



RFUW

Strategic Plan | 2010 – 2014

RFUW Draft Strategic Plan

Our Vision

Our vision is to create an environment that promotes, develops and sustains opportunities for women and girls in England to participate and achieve their potential in Rugby Union.

Our Mission

Our mission is for Rugby Union to be recognised as one of the most enjoyable and empowering team sports for women and girls and to advance the development of Women's Rugby in England by:

- Growing participation
- Fostering international success
- Fully integrating women and girls into the existing rugby management and development structures

Our Values

Innovation
Leadership
Trust
Integrity
Respect
Transparency
Humility
Vision

Teamwork
Accountability
Sportsmanship
Inclusiveness
Discipline
Enjoyment
Dedication

Strategic Goals

Governance:	Ensure RFUW provides effective management of the game for women and girls and for a sustainable organisation.
Influence	The RFUW will operate as a National Representative Body within the constitution of the RFU.
Participation:	In partnership with regions, counties and clubs ensure that there are programmes in place to provide development opportunities for women and girls which will lead to an increase in the numbers of women and girls interested in, and participating in, Rugby Union.
Competitions:	Provide meaningful international and domestic competition for all participants to achieve their aspirations no matter their ability or age.
High Performance:	Raise the standard of performance of international teams, coaches and match officials.
Commercial:	Maximise commercial opportunities for the women's game
Promotion:	Raise the profile, awareness and acceptance of women and girls in Rugby Union

Governance

- RFUW will operate within an effective corporate governance framework in accordance with the Memorandum and Articles of Association, rules and regulations of the company as may be amended from time to time by the membership.
- RFUW as a national representative body within the constitution of the RFU.
- RFUW will continually review and implement policies required by legislation, government or best practice.
- RFUW will provide a safe environment for all to participate in Rugby at all levels of the game irrespective of age, ability, race, religion, ethnic origin, creed, colour, nationality, social status or sexual orientation.
- RFUW will ensure that its Board has a range of experience and skills necessary to discharge its responsibilities and that appropriate attention is given to succession.
- RFUW will manage employees and key volunteers in accordance with employment legislation and best practice management principles.
- RFUW will operate a sound system of financial management including planning, policies, controls and reporting, thereby ensuring the ongoing financial health of the organisation.
- RFUW will ensure that conditions attached to grant aid or sponsorship are understood and are met.
- RFUW will monitor the key performance indicators, which will measure progress towards delivery of the strategic goals implicit in this plan.
- RFUW will identify the risks attaching to its business and to delivery of its goals and will seek to manage these so as to ensure the sustainability of the organisation. RFUW will work through the RFU to ensure an appropriate level of insurance is maintained to protect those registered participants in the game.
- RFUW will adopt, implement and enforce anti-doping policies, rules and programmes that conform to and comply with the IRB and UK anti-doping core provisions.
- RFUW will adopt a partnership approach to assist in delivering its key strategies and objectives. RFUW will in particular work in partnership with RFU to achieve integration at the whole sport level.
- RFUW will embrace new technologies allowing it to enhance its communication with all its stakeholders.

Participation

The RFUW's role is to ensure that the game of rugby is accessible to women and girls and through this influence increased participation in all areas of the game, whether this is playing, coaching, refereeing, administering or watching the game. We will be working with all partners to achieve this aim and in particular seeking to develop the relationship and partnership with the RFU as a critical way forward.

- RFUW will adopt a collaborative approach with RFU CB's and Clubs, to ensure the delivery of the RFUW participation goals.

- RFUW will aim to ensure that by working to a development plan current clubs are sustainable for the long term. RFUW will work towards ensuring that there is coverage of women's clubs across the country so that all women have reasonable access to a club.
- RFUW will work with the RFU's Constituent Bodies to ensure access to and development of girls' rugby.
- RFUW will support and increase FE and HE participation through work with the RFU on joint development plans ensuring support for development of both players and coaches.
- RFUW will encourage HE sides to work with existing women's clubs to ensure players are retained in the game when they leave university.
- RFUW will work with the RFU to deliver agreed Whole Sport Plan (WSP) targets for girls' involvement in Rugby at school and ensuring that participation at school will lead into ongoing participation at clubs.
- RFUW will work through the RFU structures and systems to increase both the quantity and quality of qualified coaches at all levels in the women's game.
- RFUW will work with the RFU to encourage participation and development of female referees providing opportunities for their progression through different levels of the game.
- RFUW will work with the RFU to increase the number of volunteers working within the women's game and ensure they have appropriate training to deliver their roles and recognition for the contribution they make.
- RFUW will work with the RFU to improve accessibility in rugby for low participant and/or disadvantaged groups.
- RFUW will support the RFU and the role of clubs in building and promoting informal participation for all sections of the community.
- RFUW will provide a quality and sustainable player development framework to ensure all players have a chance to improve their standards of play and that aspiring and potentially elite players have early access to holistic player development opportunities.
- RFUW will fully participate with the IRB in development of the game globally.
- RFUW is committed to establishing an enduring legacy of infrastructures, profile and participation which capitalises on the hosting of WRWC 2010.

Competitions

- RFUW will bid to attract high value women's rugby games and tournaments to England including the European Championships as well as continuing participation in the Six Nations and WRWC 7's and WRWC.
- RFUW will organise and regulate in accordance with safe and appropriate regulations and boundaries, a comprehensive domestic competition programme for all levels (including age grades) of the game, ensuring a positive experience of the game of rugby for all that participate.
- Ensure all competitions are fit for purpose and deliver value for money for participants and deliver the required outcomes for the development of players, coaches and referees.

High Performance

- RFUW will foster the success of England athletes at international level with the objective of winning the WRWC 2010, WRWC 2014 and WRWC 7s 2013.
- RFUW will ensure the development of the next generation of high performance athletes by developing the player pathway and optimising the identification of talent through best use of resources available.
- We will ensure where appropriate the development of talented female rugby players runs parallel with the development of talented male players.
- RFUW will work through the RFU to ensure a pool of quality high performance coaches and officials and that working in the women's game is seen as an integral part of their respective pathways.
- To seek competitive advantage RFUW will foster research and development initiatives in high performance in the field of sports science and medicine.

Commercial

- RFUW's aspiration is to reduce and ultimately remove its dependency on public funding. This will necessitate RFUW identifying and growing new sources of revenue to support its strategic aspirations.
- RFUW will use the unique aspect of Rugby for women and girls to attract commercial sponsorship maximising the market value of RFUW properties.
- RFUW will monitor and seek to take advantage of funding applications, which include opportunities for women and girls.

Communication & Promotion

- RFUW will ensure it has a structured approach to PR, which enables promotion of the game to create interest, attract new members and build a broader community awareness.
- RFUW will embrace new initiatives for information and communication technologies ensuring the engagement of all stakeholders.
- RFUW will seek to increase the awareness of women's rugby through hosting WRWC 2010.

KP1: HIGH PERFORMANCE

Objective: To foster the success of England players at international level

Rationale: Fostering international success through the following strategic priorities will help to:

- Maintain and improve England's international performance
- Develop the next generation of high performance athletes
- Ensure England has a pool of quality high performance coaches and officials to support athlete development
- Search for a competitive advantage through sports science and medicine

Category	Strategic priorities	Key performance indicators
1.1 National team	1.1.1. Foster the ongoing success of the senior national team programme by providing appropriate training and competition opportunities	Achieve international ranking of top 2 within IRB ranking list Win 4 out of 4 Women's 6 Nations titles Win World Cup in 2010 and 2014 Elite players achieve 80% of individual targets set
1.2 Player Development	1.2.1. Nurture and develop the pool of England potential players by providing appropriate training and competition opportunities	A's deliver on 80% of team and individual KPI's set for each season 7's team is ranked top 3 in the World U20's deliver on 80% individual KPI's set for each season 30% of U20 players selected to elite squad within 4 years of finishing with U20 squad
1.3 Talent identification and development	1.3.1. Optimise the talent identification and player development programmes to support the production of England potential players for England National team	100% players for U20 squad identified through talent identification programmes U18's and U15's are developed and delivered. Talent ID players achieve 80% of the targets set 90% players identified through county programmes remain within the game for 5 years at some level.

1.4 Coach/official development	1.4.1. Deliver a system with the RFU for the development of elite coaches to support the performance structures	Agree and deliver the structure for the development and assessment of coaches and officials with the RFU 75% of identified coaches are involved in player pathway within 3 years at Premiership / Championship Club level or at a representative level on the player pathway
	1.4.2 Support the RFU in developing referees and officials for elite rugby	Where appropriate give opportunities for female referees to gain international experience with in the International competition programme
1.5 Sports science and medicine	1.5.1. Provide direct athlete support services through appropriate external providers	Service level requirements agreed and monitored All members of senior national teams receiving regular access to levels of direct athlete support as agreed with the EIS in the Partnership Agreement All players within the player pathway from U18 level are supported with strength and conditioning programmes
	1.5.2. Foster research and development initiatives in high performance	Two projects identified and supported.
1.6 Anti-doping	1.6.1. Adopt, implement and enforce anti-doping policies, rules and programmes that conform to and comply with the IRB and UK Sport anti-doping core provisions	A minimum 24 tests delivered in and out of competition per year. 100% drug free

Key result area	Year 1 2009-10	Year 2 2010-11	Year 3 2011-12	Year 4 2012-13
1. High performance				
1.1 National team (Elite)				
1.1.1 Selection policy is consistent and transparent to include all England squads	As part of the open selection process S4's programme delivered with trials and 2 matches for each of four teams. Elite squad selected Nov 2009 and reviewed March 2010	S4's programme delivered with trials and 2 matches for each of four teams Elite squad selected Nov 2010 and reviewed May 2011	S4's programme delivered with trials and 3 matches for each of four teams Elite squad selected Nov 2011 and reviewed May 2012	S4's programme delivered with trials and 3 matches for each of four teams Elite squad selected Nov 2012 and reviewed May 2013
	Selection policy for U20's programme announced	Selection criteria reviewed to ensure open and fair system U20 selection policy reviewed	Selection policy for 2013 7's programme announced	Selection criteria reviewed to ensure open and fair system
1.1.2 Training Programme for senior squad enhances success of national team – team and unit skills	Technical programme audit following review of sevens programme		Review core skills programme	
	Season review and development of rugby syllabus. Set national syllabus for all steps on the player pathway with reference to LTAD models based on the season review from the season before. Key areas identified for development within the senior team will be incorporated within talent development programmes.	World Cup review and development of rugby syllabus for the next four years - June 2011.	Season review and development of rugby syllabus for the following season Each year areas for further development will be identified and added to the core syllabus for the following year – these may be the same as the previous year but may change to reflect different laws/ different skills sets of players June 2012	Season review and development of rugby syllabus for the following season Each year areas for further development will be identified and build on to the core syllabus for the following year – June 2013

1.1.3 Training Programme for senior squad enhances success of national team – <i>team and unit skills</i>	Team training session to deliver technical and tactical elements of rugby syllabus to team and units - to include 3-4 weekends and autumn international to review progress against goals set	Team training session to deliver technical and tactical elements of rugby syllabus to team and units - to include 3-4 weekends and autumn international to review progress against goals set	Team training session to deliver technical and tactical elements of rugby syllabus to team and units - to include 3-4 weekends and autumn international to review progress against goals set	Team training session to deliver technical and tactical elements of rugby syllabus to team and units - to include 3-4 weekends and autumn international to review progress against goals set
1.1.4 - training programme for elite squad enhances the success of national teams – <i>unit skills</i>	Summer training run (2x4) days for the elite squad to embed technical and tactical elements of unit and team skills for the following season	Summer camps 5x4 days in the lead up to the World to refine unit and team skills and develop the players as a squad	Summer training run (2x4) days for the elite squad to embed technical and tactical elements of unit and team skills for the following season	Summer training run (2x4) days for the elite squad to embed technical and tactical elements of unit and team skills for the following season
1.1.5 Training Programme for elite squad enhances success of national team – <i>individual skills</i>	Small groups work to deliver technical skills element 20 sessions per year delivered on handling and breakdown	Small groups work to deliver technical skills element 12 sessions per year delivered on handling and breakdown	Small groups work to deliver technical skills element 12 sessions per year delivered on handling and breakdown	Small groups work to deliver technical skills element 12 sessions per year delivered on handling and breakdown
	Individual skills sessions run for each player - min 8 per year (position specific/ goal setting/ game understanding) include action plan and targets for season with target of 80% achievement.	Individual skills sessions run for each player - min 6 per year (position specific/ goal setting/ game understanding) include action plan and targets for season with target of 80% achievement. Individual skills sessions to be run in conjunction with the RFU National academy coaches	Individual skills sessions run for each player - min 6 per year (position specific/ goal setting/ game understanding) include action plan and targets for season with target of 80% achievement. Individual skills sessions to be run in conjunction with the RFU National academy coaches	Individual skills sessions run for each player - min 6 per year (position specific/ goal setting/ game understanding) include action plan and targets for season with target of 80% achievement. Individual skills sessions to be run in conjunction with the RFU National academy coaches Review player buy out in the build up to 2014
	Academy /ETC sessions – 15 sessions per year at an agreed RFU academy or ETC Review delivery and attendance	Academy /ETC sessions – 12 sessions per year at an agreed RFU academy or ETC Review of Academy programme to be linked into WC review	Academy /ETC sessions – 12 sessions per year at an agreed RFU academy or ETC Monitor delivery and attendance	Academy /ETC sessions – 12 sessions per year at an agreed RFU academy or ETC Review academy programme

1.1.6 Senior squad An appropriate competition programme is provided to support the development of senior squad players	6 Nations	6 Nations	6 Nations	6 Nations
Develop an international competition programme beyond the 6 Nations that includes the European calendar and other international teams	Nations Cup – in the build up to the World Cup the squad will play 4 internationals as preparation for the World Cup (USA/Canada/France) All players who may go to the World Cup should have experience at this event. The focus will be on Performance and embedding some of the tactical/ technical elements identified in June review and introduced at summer training in July	World Cup	European Cup – as part of the build up in the 4 year cycle an opportunity to see players in a tournament environment with a senior squad - to win	
	Two New Zealand tests – to play the best team in the World and expose all players likely to play at the World Cup to New Zealand. To review progress made/ to win at least one game	Review World Opposition, in light of world cup results	.	Nations Cup –to challenge the players against opposition they have not played for 2 years and review progress against other teams outside Europe

<p>1.2 Development Programme A team programme</p>				
<p>1.2.1 An appropriate training programme in addition to the elite squad programme to prepare players for competition</p>	<p>Team training session to deliver technical and tactical elements of rugby syllabus to team and units - to include 3-4 weekends and autumn international to review progress against goals set</p>	<p>Team training session to deliver technical and tactical elements of rugby syllabus to team and units - to include 3-4 weekends and autumn international to review progress against goals set</p>	<p>Team training session to deliver technical and tactical elements of rugby syllabus to team and units - to include 3-4 weekends and autumn international to review progress against goals set</p>	<p>Team training session to deliver technical and tactical elements of rugby syllabus to team and units - to include 3-4 weekends and autumn international to review progress against goals set</p>
<p>1.2.2 A team programme The A side must maintain a quality programme to support players to make the step up to Senior rugby</p>	<p>4 games against International quality opposition – this may include the Nomads / A sides or the best other sides in Europe</p>	<p>3-4 games against international quality opposition – this may include the Nomads / A sides or the best other sides in Europe. European Trophy – as part of the European calendar this will give new younger players in the A squad an opportunity to experience a tournament environment against other international sides – to win</p>	<p>4 games against international quality opposition – this may include the Nomads / A sides or the best other sides in Europe</p>	<p>4 games against international quality opposition – this may include the Nomads / A sides or the best other sides in Europe</p>
<p>1.2.3 7's Programme Training Programme for 7's squad enhances success of national 7's team which long term supports skills development of national squad players</p>	<p>Review the Sevens programme by June 09. Agree elements to be incorporated into the 15's programme Review 7's strategy in light of October 2009 Olympic decision Players involved in Elite squad training as part of 15's development –team / unit and individual</p>	<p>Olympic Decision dependant</p>		

<p>1.2.4 7's team</p> <p>Competition Programme must be focussed towards achieving World Cup 7's qualification and success at World Cup in 2013</p>	<p>Euros Tournament: participate and placed in top 3.</p>	<p>Euros Tournament: participate and placed in top 3.</p>	<p>Euros World Cup Qualifying tournament – achieve qualification</p> <p>Attend 5 tournaments in the lead up to the World Cup</p>	<p>World Cup 7's – achieve top 3</p>
<p>1.2.5 U20 programme</p> <p>An appropriate training programme is provided to support the development of the most talented U20 players</p>	<p>Review of U20 training and competition programme</p> <p>Implementation of review outcomes.</p>	<p>Monitoring of U20 programme</p>	<p>Review of programme</p>	<p>Monitoring of U20 programme</p>
	<p>12 days for up to 25 players to develop core individual and unit skills based on national syllabus and skills review</p> <p>Significant development of elite athlete behaviour measured by adherence to the programme – sportplan/ S+C sessions/ individual sessions/ progress against goals set</p>	<p>15 days for up to 25 players to develop core individual and unit skills</p> <p>Significant development of elite athlete behaviour measured by adherence to the programme – Sportplan / S+C sessions/ individual sessions/ progress against goals set</p>	<p>15 days for up to 25 players to develop core individual and unit skills</p> <p>Significant development of elite athlete behaviour measured by adherence to the programme – Sportplan / S+C sessions/ individual sessions/ progress against goals set</p>	<p>15 days for up to 25 players to develop core individual and unit skills</p> <p>Significant development of elite athlete behaviour measured by adherence to the programme – Sportplan / S+C sessions/ individual sessions/ progress against goals set</p>
	<p>PDP sessions with all players to set measureable targets and review – 80% target</p>	<p>PDP sessions with all players to set measureable targets and review – 80% target</p>	<p>PDP sessions with all players to set measureable targets and review – 80% target</p>	<p>PDP sessions with all players to set measureable targets and review – 80% target</p>
	<p>Four individual skills sessions incorporating position specific, game understanding and core are delivered to all players each year.</p>	<p>Four individual skills sessions incorporating position specific, game understanding and core are delivered to all players each year.</p>	<p>Four individual skills sessions incorporating position specific, game understanding and core are delivered to all players each year.</p>	<p>Four individual skills sessions incorporating position specific, game understanding and core are delivered to all players each year.</p>

1.2.6 An appropriate U20 competition programme that will include an opportunity to test the players against international competition	U20 Nations Cup – to provide opportunities for players to experience tournament conditions.	2 games	U20 Euros competition - increased competition as part of a 2 year programme for this age group. This is supported by the European calendar	2 games
1.2.7 Development Games To identify players from S4's and U20's who may be used in the A squad during the season	One development	One development game	One development game	One development game
1.2.8 Player Support Services TASS – individual support is delivered to talented players by RFUW and Hub TASS institutions in accordance to RFUW requirements and desired outcomes.	Up to 25 athletes based on agreed criteria selected for funding. Training programmes agreed for all with University providers or RFUW	Up to 25 athletes based on agreed criteria selected for funding. Training programmes agreed for all with University providers or RFUW	Up to 25 athletes based on agreed criteria selected for funding. Training programmes agreed for all with University providers or RFUW	Up to 25 athletes based on agreed criteria selected for funding. Training programmes agreed for all with University providers or RFUW
	75% sessions delivered and player targets achieved	80% sessions delivered and player targets achieved	80% sessions delivered and player targets achieved	80% sessions delivered and player targets achieved
1.3 Talent Identification and Development				
1.3.1 Appropriate programme delivered by selected coaches and used as talent ID and development tools at Senior/ U18 and U15 age groups	Continue regional programme for player development and to identify players with potential Player pathway review completed by Dec 2009 to include all levels of the player pathway from club through to performance i.e. England squads. Any changes to the player pathway to be introduced from Sept 2010	The programmes to be delivered here will be as a result of the player pathway review. Details will be added to this section after the review. There will be player development programmes delivered in all areas for U15/U18 and senior players- time frames for review will be put in place as a matter of urgency once the reviewed is complete.	Programme delivered and monitored	Programme delivered and monitored
1.3.2 Elite Training Centres	8 sessions at 4/5 venues	Deliver training for identified	Deliver training for identified	Deliver training for identified senior

((ETC's) Training Programme for senior squad enhances success of national team – individual skills. Regional players invited plus identified U20		senior players in line with any changes to the player pathway	senior players in line with any changes to the player pathway	players in line with any changes to the player pathway
1.3.3 High Performance Academies. HPA's seen as part of the domestic programme as culmination for talented players during the season. Opportunities to train alongside elite squad players	4 days training per player 2 venues – 100 players	Deliver training in line with any changes to the player pathway	Deliver training in line with any changes to the player pathway	Deliver training in line with any changes to the player pathway
1.3.4 Training programme delivered for talented U15 players at county and regional level – core skill development	Selection of approx 60 players to be integrated into 10 RFU schools of rugby. Staffed by RFU coaches and managed by identified club and coach officers Involvement in 2 pilot projects to look at the new structure of Schools of rugby	Review pilot projects to agree involvement of number of players and no of centres. Develop and implement plan	Continue involvement with schools of rugby – all suitable / identified U15 players to be involved	Continue involvement with schools of rugby – all suitable / identified U15 players to be involved
1.3.5 Training programme delivered for most talented u 18 players at county and regional level focussing on core skill development	9 talent development group days run for 35 players Individual player development sessions delivered by CCO's	Deliver training in line with any changes to the player pathway	Deliver training in line with any changes to the player pathway	Deliver training in line with any changes to the player pathway
1.3.6 Parent Education	Work with the RFU to deliver a parent education resource for pathway players to include details on pathways/ lifestyle/ Fitness and nutrition	Disseminate information to parents	Review and update information as required. Disseminate information	Disseminate information to parents
1.3.7 Advanced Apprenticeship in Sporting Excellence (AASE)	AASE programmes delivered at 2 sites with 25 girls (U17 – U18) involved	Increase AASE programme to 3 sites (50 players)	AASE delivered at 4 sites (60 players)	AASE delivered at 4 sites (60 -80 players)
1.4 Coach / official				

development				
1.4.1 Development of female coaches to be involved in the player pathway and performance programme	Active identification of 5 retired international players who wish to become involved as coaches and provide training and development opportunities for these players.	Actively recruit 10 retired international players who wish to become involved as coaches using World Cup and provide training and development opportunities for these players.	Focus on the development of these coaches	Identification of 5 retired players who wish to become involved as coaches and provide training and development opportunities for these players.
	Identified coaches used in the player pathway or performance programme - Supported by CCO's	Identified coaches used in the player pathway or performance programme	Identified coaches used in the player pathway or performance programme	Identified coaches used in the player pathway or performance programme
1.4.2 Coach development / mentoring	All England coaches to be given targeted support to complete individual PDP and attend CPD	All performance coaches to be given targeted support to complete individual PDP and attend CPD	All performance coaches to be given targeted support to complete individual PDP and attend CPD	All performance coaches to be given targeted support to complete individual PDP and attend CPD
	England coaches to become part of the coach licensing scheme	All coaches identified to become part of the RFU coach licensing scheme	All coaches identified to become part of the RFU coach licensing scheme	Additional coaches identified for support from ex players / county / club coaches
1.4.3 Coach appraisal for performance coaches (England/ England A/ U20/7's)	Continue with appraisal for all Performance coaches. Action plans to be completed	Continue with appraisal for all Performance coaches. Action plans to be completed	Continue with appraisal for all Performance coaches. Action plans to be completed	Continue with appraisal for all Performance coaches. Action plans to be completed
1.4.4 Develop coach pathway with appropriate development and appraisal opportunities for all coaches	Identify, assess and support best coaches through into player pathways through CCO and CDO input.	Identify, assess and support best coaches through into Player pathways through RFUW and CDO input.	Identify, assess and support best coaches through into player pathways through RFUW and CDO input.	Identify, assess and support best coaches through into player pathways through RFUW and CDO input.
		Review coach pathway and coach ID process		Review coach pathway and coach ID process
1.4.5 Develop an officials programme with the RFU	Provide access for referees with potential to shadow England squads for their development. Agree programme with RFU	Provide access for referees with potential to shadow England squads for their development. Agree programme with RFU	Provide access for referees with potential to shadow England squads for their development. Agree programme with RFU	Provide access for referees with potential to shadow England squads for their development. Agree programme with RFU

	each year.	each year.	each year.	RFU each year
	Agree 3 performance game opportunities for referee development with RFU.	Agree 3 performance game opportunities for referee development with RFU	Agree 3 performance game opportunities for referee development with RFU.	Agree 3 performance game opportunities for referee development with RFU.

1.4.6 Staff training – all staff given opportunities for CPD with minimum levels of qualification for medics	All squad medics with valid PSITCC qualifications	All squad medics with valid PSITCC qualifications	All squad medics with valid PSITCC qualifications	All squad medics with valid PSITCC qualifications
	Staff CPD run twice every year - programme dependant on need but to include season review	Staff CPD run twice every year - programme dependant on need but to include season review – one day each event	Staff CPD run twice every year - programme dependant on need but to include season review - one day each event	Staff CPD run twice every year - programme dependant on need but to include season review –one day each event
	World Cup staff training and team building	World Cup debrief with staff		
	Staff training needs review completed and CPD delivered where appropriate. Link to RFU CPD		Staff training needs review completed and CPD delivered where appropriate. Link to RFU CPD	
	Full time England coaches are involved in RFU Red Rose programme and are given mentoring support from the elite coach department. Identified coaches access L4 if appropriate	Full time England coaches are involved in RFU Red Rose programme and are given mentoring support from the elite coach department	Full time England coaches are involved in RFU Red Rose programme and are given mentoring support from the elite coach department Identified coaches access L4 if appropriate	Full time England coaches are involved in RFU Red Rose programme and are given mentoring support from the elite coach department
1.4.7 Player training - all players given the opportunity to gain qualifications as per their RFUW contract and to assist with their development	Level 2 course run	Level 1 course Referees course Welfare training	Level 2 course	Level 1 course Referees course Welfare training

1.5 Sports Science & Medicine				
1.5.1 EIS to ensure world class sports science and medicine programmes are delivered to all elite squad athletes	Agree new SLA for 2 years to include S+C programme, nutrition, medicine, Performance Lifestyle support, performance analysis and psych support	Review of programme post World Cup and cost implications EIS delivery system reviewed against outcomes and cost. Other delivery mechanisms identified to reduce costs Agree new SLA (Nov 2010) to include S+C programme, nutrition, medicine, Performance Lifestyle support, performance analysis and psych support and set up new SLA's with external providers if appropriate	Ongoing monitoring of delivery	Regular monitoring of delivery
	Agree testing protocols and training phases Set EIS staff objectives	Agree testing protocols and training phases Set EIS staff objectives	Agree testing protocols and training phases Set EIS staff objectives	Agree testing protocols and training phases Set EIS staff objectives
	Continue case conference system for all elite squad athletes -2 per year with ongoing updates monthly Review case conference process	Continue case conference system for all elite squad athletes -2 per year with ongoing updates monthly Monitoring of process	Continue case conference system for all elite squad athletes -2 per year with ongoing updates Monitoring of process	Continue case conference system for all elite squad athletes -2 per year with ongoing updates monthly Monitoring of process
	Sports psychology provision reviewed			
1.5.2 Medicine – to provide best possible medical care for all players involved in Performance programmes	All elite/ 7's/ U20 squad players screened and cogsport tested Medical provision at all training and games for England squads Medical provision at weekly	All elite/ 7's/ U20 squad players screened and cogsport tested Medical provision at all training and games for England squads Medical provision at weekly	All elite/ 7's/ U20 squad players screened and cogsport tested Medical provision at all training and games for England squads Medical provision at weekly	All elite/ 7's/ U20 squad players screened and cogsport tested Medical provision at all training and games for England squads Medical provision at weekly clinics at

	clinics at Twickenham Cardio screening for elite squad players	clinics at Twickenham Cardio screening for U20 squad players	clinics at Twickenham Cardio screening for non tested squad players	Twickenham Cardio screening for elite squad players
	EPAS used to record medical notes and communicate	New EPAS system introduced and implemented	Ongoing review of effectiveness of EPAS	Ongoing review of effectiveness of EPAS
	Medical review completed and staff appointed to new roles Injury audit completed	Medical provision for squads incorporated into the RFU Elite medical teams to include CPD/ Appraisals/delivery	Monitor of medical provision under new system and implement changes as required	Ongoing delivery and monitoring Injury audit completed
1.5.3 Ensure that best practice is being used in all areas	Performance group meetings to include RFU /RFUW staff and EIS staff to review delivery protocols regularly -2 meetings per year	Performance group meetings to include RFU/RFUW staff and EIS staff to review delivery protocols regularly -2 meetings per year	Performance group meetings to include RFU/RFUW staff and EIS staff to review delivery protocols regularly -2 meetings per year	Performance group meetings to include RFU/RFUW staff and EIS staff to review delivery protocols regularly -2 meetings per year
	Identify areas for development Projects to be undertaken to develop best practice: Use of caffeine and creatine across 15's squad Introduction of leadership group through sports psyche Use of Polar 2 team system at camps to review intensity of sessions and support preparation for World Cup camps Athlete education and real time feedback at training (performance analysis) Tax project Further development of Musculoskeletal rehab and	Identify areas for development Projects to be undertaken to develop best practice: Blood glucose and CK monitoring in camp to ensure appropriate rest and recovery of players Use of GPS software Introduction of elite hub for Performance Analysis	Identify areas for development Projects to be undertaken to develop best practice: Research on effect of hormone balance on performance Development of vision project	Identify areas for development Projects to be undertaken to develop best practice: To be identified

	prehab programmes			
1.5.4 Ensure that there is a comprehensive system for monitoring and reporting on athletes that can be used by all staff	Monitoring programme using EPAS and Sportplan introduced	Monitoring programme using EPAS and Sportplan ongoing	Monitoring programme using EPAS and Sportplan ongoing	Monitoring programme using EPAS and Sportplan ongoing

1.6 Anti-doping				
1.6.1. Education provision for all national pool and potential national pool players. Raise awareness of policy	Training programme delivered in conjunction with the RFU – England squads – 44 U20 squad HPA's 100%ME trainers trained in new course Support the RFU in development of web resources that can be used by clubs for player education	Training programme delivered in conjunction with the RFU – England squads – 44 U 20 squad Delivered to players within the player pathway	Training programme delivered in conjunction with the RFU – England squads – 44 U20 squad Delivered to players within the player pathway 100%ME trainers trained	Training programme delivered in conjunction with the RFU – England squads – 44 U20 squad Delivered to players within the player pathway
1.6.2 Testing – ensure all players are adhering to policy with in and out of competition testing	Testing programme in and out of competition agreed with UK sport each year	Testing programme in and out of competition agreed with UK sport each year	Testing programme in and out of competition agreed with UK sport each year	Testing programme in and out of competition agreed with UK sport each year
1.6.3 Policy development – ensure links maintained with RFU who administer policy for RFUW	Domestic pool agreed Meet RFU to discuss as changes arise.	Domestic pool agreed Meet RFU to discuss as changes arise.	Domestic pool agreed Meet RFU to discuss as changes arise.	Domestic pool agreed Meet RFU to discuss as changes arise.

KPI 2: DEVELOPMENT

Objective: To increase participation in rugby for women and girls through a range of development programmes, that are agreed and implemented in partnership with RFU, and our regional, county and club structures.

Rationale: Growing participation in rugby through the following strategic priorities the RFUW will:

- Ensure access to rugby for all women and girls who wish to play;
- Improve the ability of women and girls sections to be sustainable;
- Enhance the experience of participants by increasing the numbers, and improving the effectiveness of, the coaches, officials and volunteers;
- Provide access to the representative rugby pathway for all players and volunteers.

Category	Strategic priorities	Key performance indicators
2.1 Infrastructure	2.1.1 Adopt a collaborative approach to the development and delivery of a range of programmes through RFU and RFUW structures.	Regional Developments plans agreed and delivery mechanism in line with National agreements All Core Volunteer Group to have representatives on Constituent Body Rugby Development Partnership (CBRDP) All CB's to have W&G targets within each CB plan
2.2 Schools	2.2.1 work with RFU CB and Regional staff to provide with the RFU curriculum and post curriculum delivery to girls in schools	Increase the number of schools affiliated increase the number of schools offering contact rugby at year ,6,7 and 8 by the end of year 4 Expand the Emerging schools competition to match that of the boys by the end of year 4
2.3 Youth	2.3.1 To have one review of schools, youth, student rugby during the plan period in conjunction with RFU 2.3.2 Ensure that all regulations relating specifically to girls youth rugby are safe, and appropriate	Agree review process and reporting mechanisms Work in collaboration with RFU to ensure regulations match the current needs of the sport and are appropriately communicated
2.4 Clubs	2.4.1 To support the development of W&G clubs, work in partnership with the RFU to ensure sustainability of W&G clubs and reduce the number of at risk clubs to no more than 20 during the plan period. 2.4.2 Work with RFU CB and regional personnel to ensure that all clubs in membership of the RFU and RFUW have access for women and girls to participate and become members	Increase the number of sustainable clubs Increase the number of sustainable adult teams Increase the number of 13-17 year old teams by 5% per season Barriers to participation understood and removed Clubs to have equal opportunities policies
	2.4.3 Work in partnership with RFUW CCO, RFU, CB and Regional personnel to ensure the provision of high quality clubs delivering player development opportunities in all areas of the	Premiership and Championship Clubs achieve 80% of the standards set out to support player development

	country	
2.5 Students	2.5.1 Increase the number of women playing the game at HE/FE	<p>Increase the numbers of women playing in HE/FE</p> <p>Increase the number of teams playing regular matches (baseline 80 clubs 08-09)</p> <p>Increase the number of matches played by players in HE/FE</p> <p>Ensure coaching opportunities for those working in student rugby</p> <p>University accreditation programme developed. All Premier League Universities accredited by the end of the strategy period</p>
2.6 Coach Development	2.6.1 In partnership with RFU CDO's, CCOS and Regional personnel increase the quantity and quality of coaches working within women's and girls game.	<p>Incorporate the women's and girls game into the RFU Coach development strategy</p> <p>Implement RFU coach licence scheme</p> <p>Ensure that all female teams have an appropriately qualified and licensed coach in place by the end of the plan period</p> <p>All player pathway teams and programmes have appropriately qualified coaches for all teams by 2011</p> <p>50% of coaches within the player pathway are involved in informal mentoring programmes</p> <p>To raise standard of coaching by running assessment and development programme to include 30 coaches within the player pathway</p>
	2.6.2. Establish review group to examine the required level of coaches working in W&G rugby	Review to be completed by Dec 09 report to board Jan '10
	2.6.3 Work in partnership with RFUW CCO, RFU CDO and regional personnel to Increase the number of female coaches at all levels and provide appropriate CPD	<p>Coaches offered appropriate CPD opportunities</p> <p>Positively recruit ex- players into coaching.</p> <p>Develop 5 coaching posts for female players to work within schools and clubs to act as ambassadors for the game</p>
	2.6.3 Support coach development with the introduction of appropriate resources to the game	1 resource delivered to the game per year
2.7. Referee Development	2.7.1 Work in partnership with RFU Referee department and its regional personnel to Increase the number of female referees	<p>Workforce development plan written for female referees with Referee Department</p> <p>Increase the number of active society referees by the end of the plan</p> <p>Increase the number of female referees by end of plan period.</p>
2.8 Volunteers	2.8.1. Work in partnership with RFU volunteer department and with RFUW Volunteer officer to increase the number of volunteers involved in women's rugby both male and female and ensure all volunteers are supported in delivering effectively.	<p>Workforce strategy written by year one.</p> <p>Provide access to training and support for volunteers in women's game in partnership with RFU.</p>

	2.8.2 Develop in conjunction with RFUW performance department a clear strategy to retain significant numbers of international players within the game after they have retired	Strategy written by January 2010 25% players remain within the game in some capacity for 3 years after retirement or return to the game within 5 years Ensure all players provided with information on volunteering opportunities
2.9 Equity and Ethics	2.9.1. Work in partnership with the RFU to improve access to participate in rugby for those currently under-represented in the game. 2.9.2. To work in partnership with the RFU to ensure best practice is adhered to for safeguarding	Increase in RFU participation figures for currently under-represented groups Deliver the safeguarding implementation plan with RFU
2.10 Leisure Rugby	2.10.1 To support RFU in providing opportunities for informal participation for all sections of the community. Develop alongside the RFU opportunities for women and girls to participate in all forms of the modified game	Increase in informal participation for women through RFU programmes.
2.11 Player Development	2.11.1 To provide a quality and sustainable player development framework	To run a competition programme each year as part of the player pathway. To develop county programmes for players in partnership with CB's as part of the player pathway
2.12 Funding Strategy	2.12.1 To identify and achieve additional income in order to achieve strategy targets	To identify key sources of funding locally and nationally. Achievement of funds.

Key result area	Year 1	Year 2	Year 3	Year 4
2. Sport development				
2.1 Infrastructure	Year One 2009-10	Year Two 2010-11	Year Three 2011-12	Year Four 2012-13
Develop relationships with partners and within CB's at a local and regional level to ensure women and girls rugby opportunities are fully integrated into the planning and delivery process.	Adopt a collaborative approach to the development and delivery of national programmes with regional and county committees Ensure representation at all CBRDP Executive Committees.	Ensure each CB and region has a Development Plan that includes W&G rugby. Work with the RFU to ensure that each Regional Development Team (RDT) Plan has targets for women and girls activity related to national strategies and	Ensure each CB and region has a Development Plan. Work with the RFU to ensure that each Regional Development Team (RDT) Plan has targets for women and girls activity related to national strategies and targets.	Ensure each CB and region has a development plan Work with the RFU to ensure that each Regional Development Team (RDT) Plan has targets for women and girls activity related to national strategies and targets.

Key result area	Year 1	Year 2	Year 3	Year 4
	<p>Ensure representation at 75% CB and CBRDP Executive Committees.</p> <p>WRDM's to work within RDT structure to ensure that targets for W&G rugby are achieved.</p> <p>To work with the RFU to ensure W&G element delivered at the national CB conference each year to enhance communication and support clubs and volunteers</p> <p>To work with the RFU and ensure appropriate needs led delivery of Women and Girls programmes via CRC's in each CB/Region</p>	<p>targets.</p> <p>Ensure representation at 100% CB and CBRDP Executive Committees.</p> <p>Women and girls to be included in all CBRDP plans.</p> <p>To work with the RFU to ensure W&G element delivered at the national CB conference each year to enhance communication and support clubs and volunteers.</p> <p>Ongoing</p>	<p>Ensure representation at all CB and CBRDP Executive Committees</p> <p>Women and girls to be included in all CBRDP plans.</p> <p>To work with the RFU to ensure W&G element delivered at the national CB conference each year to enhance communication and support clubs and volunteers</p> <p>Ongoing</p>	<p>Ensure representation at all CB and CBRDP executive committees.</p> <p>Women and girls to be included in all CBRDP plans</p> <p>To work with the RFU to ensure W&G element delivered at the national CB conference each year to enhance communication and support clubs and volunteers</p> <p>Ongoing</p>
<p>2.2 Schools</p> <p>Working in partnership with RFU personnel at CB and regional level to develop delivery to schools and to provide an introduction to rugby to girls both in and out of the curriculum.</p>	<p>Schools To increase secondary schools involved in competitive contact rugby to 75 baseline 52 (08-09).</p> <p>Develop delivery to schools with the RFU to provide an introduction to rugby to girls both in and out of the curriculum.</p> <p>Increase number of schools affiliated to 75.</p> <p>To ensure there is a girl's competition included in the Emerging Schools National</p>	<p>To increase secondary schools involved in competitive contact rugby to 100</p> <p>To ensure there is a girl's competition included in the Emerging Schools National Championship.</p> <p>Increase number of schools affiliated to 100.</p> <p>To maintain a girls competition within Emerging Schools working with RFU to increase</p>	<p>To increase secondary schools involved in competitive contact rugby to 125.</p> <p>To ensure there is a girl's competition included in the Emerging Schools National Championship.</p> <p>Increase number of schools affiliated to 125.</p> <p>Ongoing</p>	<p>To increase secondary schools involved in competitive contact rugby to 150.</p> <p>To ensure there is a girl's competition included in the Emerging Schools National Championship.</p> <p>Increase number of schools affiliated to 150.</p> <p>Ongoing</p>

Key result area	Year 1	Year 2	Year 3	Year 4
	Championship To work with the RFU to establish a clear affiliation procedure by Dec 09.	number of schools competing.		
2.3 Youth	To meet the targets set in the Whole Sport Plan.	To meet the targets and timescales set in the Plan.	To meet the targets and timescales set in the Plan.	To meet the targets and timescales set in the Plan.
	2.3.2 The CRG is to ensure all policies and regulations are safe and appropriate.	2.3.2 To set up the Youth Review Group to report to the RFUW Management Board by June 2010		

2.4 Clubs				
2.4.1. Support development of new clubs and ensure sustainability of women's sections. Baseline (270 08-09)	To increase senior membership in clubs by 2%.	To increase senior membership in clubs by 2%.	To increase senior membership in clubs by 2%.	To increase senior membership in clubs by 2%
2.4.2. Work in partnership with RFU personnel at CB and regional level to provide greater access to club rugby participation for girls and increase the number of girls who are members of rugby clubs.	To ensure 280 girls sections are fully operational as per club accreditation criteria. To set up 100 formal school to club links. (50 clubs) To work with RFU to produce Whole Club Accreditation process by end of season.	To ensure 300 girls sections are fully operational as per club accreditation To set up 120 new formal school to club links. (75) To carry out clubs audit annually to monitor and review progress.	To ensure 320 girls sections are fully operational as per club accreditation criteria. To set up 140 new formal school to club links at secondary school level. (100) To carry out clubs audit annually to monitor and review progress.	To ensure 340 girls sections are fully operational as per club accreditation criteria To set up 160 new formal school club links at secondary level Carry out clubs audit annually to monitor and review progress
2.4.3 Work with RFUW CCO to ensure the provision of high quality clubs delivering player development opportunities in all areas of the country	Review the effect of the Premiership toolkit on the delivery of player development by Premiership clubs Implement recommendations	Monitor Premiership club delivery and review post World Cup season 2 meetings held with Premiership clubs during the	Continue to meet regularly with clubs – 2 per year and monitor progress against targets Implement changes to targets as required in consultation with	Continue to meet regularly with clubs – 2 per year and monitor progress against targets Implement changes to targets as required in consultation with clubs

	<p>regarding the toolkit for Sept 2009</p> <p>Meet with clubs July 2009 to agree requirements for Sept 2009</p> <p>Monitor delivery by Premiership clubs in terms of coaching and player development</p>	season	clubs	
--	--	--------	-------	--

2.4.4 Premiership and Championship Club Development	<p>Develop sustainable Premiership and Championship standard clubs</p> <p>Ensure that a minimum of 50% of all clubs at Premiership Championship have attained Seal Of Approval status</p>	<p>Audit of current facility to develop and assessment of playing resources. Provide specialist support RFU/W to develop coaching, sports medicine.</p> <p>Specific club development plans written, active partners sourced e.g. HE FE club action plan includes U15 side, developed from new partnerships</p> <p>Clubs identified and plans developed</p>	<p>coaches independently assessed and developed to ensure quality provision,</p> <p>Action plans reviewed and monitored</p> <p>Review current youth development structures</p> <p>75% of clubs have Seal of Approval</p>	<p>Clubs structure supports ongoing sustainability and growth</p> <p>Coaches have achieved minimum standard qualifications</p> <p>All Clubs to have appropriate youth sections</p> <p>Review action plans with partners</p> <p>100% of all Premiership and Championship clubs have Seal of Approval</p>
---	---	--	--	---

2.5.1 Students				
2.5.1. To increase numbers of women playing rugby at FE /HE.	<p>Ensure all women's sides are represented in their Higher Education Rugby Development Plans (HERDP).</p> <p>Use Impact manager (MARS) to monitor number of players in HE/FE.</p> <p>To increase the number of players involved by 2%.</p>	<p>Ensure all women's sides are represented in their HERDP's.</p> <p>Use Impact manager (MARS) to monitor number of players in HE/FE.</p> <p>To increase the number of players involved by 2%.</p> <p>To increase the number of</p>	<p>Ensure all women's sides are represented in their HERDP's</p> <p>To increase number of FE members to 60.</p> <p>To increase the number of players involved in student rugby by 2%.</p> <p>To increase number of</p>	<p>Ensure all women's sides are represented in their HERDP's</p> <p>To increase the number of players involved in student rugby by 2%.</p> <p>To increase number of matches played in</p>

	To increase the number of matches played by 5%. To link into the RFU to provide coach / skill development sessions - 250 players involved; 25 coaches.	matches played by 5%. To link into the RFU to provide coach / skill development sessions - 250 players involved; 25 coaches	matches played in HE/FE by 5%. To link into the RFU to provide skill development sessions - 250 players involved; 25 coaches	HE/FE by 2%. To link in to the RFU to Provide skill development sessions - 250 players involved; 25 coaches
--	---	--	---	--

University accreditation programme developed. All Premier League Universities accredited by the end of the strategy period	University accreditation process developed linked to whole club development plan.	Implementation of the accreditation system to Universities within the Premier League or similar system	Monitoring of accredited universities 5 additional universities accredited and linked to clubs	Monitoring of accredited universities 5 additional universities accredited and linked to clubs
--	---	--	---	---

2.6 Coaching				
2.6.1. Work in partnership with RFU and RFUW personnel to Improve the quantity of coaches working within the women's game.	Baseline information on coaches involved in RFUW clubs.	Increase number of W&G sides with a qualified coach. Monitor number of qualified coaches working within the women's game regularly.	Increase number of W&G sides with a qualified coach. Monitor number of qualified coaches working within the women's game regularly.	Increase number of W&G sides with a qualified coach. Monitor number of qualified coaches working within the women's game regularly.
	Work with the RFU to look at implementation plan for Licence Scheme.	Work with the RFU to deliver implementation plan for Licence Scheme.	Work with the RFU to deliver implementation plan for Licence Scheme. 80% of female teams to have a qualified and licensed coach	Work with the RFU to deliver implementation plan for Licence Scheme. 90% of female teams to have a qualified and licensed coach
2.6.2. To increase the number of female coaches at all levels.	To increase the number of qualified female coaches aiming at levels 1-3. Set targets using baseline figures from 2.6.1	To increase the number of qualified female coaches aiming at levels 1-3 Monitor numbers	To increase the number of qualified female coaches aiming at increasing numbers at levels 1-3	To increase the number of qualified female coaches aiming at increasing numbers at levels 1-3

	To increase the number of rugby tutors aiming at 5% of those qualified being female.	To increase the number of rugby tutors aiming at 5% of those qualified being female.	To increase the number of rugby tutors aiming at 5% of those qualified being female.	To increase the number of rugby tutors aiming at 5% of those qualified being female.
2.6.3 In partnership with RFUW and RFU personnel improve the quality of coaches working within the women's game.	<p>75% player pathway teams and programmes teams have appropriately qualified coaches for all teams by 2011</p> <p>To work with CCO's and RFU CDO's in providing ongoing training for staff involved in the player pathway (50 identified coaches involved in training sessions).</p> <p>Support the delivery of CPD sessions. 50 coaches from Female teams attend. X % female</p> <p>To work with CDO's/RUSLO's/ CCO's to deliver coach development for student rugby. (25 coaches annually)</p>	<p>All player pathway teams and programmes teams have appropriately qualified coaches for all teams by 2011</p> <p>To work with CCO's and RFU CDO's in providing ongoing training for staff involved in the player pathway (50 identified coaches involved in training sessions).</p> <p>Support the delivery of CPD sessions. 50 coaches from Female teams attend. 5 % female</p> <p>To work with Coaching Department to deliver coach development for student rugby. (25 coaches annually)</p>	<p>All player pathway teams and programmes teams have appropriately qualified coaches for all teams by 2011</p> <p>To work with CCO's and RFU CDO's in providing ongoing training for staff involved in the player pathway (50 identified coaches involved in training sessions).</p> <p>Support the delivery of CPD sessions. 100 coaches from Female teams attend. 10 % female</p> <p>To work with Coaching Department to deliver coach development for student rugby. (25 coaches annually)</p>	<p>All player pathway teams and programmes teams have appropriately qualified coaches for all teams by 2011</p> <p>To work with CCO's and RFU CDO's in providing ongoing training for staff involved in the player pathway (50 identified coaches involved in training sessions).</p> <p>Support the delivery of CPD sessions. 200 coaches from Female teams attend. 15 % female</p> <p>To work with to Coaching Department deliver coach development for student rugby. (25 coaches annually)</p>
2.6.4 Support coach development with the introduction of appropriate resources to the game	<p>Finalise the small groups DVD and distribute to coaches within the Women's game</p> <p>CPD programme on planning and preparation to be released</p>	<p>Complete the strength and conditioning resource and distribute to coaches within the Women's game</p>	<p>Resources produced in conjunction with the RFU to support coaches</p>	<p>Resources produced in conjunction with the RFU to support coaches</p>
2.7 Referees				
2.7.1. To increase the number of female referees at all levels.	To increase the number of female referees at all levels.	<p>Achieve target of 500 women referees qualified</p> <p>10% increase in active female</p>	To work with Referee Development officers to achieve	To work with Referee Development officers to achieve:

	<p>Baseline figures by Oct 09 for</p> <ul style="list-style-type: none"> - numbers of active female referees; - numbers of female members of referees societies <p>To identify and develop at least six female referees to receive targeted support in order to achieve Year four target.</p> <p>To work with RFU to review and agree standards of referees for women's matches</p>	<p>referees</p> <p>5% Increase in female membership of referee societies</p> <p>To have one referee involved in the WRWC</p>	<p>20% increase in active female referees.</p> <p>10% increase in female membership of referee societies</p> <p>To work with RFU to review and agree standards of referees for women's matches.</p>	<p>Targets set in Referee Dev Plan</p> <p>To have at least two referees involved in international 6N and FIRA matches</p> <p>By the end of the plan to have at least:</p> <ul style="list-style-type: none"> 6 x female referees at Level 5 8 x Female referees at Level 6 10 x female referees 7
--	---	--	---	--

2.8 Volunteers				
<p>2.8.1. To increase the number of volunteers involved in women's rugby and ensure all volunteers are supported in delivering effectively.</p>	<p>To increase the number of volunteers involved in women's rugby and ensure all volunteers are supported in delivering effectively.</p> <p>Ensure each region has at least one CVG (core volunteer group)</p> <p>To ensure volunteer recognition awards are open to women's game</p>	<p>To ensure that 10% of all volunteers on identified RFU training have involvement in women's rugby.</p> <p>To work with RFU Volunteer manager to achieve target of 10% of participants on Leaders course are involved in the women's game.</p> <p>Ensure each region has at least one CVG (core volunteer group)</p> <p>To ensure volunteer recognition awards are open to women's game.</p> <p>To ensure effective communication to volunteers in women's game of opportunities available.</p>	<p>To ensure that 10% of all volunteers on identified RFU training have involvement in women's rugby.</p> <p>To work with RFU Volunteer manager to achieve target of 10% of participants on Leaders course are involved in the women's game.</p> <p>Ensure each region has at least one CVG (core volunteer group)</p> <p>To ensure effective communication to volunteers in women's game of opportunities available.</p>	
		Information given to all elite	Information given to all elite	Information given to all elite squad players

2.8.2 To retain significant numbers of elite players within the game after they have retired	Information given to all elite squad players on volunteering opportunities Identify players retiring and target 5 players	squad players on volunteering opportunities Identify players retiring and target 5 players	squad players on volunteering opportunities Identify players retiring and target 5 players	on volunteering opportunities Identify players retiring and target 5 players
2.9 Equity and Ethics				
2.9.1. Work with the RFU to improve access to participate in rugby for those currently under-represented in the game.	Work with the RFU to improve access to participate in rugby for those currently under-represented in the game.	To ensure collection of M&E figures with RFUW using MARS system. To ensure delivery of targets set for equality standards	To ensure collection of M&E figures with RFUW using MARS system. To ensure delivery of targets set for equality standards Implement actions of CRG in liaison with RFU and clubs.	2.9.1 To ensure collection of M&E figures with RFUW using MARS system. To ensure delivery of targets set for equality standards. Implement actions of CRG in liaison with RFU and clubs.
2.9.2. To work with the RFU to ensure best practice is adhered to for equity, equality and diversity	To work with the RFU to ensure best practice is adhered to for safeguarding vulnerable young people and adults To have representation at RMG. To provide training for all field staff on safeguarding vulnerable young people and adults.	To work with RFU on delivering the Equity, Equality and Diversity objectives. To have representation at RMG To provide training for all field staff on safeguarding vulnerable young people and adults.	To work with RFU on delivering the Equity, Equality and Diversity objectives. To have representation at RMG. To provide training for all field staff on safeguarding vulnerable young people and adults.	To work with RFU on delivering the Equity, Equality and Diversity objectives. To have representation at RMG.
2.10 Leisure Rugby				
To support RFU in providing opportunities for informal participation for all sections of the community.	To support RFU in providing opportunities for informal participation for all sections of the community.	Ensure RFU include women and girl's involvement in all their programmes for leisure rugby. Attend planning and liaison	Maintain M&E figures. Work with Leisure rugby to communicate opportunity to be	Maintain M&E figures. Work with Leisure rugby to communicate opportunity to be involved in other rugby

		meetings as necessary.	involved in other rugby events.	events.
2.11 Player Development				
To provide a quality and sustainable player development framework	To ensure that 100% of CB's have U15's / U18's/ senior squads with a programme based on LTAD principles and in line with RFUW structured season To support Premier and Championship clubs to enhance their playing and coaching delivery in line with the toolkit agreement	To ensure that 100% of CB's have U15's and U18's squads with a programme based on LTAD principles and in line with RFUW structured season. To support Premier and Championship clubs to enhance their playing and coaching delivery in line with the toolkit agreement.	To ensure that 100% of CB's have U15's and U18's squads with a programme based on LTAD principles and in line with RFUW structured season. To support Premier and Championship clubs to enhance their playing and coaching delivery in line with the toolkit agreement.	To ensure that 100% of CB's have U15's and U18's squads with a programme based on LTAD principles and in line with RFUW structured season. To support Premier and Championship clubs to enhance their playing and coaching delivery in line with the toolkit agreement.
2.11.1 To provide a quality and sustainable player development framework Run a player development programme for identified players beyond the county programme as part of the player pathway.	To run the regional programme for three age groups and for eleven areas and maintain current player development initiatives To review the regional programme by July 2009 and report to CRG on any changes and recommendations.	To support performance to run the player pathway programme and competition at 3 age groups (to be delivered in line with any changes identified in the review	To support performance to run the player pathway programme and competition at 3 age groups (to be delivered in line with any changes identified in the review	To support performance to run the player pathway programme and competition at 3 age groups (to be delivered in line with any changes identified in the review
2.12 Funding Plan				
2.12.1 To identify and achieve additional income in order to achieve strategy targets	To identify and achieve additional income in order to achieve strategy targets	Provide plans and proposals to gain funding for Capacity / workforce development and community delivery development.	Implement plans, achieve targets set and report to the Board.	Review workforce & community development strategies.

	<p>Review annually Whole Sport Plan strategies and objectives</p> <p>To develop templates for funding applications for use by regions, counties and clubs.</p> <p>No of applications for funding should have 90% success rate</p> <p>Explore opportunities to work with the RFU RDT's to identify and achieve local funding.</p>	<p>Review annually Whole Sport Plan strategies and objectives</p> <p>Explore opportunities to work with the RFU RDT's to identify and achieve local funding.</p> <p>No of applications for funding should have 90% success rate</p>	<p>Review annually Whole Sport Plan strategies and objectives</p> <p>No of applications for funding should have 90% success rate.</p> <p>Monitor and evaluate success of any individual or partnership work</p>	<p>Review annually Whole Sport Plan strategies and objectives</p> <p>Monitor and evaluate success of any individual or partnership work.</p>
--	--	---	---	--

KPI 3: COMPETITION

Objective: To provide a vibrant international events and domestic competition programme

Rationale: Providing a vibrant and high quality international events and domestic competition program through the following strategic priorities will help to:

- Raise the profile of women's rugby with higher levels of representative and international competition within England
 - Improve participant enjoyment and development of standards for club, county, regional and international level athletes
- Maintain and increase number of women and girls wishing to be involved in the game.

Category	Strategic priorities	Key performance indicators
3.1 International events	3.1.1 To host women's Six Nations home games and other national teams as appropriate	To improve the commercial viability of home 6 Nations games To ensure quality of event by delivering to the set specification
	3.1.2 Run an international event in England once every 4 years to support the international Competition Programme either at Senior or U20 level	Successful delivery of a tournament with 90% positive feedback from the participant unions
	3.1.3. Support the WRWC 7's and WRWC 15's	England team participates all global Women's Rugby World Cup events this will depend on the Olympic decision
	3.1.4 Support FIRA in the development of a European Competition framework	England attend European events where appropriate to support the competition programme England are represented on the FIRA committee to develop the game in Europe

3.2 Domestic competition	3.2.1. Build a vibrant national competition programme	<p>Aim to maintain the availability of premiership rugby in all regions</p> <p>Review the Competition programme in 2009/10 season and then every four years.</p> <p>Increase in the number 7 a side contact rugby upwards games being played.</p>
	3.2.2 Regulate and manage all competitions to ensure safety and best practice	<p>Ensure the Competitions Review committees debates appropriate topics in a timely and consultative manner and takes all appropriate resolutions to the board</p> <p>Handbook produced and distributed each year to set timeline</p> <p>Regulations produced for all other RFUW competitions.</p> <p>Integrate regulations through RFU governance board</p>
	3.2.3 Facilitate the delivery of an integrated RFUW/ BUCS calendar	Develop a calendar that enables students to participate in BUCS rugby and club rugby effectively at all levels of the game
3.3 National Events programme	3.3.1. Facilitate the delivery of a national events calendar	<p>Yearly events programme run to targets set.</p> <p>Calendar finalised by end of June each season.</p>
3.4. Talent ID and Player Development Competitions	3.4.1 To provide a high quality competitions programme for talent identification and player development	Competition programme to support the player pathway runs each season.

Key result area	Year 1	Year 2	Year 3	Year 4
3. Competition				
3.1 International events 3.1.1 Run an international event in England once every 4 years to support the international Competition programme either at Senior or U20 level	U20 Nations Cup	World Cup		
3.1.2. Support the WRWC 7's	Attend FIRA tournament – more info after October decision	Attend FIRA tournament	Attend FIRA qualifying events	Attend RWC in 2013
3.1.3 Support FIRA in the development of a European Competition framework	Representative to attend FIRA meetings Euro 7's	Representative to attend FIRA meetings Euro Trophy Euro 7's	Representative to attend FIRA meetings Euro Cup Euro 7's Q	Representative to attend FIRA meetings
3.2 Domestic league and cup competitions 3.2.1 Facilitate the delivery of an integrated RFUW/ BUCS calendar	Meetings with relevant partners and proposal and time lines agreed	Consultation period	New BUCS structure introduced	Monitor of new structure
3.3. Talent ID and Player Development Competitions	3.3.1 Run regional programme – all players not in 44 to play. All teams to play 3 games Agree quality standards and produce playing regulations	Competition programme to support the player pathway runs each season Agree quality standards and produce playing regulations	Competition programme to support the player pathway runs each season Agree quality standards and produce playing regulations	Competition programme to support the player pathway runs each season Agree quality standards and produce playing regulations
3.4 Domestic league and cup competitions	Establish baseline stats for number of games played for each season. Annual Report to Board on coaching development.	Review competition programmes for lead up to WC2010 with Premier clubs. Annual Report to Board on coaching development.	CRG to meet every season and recommend any changes to Board by June Annual Report to Board on coaching development.	Introduce world cup competition programme for elite squad Annual Report to Board on coaching development. CRG meet to ensure all competitions are

Key result area	Year 1	Year 2	Year 3	Year 4
	<p>CRG meet to ensure all competitions are effective, appropriate and safe. Ensure communication to member clubs, key personnel and RFU</p> <p>Run U15's and U18's National Cup.</p> <p>100% of CB's to have at least 1 girls competition structure. (U15's, U18's)</p> <p>Coaches in Prem 1 Championship 1 North and South encouraged to link in with RFU Coaching programmes, and take award courses as appropriate.</p> <p>CRG meet to ensure all competitions are effective, appropriate and safe. Ensure communication to member clubs, key personnel and RFU.</p> <p>Run U15 and U18's National Cup.</p> <p>Increase number of senior matches played by 2%. (Contact rugby from 7 a side upwards)</p> <p>Work with the RFU CB's to establish local competition structures for youth players. (Baseline figures of current</p>	<p>CRG meet to ensure all competitions are effective, appropriate and safe. Ensure communication to member clubs, key personnel and RFU.</p> <p>Run U15 and U18's National Cup.</p> <p>100% of CB's to have at least 1 girls competition structure. (U15's, U18's)</p> <p>50% of CB's to have at least one senior XV in competitive playing structure</p> <p>Increase number of senior matches played by 2%</p> <p>Run U15 and U18's National Cup.</p> <p>Increase number of youth matches played to 180. (Contact rugby from 7 a side upwards)</p> <p>Each season support Premier and Championship clubs to enhance their playing and coaching delivery. Agree criteria for league status both essential and desirable.</p> <p>Provide rules and regulations for</p>	<p>CRG meet to ensure all competitions are effective, appropriate and safe. Ensure communication to member clubs, key personnel and RFU</p> <p>Run U15's and U18's National Cup.</p> <p>100% of CB's to have at least 1 girls competition structure. (U15's, U18's)</p> <p>75% of CB's to have at least one senior XV in competitive playing structure</p> <p>Increase number of senior matches played by 2%</p> <p>Run Premiership and Championship Cup competition</p> <p>Run U15's and U18's National Cup.</p> <p>100% of CB's to have at least 1 girls competition structure. (U15's, U18's)</p> <p>Increase number of youth matches played to 200. (Contact rugby from 7 a side upwards)</p> <p>75% of CB's to have at least one senior XV in competitive playing structure</p> <p>Implement increased number of teams competing in Premiership and meet targets for supporting Premiership and Championship Clubs.</p> <p>Provide rules and regulations for</p>	<p>effective, appropriate and safe. Ensure communication to member clubs, key personnel and RFU</p> <p>Run U15's and U18's National Cup.</p> <p>100% of CB's to have at least 1 girls competition structure. (U15's, U18's)</p> <p>100% of CB's to have at least one senior XV in competitive playing structure</p> <p>Head Coaches in Premiership and Championship levels to have minimum of Level 3 coaching qualification</p> <p>Run U15's and U18's National Cup</p> <p>100% of CB's to have at least 1 girls competition structure. (U15's, U18's)</p> <p>Overall target of completion rate of league games at Premier and Championship, by end of plan: 90%.</p> <p>Overall target of completion rate at challenge level 87%</p> <p>Increase number of senior matches played by 2%</p> <p>Run Premiership Cup competition</p> <p>100% of CB's to have at least one senior XV in competitive playing</p>

Key result area	Year 1	Year 2	Year 3	Year 4
	<p>county/sub-regional level competition)</p> <p>Increase number of youth matches played to 160. (Contact club rugby from 7 a side upwards)</p> <p>Provide rules and regulations for all competitions. (Handbook produced for start of season. All other competitions to have regulations included in documentation prior to competition.)</p> <p>To provide additional competitive rugby opportunities for female leisure players. (Nos involved?/ teams/ games played) Merit tables/ friendly leagues etc.</p>	<p>all competitions. (Handbook produced for start of season. All other competitions to have regulations included in documentation prior to competition.)</p>	<p>all competitions. (Handbook produced for start of season. All other competitions to have regulations included in documentation prior to competition.)</p>	<p>Increase number of youth matches played to 200. (Contact rugby from 7 a side upwards)</p> <p>Provide rules and regulations for all competitions. (Handbook produced for start of season. All other competitions to have regulations included in documentation prior to competition.)</p>
<p>3.5. Facilitate a national events calendar</p>	<p>Support regional Sevens competitions through Regional development Plans: 1 per region; 50 teams competing</p>	<p>Work with Leisure rugby to communicate opportunity to be involved in other rugby events.</p>	<p>Work with Leisure rugby to communicate to member's opportunities to be involved in other rugby events.</p> <p>Run National Leisure Rugby Festival 24 teams (junior and senior)</p>	<p>Work with Leisure rugby to communicate opportunity to be involved in other rugby events.</p> <p>Run National Leisure Rugby Festival (24 teams junior and senior)</p>