility
Community / Social Area	Full range of community & social functions
Meeting / Function room	Large community & social functions
Administration Office	Requirement for volunteer / possible paid administrator
Medical equipment / facilities	Minimum operating standards for club size and playing level
Spectator seating	Appropriate to level 1-4 requirement
External Storage	Possible requirement for scrum machine storage
Internal Storage	Appropriate to playing, social & community activity
Fitness Facility	Possible fitness suite on site

SECTION 4: 'PRIORITIES FOR INVESTMENT' – THE CRITERIA

The first stage in the prioritisation of investment is the identification of local need based on the Facility v Activity Continuum and the Model Venue Continuum as presented in Section 3.

The next stage is based on two other key issues: RFU Critical Success Factors (CSFs) and 'Readiness Factors'.

Critical Success Factors

In addition to the 'here and now', individual clubs need to recognise how their future development aims and objectives impact on their facility needs. This will ensure that facility requirements are needs led and deliver the right facilities in the right places and for the right reasons, which will support delivery against the CSFs detailed in the RFU's Strategic Plan.

The RFU Strategic Plan identifies CSFs that have been highlighted to be the key measures of performance⁶. The CSFs that impact on facility development and on which prioritisation of investment will be based include:

- increase number of adult participants
- increase number of U17 to U24
- increase number of U13 to U16
- increase number of volunteers
- increase number of women and girls sections⁷
- increase the number of under-represented groups⁸
- clubs to achieve club accreditation⁹
- clubs are registered as Community Amateur Sports Club (CASC) if appropriate

⁶ See pages 62-65 in the Strategic Plan

⁷ RFUW participation figures are included within the top three CSFs

⁸ Where a club can impact upon groups in this area this will be mandatory

⁹ Clubs who are working towards accreditation will be prioritised

- increase club, higher education and further education links
- increase club and school links
- training for volunteers (CVCs, CCCs¹⁰)
- appropriate coach and referee ratios.

READINESS FACTORS

In addition, clubs wishing to develop their facilities need to address the following Readiness Factors:

- be sustainable and continually meet objectives (incorporating playing, administration, facilities, finance, legal requirements and social)
- have development and management plans in place to meet realistic objectives outlined in the Strategic Plan
- have appropriate security of tenure
- demonstrate a commitment to sports equity principles and the improvement of access to all sections of the community
- have sufficient appropriately trained or skilled personnel to support the programmes.

¹⁰ CVC: Club Volunteer Co-ordinator, CCC: Club Coaching Co-ordinator

Clubs should ask themselves the following questions and ensure that they fulfil the identified criteria:

Who is aware of the project?

- Is it included in the CB Facilities Plan?
- Is the club working with the local Rugby Development Officer (RDO)?
- Does the Local Authority know of the club's plans?
- Is the club working with other relevant organisations?

What is the club's Track Record?

- Can the club evidence that it is run soundly both financially and administratively?
- Is the club involved in rugby development work?
- Has the club managed previous investment well?
- Is there a financial need?

What is the regional/strategic significance?

- Will the facility be used for local/county/regional RFU programmes?
- Can the project provide an adequate level of partnership funding?
- Is there no similar/alternative facility nearby?
- Are other appropriate partners involved in the project?

These factors should be taken into consideration by the club through individual club development plans that in turn drive facility needs, and reflect both national priorities (as set out in the RFU Strategic Plan) and their local requirements.

FACILITY PRIORITIES

The following facility improvements and developments have been set as priorities that will impact upon the CSFs identified earlier:

- Increase the provision of integrated¹¹ changing facilities that are child friendly and can sustain concurrent male and female activity at the club
- Improve the quality and quantity of natural turf pitches
- Increase the number of Artificial Turf Pitches (ATPs)
- Improve the quality and quantity of community use floodlighting
- Improve the quality and quantity of competition floodlighting
- Provide a safe environment for all rugby and sporting activity
- Support central venues for player, coach, official and volunteer training
- Support the development of multi-sports clubs
- Other projects that assist clubs to become sustainable.

¹¹ Integrated changing area, toilets and shower area

SECTION 5: HOW MIGHT THE FACILITIES BE DELIVERED?

The investment opportunities outlined in this Facilities Strategy will depend on funding, expertise, knowledge, skills and experience of a range of people involved in the sport. The need for assistance and advice to be provided for rugby's volunteers is well recognised by the RFU and RFUW and addressed within the implementation of this Facilities Strategy.

This section focuses on the resources necessary to deliver the Facilities Strategy and highlights potential sources of funding that may be accessed to support development and improvement of rugby clubs, grounds and stadia at all levels of the game.

Case studies are provided as model examples to illustrate how a number of clubs have successfully developed their facilities.

'Building for the Future' (2006) details the scale of facilities expenditure required in order for the RFU to meet its Strategic Plan objectives and assist the Government in achieving their 1% per annum increase in overall participation. The total facilities requirement is estimated at approximately £605m over the next 10 years.

At present this level of funding is not available, therefore this section focuses on the role of different organisations in implementing this Facilities Strategy within the current funding climate.

Delivery – People and organisations

The objectives and priorities of this Facilities Strategy will be delivered:

- Locally through the CBs, RFUW representatives, RFU Rugby Development Officers, RFU Funding & Facilities Managers, County Sports Partnerships (CSPs), local authorities and other partners. Gathering information from local partners will inform CB facility plans of local need. The process will highlight any shortfalls in facility provision and identify what is required to bring clubs up to the appropriate point on the Continuum. It will also support the identification of potential local partnership funding.
- Regionally through Regional CB Groups, RFU/RFUW Regional Development Managers, Regional Sports Boards (RSBs), RFU Funding & Facilities Managers, Sport England Heads of Investment and other National Governing Bodies (NGBs). Regional input into the process must take a strategic view of facility requirements, addressing the regional agenda of partners and linking them with the facilities necessary to deliver the required outcomes.
- Nationally and regionally through the RFU and RFUW and other national agencies to develop facilities with a regional or national significance.

The role of different organisations

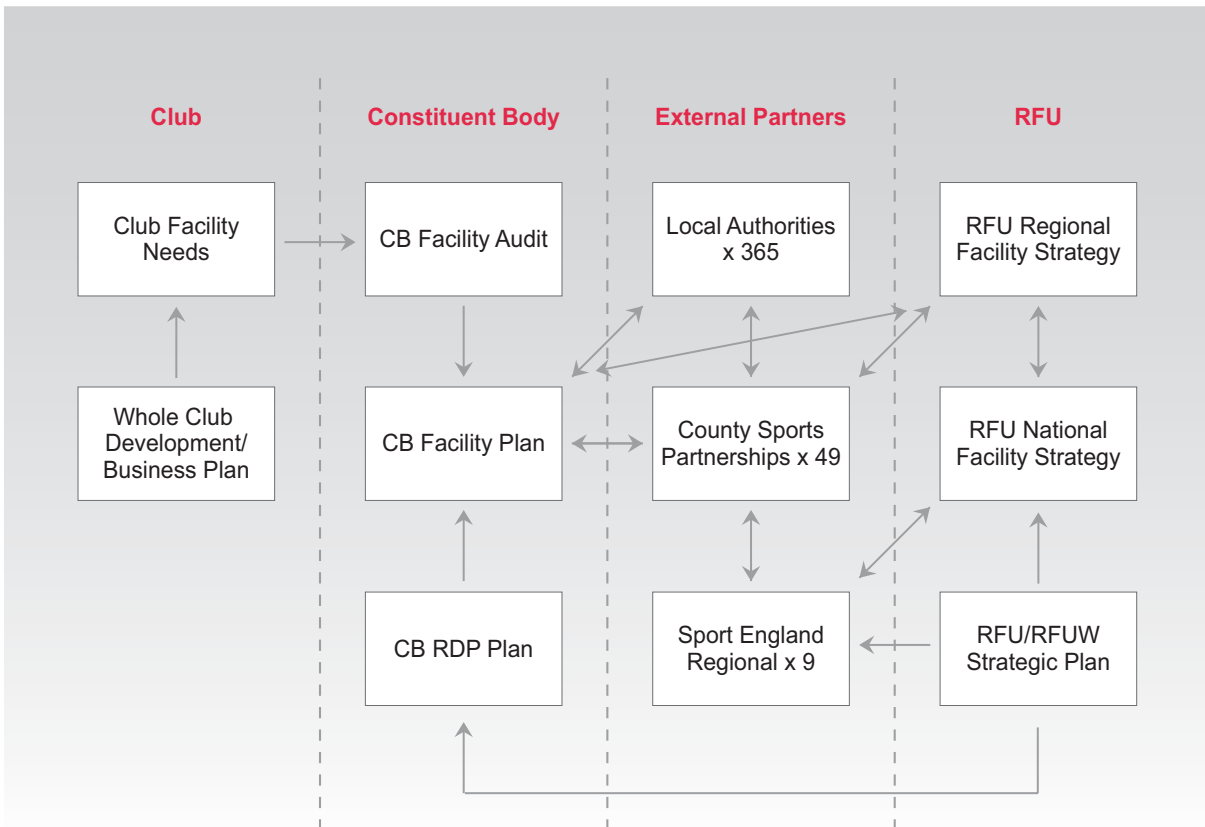
The implementation of this Facilities Strategy will be assisted by:

- the RFU – to provide advice and technical guidance, continue to develop and review initiatives, encourage and support CBs and clubs, evaluate facility proposals, work with the RFUW and promote, implement and monitor the Facilities Strategy. In order to minimise the burden on clubs and to ensure greater control of cost, quality and delivery, the RFU operates a Framework approach for its targeted investment (as described in Section 2).

- the RFUW – to liaise with the RFU, CBs and CSPs, encourage and support clubs and promote, implement and monitor the building of ‘dual use’ facilities.
- the CBs – to audit rugby facilities, produce or co-ordinate the CB Facility Plans, identify priorities and evaluate facility proposals. Assist and support proposals and promote development initiatives in consultation with the RFU and RFUW.
- Local Authorities – remain the biggest contributors to community sport across the country. They identify opportunities through avenues such as the planning process, in particular Planning Policy Guidance, Section 106 agreements, Local Area Agreements (LAAs) and volunteer support. They provide guidance for statutory requirements such as licensing, fire and smoking regulations, DDA compliance¹², rate relief (via CASCs) etc. They are also responsible for the local ‘visioning’ strategy for the ‘Building Schools for the Future Programme’.
- Sport England Regions – are responsible for ensuring effective partnership working at a regional level between all the key delivery partners including the NGBs, CSPs and CSNs. The Regional Sports Boards (RSBs) are accountable for Sport England’s Lottery and exchequer funding and have decision making responsibility for that investment within regions. The RSBs together with Sport England’s regional teams have a key advocacy role as well as a role in generating additional resources for sport in their region.
- County Sports Partnerships – CSPs are partnerships of agencies committed to providing a high-quality delivery system in their area for people to benefit from sport and active recreation. A geographically complete nationwide network of 49 CSPs is now in place. They are committed to delivering both locally identified priorities and those that are nationally determined. The 49 partnerships are based on either traditional shire county areas, or upon established networks of unitary or metropolitan authorities.

¹² Disability Discrimination Act

The relationship between the roles of the Club, the CB, the RFU and external partners in facility development



THE PRINCIPLES OF DEVELOPING AND FUNDING A PROJECT

It is recommended that, in the first instance, clubs and other providers contact their CB and the RFU Funding and Facilities Manager for the region to discuss facility development plans and the potential to access more localised funds and their eligibility. Contact details for RFU Funding & Facilities Managers can be found online at www.rfu.com/facilitiescontacts.

Additional Do's and Don'ts are identified below for immediate reference.

Do...

- Involve the RFU in the process as early as possible
- Start by revisiting and developing your whole club plan
- Be clear on what you want to achieve as a club in the short, medium and long term
- Be clear on what resources you need in order to achieve this
- Form a facility project team to drive your ambitions forward
- Prioritise your facility needs
- Submit all facility needs to your relevant annual CB Audit.

Do not...

- Attempt to move forward in isolation
- Complete speculative application forms without seeking advice
- Drive a major facility project as an individual or as an agenda item on the main committee meetings
- Pay for architects drawings without consulting relevant specifications
- Think of facilities as the end product – what will they enable you to do?

New funding streams are continually being introduced across the country with an up to date list of funding sources maintained on www.rfu.com/funding. This list is by no means exhaustive.

CONCLUSION

Rugby union remains one of the most popular sports in England and is ideally placed to deliver against Government increased participation targets. This Facilities Strategy provides a framework for the development of high quality facilities in the right places, and for the right reasons, which will help to encourage and sustain this growth in participation.

This Facilities Strategy should be used to support club and facility development and ensure minimum standards of facility provision across the different levels of the sport. This will enable clubs, CBs, the RFU and RFUW to prioritise future investment, maximise opportunities for development and meet funding criteria.

Further information regarding this Facilities Strategy is available from the RFU at www.rfu.com/facilitiesstrategy.

APPENDICES

Case Study: Aldershot and Fleet RFC

Investment in floodlighting

Aldershot & Fleet RFC as a relatively new club (founded in 1991) focuses primarily on men's, junior and women's rugby. Approximately 40% of the club's members come from an IMD¹³ background – rising to 50% for the junior section.

The club previously used generators, poles and temporary floodlights to illuminate pitches. This raised health and safety issues, while the lights themselves were repeatedly stolen, and the long set up time reduced the amount of time available for actual training. The club invested £40k to install six 16m full pitch training lights and upgrade electrical supply facilities. Almost all the funding was accessed through the CCDF.

Since the installation, participation has grown significantly. The club has doubled membership from 70 to 139, in only 12 months. Training is now possible for over two hours compared to the previous 75 minutes, and as a result of the improved sessions, attendances at training have increased considerably.

The club is also able to host training matches with other local clubs, enabling other teams to use the facilities, and has recently developed links with the local army base. Numbers for the junior section more than doubled, and the club is now involved in a £2.5m sport academy project, including a new clubhouse and two all weather pitches.

Facility Development

The case study following provides further details of how facility related factors, in this instance poor drainage, have impacted on participation and club membership levels and how these have been successfully addressed to enable the club to improve its facilities primarily through development of the junior section and enhancing school-club links.

¹³ Indices of Multiple Deprivation

Case Study: Fleetwood RUFC

Investment in a drainage system

Fleetwood RUFC is an example of how investment in pitch improvements can be used to grow the game of rugby. The club had previously struggled to recruit new members, particularly within the junior game, and lost existing members because matches and training sessions were regularly cancelled due to waterlogged pitches. This impacted on the club financially, as it lost membership and match fee revenues.

In 2004, the club completed drainage works for their second pitch, introducing a total of six winter slittings and vertidrain, and improving drainage in the immediate area. The work also included the purchase of a tractor, and water retention facilities, and cost £45k, mainly funded via the CCDF. The club also independently funded £6,000 of drainage works on its main pitch.

The investment has resulted in the club being able to use both its pitches for the entire season, with cancellations running at a quarter of their previous level. Subsequently, the club has significantly grown its membership, by around 50% in a single year, since the work was completed, with key growth areas being the junior boys section (U14 to U17). The club now works with eight primary and two secondary schools and girls' curriculum time is over 200 hours per week.

Improved pitches now allow the club to retain the students that they recruit from school sessions. As a result, the number of juniors training has doubled, and the club has been linked with a number of local schools, running tag rugby competitions.

The turnaround has been such a success that Fleetwood now requires further facilities to cope with the growing demand, including new changing rooms and floodlights.



REFERENCES

RFU Facility Guidance Notes 1-5

Artificial Grass Pitches for Rugby and Association Football
Performance Standards and Design Guides for Community Use Pitches
and Training Areas

Accessible Facilities DDA Guidance for Rugby Union

ERL Quality Standards

RFU Minimum Medical Standards

Fit for Rugby

The Case for Increased Government Investment in Rugby Union Football

Building for the Future

Capital Funding Requirements for Rugby Union

Government Policy Papers

GLOSSARY

ATP	Artificial Turf Pitch (see 3G)
IMD	Indices of Multiple Deprivation
BSF	Building Schools for the Future
IRB	International Rugby Board
CB	Constituent Body
LUX	A measure of horizontal illumination
CASC	Community Amateur Sports Club
MES	Minimum Entry Standards
CCC	Club Coaching Co-ordinator
MORI	Market & Opinion Research International
CCDP	Community Club Development Programme
MV	Model Venue
CSF	Critical Success Factors
NCA	National Clubs Association
CSN	Community Sports Network
NGB	National Governing Body
CSP	County Sports Partnership
NSF	National Sports Foundation
CVC	Club Volunteer Co-ordinator
PQS	Pitch Quality Standard

DDA	Disability Discrimination Act
RDO	Rugby Development Officer
ECM	Every Child Matters
RFF	Rugby Football Foundation
ERFSU	English Rugby Football Schools Union
RFU	Rugby Football Union
ERL	England Rugby Limited
RFUW	Rugby Football Union for Women
FDR	First Division Rugby
RRDM	Regional Rugby Development Manager
FE	Further Education
RSB	Regional Sports Board
GBWRA	Great Britain Wheelchair Rugby Association
SAPCA	Sport And Play Construction Association
HE	Higher Education
WSP	Whole Sport Plan
3G	3rd Generation (rubber crumb) artificial turf pitch – see ATP

CONTACTS

Rugby Football Union
Rugby Road
Twickenham
TW1 1DS
0870 405 2000

Rugby Football Foundation
Rugby Road
Twickenham
TW1 1DS
0208 8317985

Rugby Football Union for Women
Rugby Road
Twickenham
TW1 1DS
0208 8317996

National Sports Foundation
3rd Floor
Victoria House
Bloomsbury Square
London
WC1B 4SE
0845 6036069

Sport England
3rd Floor
Victoria House
Bloomsbury Square
London
WC1B 4SE
08458 508508

Sport England East Midlands
Grove House
Bridgford Road
West Bridgford
Nottingham
NG2 6AP
08458 508508

Sport England East
Crescent House
19 The Crescent
Bedford
MK40 2QP
08458 508508

Sport England London
3rd Floor Victoria House
Bloomsbury Square
London
WC1B 4SE
08458 508508

Sport England North East
Aykley Heads
Durham
DH1 5UU
08458 508508

Sport England South East
51a Church Street
Caversham
Reading
RG4 8AX
08458 508508

Sport England South West
Ashlands House
Ashlands
Crewkerne
Somerset TA18 7LQ
08458 508508

Sport England West Midlands
5th Floor
No 3 Broadway
Five Ways
Birmingham
B15 1BQ
08458 508508

Sport England Yorkshire
4th Floor
East Parade
Leeds
LS1 5PS

Sport England North West
Astley House
Quay Street
Manchester
M3 4AE
08458 508508

SAPCA
Federation House
Stoneleigh Park
Warwickshire
CV8 2RF
0247 641 6316







Rugby Football Union, Rugby House, Rugby Road, Twickenham, TW1 1DS
Tel: 0870 405 2000 Fax: 0870 405 2009 www.rfu.com