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CORPORATE AND SOCIAL RESPONSIBILITY



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OBJECTIVES

EQUITY, EQUALITY AND DIVERSITY

Achieve 8% Black and Minority Ethnic (BME) participation, 20% female participation and 3% disabled participation by the end of the Plan period

- 22 The RFU's vision is for a game that is representative of the community that it serves. We will develop and promote programmes which provide the opportunity for people from BME communities, girls and women, disabled people and people from socially excluded areas and groups to participate in the playing, coaching, refereeing, volunteering and spectating areas of the game. We are setting the following targets to be achieved over the Plan period for participation of each of these groups:

TABLE 9

Year	Target Percentage reported participants from BME Communities	Target Percentage reported female participants	Target Percentage reported participants with some form of disability
2007/08	0.6%	8%	0.03%
2008/09	2.0%	9%	0.2%
2009/10	3.2%	10%	0.6%
2010/11	4.4%	12%	1.0%
2011/12	5.4%	14%	1.4%
2012/13*	6.4%	16%	1.8%
2013/14	7.0%	18%	2.2%
2014/15	7.6%	20%	2.6%
2015/16	8.0%	20%	3.0%

* The targets set for under-represented groups will require a review during the 2012/13 season following the publication of the UK census undertaken in 2011

PLAYER SAFETY ISSUES

Develop and provide the best Injury Risk Management systems in world rugby

- 23 It is only in the last three years or so that data on injuries has started to be collected in a professional manner. The RFU has been leading in this area through its commissioning of injury surveillance programmes across the game. Detailed information on the factors associated with injury in the professional game has been collected by the RFU and PRL since 2002. Injury surveillance programmes have also been extended since 2005 to include National Division One, the 16-18 year old age group and the broader Community game. Targeted research into identified risk areas guided by the injury surveillance findings and other risk identifiers has been carried out and a number of other specific projects have been commissioned into risk factors in the tackle, player "burn out", and catastrophic injury risk assessment.

- 24 As data on injuries, risk factors and 'burn out' issues becomes more available the RFU intends to use this knowledge to develop the best Injury Risk Management system in world rugby, with a view to delivering an injury avoidance and recovery service to the game over the period of the Plan.

SUPPORT FOR CATASTROPHICALLY INJURED (CI) AND VERY SERIOUSLY INJURED (VSI) PLAYERS

Maximise each CI and VSI player's chance of recovering from injury, reaching their full potential and leading full, independent lives

- 25 Following extensive and detailed work over many months, the Catastrophic Injury Task Group CITG published its report in April 2007. The report made a number of recommendations on the way in which the RFU responds to CI and VSI players.
- 26 This work, together with the discussion and thinking that went with it, led to the conclusion that we should make fundamental changes to the way we care for CI players, including a central role for a new RFU fund. This new approach is now known as the 'New Vision' and has been enthusiastically endorsed by the Management Board and Council. The recommendations of the New Vision have now been agreed by the Spire Trustees and Spire has been relaunched with the new name "The RFU Injured Players Foundation" to take on this role, together with a wider remit in research and education.
- 27 In the new Plan period we will therefore be providing support to CI and VSI players in a fundamentally different way to the past, with the objective of maximising each player's chance of recovering from injury, reaching their full potential and leading as full and independent lives as possible.

SAFEGUARDING VULNERABLE YOUNG PEOPLE AND VULNERABLE ADULTS

Remain a leader amongst sports governing bodies worldwide in safeguarding vulnerable people

- 28 'Safeguarding' issues will continue to rise up the agenda and will almost certainly be a key issue in any Government funded programme going forward. The RFU will ensure that it remains at the forefront of sports governing bodies in terms of its policies, procedures and processes. It will also need to ensure that its CBs and clubs act at all times within those policies, procedures and processes and act properly if allegations of abuse or poor practice relating to children and vulnerable adults are made.

Ensure that the RFU complies with the Sport England / NSPCC "Standards for the Safeguarding of Young People in Sport" and provides a safe environment for young people and vulnerable adults to participate in our sport

- 29 The RFU has a responsibility to comply with government legislation and guidance relating to the welfare of young people within society. Equally, the RFU will continue to promote the ethos of young people and vulnerable adults enjoying the sport in a safe environment. The RFU will also work to ensure that adults who work with young people are aware of their responsibilities under the RFU policy framework. We are required to implement the Government's Independent Safeguarding Authority (ISA) legislation from October 2009 and as such will make membership of the Vetting and Barring Scheme mandatory for all adults undertaking "Regulated Activity".

- 30** The RFU must continue to recognise and support adults who work with young people through a high quality education process across both the Community and Elite parts of the game. In order to do this, training in Child Protection, Welfare and Safeguarding matters will, where practical, be made mandatory for all adults undertaking “Regulated Activity”, such as those coaching young players or vulnerable adults.

Ensure that all CBs have an appointed CB Welfare Manager at the start and end of each season and to increase the number of clubs with appointed Club Welfare Officers to 95% by the end of the Plan period

- 31** The objective of this Plan is to ensure that all CBs, including non-County CBs, have an appointed CB Welfare Manager at the start of and end of each season. In addition, we will seek to increase the number of clubs with junior sections that have an appointed and active Welfare Officer from the current 35% level to 95% by the end of the Plan period. The Welfare Programme will gradually be changed, together with the job titles, to reflect the current language of ‘Safeguarding’ rather than ‘Welfare’ being used by statutory authorities. The targets each year of the Plan are set out in the table below.

TABLE 10

Year	Target Club Welfare Officer Coverage (%)	Number of Club Welfare Officers
2007/08	35%	300
2008/09	60%	516
2009/10	70%	595
2010/11	80%	680
2011/12	90%	765
2012/13	95%	808
2013/14	95%	808
2014/15	95%	808
2015/16	95%	808

ANTI DOPING

Ensure the RFU is a leader in anti doping amongst sports governing bodies worldwide providing an active and influential voice in the direction and development of international anti-doping policy

- 32** We have been at the forefront of world anti-doping policy over a number of years, culminating in becoming the only IRB Member Union to appoint its own full-time anti-doping officer. Being the largest Union in the world and considering the potential risks to the sport of doping offences, it is important that we strive to maintain a leadership position.
- 33** Maintaining an edge in this area is particularly challenging as new developments threaten to undermine the integrity of all sports. As the landscape changes it is vital that we continue to show our unwavering commitment to drug free rugby by further investing in and developing our anti-doping programme in line with international best practice. New strategies will be introduced to support a renewed robust testing programme.
- 34** At the same time we will continue to implement new initiatives and resources as part of our anti-doping education programme, believing that this is a fundamental building block in the fight against drug abuse and ignorance. This will build on the existing strategies in the previous Strategic Plan but will introduce new methodology on the delivery of the programme. The work of the Anti-Doping Steering Group, aligned to the new UK Sport policy, will be critical in achieving our objective of becoming a world leader in the fight against doping.

- 35** The RFU's anti-doping programme will be developed over the Plan period to deliver three broad objectives as follows:
- i) To create another generation of rugby players who have confidence in their ability to succeed without the use of prohibited substances or methods and to create a sporting environment where doping is not tolerated;
 - ii) To deter and detect the use of prohibited substances and methods through the implementation of a robust and forward looking testing programme;
 - iii) To conduct and manage a robust results management system in accordance with the World Anti-Doping Code, IRB Regulation 21 and the National Anti-Doping Organisation.

HEALTH AND SAFETY ISSUES FOR CLUBS AND CBS

Provide a focus for improving the awareness and understanding of health and safety issues across the game

- 36** Over the course of the Plan we intend to put in place a system to provide guidance on health and safety issues associated with rugby club administration for clubs, members, players and parents. We will also ensure that there is an effective system of communication on health and safety matters between the RFU and the membership in order that the relevant aspects of the HASAW Act are presented to clubs in an easily understood format.
- 37** Integral to this issue is that of health promotion. As an NGB, the RFU is in a position to promote healthy environments within its member clubs and a healthy lifestyle in its coaches, players and volunteers. Over the period of this plan we intend to work with the health sector and other agencies on health promotion across the game.

Provide a focus for improving the awareness and understanding of clinical governance issues across the game

- 38** Clinical governance is the process for managing, monitoring and improving the quality of medical care and services. This is an area where the RFU is currently leading the way, both in world rugby and in sport in general in the UK. We intend to continue to develop best practice and guidance in this area in both professional and amateur arenas. The PGB Medical Advisory Group has further specific responsibilities for these issues in the elite game, as do the RFUW for the women's game.

ENVIRONMENTAL AND TRANSPORT ISSUES

The RFU will establish by 2010 a carbon reduction commitment across all areas of its business

- 39** The RFU will work with approved agencies, in particular London Green 500, to determine how the RFU can reduce its carbon footprint in all areas of its business and to agree suitable carbon reduction targets over the Plan period. These targets will be agreed no later than 2010 and will cover the following areas:
- i) An enhanced green travel plan;
 - ii) A waste recycling programme to reduce the waste going to landfill;
 - iii) A reduction in utility usage;
 - iv) A review of alternative utility provisions.
- The targets, when agreed and set, will be monitored on an annual basis across all areas of our business.

Develop transport plans to enable the Stadium complex to be seen as a public transport destination

- 40** The RFU have made a number of commitments under our planning agreements with the local authority to deliver agreed public transport objectives. We will continue to develop relationships with the key transport authorities to ensure that:
- i) improvements are made to the current transport service and infrastructure;
 - ii) the number of spectators travelling to the Stadium via public transport increases;
 - iii) clashes between Twickenham Stadium events and the ongoing Network Rail track maintenance works on the Waterloo – Twickenham line are avoided.

STRATEGIES AND PLANS

EQUITY, EQUALITY AND DIVERSITY

Develop effective programmes to deliver our equity, equality and diversity targets

- 41** The implementation of programmes to achieve equity and equality will be a key consideration for Government in considering levels of funding for NGBs. We need to ensure that we develop effective programmes to achieve these aims. These programmes will be delivered across all the RFU's departments and in particular will:
- i) Ensure all internal policies and procedures pay due regard to equality and diversity in respect of recruitment and selection, performance targets, grievance procedures, training and education programmes;
 - ii) Instigate an Equality and Diversity Leadership Group to lead on RFU work undertaken in these areas, and a series of sub-groups that take ownership of the varied strands of diversity building on the RFU Equality and Diversity Leadership Report 2008;
 - iii) Achieve the Equality Standard Intermediate and Advanced Standards by 2011 and 2013 respectively and then maintain the standards in accordance with Sport England's requirements;
 - iv) Monitor, on a quarterly basis, changes in participation of people currently under-represented in the game through the establishment of baseline data available from Rugby First, other sources within the game and relevant external agencies;
 - v) Positively promote the public image of rugby union through the use of relevant role models and ensuring all literature and promotional material, web sites and internal communications reflect positive images from under-represented groups in the sport (Target: 15% of images depict participants from under-represented groups);
 - vi) Ensure that clubs are meeting the equity requirements under the Seal of Approval accreditation programme;
 - vii) Instigate a programme of awareness around the reporting, investigating, monitoring and prevention of racially-motivated, sexist or homophobic incidents which may occur in the game.

Devise and deliver a minimum of 56 local, regional and national positive action schemes to help increase the number of players, coaches and volunteers from groups currently under-represented across the game

- 42** These positive action schemes will, over the course of the Plan period, cover all under represented groups. In particular they will include supporting the England Deaf Rugby Union, GB Wheelchair Rugby, the British Asian Rugby Association and the England Pirates – a proposed pan-disability squad. Development support will be offered to these groups through the Community Rugby Regional Equity Leads initiative and will be in the form of the Whole Club Development Programme tailored to the needs of the organisation. We will also work in close partnership with a selection of national equity partners including:
- i) English Federation of Disability Sport
 - ii) Women's Sport and Fitness Foundation
 - iii) Sporting Equals
 - iv) Stonewall

- 43** In support of the above programmes the RFU will establish a disability rugby structure that allows participants with a disability (outside deaf or wheelchair) to play, coach and referee at representative level. This will include an RFU Disability Network, which allows for a platform for disabled participants to share issues and provides a framework to share good practice and address poor practice at local, regional and national level. We will also establish a Disabled Spectators Association.
- 44** We will embed positive action schemes into the Community Rugby Coach (CRC) programme ensuring that each CRC work programme commits to 4 inclusive activities and that they must cover 3 of the 5 key priority areas shown below, and that where practical this work will be focussed in the 16-24 age group. The five key priority groups are as follows:
- i) Black and Minority Ethnic participants
 - ii) People with disabilities
 - Deaf and Hearing Impaired
 - Blind and Visually Impaired
 - Moderate Learning Disabilities
 - Other physical disabilities
 - Wheelchair users
 - iii) Girls and Women
 - iv) Inner city/rural deprivation
 - v) Youth Offending/Youth Offenders

Introduce a programme of diversity training and promotion for all staff and key volunteers

- 45** To ensure implementation of these strategies and plans a diversity training programme will be put in place for all staff and key volunteers. The RFU will also ensure that all internal policies and procedures pay due regard to diversity in respect of recruitment and selection, performance targets, grievance procedures, training and education programmes.

PLAYER SAFETY ISSUES

Establish injury surveillance systems and tracking injury research studies

- 46** Following on from the CITG report we will revise and update the RFU catastrophic injury reporting and surveillance systems to optimise both welfare reporting and catastrophic injury surveillance. The catastrophic injury surveillance function will need to be developed in conjunction with the anticipated iRB global standard.
- 47** We will develop and provide evidence based guidance and resources to the wider community game in a number of areas relating to player medical welfare as follows:
- i) The pattern of injuries in the game through a world class injury surveillance programme, including:
 - Long term injury surveillance;
 - Catastrophic injury surveillance;
 - Injury prevention programmes identified from the above.This will help inform advice on law changes, changes to the continuum, and changes to coaching and refereeing practice;
 - ii) A comprehensive education programme relating to injury prevention and first aid, integrated into coach and volunteer workforce development programmes;
 - iii) Medical advice on the participation of players with disabilities in the game.

Place the Premiership Injury Audit on an annual basis and carefully monitor its findings each year

- 48** The injury audit in the Premiership is the most comprehensive study of its kind undertaken in world rugby and provides a wealth of detailed information on the incidence and severity of rugby injuries in both matches and training sessions. This survey will now be put on a regular annual basis to ensure that, over time and working with the PRA, we have tracking data to monitor trends and to formulate action programmes to deliver our objective of having the best injury avoidance and recovery systems in world rugby.

Continue the Player Burn Out Study on a regular tracked basis

- 49** Over the last three years valuable research work has been undertaken in the player burn out area to which the RFU and PRA have contributed. It is essential that this work continues in order that we gain a thorough understanding of this important issue for professional rugby players. We therefore intend to provide funds to place the player burn out study on a regular tracked basis so that we can monitor trends developing over time.
- 50** We will review the results from the tracked survey on an annual basis and identify the factors causing player burn out. We will, together with the PRA, produce and implement programmes to minimise the impact of player burn out for the benefit of players and their clubs.

Provide a focus for guidance to participants in the game in the area of sport science, medicine, fitness and nutrition

- 51** The RFU will develop an information service delivered through Community Rugby to make available information and advice on a wide range of sports science and medicine issues. We will also encourage best practice in these areas and the establishment of minimum standards which could be subject to audit. We will provide guidance to the Community game on a range of health and medical issues, such as: protective equipment, first aid/medical cover, medical equipment and facilities, nutrition, hydration, medical screening, injury management, and clinical governance.
- 52** We will provide a web-based medical advice service which will respond to 95% of medical enquiries within 5 working days and provide a new, high quality web-based resource addressing a significant medical issue within the game each season. We will also seek to provide a clinical governance focus for community representative squads including:
- i) Working with the Elite Department to ensure the squads are supported to world class standards;
 - ii) Advice on standards;
 - iii) Auditing best practice;
 - iv) Provision of CPD and training.

The newly formed Player Safety Sub-Committee will monitor progress over the Plan period

- 53** The newly formed RFU Player Safety Sub-Committee is tasked with setting priorities, defining the best policies and co-ordinating implementation in the area of player safety over the period of the Plan. The Professional Game Board Medical Advisory Group has further specific responsibilities for these issues in the elite game, as do the RFUW for the women's game. Specific areas that the Player Safety Sub-Committee will address over the period of the plan will include reducing risk in the scrum and the tackle.

Provide advice across RFU departments on governance responsibilities with respect to injury prevention, injury management, and player welfare

- 54 In compliance with the CITG and New Vision reports, we will review, conduct and commission research into the many and varied medical issues facing the game. With the assistance of a Medical Advisory Committee comprised of subject matter experts and, working with the Elite Rugby Department, we will develop and provide evidence-based guidance and resources across RFU departments and the wider Community game on player medical welfare issues.

SUPPORT FOR CI AND VSI PLAYERS

Implement the 'New Vision' for providing support for CI players

- 55 The new approach to providing support for CI and VSI players is set out in the New Vision which was approved by the Management Board and Council in 2008. This sets out a radical new approach to provide effective support for CI and VSI players in financial terms but also in case management, pastoral care and logistical support. This strategy is being implemented through a fully integrated approach with effective coordination of the various elements through a single budget and delivered through a restructured SPIRE which has been renamed 'The RFU Injured Players Foundation'. The budget will be established by consolidating all current spend categories to give an initial total fund of £3.2m per annum.
- 56 The fixed payments will continue to be provided through an insurance scheme but are now based on a more flexible scale which provides a much better match between the size of the payment and the practical extent of the player's injury and the associated degree of post-injury dependency. We have adopted the ASIA scale, which is well understood in the medical profession, as the basis for these payments. A panel of experts will evaluate each potential CI and VSI case, both for insurance and our own purposes.
- 57 The core of the New Vision is the adoption of a case management approach to provide support and resources to each CI and VSI player as a unique case. The objective of the New Vision is to maximise each individual player's chance of recovery and support them in establishing and leading a full and independent life. Our new approach is based on advice from the Spinal Injuries Association, the RFU's Community Medical Officer, and an eminent spinal injuries rehabilitation specialist that the key to optimising recovery is access to the right resources (treatment, services, equipment and cash) at the right time and that the most benefit that can be obtained for CI and VSI players from the RFU's significant investment in this area is to ensure that this happens. Features of the case management approach are as follows:
- i) We will appoint and fund a top quality local Case Manager from an approved list, to work with the IPWO with each player. The Case Manager will draw up a care plan in conjunction with the player's rehabilitation team and then coordinate the provision of care and services with the NHS Trusts, Local Authority and other stakeholders;
 - ii) The Case Manager and IPWO will identify potential sources of third party funding and assist in processing the funding application where applicable;
 - iii) Resources that are not available from the State and cannot be funded by third party sources will be funded by The RFU Injured Players Foundation from the considerable discretionary pool created by the establishment of the budget described in paragraph 55 above. This will include capital sums for accommodation alterations, specialist vehicles, support equipment and revenue sums for access to specialist care, notably physiotherapy and other rehabilitation therapies, and education or employment re-training.

- 58** The Case Manager, working with the IPWO, will also provide expert advice and assistance in dealing with problems accessing support that should normally be provided by the Local Authority and health care organisations. We will be using our knowledge and expertise to ensure that those organisations which have a statutory obligation to assist do so to the required level. This will be supported by legal assistance if necessary.
- 59** The new approach requires an increase in human resources. A full time Welfare Officer, a full time Administrator and a Fund Raising Officer will be appointed and be based in the RFU offices at Twickenham. This will allow the RFU to deliver the level of expertise, integration, and coordination of catastrophic injury risk management, pastoral and case management support we believe is appropriate.
- 60** We have drawn into The RFU Injured Players Foundation the existing elements of the RFU activities and projects currently being undertaken in the area of serious and catastrophic injury prevention, management and welfare support. This will include, for example: injury surveillance projects, catastrophic injury prevention research, and first aid and immediate care training for volunteers, coaches, medical staff employed by clubs and the RFU.
- 61** We will devote significantly more time and the appropriate financial resources to ensuring that a potential CI or VSI player receives the best possible treatment by the emergency services in the critical hours immediately following injury. Where possible we will work with the NHS and other appropriate parties to optimise the immediate response to a potential CI or VSI case. If the Stoke Mandeville research is accepted by the NHS medical authorities, the aim is to establish a national telephone helpline, linked to NHS ambulance service protocols, to ensure that potential CI or VSI cases are taken immediately to an appropriate specialist spinal injury or trauma unit in cases where the local hospital does not have the level of expertise required to optimally manage such cases. This will also involve an education programme with clubs and the NHS so that everything possible can be done in the immediate aftermath of an injury to optimise our response.

SAFEGUARDING VULNERABLE YOUNG PEOPLE AND VULNERABLE ADULTS

Provide leadership, support, guidance and monitoring of safeguarding and child protection issues across the game

- 62** We will fully review the national Policy for the Welfare of Young People in Rugby Union every three years and provide a template for member clubs to produce their own policy and to put in place appropriate monitoring procedures. The RFU and RFUW safeguarding programme will consist of the following key elements:
- i) The RFU and RFUW will phase out the use of the term “welfare” and will adopt the term “safeguarding” as an umbrella term already preferred by the NSPCC/CPSU to cover all aspects child and vulnerable adult protection. This will also help to remove confusion around the same term (ie ‘welfare’) terms used in medical circles;
 - ii) Ensuring that a designated person is in place as a Safeguarding Manager/Officer at club, CB and national level to implement the policy. This would provide a point of contact at all levels and would ensure effective communication across the game;
 - iii) The RFU and RFUW will attain and maintain the NSPCC/CPSU Advanced Standards for Safeguarding and Protecting Children in Sport;

- iv) Ensuring that all adults who meet the minimum criteria for the Vetting and Barring Scheme (VBS) membership and CRB checking for working with young people undertake these legal and moral requirements. It is important to ensure that adults who work with young people in the game are suitable to do so;
- v) Provision of a comprehensive education programme relating to the care and protection of young people for coaches, parents, spectators, administrators, club and CB safeguarding officers/managers, and provide a clear Safeguarding Workforce Development Plan for both staff and volunteers. If practical, we will make the training of adult volunteers working with young people mandatory;
- vi) In the event that allegations of abuse and poor practise are made concerning the welfare of young people or vulnerable adults, the RFU will ensure that they are investigated and managed in a sensitive, timely and professional manner. Where necessary we will work with statutory agencies and will ensure appropriate and high-quality case management and investigation protocols. The Referral Management Group (which oversees safeguarding cases in rugby union) will annually review its protocols thus ensuring they are fit-for-purpose;
- vii) Establish and maintain a one stop shop website for communication. Safeguarding and child protection is an area which elicits a huge number of enquiries from CBs and clubs. The establishment of a one stop shop website with child-friendly sections will enable easier access to the information which club managers need to deliver a safe and child-friendly service;
- viii) By the start of 2010/11 season each club will be required to complete a Safeguarding Audit self-assessment in January each year and 10% of clubs will be audited by the CB Safeguarding Manager, in conjunction with the CBs annual Club Audit;
- ix) Establish a long-term study of safeguarding programme effectiveness within the game. Young people, in both small focus groups and larger general surveys, will be subject to consultation and questionnaires in order that we measure how safe they feel in the game. This will also help shape future policy direction in the area of safeguarding.
- x) After the first three-yearly review we will report back to Government the effect of the implementation of the VBS on volunteer recruitment and retention, the financial and bureaucratic cost to the Union and its effectiveness.

ANTI DOPING ISSUES

Develop a specific RFU policy on doping that is widely publicised and easily accessible

- 63** Doping has become one of the biggest threats to all sports and as such the RFU must communicate to the wider rugby community, a strong and clear message that it is fundamentally against doping and committed to protecting the integrity of rugby from doping. The RFU will therefore publish, maintain and update a clear policy statement of our position on doping issues.

Deliver a game wide anti-doping education strategy

- 64** Historically there has been a poor level of knowledge amongst players of key anti-doping issues and responsibilities. Effective collaboration between all stakeholders is required to engage the wider rugby community in greater awareness and understanding. We will engage clubs, players and support staff in anti-doping education and address the poor level of knowledge of key issues such as the prohibited list, doping violations, recreational drugs and Therapeutic Use Exemptions (TUEs) through a game-wide education programme.

Undertake detailed research into the attitudes and values of rugby players towards doping in sport

- 65** The RFU recognises that a greater emphasis needs to be placed on understanding the views of its key stakeholders, particularly players, on the issue of doping. This is a key weapon in the fight against doping and provides a basis for implementing bespoke educational initiatives and programmes. This will be achieved through a regular research programme to determine attitudes and values of players.

Deliver an industry leading position statement on supplements

- 66** There are a range of issues surrounding the use and misuse of supplement products that require clear and concise direction from the RFU. These include addressing concerns over the growing incidence of supplements at all levels of the game and the inherent risks in taking such products without proper guidance or education. We will therefore develop a policy statement that is widely publicised and regularly reviewed to address the growing concern about the increased use of supplements amongst clubs and players at all levels.

Implement a world leading process for the management of Therapeutic Use Exemptions

- 67** With a growing number of TUEs processed by the RFU each season and a number of inadvertent positive tests in international sport through player ignorance and TUE mismanagement, a better developed and more comprehensive process for the management of TUEs will be drawn up and implemented over the Plan period.

Increase testing numbers and introduce intelligent testing strategies, including blood testing

- 68** As doping trends and practices continue to develop at a rapid pace, the RFU's testing programme must be able to combat those developments by effectively deterring and detecting doping as well as withstanding increased public and media scrutiny. We therefore plan to increase testing numbers and introduce intelligent testing strategies, including blood testing, to ensure the testing programme remains in line with international best practice and able to withstand increasing public and media scrutiny in the lead up to London 2012.

Introduce individual out of competition testing

- 69** We will introduce individual out of competition testing and a robust process for managing individual player whereabouts information to ensure the RFU programme remains robust, effective and WADA Code compliant.

Ensure all Anti-Doping Rule Violations are dealt with expeditiously in a transparent, consistent and high quality manner

- 70** On the back of a mature and well developed discipline system, the RFU must continue to ensure that it processes anti-doping rule violations in a robust manner meeting its responsibilities to the sport, player and the WADA Code and with an awareness of the RFU's responsibilities to the sport as well as to the player.

HEALTH AND SAFETY ISSUES FOR CLUBS AND CBS

Develop Virtual Advisor as the game-wide resource on risk management

- 71 We will continue to provide guidance on health and safety for clubs through the web based tool *Virtual Advisor*. We will continually review the content against queries that are raised by participants and update, amend and add guidance as appropriate. We will also periodically publicise the importance of risk management through Touchline and Community Rugby ezines.

ENVIRONMENTAL AND TRANSPORT ISSUES

The RFU will develop a comprehensive Environmental Policy by 2011

- 72 The RFU is aware of its corporate responsibility for the environment and will do all that it reasonably can to carry out this responsibility. Work will commence immediately on developing a comprehensive Environmental Policy which will cover all aspects and issues. This policy, which will become part of the RFU's management culture, will proactively seek to achieve the environmental targets set out in this Plan. These targets will be monitored by the Health and Safety Committee whose terms of reference will be expanded to include the environment and will be renamed the Health, Safety and Environment Committee.

Establish effective liaison committees with Network Rail, South West Trains, London Underground and other transport parties to deliver the best transport services for Twickenham on match and concert days

- 73 Network Rail have embarked on a long term investment programme to improve the rail network to catch up on the required maintenance works that have been neglected for many years. It is essential that we have full and effective liaison between ourselves and the main transport entities to ensure that the dates of major matches and events at the Stadium are scheduled into these maintenance works programmes so that they are not affected or compromised.
- 74 In the absence of any statutory body being accountable for the delivery of transport services for sporting events we need to take the lead on managing this issue. In consultation with our transport partners we will establish a co-ordinating committee to achieve this consultation and liaison. We will nominate one RFU manager to be responsible for this role which will include coordinating the event day transport logistics and ensuring that regular transport planning and review meetings between all the transport stakeholders take place. We will also ensure that transport issues are part of our Public Affairs agenda and that Government and the Parliamentary Rugby group of MPs are fully briefed on the issues at all times.