

*COMMUNITY RUGBY



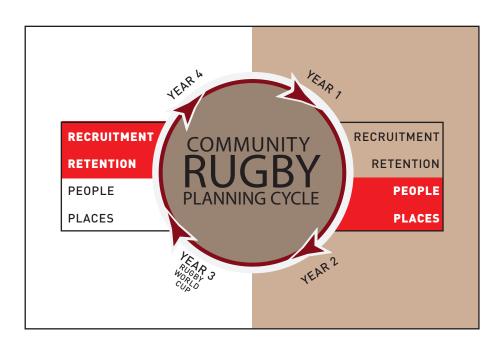
COMMUNITY RUGBY

It is essential that the RFU continues to promote and develop the Game within the community so as to encourage optimum participation and enjoyment at every level. Community Rugby's role is to encourage and support all those who want to participate either by playing, coaching, refereeing, administrating or spectating. The RFU's objectives to achieve this are set out in this section together with the strategies, plans and programmes needed to support them. Together they create a common Community Rugby agenda that enables CB and Club Volunteers and Executive staff to work closely together in partnership. The RFU will continue to be pro-active in developing links with external agencies and sponsors that help provide human and financial resources for Community Rugby.

INTRODUCTION

We will continue to plan for the four year participation growth cycle based around the RWC. It is proposed that we retain the planning cycle concepts in the second RFU Strategic Plan but link Recruitment and Retention into a single two year programme and do the same with People and Places. This would allow us to work with the CBs, clubs and volunteers on two key programmes in a four year cycle.

FIGURE 3 - COMMUNITY RUGBY PLANNING CYCLE



The strategic themes of Community Rugby for the new Plan will remain the same as in the current Plan, but concentrating on improving quantity and quality as illustrated in the diagram below.

In order to measure the performance of achieving our strategic themes and objectives we have set four critical success factors:

- i) The number of people playing the game aged 16+;
- ii) The number of matches being played;
- iii) Improving the sustainability of clubs;
- iv) The number of effective people supporting the playing of the game.

FIGURE 4 - STRATEGIC THEMES



Over the term of this Strategic Plan we will move towards utilising the number of matches played as a definitive measure of the health of the game. However, it will take some time to develop and define this. The recording of the number of players only provides a trend analysis over time and not an accurate real time statement of the health of the game.

OBJECTIVES

CLUBS DEVELOPMENT

Increase adult participation in clubs by 37% over the Plan period through a recruitment and retention programme

We are aiming to increase adult participation in the game by 36,934 over the Plan period broken down by 20,274 new women participants and 16,660 new men participants. These targets are further broken down for each year of the Plan and are set out in the table overleaf:

TABLE 11

Year	Increase in Men	Increase in Women	Total Increase in Adults
2009/10	3113	2458	5571
2010/11	3176	3195	6371
2011/12	3239	4154	7393
2012/13	3304	5400	8704
2013/14	620	620	1240
2014/15	0	0	0
2015/16	3131	3131	6262
2016/17	1317	1316	2633

Increase the number of adult club teams by 1 new team for every Section 1 club, of which 120 are female, over the Plan period

New teams are vital if clubs are to thrive. We will support clubs with information, training and competitive opportunities for new teams established below the men's first XV and for all additional women's teams. We will prioritise clubs that are currently under capacity and have the resources and facilities to run extra teams.

TABLE 12

INDEL IZ		
Year	Increase in no. of Teams	Total No. of Adults Teams
2000/10		
2009/10	225	4227
2010/11	225	4452
2011/12	225	4677
2012/13	225	4902
2013/14	49	4951
2014/15	0	4951
2015/16	247	5198
2016/17	104	5302

Increase by 350 the number of clubs with Mini and Youth Seal of Approval by 2011/12

In order for the game to grow in the club environment, it is essential that a network of high quality clubs is developed. These will contain well trained coaches, officials and volunteers working within sustainable and accredited club structures. One of the measures of achievement will be the number of clubs achieving Mini and Youth Seal of Approval. Investment will also be required to improve club facilities to match the activity which takes place within the club. The table below sets out the detailed targets we are aiming for prior to the Mini and Youth Seal of Approval being merged with the Whole Club Seal of Approval.

TABLE 13

Year	Increase in	Total No. of
	SoA	SoA Clubs
2008/09	100	550
2009/10	125	675
2010/11	125	800
2011/12	0	800
2012/13	0	800
2013/14	0	800
2014/15	0	800
2015/16	0	800

800 (65%) of Section 1 clubs to achieve Whole Club Seal of Approval, of which 250 will have women and girls sections, by the end of the Plan period

219 We are updating our club accreditation processes by introducing a Whole Club Seal of Approval system which will incorporate the existing Mini and Youth Seal of Approval. It is important for the achievement of all our objectives that we are successful in encouraging clubs to have effective development plans and processes. We are therefore setting as an objective that 800 clubs achieve Whole Club Seal of Approval status by the end of the Plan period with 250 of these clubs having women and girls sections.

TABLE 14

Year	Increase in	Total No. of
	Whole Club SoA	Whole Club SoA
2008/09	50	50
2009/10	150	200
2010/11	150	350
2011/12	0	350
2012/13	150	500
2013/14	150	650
2014/15	150	800
2015/16	0	800

100% of Section 1 Clubs to have initiated a Whole Club Development process by the end of the Plan period

We will use the whole club development planning workshop and supporting resources to engage all Section 1 clubs in a planning process to ensure long term club sustainability. This will be rolled out through club clusters as well as individual clubs. The target numbers of Whole Club Development Plans in each Plan year are set out in the table below:

TABLE 15

., ., .,		
Year	Increase in Whole	Total No. of Whole
	Club Development Plans	Club Development Plans
2008/09	175	325
2009/10	175	500
2010/11	175	675
2011/12	0	675
2012/13	175	850
2013/14	175	1025
2014/15	175	1200
2015/16	0	1200

800 (100%) clubs with Mini and Youth players to have formal written links with at least two local schools, one of which must be a secondary school by the end of the Plan period

221 Effective and mutually beneficial school links are key to the long term sustainability of a club's Mini and Youth section. We will develop specific resources to assist in this process. We will work with the Youth Sport Trust nationally and locally to ensure that their school sport partnerships are proactive in developing links with accredited rugby clubs. We will embed Pathfinders in schools to ensure an effective handover of rugby playing school leavers to clubs, colleges and universities.

800 (65%) of Section 1 clubs to have formal written links with at least two local HE or FE establishments by the end of the Plan period

222 Effective links with FE and HE establishments are key to the retention of players through the transition from youth to adult rugby. We will develop specific resources to assist in this process.

We will work with the Youth Sport Trust and their FE Sports Coordinators to ensure that their school sport partnerships are proactive in developing links between FE Colleges and accredited rugby clubs. Clubs can provide extra playing opportunities for HE students who cannot or do not want to play at their university, or for those that want to play at both. We will develop the links with college and university sports organisations to ensure that these opportunities are promoted. We will embed Pathfinders to ensure an effective handover of rugby playing college and university leavers to clubs.

800 (65%) of Section 1 clubs to have formal written links with at least two other local clubs by the end of the Plan period

Clusters of clubs are well established in many areas and are an effective way for clubs to support each other in their development. We will extend the number and effectiveness of clusters by providing resources and information to support clubs, CB volunteers, RFU staff and others.

800 (100%) clubs with Mini and Youth players to have a Pathfinder by the end of the Plan period

The establishment of a network of Pathfinders will be a key tool in managing the transition of players from school to college/university and then on to clubs. We will embed Pathfinders in clubs to ensure an effective handover of rugby playing school leavers to clubs, colleges and universities.

Reduce the number of 'at risk' clubs to no more than 30 by the end of the Plan period

Unforeseen circumstances will mean that we always have some clubs who are at risk of ceasing to operate. We will seek to identify all clubs that are likely to fall into the at risk category at an early stage and a list of such clubs will be maintained and regularly reported to the Management Board. We will develop specific first aid resources for these clubs so that their specific short term needs can be met. Support from RFU staff and CB volunteers will provide longer term support to ensure that the club continues to develop in the most appropriate way.

SCHOOLS DEVELOPMENT

Increase the number of U16-19 age group club and school players by 40,695, of which 2,330 are female, over the Plan period

We will prioritise the clubs with U16-19 teams to ensure that more players are recruited and retained for these teams and, as a result, for the adult teams too. This will be achieved through a more youth centred approach at all relevant clubs and through the expansion of formal links between clubs and local schools and colleges. The target figures for the increase in the number of U16-19 age group players for each Plan year is set out in the table below.

TABLE 16

Year	Increase	Increase	Total Increase in U16-19
	in Boys	in Girls	Club and School players
2009/10	5776	304	6080
2010/11	7509	395	7904
2011/12	9761	514	10275
2012/13	12690	668	13358
2013/14	330	50	380
2014/15	0	0	0
2015/16	1599	300	1899
2016/17	698	100	798

Increase by 1,167 the number of club and school teams in the U16 -19 age group over the Plan period

As well as increasing the number of players in this age group we also need to target increasing the number of teams. We will prioritise the clubs and schools with U15 and U16 teams but without U17 and U18 teams. We will provide information, training, community links and competitive opportunities for these clubs and schools to ensure they recruit and retain more players and establish new teams at U17 and U18. The target figures for the increase in the number of U16-19 age group teams for each Plan year is set out in the table below.

TABLE 17

Year	Increase in no. of U16-19	Total No. of Club and
	Club and School Teams	School U16-19 Teams
2009/10	223	2636
2010/11	223	2859
2011/12	223	3082
2012/13	223	3305
2013/14	33	3338
2014/15	0	3338
2015/16	170	3508
2016/17	70	3578

Increase the number of players in the U13-16 age group in Schools by 185,000 over the Plan period of which 25,000 are female

The participation in rugby in schools in the U13-16 age group has traditionally been strong. This constitutes the first contact with the full game for the majority young players and therefore is a vital stage in recruitment and retention. We will continue to provide support, resources and opportunities for players in this age group whatever their level, from highly motivated and committed players to those simply looking for a recreational outlet or keen to try a new sporting pastime. We are setting a target of growing participation in this age group of 24.2% over the Plan period as shown in the table on the next page.

TABLE 18

Year	Increase in no. of	Total Number of
	U13-16 School players	U13 - 16 School Players
2008/09	16764	854,969
2009/10	17099	872,068
2010/11	17441	889,510
2011/12	44475	933,985
2012/13	18680	952,665
2013/14	19053	971,718
2014/15	19434	991,153
2015/16	49558	1,040,710

Increase membership of the ERFSU by 872 Schools (29%) over the Plan period

We are aiming to increase the number of schools who play more than six matches per season and affiliate to the ERFSU by 29% or 872 schools over the period of the Plan. Schools will be encouraged to affiliate to the ERFSU when they have a playing programme in place which benefits their pupils, staff and the school itself. By increasing the membership of ERFSU, we will be growing the rugby union family, leading to greater sustainability of the game in education and across mini and youth ages.

TABLE 19 Year	Increase in the no. of Schools affiliating to ERFSU	Total no. of ERFSU Schools playing more than 6 matches
2008/09	120	3120
2009/10	62	3182
2010/11	64	3246
2011/12	162	3408
2012/13	136	3545
2013/14	71	3616
2014/15	72	3688
2015/16	184	3872

Achieve 517 schools accredited to the Schools Development Award scheme to develop a high quality and sustainable school infrastructure for the game

- In order for the game to grow, it is essential that a network of schools is developed which provide a high quality rugby environment run by well trained teachers, coaches, officials and Volunteers working within sustainable and accredited school structures. The *Building Schools for the Future* programme will provide opportunities for the development of rugby facilities at strategically important school venues.
- The RFU Club Seal of Approval scheme has rewarded and recognised high quality delivery of the game in clubs for a number of years. There is an equally strong and developmentally focussed process taking place in the schools sector. The RFU Schools Development Award was introduced in 2005 for schools to be recognised for such delivery. The scope of the Award will be revisited and an updated and a similarly streamlined accreditation process will be introduced from 2009/10 season to be more widely accessible to all schools.

TABLE 20

Year	Increase in no. of Accredited Schools	Total Number of Accredited Schools
2008/09	0	0
2009/10	100	100
2010/11	50	150
2011/12	50	200
2012/13	40	240
2013/14	48	287
2014/15	57	345
2015/16	172	517

Increase the number of club/school links by 262 (29%) over the Plan period

Effective links between clubs, schools, colleges and universities are vital to the long term sustainability and growth of the game. Local links can provide shared resources and facilities

and player recruitment and retention will only happen effectively if they work together. The targets we are setting during the period of the Plan are set out in the table below:

TABLE 21

Year	Increase in no. of Links	Number of Links
2008/09	36	936
2009/10	19	955
2010/11	19	974
2011/12	49	1023
2012/13	41	1063
2013/14	21	1085
2014/15	22	1106
2015/16	55	1162

Ensure that 1,162 schools have a Pathfinder by the end of the Plan period

Young players moving between school and college or university and on to new clubs are prone to drop out of the game if the transition between these rugby environments is perceived to be either too difficult or not welcoming. In order to fix these drop out points in the Rugby Journey a network of player Pathfinders will be created in colleges and universities whose role it will be to hand over the player to their next rugby 'club' Pathfinder. In so doing, this network of trained and resourced Pathfinders will seek to smooth the young player's transition between clubs at a time of considerable personal change. We will embed Pathfinders in schools to ensure an effective handover of rugby playing school leavers to clubs, colleges and universities. The target numbers of Pathfinders over the Plan period are set out in the table below.

TABLE 22

Year	Increase in no. of School Pathfinders	Total number of School Pathfinders
2008/09	0	800
2009/10	16	816
2010/11	16	832
2011/12	42	874
2012/13	18	892
2013/14	18	910
2014/15	18	928
2015/16	46	974

STUDENTS/HE/FE DEVELOPMENT

Develop a targeted recruitment campaign and retention programme in colleges and universities to increase the number of players by 23,497

- RFU personnel and resources will support targeted recruitment and retention programmes to deliver the expansion of the game in colleges and universities with the focus on 16 to 24 year olds. The Rugby World Cup will continue to provide the focus over the Plan period for player recruitment activities following the success of Go Play Rugby in 2007. In the intervening years, the majority of colleges and universities will focus on retaining players by identifying specific actions in their planning process. Support for this planning will be provided locally by RFU development staff and CBs.
- A nationally coordinated programme of events will support player recruitment and retention by promoting participation and by maintaining a player's contact with the game. The establishment

of new teams is vital to sustain this expansion and information and training on how to set up new teams will be provided alongside the provision of competitive opportunities for new teams. The target increase in the number of players, including women, over the Plan period is set out in the table below.

TABLE 23

Year	Increase in Men	Increase in Women	Total Increase in HE/FE players
2009/10	3105	164	3269
2010/11	4037	213	4250
2011/12	5249	276	5525
2012/13	3824	359	7183
2013/14	400	0	400
2014/15	0	0	0
2015/16	2020	0	2020
2016/17	849	0	849

Increase the number of teams in each university and college by an average of one and half teams over the Plan period

In addition to securing an increase in the number of players we are also setting a target of an increase in the number of university and college teams playing in recognised competitions by one and a half teams each (or 583 in total) by the end of the Plan period. This target broken down between each year of the Plan period is as follows:

TABLE 24

IADEL 27		
Year	Increase in no.	Total number
	of HE/FE Teams	of HE/FE Teams
2008/09	120	897
2009/10	120	1017
2010/11	120	1137
2011/12	120	1257
2012/13	23	1270
2013/14	0	1270
2014/15	63	1333
2015/16	27	1360

Establish a Whole Club Accreditation process for universities by 2010 and secure 45 accredited universities by the end of the Plan period

- In order for the game to grow, it is essential that a network of colleges and universities is developed which provide a high quality rugby environment run by well trained staff, coaches, officials and volunteers working within sustainable and accredited college and university structures. Where Government funding is made available for facilities in the HE and FE sector we will undertake to maximise such funding for the development of rugby facilities at strategically important venues in these two sectors.
- The RFU Club Seal of Approval scheme is a standard which recognises high quality delivery of the game and has been successful in improving standards over a number of years. There is an equally strong development process in universities based on the development plans produced as part of the Higher Education Rugby Development Programme. An accreditation process will be introduced from 2010/11 as an incentive to raise standards and recognise those who are already meeting these criteria. The targets we are setting for achieving Whole Club Accreditation in universities are set out opposite:

TABLE 25		
Year	Increase in no. of	Total Number of
	Universties with	Universities with
	Whole Club Accreditation	Whole Club Accreditation
2009/10	0	0
2010/11	30	30
2011/12	5	35
2012/13	0	35
2013/14	5	40
2014/15	5	45
2015/16	0	45

Increase by 54 the number of FE colleges reaching the Accredited College standards and by 16 the number reaching Beacon College standard over the Plan period

This scheme has already seen success with colleges working to meet the required criteria and giving development staff a tool with which to increase the quality of provision as well as increasing participation. This scheme also promotes development of coaches, referees and volunteers within FE colleges. The target figures are set out below:

Increase no. of	Total Number of
FE Colleges with	FE Colleges with
Accredited Status	Accredited Status
0	6
22	28
7	35
5	40
0	40
0	40
10	50
10	60
0	60
	FE Colleges with Accredited Status 0 22 7 5 0 0 10

Year	Increase no. of FE Colleges with Beacon Status	Total Number of FE Colleges with with Beacon Status
2007/08	2	2
2008/09	7	9
2009/10	3	12
2010/11	2	14
2011/12	0	14
2012/13	0	14
2013/14	2	16
2014/15	2	18
2015/16	0	18

Increase the number of formal links between clubs and colleges by 40 and clubs and universities by 75 by the end of the Plan period

It is important that formal written links are established between clubs, colleges and universities which maximise the opportunities for students to play, administer, coach and referee the game. These links can then be integrated into the Whole Club Development process and the joint planning between the SRFU, RDTs and CBRDPs. We will provide support to colleges/universities to formulate the specific details of the 'link agreement'. The targets we are setting for the increase in the number of links in each year of the Plan period are set out in the tables overleaf.

TABLE 27		
Year	Increase in no. of formal written links	Total Number of Colleges with formal written links
2008/09	5	40
2009/10	10	50
2010/11	10	60
2011/12	0	60
2012/13	0	60
2013/14	10	70
2014/15	5	75
2015/16	0	75

Year	Increase in no. of formal written links	Total Number of Universities with formal written links
2008/09	5	27
2009/10	20	47
2010/11	20	67
2011/12	0	67
2012/13	0	67
2013/14	15	82
2014/15	15	97
2015/16	0	97

Establish 80 Pathfinders in colleges and 136 in universities by the end of the Plan period

The establishment of active Pathfinders is a critical element in the successful transition of players from school rugby to rugby within HE and FE education. We are targeting to embed 80 Pathfinders in FE colleges and 136 in universities over the Plan period. This will ensure an effective handover of rugby playing school leavers to clubs, colleges and universities. The targets are set out in the table below.

TABLE 28

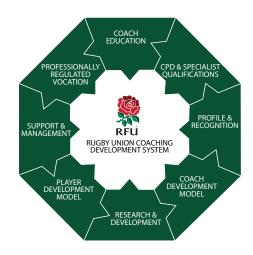
Year	Increase in College	Total no. of College	Increase in University	Total no. of University
	Pathfinders	Pathfinders	Pathfinders	Pathfinders
2009/10	3	69	6	120
2010/11	1	70	1	121
2011/12	1	71	1	122
2012/13	2	73	4	126
2013/14	2	75	4	130
2014/15	1	76	1	131
2015/16	1	76	1	132
2016/17	3	79	4	136

COACHING AND COACH DEVELOPMENT

Ensure all teams have access to high quality coaching supported by a world leading coach development system to be developed over the Plan period

High quality coaches are fundamental to recruiting, retaining and developing players at all levels of the game. A model that clearly articulates all the necessary interdependent components that form an effective coach development system shown in the diagram below will be established in 2009. This will provide the strategic framework to drive changes in a more systematic way and enhance the quality of coaching at all levels.

FIGURE 5 - COACHING DEVELOPMENT SYSTEM



Increase the number of active coaches in the Community game by 15% over the Plan period

As can be seen from the global rugby statistics earlier in this Plan, England have a poorer players to coach ratio than most of the other major Unions. We will therefore target increasing the number of coaches and improving our players to coach ratio over the Plan period and to match the forecast growth in the playing population. Set out below are the target number of coaches in each year of the Plan period:

TABLE 29

IADLL 27			
Year	Increase of	Total Number of active	Number of Coaches
	Active Coaches	coaches on RugbyFirst	Qualifying p.a.
2008/09	655	32,674	6,000
2009/10	668	33,419	6,120
2010/11	682	34,088	7,000
2011/12	695	34,769	7,140
2012/13	709	35,465	7,280
2013/14	723	36,174	7,425
2014/15	738	36,898	7,575
2015/16	753	37,636	7,725

REFEREES AND REFEREE DEVELOPMENT

Qualify 28,800 new referees over the Plan period

With the planned increase in participation, we need to target a significant increase in the number of referees over the Plan period. We are therefore aiming to qualify 28,800 new referees over the Plan period and the annual targets are set out in the table overleaf for each year of the Plan:

eferees	Total Number of active Referees on RugbyFirst	Number of Referees Qualifying p.a.
eferees	Referees on RugbyFirst	Qualifying n a
		adding pid.
	28,372	
40	31,912	– The number of
17	35,629	- referees
02	39,351	gualifying to
97	43,628	– quantifying to– increase by
01	47,929	– increase by – 5% p.a.
16	52,445	– υν μ.a.
41	57,186	_
	40 17 02 97 01 16 41	40 31,912 17 35,629 02 39,351 97 43,628 01 47,929 16 52,445

Provide a referee of suitable ability, who will have access to high quality courses, awards and products to every game

The availability of suitable referees is essential to a flourishing game, as is the provision of high quality training and education material. A referee's suitability will be determined either by the Referees' Society of which he/she is a member or by the club, school or other organisation at which he/she referees. High quality programmes of training, education, development and support will be made available to all referees to support this objective.

VOLUNTEERS

Increase the number of volunteer administrators by 20.7% over the Plan period to support the delivery of the Community game

As the game grows, greater numbers of effective volunteers are needed to undertake the tasks essential to support the playing of the game. In today's 'time poor' society we need to increase the number of volunteers so that collectively there is a greater contribution of time to support the game, whilst the contribution made by each individual is actually less. With over 1,500 clubs and an estimated 57,863 volunteers it is not possible to centrally support each individual. Therefore we will establish a framework in which the recruitment, retention and recognition of rugby volunteers can flourish. Our target is to increase the number of volunteers as set out in the table below:

TABLE 31

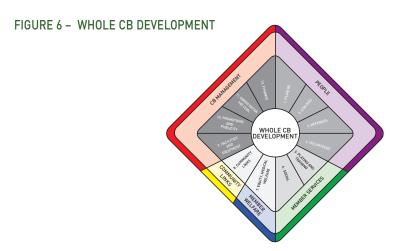
Year	Increase in no. of Volunteers	Total Number of Volunteers	
2007/08	<u> </u>	57,863	
2008/09	868	58,731	
2009/10	2,643	61,374	
2010/11	1,534	62,908	
2011/12	1,007	63,915	
2012/13	1,023	64,937	
2013/14	2,597	67,535	
2014/15	1,688	69,223	
2015/16	692	69,915	

CONSTITUENT BODIES

Develop a Whole CB Development process to support high quality and sustainable Constituent Bodies

247 Constituent Bodies provide the single administrative tier between clubs and the RFU. Roles and responsibilities for CBs have been adopted since 2004. In essence, CBs are responsible for the development of the game within their member clubs. They promote and foster the game with

relevant local and regional organisations. We will support them in their role via a Whole CB Development approach. CBs will identify the areas they need to develop from the five themes and 12 strands shown in the diagram below. Facilitated workshops, subject matter experts, and supporting resources will be available to provide support to CBs in the areas they identify to develop.



WOMEN'S RUGBY IN THE COMMUNITY

Establish an Integration Project Team consisting of representatives of the RFU and RFUW to develop the process for full integration of the RFUW within the RFU by 2009/10 Season

- Sport England have made it clear that in order to access the ongoing funding required to deliver the game they are expecting to support one National Governing Body only within each sport. It is therefore important that the RFU and RFUW move towards integration. Apart from addressing the requirements of Sport England, it is also timely with the growth of the game in England that we move to a single body representing the needs of the game.
- The RFU and RFUW are working to the following timetable, which has been accepted by Sport England, to achieve integration of the men's and women's games.

In 2008/09

A plan is being developed, in consultation with the RFUW, to address the issues of management structures in the RFU and RFUW and any harmonisation required. We will also analyse the financial impact of the integration proposals including the implications of a single bid process for the next Sport England funding round.

In 2009/10

We will draw up a plan to deliver the legal and constitutional changes for appropriate AGMs of the RFU and RFUW no later than 2010. We will table proposals to the RFU Governance Standing Committee, Management Board and Council covering:

- il The revised RFUW constitution:
- ii) RFU constitutional issues:
- iii) RFU rule changes that would require a two thirds majority of RFU members;
- iv) Management harmonisation issues;
- v) Financial issues:
- vi) The necessary enabling resolutions to be placed before an RFU AGM and an RFUW AGM.

Ensure over the period of the Plan all development activities targeting women are linked to the RFU's development activities

As the RFU and RFUW move towards integration it will be prudent for development staff in the field on both sides to work more closely together, ensuring that when integration happens, the transition of staff and the impact on the game is reduced by this evolution process.

GENERAL COMMUNITY RUGBY

Develop partnership agreements with PRL and local CBs and clubs to support the development of the game

251 The new RFU/PRL agreement provides for close working relationships between Premiership clubs and local clubs and CBs. As the relationship between the RFU and PRL develops it will be important to forge stronger links between PRL and their local clubs. This will ensure a joint rugby wide approach to the game at a local level.

Ensure that the Schools, Students and Youth Review is monitored and developed where appropriate in the period of the Plan, no less than once in every four year cycle

252 Currently we review the Schools, Students and Youth Review Report every two years. This has proven difficult and does not give sufficient time for the effects of any changes to be properly monitored and assessed. The intention going forward is to review this Report in a structured way no less than once in every four years.

Deploy and maintain investment in a team of at least 100 Community Rugby Coaches (CRCs), based throughout every CB and County Sport Partnership

253 Since 2006 the CRC team has grown significantly and, as a result, the level of high quality coaching and delivery at local level has been hugely increased. The CRCs are widely acknowledged both within the game and by external partners, as a key ingredient to the future recruitment and retention of players of all ages in the game. They provide a face on the ground that other sports cannot match and a delivery arm for clubs to outreach into their community. The CRC team has been built through effective partnerships established by RDMs and RDOs working together with national and regional bodies to source other delivery partners. We must maintain and then grow the number of CRCs above the minimum of 100 to provide the major catalyst to recruitment, retention and longer term participation.

Provide a voice for young participants on all relevant aspects of Community Rugby

- 78% of the players in rugby union are under 25 years old. We will establish a national Youth Advisory Board (with regional forums) to allow players in this age group to be involved in changing policy that affects them by providing input to the Community Rugby Standing Committee. Regional forums will include a representative aged 16-24 for each Constituent Body. The Youth Advisory Board will meet twice a year. This structure will:
 - i) provide a direct link between the Community Rugby Standing Committee and the younger generation of rugby;
 - ii) encourage fresh ideas from a young persons' perspective of how they want the game of rugby to be played;
 - iii) gather feedback from young participants;

- iv) keep younger people involved in the game and develop them as future leaders;
- v) facilitate communication with young participants.

Develop a rugby orientated Apprentice programme for the 16-19 age group for the benefit of the Community game

Apprenticeships equip the rugby workforce with the required skills and knowledge, gained through training in the work place. Apprenticeships are aimed at young people aged between 16 and 24, but can also provide the structure for developing employees over the age of 25. We will provide training and vocational pathways for young people to engage in further education through rugby specific activities and qualifications. By working in conjunction with Clubs, School Sport Partnerships, FE and HE Institutions and PRL we will provide a nationally recognised framework of qualifications with rugby specific elements, which could lead to employment with the RFU, the leisure industry or into Higher Education.

Establish a Critical Incident Management Plan for Community Rugby

- Research indicates that an organisation is likely to face a crisis every four to five years on average. The way an organisation manages an adverse event can either severely threaten or greatly enhance its operations, brands, financial performance, customer loyalty, employee morale and community standing. The Community Rugby Department will review how we respond to significant incidents that affect the grassroots game, such as natural disasters. We will develop a Critical Incident Management Plan for Community Rugby that links with existing processes and procedures to handle incidents that happen at Twickenham (Stadium Emergency Response Plan and Business Continuity Plan).
- The Management Board has approved an Emergency Support Fund to be administered by the RFF to provide relief for clubs affected by an emergency situation. The procedures to be followed between the RFU and the RFF will be finalised shortly and communicated to the game.

Develop a Community Rugby Communications Strategy in order to improve communications to all our stakeholders

Our aim is to find the right message, medium and timing to achieve two-way communication and understanding. The strategy will consider all forms of communication including email, conventional mail, texting and face-to-face forums. We will also ensure that senior officers of the RFU continue to engage actively with CBs and clubs through a series of RFU Roadshows led by the Chief Executive and Chairman of the Union. We will also assess the consultation processes to achieve the appropriate mechanisms for a range of game related issues.

Establish a Reward and Recognition Programme for the Community Game

It is vitally important that key individuals and clubs are recognised and rewarded, where appropriate, for their service and contribution to the game. Therefore, it is important to establish a consistent and fair process across the whole community game for the benefit and continued support of crucial volunteers, administrators, coaches, referees and project leaders. A range of rewards will be drawn up for consideration by the Community Rugby Standing Committee.

STRATEGIES AND PLANS

CLUBS DEVELOPMENT

Continue with Go Play Rugby and Play On type national campaigns to deliver our recruitment and retention objectives

The principle of a national campaign of support for clubs actively recruiting players before and during a Rugby World Cup has proved to be an effective one and should be repeated in 2011 and 2015. Clubs will continue to recruit players between world cups to suit their specific needs acting individually or in clusters. Improved internal retention of players by clubs in the transition from youth to adult rugby will also increase the number of adult participants. The process of whole club development and accreditation will help clubs with this as will the Pathfinder network that will be imbedded in the game to ensure improved retention of players when they move between schools, colleges, universities and clubs.

Increase the number of adult front row club players by 3,510, of which 430 are female, over the Plan period

One of the major reasons that games are postponed is a shortage of front row players. We have developed a Front Row in Union programme over the last few years and we will further develop and strengthen this over the Plan period. We are aiming to increase the number of front row players, both men and women, over the Plan period by 3,510. The targets each year are set out in the table below.

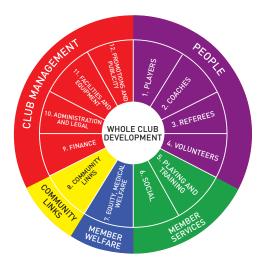
TABLE 32

Year	Increase of Front Row – Men	Increase of Front Row – Women	Total Increase in Front Row Players		
2008/09	474	66	540		
2009/10	237	33	270		
2010/11	0	0	0		
2011/12	1,185	165	1,350		
2012/13	474	66	540		
2013/14	237	33	270		
2014/15	0	0	0		
2015/16	473	67	540		

Develop a 'Whole Club Seal of Approval' into which will be incorporated the current 'Mini and Youth Seal of Approval'

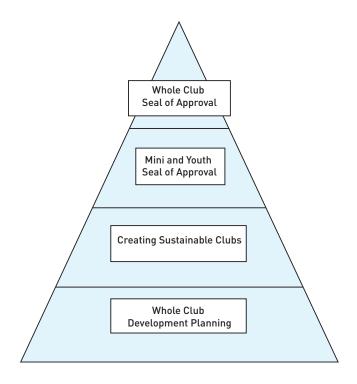
The Whole Club Development process has five areas and twelve strands, as demonstrated in figure 7 oppposite, which will be common to all our club development activities. Clubs, and those that are supporting them, can use it to make sure that all aspects of club development are considered. Clubs will engage in an open development process or an accreditation process linked to a set of criteria.

FIGURE 7 - WHOLE CLUB DEVELOPMENT



The Mini and Youth Seal of Approval is well established in the club game. This will be integrated into the new Whole Club Seal of Approval. RFU staff and CBs will prioritise and support clubs through the accreditation process.

FIGURE 8 - MINI AND YOUTH SEAL OF APPROVAL



Design and introduce an online Club Development and Accreditation tool

A key strategy in delivering our objectives is to encourage all clubs to produce whole club development plans. To assist clubs in this process we will develop a software tool which will provide a one stop shop for clubs and those supporting them in the production of their development plans and in applications for accreditation. The tool will be linked to RugbyFirst so that club data is updated automatically as clubs plan their own development.

Provide club development skills and knowledge training for Regional Delivery Teams (RDTs) and CBs

- Although some areas of club development have significant human and other resources available to support them, there are some areas that require further training. Providing club development skills and knowledge training will allow RDTs and CBs to provide the appropriate level of support needed.
- 266 The coordination of the efforts of CBs and RDTs is vital to maximise the support for club development. We will align CB and RFU structures to ensure effective coordination and support for clubs at a local level by encouraging County CBs to have a club development group or sub committee and a club development co-ordinator.
- We will also design and introduce How to Guides and Running Rugby Workshops as part of the club development support package. These will provide volunteer friendly information and training in line with the five areas and twelve strands of whole club development.

SCHOOLS DEVELOPMENT

Introduce a joined up approach to planning rugby in schools with the School Sport Partnership (SSP) network

- Under the PE and Sport Strategy for Young People (PESSYP, formerly PESSCL), 450 School Sport Partnerships are now in place. This provides a network of:
 - i) 450 Partnership Development Managers
 - ii) 3000+ School Sport Co-ordinators
 - iii) 18000+ Primary Link Teachers
 - iv) 250 Competition Managers
- This is the most appropriate vehicle through which to deliver sport in the state sector. RDOs have engaged with the majority of the School Sport Partnerships and over the course of the Plan will seek to introduce rugby union activity in all partnerships and will move to a greater joint planning approach with PDMs and their teams.

Increase the number of school U13-16 front row players by 18,050 of which 2,260 will be female and increase the number of school U16-19 front row players by 5,600 of which 705 will be female over the Plan period

One of the major reasons that games are postponed at all levels of the game including in schools is the lack of front row players. We will extend the current club orientated Front Row in Union programme to include schools to address this need. The targets we are setting for the increase in the numbers of front row players in the U13-16 and U16-19 age group categories are as follows opposite.

TABLE 33

	Increase in U13-16 Front Row players			Increase in U16-19 Front Row players			
Year	Boys	Girls	Total	Boys	Girls	Total	
2008/09	1310	190	1500	700	100	800	
2009/10	1310	190	1500	350	50	400	
2010/11	1310	190	1500	350	50	400	
2011/12	3500	500	4000	865	135	1000	
2012/13	1400	200	1600	790	110	900	
2013/14	1490	210	1700	395	55	450	
2014/15	1530	220	1750	395	55	450	
2015/16	3940	560	4500	1050	150	1200	

Support the ERFSU and CBs to enable the integration of County Schools Unions within the CBRDP and RDT processes

The planning of schools activity by the CSUs, CBRDPs and RDTs has, in all but a few CBs, been carried out separately. The relationship between the three delivery arms has not been clear and there has been a lack of co-ordination and co-operation. A number of CSUs, as a result, need revitalising. With only a few committed volunteers, they have become isolated from the rest of the structure. We will work with all parties to create a joined up approach in all CBs which achieves a single, effective and efficient schools development programme.

Improve and promote the benefits package for schools to affiliate to the ERFSU and target SSP and schools competition networks

There are 3,000 schools currently affiliated to the ERFSU. By increasing this number it would mean more sustainable participation and greater direct engagement between the game and schools. We will work in partnership with the ERFSU to create a more attractive package of benefits for affiliated schools. This will involve engaging with departments across the RFU and with external partners and suppliers to provide an improved set of items in return for affiliation. Schools in the competition programmes and the School Sport Partnerships will be encouraged to become members.

Introduce a competition framework of local, regional and national competitive opportunities in schools in line with the Government PE and Sport Strategy for Young People

- School competitions are the strongest participation tool that we have. The current competitions are well supported with the following number of participants involved in our major national schools competitions each year:
 - i) 20,000 in the Daily Mail Cups for secondary schools;
 - ii) 50,000 in the National Emerging Schools, of which 10,000 will be girls in secondary schools;
 - iii) 100,000 in Primary Tag Rugby Festivals, of which 40% of the participants will be girls in primary schools.

However, there are a still a number of schools, particularly at secondary level, without regular and appropriate competitive opportunities. A more structured approach to school competitions for these less established rugby union schools is required. Through our Regional Delivery Teams we will work with the Youth Sport Trust and the local Competition Managers to ensure there are opportunities for schools and young players in this bracket.

A clearer competition framework for the development of the game within schools will be created by joining up all these competitions, together with other competitive opportunities. The recent Government initiative, as part of the PESSYP, to provide a Competition Manager support network in School Sport Partnerships is a positive development. Along with RFU staff and County Schools Unions, we can now deliver more regular and appropriate competitive opportunities for players of all ages, experience and ability to deliver increased participation in rugby within schools.

Target and support schools and clubs to have formal, written link agreements

There are now over 800 agreements between schools and local clubs in place which create a true commitment to growing a sustainable youth game and effecting a key transfer stage on the Rugby Journey. We will develop a Links Guide to assist schools in creating and delivering high quality links between schools and clubs. CRCs and RDOs will work with their clubs and educational partners to support this process. This Links Guide will be integrated into the Whole Club Development process as well as the joint planning approach of the CSUs, RDTs, CBRDPs and School Sport Partnerships. The Schools Development team will aim to ensure that every school based CRC session leads to a club exit route in some way.

Design a promotional campaign in schools, School Sport Partnerships and community networks to highlight the values and benefits of rugby

In order to attract more young players to the game and to encourage teachers to include rugby union in their schools' activities, the unique positive qualities and benefits of the game need to be highlighted. We will develop a promotion campaign for the school sector which stimulates their interest and encourages them to get involved and to find out more. Such a campaign will be designed and delivered at the appropriate time to attract new participants to the game of rugby in schools. We will conduct research amongst young people to ensure that the promotion campaign mirrors their values and results in the most eye-catching message being delivered in the most attractive way.

Provide access for secondary school teaching staff and adults other than teachers (AOTTS) to coaching, refereeing and other training courses

The number of people delivering rugby in schools is growing continuously and there is a need to support this growth. Teachers and those delivering all aspects of the contact version of the game in secondary aged schools have different needs to those doing so in clubs. Access to teacher-centred versions of our courses will be provided and specific courses will be staged that enable effective secondary school delivery of areas such as coaching, refereeing, first-aid and player safety.

Produce a training and resources package to generate and support increased delivery of the game both across the curriculum and extra curricular in all schools

- 278 The Secondary National Curriculum Review and launch of the new Diploma in September 2008 provide the ideal opportunity for rugby union to engage with teachers and schools. Community Rugby has the resources and training skills to support delivery within schools. We need to make these resources both accessible and understandable, in a user-friendly format, to teachers and other school-based deliverers, so that they will be encouraged to engage with rugby union.
- We will work with national partner organisations, teaching experts and teachers themselves to develop a one-stop resource that will cover all aspects of the curriculum, cross-curricular and

extra-curricular education in the schools environment. This will be rolled out on a phased approach and need to be regularly updated to stay current with curriculum changes. This will provide teachers with all they need to use rugby as a vehicle to deliver across all curriculum areas and to their Whole School Agenda both in and outside the classroom. Rugby will, as a result, become the stand-out choice for delivery in schools.

STUDENTS/HE/FE DEVELOPMENT

Introduce Rugby Development Plans for all university and college clubs

We need to develop a more systematic approach to development of the game within universities and colleges. These Rugby Development Plans will take a Whole Club approach and involve the Athletic Union of the institution, RFU staff as well as the university or college rugby club. These plans will be developed and linked to Whole Club Accreditation process to provide support and incentives to increase the number of teams in HE and FE institutions.

Provide enough front row players to support the current and the planned expansion in the number of teams

The lack of front row players continues to be a major concern and reason for the postponement of matches in colleges and universities. The Front Row in Union programme has been successful and will be reviewed and re-launched. Suitable current players will be identified and converted from other positions by promoting playing in the front row as well as targeting lapsed or new players who could play prop or hooker. Further specific coaching and training programmes will be developed to support new or converted front row players and will be delivered by staff and Volunteers from the coaching development team. Specific programmes will be developed to ensure that more front row players currently in schools become front row players at colleges and universities. The targets we are setting for each Plan year are as follows:

TABLE 34 Year	Increase in no. of Front Row Players
2008/09	360
2009/10	360
2010/11	360
2011/12	360
2012/13	360
2013/14	39
2014/15	0
2015/16	198

Develop a clear competitions framework for universities and colleges

Competitions in student rugby are the strongest tools to increase participation that we have.

Competitions for students are wide ranging and successful from local touch and tag rugby festivals to the BUCS and BCS Leagues. In between are a number of competitions including sevens and intra-mural activities. We need to develop all of these to provide increased participation, a clearer competition programme at every level and a pathway for the development of players in colleges and universities. The introduction of FESCOs (Further Education Sports Coordinators) in FE Colleges provides a major opportunity to develop competitions in this sector.

Develop the College Awards Scheme for the accreditation of FE colleges

The College Awards Scheme sets the standards for FE colleges in all areas of rugby, both male and female, recognising the good work of some and encouraging others to raise their standard of provision. We develop a programme of incentives to increase further the number of teams in FE colleges.

A player retention campaign for colleges and universities will be implemented to retain players throughout the Rugby Journey

A promotional campaign will be developed for colleges and universities to recruit players through Freshers Fairs. Pathways will be developed to manage the movement of players between school, college, university and club. It will be important that players can be identified by date of birth to measure player retention through the Rugby Journey.

Continue to review and implement the recommendations within the Schools, Students and Youth Review

CBRDP Task Groups, which were established under the Schools, Students and Youth Review, are central to development of the game across the whole rugby journey. Active and effective CBRDPs will be in place which are representative of FE colleges and universities. We will bring together all relevant parties and create a joined up approach for the SRFU, County CBs, FE/HE institutions and their student clubs to achieve a single efficient development programme.

Development of a university and college staff training programme

We will develop a programme to encourage students and volunteers from outside the FE/HE institution to support the growth of the student game. A training and support programme for university and college staff, coaches, referees and volunteers will be developed, giving training and recognition to individuals who are likely to be the coaches, referees and administrators of these clubs in the future. Support in this sector will be based on a needs analysis of current and future activity.

Support colleges, universities and clubs to establish formal, written link agreements

We will develop a Links Guide to assist colleges and universities in creating and delivering high quality links with clubs. CRCs, RUSLOs and RDOs will work with their clubs and educational partners to support this process. This Links Guide will be integrated into the Whole Club Development process as well as the joint planning approach of the SRFU, RDTs and CBRDPs.

COACHING AND COACH DEVELOPMENT

Fully resource our Coach Development System and benchmark it against World Class standards

- To implement the Coaching Development System, the RFU will require a team of part-time highly trained and skilled Coach Mentors, Trainers, Coach Educators and Coach Developers.

 Through the provision of on-going assessment and training, 120 Coach Mentors, 96 Trainers, 480 Coach Educators and 300 Coach Developers will be required to support coaches at all levels and on a local basis.
- 289 We plan to benchmark our Coach Development System on an annual basis against the Sportscoach UK World Class Coaching Development System in the context of the UK Coaching Framework. This

will provide a measurement and method of monitoring of our performance against an agreed set of criteria and enable comparisons to other National Governing Bodies of sport.

Develop and maintain long term coach development programmes

The needs of players at every stage of their development are central to great coaching. Coaching has a key role to play in embracing diversity in sport and promoting inclusion of all groups. We will review the Long Term Athlete and Child Development models and set out, by December 2009, a clear, comprehensive and inclusive model for the long term development of young rugby players to ensure they are retained within the game post 18. We will identify the implications for coaching practice and the number and type of coaches needed within the game at each level and category of player.

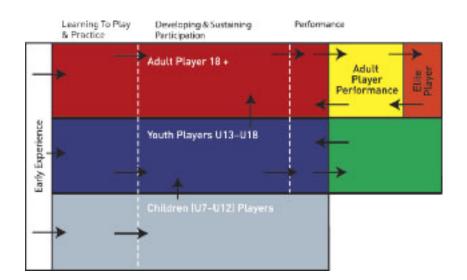


FIGURE 9 - PLAYER DEVELOPMENT MODEL

We will establish and implement a clear, comprehensive and inclusive model for the long-term development of coaches. The model will set out for coaches the skills, attributes and qualifications required to deliver high quality coaching to each category and level of player.

Ensure our coach qualification structure is fully UK endorsed by 2010

We will further develop and modify the RFU's coach qualification structure so that it will be fully endorsed by 2010 in line with the UK Coaching Certificate thereby providing a nationally recognised benchmark for our structure.

Draw up and implement a Coach Licensing and Registration Scheme

293 Coaches need to continually develop and update their rugby knowledge and coaching skills to enable them to be effective in retaining and developing players and thereby sustaining participation levels. A Coach Licensing and Registration Scheme will be implemented requiring coaches to participate in a programme of continuous personal development leading to higher quality coaching at all levels.

Establish a range of Continuous Personal Development (CPD) courses

294 Continuous Personal Development (CPD) provides a mechanism for developing coaches either between levels of qualification, or as a way of developing areas of coaching expertise. For example, the need to develop front row, kicking or skills development coaches can be achieved by attending CPD courses once a coach is qualified. We will establish a range of CPD courses and resources in line with the Long Term Coach Development Model to be delivered at local level and at minimal cost.

Support the delivery of local coach development plans

- 295 CB Coaching Committees play a pivotal role in the formulation of local coach development plans. In conjunction with CBs we will clarify their terms of reference and we will support each CB to establish a fully representative coaching committee that contributes to the delivery of local coaching plans.
- The Club Coaching Coordinators (CCC) provide a direct link between the RFU, the clubs and the CB coaching committee. We will continue to support and train the CCC network to enable them to support club coach development plans which should link in to CB programmes. We will work closely with Regional Delivery Teams to maintain 1,100 CCCs in Section 1 clubs and integrate them into CB coaching sub-committees.
- We will support the work of CCCs by providing them with programmes in line with the long term player and coaching development models by March 2010. This will help to enhance the provision of playing opportunities and coaching to their players. Through the Long Term Player Development Model we will outline the skills, types of game, coaching programmes and competitive frameworks that will help sustain, and grow participation levels.
- We will review the provision for young talented rugby players and establish a national community-based player development programme based upon the Schools of Rugby. The programme will provide a pathway for the most talented players and will specify the required skills and game understanding that young players require to progress to elite levels.
- 299 We will deliver a nationally driven Community Rugby Coach Training and Development Programme to support and ensure quality delivery for all CRCs and Community deliverers.

REFEREES AND REFEREE DEVELOPMENT

Complete a review into the feasibility of a compulsory referee education programme

Of the many thousands of individuals refereeing throughout the country, a proportion remain unqualified. A qualified referee has undertaken either the National Foundation Certificate (NFC) or the Entry Level Referee Award (ELRA). We will conduct a comprehensive review into the feasibility of qualifying each and every individual who referees at any level in this country, whether as a member of a Referees Society or not.

Develop and implement a National Panel Training, Education and Development Strategy that complements that of the Elite Referee Unit

301 The National Panel comprises the top 200 match officials outside the Elite Referee Unit. They occupy positions within officiating to which many aspire and must maintain excellent standards on a consistent basis. To assist officials to develop both vertically and horizontally, we will

develop and implement a high quality training, education and development strategy, taking into account the needs of the RFU's Elite Referee Unit.

Complete a review into the role of Referees' Societies, to include their relationship with those referees not belonging to Societies

Referees Societies exist to cater for the needs of their members and their member clubs, schools and universities. Societies appoint their members to appropriate fixtures and provide them with access to suitable training and development opportunities. Few Societies currently cater for the training and development needs of referees who are not members of a Society. We will conduct a review into the potential role of Referee Societies in supporting, training and developing referees who are not Society members but who referee at clubs, schools and universities.

Develop and implement a compulsory system of referee registration for Society and non-Society referees

We will provide a system of compulsory registration of referees, whether Society members or not, by the end of the Plan period. We will use the information captured to communicate law, game management and training and education initiatives within the Community game. The effective development of RugbyFirst will be crucial to the achievement of this registration scheme.

Provide high quality courses, awards and products for all match officials

- We will continue to review the match official award structure in line with best practice evidenced in other National Governing Bodies, both within rugby and in other sporting codes, to ensure our structure meets the standards expected in the Community game.
- We will ensure that all awards, courses, training and education programmes are regularly updated to take account of advances in the game, technology and Law changes. This will be achieved through a regular review process which will also be designed to ensure that the principles of safety, enjoyment and fair play are incorporated whilst also covering all relevant aspects of the game.
- We will ensure that each candidate completing each match official award has achieved a minimum standard and displayed the desired competencies. We will identify and develop individuals who are seen to posses the specific qualities that mark them 'a special case' for individual tailored development and possible fast track for promotion across levels.

Develop Recruit and Retain programmes for match officials and their trainers

- We will continue to develop and introduce recruitment and retention programmes for match officials and their trainers. These will include schemes for acknowledging and rewarding good service from Society and non Society referees alike. We will also conduct periodic reviews to determine if there has been a change in culture that would support payment of referees officiating outside the National Leagues.
- We will maintain a high quality referee trainer workforce with sufficient numbers to cater for the needs of both Society referees and those who are not Referee Society members. Referee trainers, whether delivering to Society members or not, will have access to training programmes and courses that will ensure that their delivery is of the highest quality.

The Disciplinary Regulations as they relate to match official abuse will be kept under review. We will further ensure that all match officials, whether Society members or not, are kept fully up to date on discipline policy and that administrative processes are adhered to.

Develop and maintain effective communications between the RFU and the refereeing community

We will maintain effective communications with all Referee Organisations (Societies, Federations, Groups and the RFRU) to ensure that all communication is relevant and timely. We will continue to work with referee organisations on all aspects of match official development, as well as the development and succession planning of Society administrators. Effective dissemination of best practice will be facilitated through the production of a 'How to Guide' for all Society and Federation administrators and the provision of appropriate workshops.

VOLUNTEERS

Draw up and implement National Volunteer recruitment and promotion schemes

- 311 We will devise and implement national schemes to recruit volunteers and raise their profile.

 These schemes will deliver a local message linked in to a national theme. National promotions (such as the successfully piloted RugbyForce) will act as a focal point for volunteer recruitment, will boost the morale of existing Volunteers and will deliver benefits such as facility improvements to member clubs. They will also educate all our volunteers about the qualities that make rugby unique so that they share in the ethos and culture of our game.
- Changing perceptions of rugby volunteering will be integral to our volunteer recruitment campaigns. It is important that in our time poor society we show the wide range of volunteering opportunities on offer together with their associated pathways of entry. We will encourage a volunteer model that separates the duties involved in running a club into smaller, more manageable jobs including those roles that are project or event based. We will also specifically target under represented groups to become volunteers. This will include the proactive recruitment of women as volunteers.

Develop and support our national network of Volunteer Coordinators in CBs and clubs

- We will review and strengthen our network of CB Volunteer Coordinators (CBVC). Models of good practice show that a proactive CBVC, working in partnership with the staff, has a significant, positive impact on the CVCs in their area. The importance of volunteers to the health of the game is such that we believe a stand alone role is warranted at CB level as a focal point and dedicated resource. The local knowledge of the CBVC is needed to develop the appropriate programme that meets the needs of clubs locally.
- Our network of CVCs provides a direct link between clubs and the RFU on all matters concerned with recruitment, retention, development and recognition of volunteers. Our future strategies will focus on developing CVCs as well as increasing their numbers. We will provide them with workshops, conferences, e-newsletters, DVDs, guides and other appropriate resources to successfully undertake their role. CVC numbers will be increased through the link with RFU Seal of Approval, Whole Club Development and by other promotions.

Develop schemes to increase the involvement of young volunteers aged 16-24

Attracting and recruiting the next generation of volunteers is critical to the future health of our game. We will create a Young Volunteer Strategy to recruit, train and deploy young volunteers, especially young leaders. We will seek to develop young leaders from within clubs, schools, colleges and universities. Young volunteer programmes will link with external initiatives such as Step into Sport and V and will include training camps for young volunteers based on the pilot run in 2008. We will conduct research into the motivations of young volunteers and the incentives they require. We will establish young volunteers' forums to provide feedback on our programmes.

Develop schemes to recognise the contribution made by volunteers

- Rugby is fortunate to be served by skilled, dedicated volunteers. These volunteers have in common their love of the game. They are prepared to contribute their time, knowledge and skill if they feel valued and derive enjoyment and satisfaction. Rugby has a culture that rewards volunteers and we will continue to encourage traditional recognition, such as club awards and life memberships. We will also continue to develop the Value the Volunteer scheme in the most appropriate way and maintain the President's XV award scheme. Our priorities for RFU recognition schemes will be to recognise:
 - i) Outstanding contribution to the development of community rugby by teams of volunteers;
 - ii) Significant contribution to the development of community rugby by individual volunteers;
 - iii) Length of service.

Establish and resource an appropriate executive staff structure to support CB and club volunteers

- With over 57,000 volunteers involved in rugby, we will provide an executive staff structure that effectively supports the implementation of the RFU Volunteer Policy across the game in clubs and CBs. This executive staff structure will:
 - i) Provide support directly to clubs on matters related to volunteering, targeted as part of Whole Club Development;
 - ii) Deliver training on volunteering in grassroots rugby;
 - iii) Make expertise in volunteer recruitment, development, retention and recognition available to support CB volunteers and field based staff;
 - iv) Work in partnership with the Funding and Facilities team to seek funding to support volunteer projects;
 - v) Establish relationships with Volunteer organizations including Volunteering England, Sport England, County Sports Partnerships and Community Sports Networks;
 - vi) Increase capacity to drive projects of national importance (eg young volunteers, employee volunteering, workforce development and under represented groups).

Develop high quality training and resources for Volunteer administrators

- We intend to create a volunteer workforce development plan. This will identify the skills and information needed by volunteers to successfully carry out their roles at clubs and CBs to run their organisations effectively.
- We will develop training programmes in consultation with CBs and other stakeholders for phased implementation. A delivery workforce will be trained to deliver these programmes locally and ensure they are accessible to all volunteers. Options for a cost-effective integrated on-line

- learning system will be considered in conjunction with refereeing and coaching. All resources and programmes will be developed in line with our current equity and welfare guidelines.
- 320 The twelve strands of Whole Club Development will be used as the basis to develop a comprehensive resource library. The library will incorporate Sport England best practice and be reviewed annually to ensure that it remains up to date. The library will encompass printed materials, CDs, videos and podcasts.
- 321 Leadership is essential to the success of rugby organisations. We need confident, competent volunteers to lead clubs now and in the future. The RFU Leadership Academy will become a high priority national programme to develop the next generation of CB and Club leaders linked with existing succession plans.

Engage with the London 2012 volunteers programme

2012 London 2012 will depend on up to 70,000 volunteers to make sure the Olympic Games and Paralympic Games run smoothly and successfully. The London 2012 Volunteering spirit will spread wider than the Games themselves and inspire everyone to engage in volunteer activity – be it in sport or within their local community. The RFU will engage with London 2012 to promote volunteering in rugby. We will review the Personal Best Programme that aims to develop the skills of the Olympic Volunteers. Where applicable, this will be adapted for grassroots rugby volunteers during the build up to the Games and in the legacy period thereafter.

CONSTITUENT BODIES

Investigate the feasibility of establishing appropriate administrative centres to support CBs and executive staff in the field

Currently RRDMs, RDOs and CB Officers have wide and varied access to administrative support. Local arrangements have evolved 'organically' to provide office facilities and administrative support to field based executive staff and Constituent Body volunteers. We will review these arrangements and study the need and feasibility of administrative centres that will improve the cost effectiveness of RFU and CB administration. We will analyse the requirements of all parties and how best this can be provided.

Provide a model structure for CB committees and Officials

The CB model structure will be reviewed every two years to ensure it meets the needs of the game including integrating the women's game. Template terms of reference for CB committees and role descriptions for CB officials will be reviewed on an annual basis by the Community Rugby Standing Committee. These templates will be made available to CBs to adopt or amend as appropriate so that common themes exist nationally but these can be varied as necessary to suit local conditions and issues.

Provide support to assist CBs to carry out their roles and responsibilities

325 CBs have an important role in helping the RFU achieve its objectives for Community Rugby. It is understood that some CBs may need support and assistance in fulfilling this role. Our priorities will be to establish:

- i) A joined up conference programme that facilitates two-way transfer of information on planning and implementation of the Strategic Plan;
- ii) Role specific support for CB officers to provide knowledge sharing to enable them to carry out their roles;
- iii) Project specific support for CB volunteers who are planning and delivering short term projects such as player recruitment campaigns;
- iv) Generic support for CB volunteers on regulations, health and safety and legal issues.

Deliver Whole CB Development using the network of CB Consultants

- In consultation with CBs we are seeking to develop a Whole CB Development Planning approach.

 A small network of Volunteer CB Consultants (experienced Council members and CB officials) will receive training and visits, on request, in partnership with RRDMs in order to:
 - i) Facilitate feedback by listening to CBs views;
 - ii) Collect and share best practice already being undertaken in many CBs;
 - ii) Assist CBs to monitor and evaluate their progress;
 - iv) Ensure CBs' future plans and priorities align with the programme and planning cycle for the Community game.

Introduce a simpler, integrated CB Planning Process

327 A simple CB Strategic Plan template based on the Community Rugby section of this Plan will be provided. Action plans and budgets will be reviewed in partnership with the relevant RRDM and RDOs on an annual basis.

Develop a single funding system for CBs to incorporate all aspects of RFU funding targeted towards the Community game

- **328** Funding to CBs has evolved over a number of years into 10 separate funding streams. We will develop a streamlined single funding system to channel CB funding towards to the Community game. This system will:
 - i) simplify the way CBs receive their funding from the RFU;
 - ii) reduce the administrative overhead:
 - iii) be focussed on the developmental aspirations of the CBs and their clubs;
 - iv) establish a process which integrates the Community Rugby priorities into national, regional and local planning formats;
 - v) award CBs funding based on their delivery of the priorities.

GENERAL COMMUNITY RUGBY

Evaluate and measure the results of Community Rugby programmes through an integrated online reporting tool available to field staff

329 Impact Manager has been developed to provide this facility. It will be linked to the RugbyFirst and OutlookSoft systems to ensure integration within the EIS. This integrated system will provide a tool to measure levels of activity, success of programmes and report both internally and externally. We will also provide user-friendly and clear reports on a regular basis to engage with our partners better and inform funding partners and sponsors of the impact of our joint investment.

Utilise CB and Regional Rugby Development Partnerships to respond to the Government's regionalisation agenda

330 Sport has developed a sophisticated development structure at local level, with the development of School Sport Partnerships, County Sports Partnerships, Sports Coach UK, local volunteer networks and others. It is therefore important that the RFU capitalises on these opportunities to assist the development of the game in clubs and CBs through engagement with these structures. The RDTs will play an important role in ensuring that we respond to local agendas. We will support CBs to work with the RDTs to formulate CB Action Plans on a regional basis.

Increase support, resources and centrally accessed funding for Community Rugby Coaches to underpin local partnership funding

The majority of CRC funding is through a wide range of local partnerships but national funding plays its part in aiding RDM s and RDOs to grease the wheels with matched funding. It is vital to maintain the national element and investigate ways to increase what funding is provided centrally. We will investigate funding sources from national to local level to ensure this is achieved on behalf of the community game. We will need to continue to work closely with Sport England and Youth Sport Trust and also engage with current and new sponsors. We will continue to provide the resources which enables RRDMs and RDOs to sell the benefits of the CRC team to current and new local partners.

Deliver a national Community Rugby Coach Training and Development programme to support and ensure quality delivery for all CRCs and Community deliverers

- It is widely acknowledged that we have a strong Community Coach workforce which helps to engage players and partners alike. This strength is not only in the quantity and availability of the CRC team but also in the quality of the delivery that our CRCs are achieving. This leads to more partners wanting to be involved with the CRC programme which in turn will increase the number of CRC posts available.
- We will deliver an annual CRC Training Programme which will be co-ordinated on a national basis and delivered on a national, regional and 'one to one' basis to ensure consistency and individual needs-led development. Continuous professional development for the CRC team to achieve high quality delivery will lead to greater sustainability of the workforce and increased participation in our sport.

Increase support to and recognition of groundsmen through a Groundsman of the Year award

- We will develop a programme to recognise the important role that well trained groundsmen play in maintaining and improving our playing facilities. We will establish a Groundsman of the Year award scheme starting in the 2010/11 season. The scheme would grow over a three year period to include all levels of the game. Working with industry professionals and organisations as adjudicators, the programme would recognise how best practice, experience, commitment, available resources come together to produce award winning pitches.
- The current Pitch Improvement Roadshows will be formalised and expanded to include not only the Twickenham Head Groundsman (who will continue to lead the programme) but other key

high profile groundsmen from rugby and football stadia. A pilot Groundsman Support Group will be established to evaluate whether the concept could be rolled out nationally.

Implement the Critical Incident Management Plan for the Community game

- 336 The implementation of the Critical Incident Management plan will happen in three overlapping phases:
 - i) Phase 1 will establish a Critical Incident team for the Community Rugby Department with a supporting management plan. The team (including alternate members) will be trained. The plan will be tested using validation exercise scenarios and then refined;
 - ii) Phase 2 will deliver awareness training across the Regional Development staff;
 - iii) Phase 3 will develop and deliver an awareness programme across member organisations (clubs, referee societies and Constituent Bodies).