

11 CORPORATE COMMUNICATIONS AND INTERNATIONAL RELATIONS



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OBJECTIVES

PUBLIC AFFAIRS

The RFU, as a UK based organisation, operates in an environment determined by UK Government Sports Policy. We are building a strong voice for the RFU as a consultee of the Government and we must continue to work in partnership with the other major sports to raise the profile and importance of sport within Government, to address the underfunding of sport by Government and to lobby against the unintended damaging effects of secondary legislation on sport.

To secure an increase in Government funding of sport generally and rugby union specifically over the Plan period

605 The primary focus of our Public Affairs activities in conjunction with the 5 Sports are to seek to secure increased Government funding for sport. This is a challenging objective in the current global economic climate and with the additional capital commitments regarding London 2012. We aim to win the debate that investment in sport delivers an excellent return in a number of key policy areas for Government – health, education, crime, social inclusion and equity. It is also critical to achieving a resounding success with London 2012.

To secure corporate tax exemption for all sports NGBs

606 There is a clear case for corporate tax exemption for sports NGBs and this has been made out elsewhere in this Plan. We have probably achieved all we can practically do to reduce our tax rate by re-organising our structures and improving our tax planning. It is therefore a key objective of this Plan to secure corporate tax exemption. This will release additional funds for investment in community and grass roots sport and will enable us to rationalise and streamline our organisation structures that have been put in place in order to minimise our tax liabilities.

To secure specific legislation to protect the holding of international rugby events in England

607 The RFU seeks to hold major international rugby events in England such as the Rugby World Cup. These often involve a competitive bidding process against other countries under the auspices of the iRB. We need the Government to provide a legislative environment that encourages participants, spectators, sponsors and ultimately tournaments to be hosted in this country. The other major NGBs have similar issues with the bidding for their own World Cups and similar events. Working with the other major NGBs we are seeking to have enacted specific legislation which enables such major events to be held in this country through a positive, incentivised legislative framework.

To extend the London 2012 and Soccer legislative protection against ticket scalping and ticket touting to major rugby events

608 Major events in rugby union and many other sports do not share the same legislative protection available for London 2012 and soccer matches with regard to ticket touting and scalping. Through our Public Affairs programme we will continue to work with the 5 Sports to press Government to extend such legislative protection to rugby union. In parallel to this lobbying programme we will also seek an initial voluntary code with secondary ticket providers to control the worst aspects of activity in this area.

Secure a fair return from the gambling industry on the costs of ensuring the integrity of the game from a gambling perspective

609 The liberalisation of the gambling industry and the growth in internet gambling on sport has resulted in growing concerns for the integrity of sport and the use by the gambling industry of the intellectual property rights of those sports. Working with the 5 Sports, the Government and the Gambling Commission we will identify those areas where the integrity of our sports may be compromised with a view to taking appropriate action. We will also enter into dialogue with the gambling companies with the aim of obtaining a fair financial return for the use of our intellectual property and the costs of maintaining integrity levels within our sports.

Ensure that proposed secondary legislation does not adversely affect either the RFU or its member clubs

610 There have been a number of examples of legislation in other areas having unintended and damaging effects on sports generally and rugby union in particular. Through our Public Affairs programme and our regular contact with Government ministers and officials we will monitor all new legislation and identify, at an early date, any potential adverse consequences for our sport. It is easier to effect changes to legislation prior to it being passed into law than it is to deal with the unintended consequences once it has been passed and is on the statute book.

Create and maintain a voice for rugby union within Government, Parliament and the European Commission

611 It is important that we create and maintain a voice for rugby union in Government and throughout political circles. Much work has been done over the last two years in establishing our credentials in this respect. It is important that this voice is heard regularly and loudly on all sports policy matters and on issues that affect our own sport.

PRESS AND MEDIA MANAGEMENT***To secure extensive press and media coverage for all England representative teams***

612 The England Senior team now secures widespread coverage in all newspapers with growing coverage in magazines. TV, radio and other electronic media coverage is also extensive and growing. We need to ensure that we maintain our share of voice amongst all sports by continuing to provide the most professional information and team access service to all sections of the media during EPS weeks and test weeks.

613 Our coverage of the Saxons, U20 and Sevens squads has improved considerably over the last

three years. The Churchill Cup is now receiving strong media support and we need to secure equivalent coverage for the U20 Six Nations and the Junior World Championships. Sevens will become an increasingly important area as the Olympic decision nears in 2009 and with the Sevens RWC in 2009 followed by the Commonwealth Games in 2010.

To develop lifestyle media coverage portraying the Core Values of rugby as a sport

- 614** Rugby Union is differentiated from other sports by its Core Values. We intend to develop further the new breed of elite professional players as role models to the youth lifestyle and consumer publications to expound these Values. We will set annual targets for increasing coverage in these publications as part of the Business Plan each year.

Ensure a full media understanding of the Elite Rugby Department's scope and remit

- 615** We have had only partial success in delivering a full understanding of the scope and role of the Elite Rugby Department to the media. Over the next two years we need to ensure that all sections of the media have a full understanding of the department's role and remit. This will be achieved through further briefings and dinners with national sports editors and key feature writers. We will also provide regular access and presentations to the rugby writers to key parts of the department's activity. These will include further interactive days aimed at providing in depth coverage of the work of each section of the department.

Provide the best press and media service of any sports NGB in England

- 616** Whilst the RFU has provided the best press and media service of any Union in both of the last two RWCs we have probably not delivered the same high level of service in non-RWC seasons. With the appointment of the new post of Corporate Communications and Public Affairs Director we will conduct a full review of our communications programme and make appropriate changes with the aim of delivering the best press and media service of any sports NGB in England on a year round basis.

To secure growing press and media coverage for Community Rugby and the RFF activities

- 617** It is a far harder task to secure media interest and coverage for Community Rugby activities than it is of the Elite game. However there are good news stories regarding the Community game and the RFF to be promoted to the media and we have to and will develop more creative ways of story building to get wider coverage.

Ensure that there is a seamless approach to press and media communication and our Public Affairs programme

- 618** With the establishment of the Corporate Communications and Public Affairs Department we intend to integrate our public affairs activities with our overall press and media communications messages. In the past we have treated public affairs separately and have not leveraged the political lobbying activities with our press and media activities to the extent that perhaps we could have done. Our objective, going forward, is to have a seamless and integrated communications programme to deliver more effectively on all our targets.

CORPORATE COMMUNICATIONS

Ensure that the RFU's role and achievements as the NGB for rugby union are understood

- 619** While the RFU's structure and governance may be laudable and its achievements measurable, many and varied, this has not always been communicated effectively to a wider audience. It is our aim to alert government, other external funding agencies and those within and outside the game to the way we work and what we accomplish.
- 620** We must ensure that everyone, from elite to grassroots players, and fans to opinion formers, understands what the RFU does for the game and the wider community. It is essential that what we achieve is also seen to have been achieved by the RFU as the governing body of the sport in England.

Ensure that the RFU's business activities receive appropriate media coverage

- 621** The success of the RFU's business activities is key to generating the levels of income necessary to fund all the programmes for the development of the game at elite and community level. We are setting as an objective regular media coverage of our business activities and the rationale behind them on a broad basis to convey the message internally to the game and externally to outside stakeholders.

INTERNATIONAL RELATIONS

Ensure the best of working relationships with the IRB and the Foundation Unions

- 622** The successful administration and development of the game worldwide relies on primarily on effective working relationships between the IRB and each of the Foundation Unions. The RFU will work closely with the IRB and participate fully on the various IRB committees and task groups. We will also maintain close bilateral relationships with each of the Foundation Unions and share information with them on all matters of mutual interest.

Play a leading role amongst Foundation Unions in the development of global rugby policy

- 623** The RFU remains a strong supporter of global rugby development. We will continue to promote and support initiatives aimed at developing Tier 2 and Tier 3 Unions in both a financial sense and in terms of provision of resource and expertise. We will encourage all other Foundation Unions to provide similar support and resource within their own means.

Support USA Rugby and Rugby Canada through the Strategic Development Agreement. Seek a wider take up of this policy amongst Foundation Unions

- 624** The RFU entered into a Strategic Development Agreement with Rugby Canada and USA Rugby in 2002/03, with IRB endorsement, to provide a resource and support package for the development of rugby in North America. The principal elements of the Strategic Development Agreement are as follows:
- i) The provision of coaching development support, tuition and materials to assist in coaching clinics to be operated in the USA and Canada between June and August;
 - ii) The provision of referee development support, tuition and materials at referee clinics

- to be operated in the USA and Canada between June and August each year;
- iii) The provision of a small number of places at RFU Academies on a scholarship basis to assist Rugby Canada and USA Rugby in the development of talented young players;
- iv) The establishment of the Churchill Cup as an annual tri-angular tournament between England, USA and Canada to take place in June each year;
- v) Support for the *Can/Am Cup* as an international tournament for North American and touring European non-professional club sides.

625 We are now entering the seventh year of this agreement and real progress has been made in a number of areas. A steady flow of advice, resource and support is being provided by the RFU to both the USA and Canada and RFU staff have been seconded to assist in the process. The Churchill Cup has now been established and is approaching commercial viability. We intend to maintain this level of support for the whole Plan period, if requested and required, to assist USA Rugby and Rugby Canada in their continued development and to encourage other Foundation Unions to enter into similar arrangements with other Tier 2 Unions.

Support the IRB's efforts to get sevens rugby selected as an Olympic sport

626 It is a key part of the IRB's strategy for the development of rugby globally that sevens rugby becomes an Olympic sport. The rationale for securing sevens rugby as an Olympic sport is the significant boost rugby's developing nations will secure through the availability of Government funding for rugby as an Olympic sport. Olympic inclusion, added to the Commonwealth Games, would mean that sevens rugby could become a valuable means of accessing greater public funding whilst also providing an effective vehicle for the development of the game world wide.

627 The RFU will continue to support this IRB objective with a IOC decision expected sometime during 2009. As part of this support process we will continue to press for sevens to be included as a demonstration sport at the London Olympics in 2012.

Review the locations of the various rugby administrative bodies from a commercial and business perspective

628 For a variety of reasons (including tax) a concentration of rugby administrative bodies has taken place in one city, Dublin. The RFU considers that it might lead to improved commercial development of the game if some of these bodies were relocated to other countries. We therefore feel that a debate on this issue amongst the Foundation Unions may be beneficial. As part of this process it would be important to take independent external advice as to the tax considerations of any changes.

Support Unions based within the EU to build a positive relationship with the EU Commission and Parliament

629 The EU is taking an increasing interest in sport and sports administration across Europe. We must ensure that we engage constructively in this process and ensure that a coherent and united rugby union voice is heard within the Commission and Parliament. We will work with other Unions to develop the appropriate structures to facilitate this requirement.

LOCAL COMMUNITY RELATIONS

Maintain the best of relationships with the local Twickenham community

- 630** We need to maintain and enhance partnership between the local community and the RFU. This includes introducing initiatives to benefit the local area and ensuring effective liaison between the RFU, the London Borough of Richmond upon Thames, the local community, the police, transport authorities and local authority contractors in relation to the stadium development, match and event days and planning matters.

Maintain an annual budget for investment in the local community

- 631** We will continue to provide an annual budget at no less than current levels for the sponsorship of local organizations, community projects, arts and music groups, schools, events and good causes which benefit the local area. This also covers the production of a quarterly community magazine delivered to 30,000 local homes and businesses.

INTERNAL COMMUNICATIONS

Develop an effective intranet to facilitate staff communications for office and field based staff

- 632** The current internet solution, RUFUS, has only been partially successful in providing the single source of information to staff. We intend to develop this further by improving its useability, making it available to field staff and securing commitment of all departments to keep the information current and complete.

Provide Council members with a full information service in a variety of delivery formats to provide choice

- 633** We need to improve the availability of information to Council members in a number of formats to suit their own particular needs and circumstances. We will investigate the establishment of a secure website where confidential material can be made available on a password protected basis. We will also establish archiving facilities for Council and Management Board members so that the amount of paper that is distributed to elected members can be reduced together with the ongoing storage commitment.

STRATEGIES AND PLANS

PUBLIC AFFAIRS

Build on the partnership established between the RFU and Government and Opposition parties

- 634** The RFU has in recent years developed a closer and more direct working relationship with Government and opposition parties in order to ensure that the sport of rugby union contributes to the Government's vision of a mass sports participation culture along with the associated health and social benefits.
- 635** Our aim is to position the RFU as an automatic consultative body for the Government and Opposition alike thereby creating a voice for rugby union within Government and political circles. This will build a core support base across all three political parties in the Commons and Lords and create an effective 'Friends of the RFU' network thereby providing support in achieving each of the objectives set out above within the context of the Government's wider policy agenda.

Build on the partnerships established with Government and quasi-Government bodies

- 636** We have developed important relationships with a number of Government and quasi-Government bodies such as:
- i) The London Assembly;
 - ii) Transport for London;
 - ii) Network Rail;
 - iv) The Regional Development Agencies.

Each of these entities is an important partner in various aspects of our business and we must further strengthen and develop our relationships with them to secure support for our plans and activities.

Continue to play an active role within the 5 Sports group to maintain an effective lobbying programme on all key sports issues

- 637** The establishment of the 5 Sports group comprising the FA, RFU, ECB, LTA and RFL has been very effective in presenting a united front on a wide range of sports policy issues. Whilst some differences of approach periodically surface between the five sports we have been able to handle these issues effectively. On the major policy issues we have maintained a united and effective front. As a founder member of the 5 Sports group the RFU will continue to play an active role in developing policy positions and being involved in joint Public Affairs activities.

To monitor and be aware of any European Union initiatives that could affect sport generally or rugby union in particular in England

- 638** In addition to the UK public affairs agenda set out above, we also need to consider issues at a European level. Although it is unlikely that in the foreseeable future we will secure any significant funding from EC sources, as part of our public affairs strategy we will continue to monitor European developments in order to identify any potential legislative and funding opportunities within the European context and also to monitor any European legislation which may have an impact on sport.

PRESS AND MEDIA MANAGEMENT

Provide full service press and media facilities for the England Senior team in camp, on tour and in match weeks

- 639** We will ensure that full information is available on a timely and 24/7 basis to all press and media contacts relating to the England Senior squad including captaincy issues, squad and team selection, squad and team changes, injuries and team management and coaching issues. These will be communicated to the press and media in the most convenient manner for the various branches of the media following discussion and dialogue with the rugby writers.
- 640** We will continue to plan media access to management, coaches and players during EPS training days and international match weeks well in advance. We will provide the best facilities for press conferences and one-on-one interview opportunities. We will produce detailed media guides in hard and soft copy form to provide in depth information regarding the England team management, coaches, EPS players and the RFU and Elite Rugby Department.

Provide the best media facilities in the East Stand on match days and for press conferences and post match media events

- 641** We will aim to continue to offer a first class bespoke service to the press and media in the East Stand for rugby writers, in the Wire Room in the North Stand and the host broadcaster's area in the West Stand. We will regularly review and upgrade all these areas to ensure that we continue to provide the best facilities and environment for the press and media.
- 642** We will provide excellent post-match press conference, mixed zone and flash interview facilities for the media and the England players, management and coaches. These facilities are currently all provided in the West Stand. We will conduct a review following the completion of the South Stand to explore the possibility of upgrading the facilities and/or utilising other areas in the stadium.

Provide a full press office information centre for the press and media on a seven day a week basis

- 643** We will continue to provide a full press office information service on a 24/7 basis to cover RFU statements, breaking news stories, disciplinary announcements and injury news and updates. To achieve this level of service will require a member of the Communications team to be on duty each weekday evening and over each weekend on a rotation basis to field any press or media enquiry and deliver an RFU response.

Provide full press office support for England Saxons, England U20, England U18, England Sevens and the England Counties XV

- 644** We will provide full press office support for all other England representative teams. We will continue to provide these teams with their own media identity, media access programmes, media guides, exclusive podcast content and a designated press officer for all their games whether home or away. We will continue to raise the profile of each of the teams, their players and coaches through this process.
- 645** We will mount a major exercise to ensure that all regional, lifestyle, youth and consumer

sections of the media are briefed on each of the teams, their players and coaches. We will involve Community Rugby in these initiatives aimed at creating an identity for the players linked to their early playing days in the grass roots and the clubs and schools that they played for. We will provide regular updates of all information supplied and target the type of information to suit the needs of the different target markets of each media sector.

CORPORATE COMMUNICATIONS

Develop and maintain a high quality RFU Corporate Brochure

- 646** We often get asked what is the RFU and what does it do. It is an essential part of improving our overall communications processes that we make widely known exactly what the RFU does, the scope of its activities, the way in which it functions and the services it provides. This will provide a better understanding of the range of worthwhile benefits contributed by the governing body of rugby union in England.
- 647** To achieve this goal we will produce and publish a glossy brochure which will answer the above questions. It will explain the role and responsibilities of the RFU, how it operates, its sources of revenue and where and how this is invested. The brochure is aimed at being the 'bible' for external and internal audiences. It will set out the full gamut of our work, while being accessible and pictorially engaging. It will be updated as necessary to ensure its relevancy and currency. Consideration will be given to producing a DVD version as well.

Produce high quality and informative Annual Reports for the RFU

- 648** While the RFU is not a PLC, we must always endeavour to perform to PLC standards and to this end must continue to produce a high quality Annual Report and Accounts to be published in October/November giving a full analysis of the RFU's activities in the year on a departmental basis together with detailed financial statements.
- 649** We will also continue to produce an Interim Report for the game in June prior to the AGM. This will include full reports of the season just ended from the President, Chairman of the Management Board, Chief Executive, Finance Director and each of the Standing Committee Chairmen. Through the combination of the Interim Report and the Annual Report we intend to keep all our members fully apprised of the RFU's performance and activities.

Develop a profile for the RFU in the quality business press and the relevant trade press

- 650** The RFU has expanded its business interests substantially over the last few years. We now need to raise our profile in the business pages of the broadsheets so that we are communicating to our existing and prospective commercial partners in business as well as rugby terms. We need to be seen as reliable and substantial business partners with whom companies are comfortable working with and investing significant sums in.
- 651** We also need to have a profile in the relevant trade press journals. The RFU now has commercial interests in the concert market, the hospitality market, the travel trade, the hotel business and the health and leisure club market. Each of these areas has specialist trade journals. We need to establish relationships with each and to explain to them our commercial strategies and how the funds raised helps the development of rugby.

Produce a range of high quality RFU publications covering all aspects of our operations

- 652** In order to keep opinion formers and our wider audiences informed of the work of the RFU we should produce, on at least a bi-annual basis, attractive and reader friendly brochures on specific areas of work undertaken by the Community Rugby Department. Each brochure would focus on one specific area to heighten the awareness and positive feelings of opinion formers about the RFU's activities.
- 653** To ensure that noteworthy developments are brought to the attention of those we need to impress, we should also publish occasional flyers as appropriate highlighting significant programmes and initiatives.

Develop Touchline in both hard copy and on-line

- 654** Touchline has been the main regular RFU communication journal with the game for at least a decade. In order to ensure that it is delivering the kind of information that members both want and need, we will undertake a periodic reader survey for the monthly newsletter. The publication should continue to develop to keep the game informed of essential information through Touchline's HQ section. We will also add a public affairs section where we present our lobbying activities and report on sport political news.
- 655** Touchline will continue to be uploaded on rfu.com each month as well as provided in traditional hard copy form. The print run is currently 12,000 for each issue and this will be maintained for the foreseeable future. The on-line website version is currently recording some 40,000 hits each month and this is expected to grow as members become more comfortable with the provision of on-line messaging. The balance between hard copy and on-line versions will be monitored over the Plan period to ensure we are providing information in the ways that are most convenient to our members.

INTERNATIONAL RELATIONS***Play an active role in the IRB, Six Nations, ERC and other international bodies***

- 656** We will continue to play an active role in all these cross border entities by securing membership of all the major committees and task groups. For a Union of our size we should seek to secure a reasonable share of the Chairs of such committees and we should lobby to achieve this goal.

Lobby for more Foundation Unions to enter into Strategic Development Agreements with developing Unions

- 657** We continue to believe that the best way in which Foundation Unions can support the IRB's objective of global rugby development is through each Union entering into a Strategic Development Agreement with one or more Tier 2 and 3 Unions. The IRB has the financial resource but not the human resources or the range of expertise. These can, in reality, only be provided by the Foundation Unions who can also field competitive teams to aid the development process. We continue to believe that the model established with our agreement with USA Rugby and Rugby Canada provides a template for others to follow.

Review the best way to represent the interests of rugby union within the EU

- 658** It is likely that the European Union, either as a result of the new treaty being agreed or otherwise, will move to requiring a single EU representative body being established for each sport. We will consult with our fellow Unions on the best way to co-ordinate development of the sport, professional and amateur; on an EU basis should this be required. Any such representative body should be democratic and reflect the playing sizes of each country.

Continue to support the IRB World Series Sevens

- 659** A key part of the strategy to secure Olympic status has been the creation of the IRB World Series Sevens ('IRB WSS'). Whilst the WSS has improved and strengthened each year, it has required a significant investment to be made by the participating countries – particularly those hosting tournaments. There is some concern that the WSS may not continue to receive support from all the key Unions if the financial and commercial arrangements do not improve. It is recommended that the RFU should continue to support the WSS but should review its position if the IOC do not include rugby as an Olympic sport for 2016.

Press for an allocation system for awarding the RWC to ensure a balance between financial and development issues

- 660** We believe that the development of global rugby would be best served through a change in the bidding process for the hosting of the RWC. The current process is expensive and may well be counter to delivering the results that align with the IRB's Strategic Plan regarding global development. We should continue to advocate and press for the bidding process to be replaced by an allocation process. This would ensure that all countries capable of hosting a RWC had their turn allocated on a fair basis and that development areas were allocated periodic RWCs as part of the IRB's strategic goals.

LOCAL COMMUNITY RELATIONS

Maintain effective community liaison through local working groups

- 661** We will continue to work with the local community representatives and the local authorities through two working groups – the RFU Concert and Match Day Committee and the RFU Neighbours' Liaison Committee. These groups have been successful in ensuring effective liaison with the local community in responding to all event day and stadium issues.
- 662** We will continue to provide support for the local business community and will be an active and supportive member of the Twickenham Town Centre Management Board. In addition we will provide support for the St Margaret's and Whitton business communities.

Provide benefits to the local community through support of local projects

- 663** An important part of the RFU's community programme is the support of organisations and projects which benefit the local community. We currently provide financial and project support for 23 schools through the RFU's Education Partnership, the Richmond School Sports Partnership and the annual Borough Schools Sports Day at the stadium. We will continue to support all these initiatives.

- 664** We currently allocate 200 pairs of tickets to every England international match at Twickenham for local residents to purchase through the Rugby Post ballot. In addition we also allocate 1,100 tickets for all concerts at the Stadium for local residents to purchase at a discounted price.

Allocate 30 days use of the Live Room to local community theatrical and music groups each year

- 665** We specifically designed into the new South Stand development a multi-purpose facility that could accommodate up to 400 people in theatre style format with full theatrical sound and lighting arrangements. This facility will be made available to local theatrical, arts and music groups for 30 days a year on a cost only basis. This will provide a major new benefit to the local community.

Develop the Rugby Post community magazine as our prime communication journal

- 666** We will continue to maintain and develop the Rugby Post as our primary communication tool with the local community. This is currently distributed to 30,000 homes and businesses in the local area. It provides regular updates on community relations activities, stadium events, ticket ballots and competitions, event day information providing our neighbours with advance notice of Stadium events.

Maintain good relations with key local officials

- 667** The maintenance of good relationships with all key local officials is an important element of our local community relations programme. These relationships will be developed and underpinned by the holding of regular meetings between the RFU Chief Executive, Stadium Director and Community Relations Manager with the Leader of the Council, the Chief Executive of Richmond Council, the Borough's Police Chief Superintendent and Vincent Cable MP for Twickenham.

INTERNAL COMMUNICATIONS

Develop and implement an improved RFU intranet for office and field based staff

- 668** We will commission the necessary work to upgrade RUFUS so that it is available to office and field based staff alike. We will also change the content management arrangements making individual departments responsible and accountable for the content in their area.
- 669** We will introduce improved document storage and archiving arrangements on the new RUFUS to reduce the amount of paper based storage both in the office and externally.

Maintain at least three All Staff Briefings per annum and an effective Social Committee

- 670** The All Staff briefings have become an important element in the internal communication process. These will be continued and developed in response to staff desires and needs with a minimum frequency of three meetings each year.
- 671** The Social Committee has performed a valuable role in organising staff events to foster improved team spirit and team working. The Committee will continue to receive a reasonable budget each year to ensure that a good programme of events is arranged.

Maintain and develop Team Talk as the staff journal

672 To keep our staff informed of their rights and responsibilities and to assist relationship building across departments, we publish at least three Team Talk staff newsletters per annum. These are widely distributed but in order to ensure that all members of staff, both full time and part time, have access to Team Talk issues, we should upload them onto the intranet to ensure that information is available to all.

Maintain and develop the EPS player ezine

673 In order to improve communication with EPS players and the players' perceptions of the RFU, we have introduced an EPS player ezine. This is sent from Rob Andrew to all Senior EPS, Saxons EPS, U20 EPS and Sevens squad players prior to the autumn internationals, Six Nations and summer tours. We will continue to build on and develop these ezines.