

NOTES ON THE RFU COUNCIL MEETING

Held at Twickenham - 26th February 2016

The meeting was chaired by the President, Jason Leonard.

The meeting commenced with a period of reflection in memory of Peter Budge, who had served on the RFU Council as a representative for Surrey.

1. PRL Heads of Agreement

(Ian Ritchie - Chief Executive & Rob Andrew - Professional Rugby Director)

- i. Ian Ritchie and Rob Andrew provided a comprehensive update to Council on the current negotiations with PRL over a new agreement to replace the current one which expires on 30th June 2016.
- ii. Negotiations are progressing well, but have not yet been completed.
- iii. It is hoped that negotiations will be completed in time for the agreement to be presented to the April Council meeting for approval.
- iv. Ian Ritchie emphasised the confidential nature of the information provided and asked Council to respect this.

2. Adult Competition Review (ACR)

(Malcolm Wharton - Chairman of Community Game Board)

- i. Malcolm Wharton presented the findings of the Ipsos MORI survey that had been carried out to verify the research that had been conducted by the ACR group.
- ii. The implementation of the ACR recommendations relating to the league structure had been suspended by Council pending independent verification of the initial research (all of the other recommendations having been approved previously by Council).
- iii. Council was asked to lift the suspension so that the implementation of the recommendations could proceed.
- iv. Council **APPROVED** the lifting of the suspension and the implementation of the recommendations by 27 votes to 25.

POST MEETING NOTE: In the light of the closeness of the vote and the fact that a majority of geographical CBs voted against, the Board, on the recommendation of the CGB, will be asking Council to rescind the decision at the next Council meeting on 8th April 2016. This will give the CGB time to consider the matter further.

3. International Rugby Ticket Prices - 2016/17

(Mike Cordell - Chairman of the International Rugby Ticket Sub Committee)

- i. Council received a report on the proposed prices for the 2016/17 season.
- ii. Council **APPROVED** the prices for the 2016/17 season as recommended by the International Rugby Ticket Sub Committee (see Appendix 1).

4. England v Wales - Old Mutual Wealth International - May 2016

(Mike Cordell - Chairman of the International Rugby Ticket Sub Committee)

- i. Mike Cordell advised the meeting that following the decision to award caps for the England v Wales Old Mutual Wealth International in May 2016 the ticket prices for the game require Council approval.
- ii. Council retrospectively **APPROVED** the prices for this game (see Appendix 2).

5. Nominations Report

(Simon Collyer - Bristow - Chairman of the Nominations Standing Committee)

- i. Simon Collyer-Bristow presented the second report of the Nominations Standing Committee, which covered the presidential nominations for the 2016/17 season.
- ii. Council **APPROVED** the following nominations:

President	Peter BAINES
Senior Vice President	John SPECNCER
Junior Vice President	Chris KELLY

Past President on Council

Jason **LEONARD****6. Rule Changes - National Representative Bodies & CBs**

(Jeff Blackett - Chairman of the Governance Committee)

- i. Jeff Blackett presented recommendations from the Governance Committee on the Rationalisation of National Representative Bodies and Constituent Bodies.
- ii. The recommendations are that (i) all bodies that are responsible for the delivery of rugby throughout England eg the Armed Forces, Students, Colleges, Schools, Referees etc. should be known as **NATIONAL CONSTITUENT BODIES** and (ii) all bodies that are responsible for the delivery of rugby in a specific geographic area should be known as **GEOGRAPHIC CONSTITUENT BODIES**. [Middlesex would therefore become a Geographic Constituent Body].
- iii. This change does not change representation on Council or delegated powers or responsibilities.
- iv. Council **APPROVED** that the recommendation to change the Rules to reflect the new names should be put to the 2016 Annual General Meeting.
- v. Jeff Blackett agreed that further work will need to be done to determine the criteria that must be met for a body, not already represented on Council, to become a National Constituent Body.

7. RFU Regulation 15 - Age Grade Review

(Jeff Blackett - Chairman of the Governance Committee)

- i. Council **APPROVED** the changes to Regulation 15 that are needed to implement the recommendation of the Age Grade Review that had previously been approved by Council.
- ii. Council noted that the questions on whether Under 16s should be permitted to play up into Under 18s rugby and whether 17 year olds should play adult rugby are still being discussed and that further changes to Regulation 15 may need to be brought to Council at the April or June meeting.

8. Goggles Trial

(Jeff Blackett - Chairman of the Governance Committee)

- i. Since the 2014/15 season the RFU has been running a trial to enable the wearing of sports goggles in contact rugby, subject to satisfying the trial conditions.
- ii. Approximately 35 players are participating in the trial and all feedback has been positive.
- iii. World Rugby is also running a goggles trial, but this is limited to Raleri goggles. The RFU trial is not part of the World Rugby trial.
- iv. Council **APPROVED** an extension of the current RFU goggles trial for the 2016/17 season and beyond.

9. RAF Representative on Council

(Jeff Blackett - Chairman of the Governance Committee)

- i. As the RAF Rugby Union currently does not have any voting member clubs, it is unable to comply with Regulation 17.1 re the election of their representative to Council.
- ii. Council therefore **APPROVED** the recommendation that the RAF Rugby Union representative on Council for the 2016/17 season be appointed by the executive committee of the RAF Rugby Union.

10. Independent Non-Executive Director Appointment

(Bill Beaumont - Chairman of the Board)

- i. Council **APPROVED** the appointment of Dominic **PROCTOR** as an Independent Non-Executive Director on the Board for the period from 1st March 2016 to 31st July 2019 to replace Andy Higginson, who has stepped down due to work commitments.
- ii. Dominic Proctor, who is one of the most influential and successful figures in the global advertising industry, was unanimously recommended by all those involved in the extensive and robust recruitment process, and replaces Andy Higginson on the Board.
- iii. Dominic Proctor is President of GroupM Global, which is the holding company for all of WPP's media agencies. GroupM Global controls 30% of the world's media buying market and is the clear market leader. Dominic has been President since January 2012.

11. Unity Project Update

(Ben Calveley - Head of International and Public Affairs)

Council received an update on the RWC2015 Unity Project (see Appendix 3).

12. Chief Executive's Report

(Ian Ritchie - RFU Chief Executive)

- i. **General**
 - a. **Commercial Director**

Work has commenced on recruiting a Commercial Director to replace Sophie Goldschmidt.

- b. **Strategic Plan**

An executive away day was held on 10th February 2016 to begin work on the next strategic plan and to consider long term issues likely to affect the Union.
- c. **Kneller Hall**

Following the MoD announcement that it plans to sell Kneller Hall, the RFU is monitoring the situation.
- d. **Zika Virus**

The situation concerning the Zika virus in Brazil is being constantly monitored so that everything practicable is being done to ensure the safety of the Union's players and staff.
- ii. **Senior England Squad**
 - a. Steve Borthwick started as Forwards Coach on 16th December 2015.
 - b. The EPS squad of 33 players was officially announced on 13th January 2016.
 - c. Paul Gustard joined as Defence Coach on 24th January 2016.
 - d. An England team open training session took place on 29th January 2016 and attracted approximately 14k supporters.
- iii. **International Player Development**
 - a. The men's Senior 7s & Academy 7s teams played a 1-day competition against Wales 7s, Wales development 7s and Scotland 7s at the Millennium stadium
 - b. The Senior 7s team came 10th in Cape Town, 4th in Wellington and 7th in Sydney and are placed 6th ahead of the Las Vegas tournament.
 - c. A first meeting of the Women's Performance Management Group has taken place.
 - d. Meetings are ongoing with clubs regarding the women's Domestic Game Review.
- iv. **Professional Rugby**
 - a. 365 anti-doping programme tests have taken place so far this season, 40 in competition and 325 out of competition. There have been no positive results or admissions of use.
 - b. The World Rugby Under 20s Championship 2016 match venues, training grounds and match schedule are confirmed.
 - c. Planning for the HSBC London Sevens is on-going. Brazil has been confirmed as the sixteenth team.
 - d. The Championship and B&I Cup are running well this season with the top four teams looking likely to be the play-off contenders – Bristol, Yorkshire Carnegie, Doncaster and Bedford.
 - e. On completion of the EPCR group stages, five English teams have qualified for the quarter finals, with one English team guaranteed to be in the final.
- v. **Rugby Development**
 - a. **Playing Data**
 - i. The Sport England Active People survey published in December showed a positive uplift in participation numbers.
 - ii. Once a week participation – over 16s that participate once a week has gone up to 191,900. This is the highest it has been since 2009/10 when it stood at 194,200.
 - b. **Government Sports Strategy**
 - i. The Government has published its new sports strategy. This contains:
 - A heavier focus on getting the inactive active
 - A greater focus on the younger age groups
 - A desire to see under-represented groups being more active
 - A desire to see more England success on the world stage in the big team sports.
 - ii. The main funding agencies (UK Sport and Sport England) will now align their strategies.
 - c. **Club Development**
 - i. The RFU has been closely monitoring the impact of the recent heavy rain. Eight community clubs have suffered from major flooding affecting both pitches and clubhouses. In addition, six clubs have badly flooded pitches. The clubs are being

assisted with toxicity testing, insurance claims and assistance with submissions to Sport England's Flood Relief Fund. Emergency grants have been awarded by the RFF. Additional financial support will be considered.

- ii. The RFF recently awarded £51,422 of grants to 14 clubs with a total project value of £603k. The total value of loans awarded to date is £1,125,694.
 - iii. The RFU has been consulted on 24 Rugby projects that have been submitted to Sport England's Protecting Playing Field Round 8 (15 projects totalling £750k) and Improvement Fund (9 projects totalling £3m).
 - iv. The 2016 NatWest RugbyForce programme was launched on 1st December 2015 and 80 registrations were logged prior to Christmas. The theme this year is around pitch maintenance, energy efficiency and social spaces.
 - v. The revamp of the Young Rugby Ambassadors programme has been completed and was re-launched on 16th January 2016.
- d. **Game Development**
- i. The recently launched "Communities of Practice" which offers opportunities for coaches and referees to meet and discuss common issues has been well received. The first topic has been around 16-24 retention and have seen 536 attendees to date.
 - ii. A series of master classes were run, in conjunction with Professional Rugby colleagues, during and immediately after the Rugby World Cup. Over 300 coaches attended.
 - iii. The Headcase online concussion module is now compulsory for anyone undertaking a Level One or Level Two Coaching and refereeing course and this has helped significantly in enhancing awareness and engagement. Course attendances for the first six months of the year stand at 14,196.
- e. **Education Development**
- i. The All Schools programme continues to progress well with the first cohort of 100 schools now through their "graduation" stage and entering the "Chapter two" phase where the RFU is geared to supporting the Clubs to help the schools with their continued development.
 - ii. Old Mutual Wealth's title sponsorship of "Kids First" launched on 20th January 2016.
 - iii. Implementation of the Age Grade Competitions Review is on target for September, 2016. The Under 17 and Under 18 changes have been deferred until September 2017 to allow greater communication and liaison with those involved.
 - iv. Fifteen universities have been shortlisted for involvement in the "University Partnerships programme" which includes membership of the new National Students League along with engagement in Sevens and growth of intra-mural programmes.
- f. **Rugby Growth**
- i. O₂ Touch numbers have now passed the 13,000 mark with activity at 289 centres.
 - ii. Analysis of "Return to Rugby" shows a 40% conversion rate into regular club activity, which equates to approximately 1000 returning adult players at the 50 targeted sites.
 - iii. The 2016 Fixtures have now been confirmed for the aspirational teams.
- g. **Artificial Grass Pitches (AGP)**
- Following Council approval of the AGP strategy, six Clubs have been identified for investment, site visits have been undertaken and initial agreements are being drawn up. Assessment of tax and rates liability is underway on these sites and draft leases are being developed.
- h. **Other work**
- i. A detailed report on the RWC lead up and Legacy work will be published by the end of the season.
 - ii. The RFU has purchased all 40k RWC balls; half of these will be utilised in the RFU development programmes with the other half being distributed free of charge to Clubs.
 - iii. An activation and legacy programme has been developed for the World Rugby U20 Championships taking place in Manchester this year. This includes the replication of several successful RWC initiatives including the Team Welcome Ceremonies and Trophy

Tour.

- iv. Steve Grainger will be contributing to the official RWC debrief with Japan where, for the first time, legacy activity is included within the programme.
 - vi. **Commercial & Marketing**
 - a. The strong growth in both reach and engagement on England Rugby channels continues unabated: Facebook now has 1.65 m followers, Twitter 574k and Instagram 232k.
 - b. A new theme “A Feast of Rugby” celebrating good food and great rugby has been launched alongside the HSBC London Sevens this year. Ticket sales are going well.
 - c. “We Call it Rugby” has achieved > 6m video views of content since October, with 250k new visits to FindRugby.com. The campaign has been extended from mid-February to mid-March in partnership with J C Decaux, to promote grassroots using England player imagery via an extensive network of digital outdoor posters nationwide with a supporting short film focusing on England player personalities.
 - vii. **Legal & Governance**
 - a. At the RFU's suggestion, Mike Rafter was asked to join the World Rugby panel looking into the issues that arose in relation to discipline at the RWC.
 - b. Increased participation levels resulting from the RWC have increased the number of DBS safeguarding checks processed between 1 September 2015 and 1 January 2016 by 15%. There has been a significant increase in demand for safeguarding training throughout the country.
 - c. The 2015 Agents Seminar was successfully held on 26th November 2015 at Twickenham
 - viii. **Stadium**
 - a. Following Council's approval of the project, the aim is to submit a planning application for the development of the East Stand in May 2016.
 - b. The work on reinstating the stadium following the RWC is now complete.
 - c. Following on from the attacks in Paris and the Stade de France we are continuing to review our security procedures and remain in close contact with the Anti-terrorism agencies. The UK threat level remains at “Severe” but without any specific threat to the RFU or our events.
 - d. Planning has started with the NFL (American Football) for their event in October 2016.
 - ix. **International & Public Affairs**
 - a. **Local Community**
 - i. The first Local Legacy Panel meeting was held to agree the successful local projects who have applied for a share of the £100,000 Legacy Fund - half the fund has now been allocated.
 - ii. Rugby Post has been delivered to 30,000 households.
 - iii. A new twitter feed set up to provide live updates on match days (e.g. road closures).
 - iv. 12,500 local people have registered to access RBS 6 Nations ballot and a new priority access window for NFL tickets.
 - b. **Corporate Social responsibility (CSR)**
 - i. The England v Wales May International has been confirmed as the Try for Change match. The IPF and All Schools have been confirmed as the 6 Nations match charity partners. The SSAFA have been appointed as the 2016 military charity partner.
 - ii. Plans are being developed for the Memorial Gates launch at the Army v Navy match Captains Run.
 - iii. Productive discussions are underway across Government departments and Social Investment Foundations to deliver a Social Investment Bond for Rugby.
 - c. **Public Affairs**
 - i. Ministers are taking an interest in player welfare, and a new group has been set up to be Chaired by Baroness Grey Thompson.
 - ii. The Sports Minister is now on maternity leave and her duties will be covered by whip David Evennett. Maria Eagle has been moved to the role of Shadow Culture Secretary.
 - d. **International Relations**

The Unity Project Board meeting took place on 1 December 2005. An escalation process was agreed for underperforming partnerships and the group also decided to look into the possibility of working with an external partner on the measuring and evaluation of phase one
-

of the project.

x. **Human Resources**

- a. The Annual RFU Employee Awards took place at the All Staff Briefing in December 2015. Employees voted and the winners were: RFU Values Champion: Victoria Savill, Team of the Year: Stadium and Unsung Hero: Dee Murray, Erin Kirby and Heidi Truman.
- b. Project Wyatt, a project to update, integrate and link all RFU back office systems, is well underway with the HR module going live in March.

13. Financial Report

(Richard Daniel - RFU Financial Controller)

- i. At the end of Quarter 2 (December 2015) the financial performance was £4.0m ahead of budget. This includes a favourable variance of £4.9m from RWC2015, although this was partially offset by disappointing returns from the warm up game against France and the London Double Header and Barbarians v Argentina matches.
- ii. Cost of Sales and Overheads were on budget
- iii. The first payment of the World Rugby RWC guarantee of £40m was made on schedule. The second and final payment is due in March 2016.
- iv. The Union remains financially strong.

14. Professional Game Board

(Ian Metcalf - Chairman of the Professional Game Board)

- i. The PGB received a detailed presentation from Dr Simon Kemp to the Premiership Injury Surveillance Project Season report together with an update on concussion. The severity of injury (as measured by days out of the game) trend is flat. A third of injuries occur in training. Concussion accounted for 17% of all injuries. Education on concussion is going well with 100% compliance by players, coaches and referees for the online concussions module again this year. The Head Injury Assessment (HIA) protocol is now also being used in the A League and the Championship.
- ii. The PGB has approved the setting up of an Education Strategy Group as a sub-group of the Player Development Group.
- iii. London Irish's potential ground move is being monitored.
- iv. Discussions are continuing regarding the request from broadcasters for a maximum of one player from each team to have a player microphone.

15. Community Game Board

(Malcolm Wharton - Chairman of the Community Game Board)

- i. The CGB held its annual business planning day in January 2016 and has agreed to focus on the following areas:
 - a. Insight and data
 - b. Moving players from education into clubs and retaining players within clubs
 - c. Developing leadership capacity and capability in CBs and clubs
 - d. Equipping the on field workforce (coaches and referees) to support player transition.
 - e. University partnerships
- ii. Work continues on the Artificial Grass Pitch strategy and plans are well advanced with the first six sites.
- iii. The RFU continues to monitor the possible effect on the Union and its Clubs of the recently announced change to the Sport England strategy.
- iv. Implementation of the approved Age Grade Competition Review recommendations continues. Several workshops have been held around the country. Following feedback from these workshops, minor changes to process and timeframes have been made. The overall response remains very positive.
- v. The outline agenda for the CB Conference has been approved.

16. Governance

(Jeff Blackett - Chairman of the Governance Committee)

i. **World Rugby Disciplinary Supervision and Intervention**

The RFU is working with World Rugby to ensure that World Rugby regulations provide sufficient supervisory and intervention powers over Unions in relation to disciplinary incidents. This has arisen following perceived failure by the FFR to cite players for foul play and to uphold the universality of

sanctions.

ii. **Head of Rugby Judiciary**

James Dingeman's three-year term as Head of Rugby Judiciary is due to expire in August 2016. As he is not able to commit to a further three-year term due to his judicial commitments, it has been decided to extend his appointment for one more year to 31st July 2017.

iii. **Off-Shore Clubs - Travel Funding**

Work is ongoing with the CGB on developing guidance notes for the application of the policy relating to travel funding for offshore teams.

iv. **Regulation 3 - Referee Societies**

Governance discussed and agreed to recommend a proposal to make Referee Societies voting members of the RFU and are considering regulation changes that would be necessary to effect this, which will be brought to the April Council meeting.

v. **Army Rugby Union**

The proposal by the Army Rugby Union that their Premiership structure be recognised as an RFU approved league has been passed to the CGB for consideration.

vi. **Laws of the Game**

World Rugby has issued the 2016 Law Book, which includes some minor Law Amendments. As these amendments do not come into effect in the Northern hemisphere until 1st July 2016, the 2015 Law Book (as amended by Law Clarifications issued from time to time by World Rugby) will continue to be used in the Northern Hemisphere.

16. **International Rugby Report**

(Bill Beaumont - RFU Representative on World Rugby)

i. **World Rugby**

- a. There have been no World Rugby meetings since the last Council meeting.
- b. Joel Jutge, the World Rugby High Performance Match Official Manager, is stepping down from the role at the end of April 2016. A successor is being sought.
- c. Following the approved governance changes, World Rugby's bye-laws have been updated. The RFU is reviewing the changes to identify any impact on the Union.

POST MEETING NOTE: Bernard Lapasset has announced that he will not be standing for re-election as World Rugby Chairman when his term of office finishes later this year. Bill Beaumont has declared himself a candidate. The election will take place in May 2016.

ii. **Rugby Europe**

- a. Following a review, Rugby Europe is making changes to its governance. The key changes are the setting up of a nominations committee and delegating to the Six Nations, Pro12, EPCR and their composite Unions full autonomy and control over cross border matches and tournaments within their jurisdiction. As Rugby Europe is based in France, the changes now need to be submitted to the French government for approval. The changes are scheduled to be implemented in December 2016.
- b. Rugby Europe has agreed that two men's and two women's GB teams will be allowed to compete in the Grand Prix Sevens in Olympic year.

iii. **Six Nations**

- a. A request to permit TV cameras in changing rooms was turned down.
- b. Discussions have started about a new title sponsor for the tournament.
- c. Discussions are also taking place about how to make the women's tournament more commercially attractive.
- d. A request from the WRU to change the roof protocol so that the roof at the principality stadium would be closed unless both captains agreed was turned down.
- e. Consideration is being given to Georgia and Romania competing in the U20s tournament.

iv. **European Professional Cup Rugby (EPCR)**

- a. The season is going well from an English perspective with five teams reaching the knock out stages of the Champions Cup and four the knock out stages of the Challenge Cup.
- b. Concern has been expressed at the number and severity of some of the disciplinary issues from the pool stages and discussions continue with Rugby Europe over the make-up of the qualifying

tournament.

The next Council meeting is on 8 th April 2016.

APPENDIX 1

2016/17 SEASON INTERNATIONAL TICKET PRICES

1. BACKGROUND

- 1.1 In September 2015, the RFU Council based on the recommendations by the IRTSC agreed to implement a number of key deliverables originating from the Optimal Ticketing Programme.
- 1.2 The key principles agreed by Council were as follows:
- o Clubs will be allocated a minimum of 50% of public stadium seats.
 - o In addition, Schools and Colleges remain a priority for ticket allocations
 - o Ticket price categories to increase from five to seven from 2016/2017
 - o Match categories increase from three to five
 - o Clubs will broadly receive the same quality of ticket
 - o Clubs will broadly pay the same price for tickets
- 1.3 **Match Categorisation.**
The seven match categories agreed by Council in September 2015 are as follows:
- o A++ New Zealand
 - o A+ Wales, Ireland, and France
 - o A Australia, Scotland, and South Africa
 - o B Italy and Argentina
 - o C Samoa, Tonga, Fiji

2. 2016/17 INTERNATIONAL MATCHES AND CATEGORISATION

Old Mutual Wealth Autumn 2016

o	12 Nov	England v South Africa	Cat A
o	19 Nov	England v Fiji	Cat C
o	26 Nov	England v Argentina	Cat B
o	3 Dec	England v Australia	Cat A

RBS 6 Nations 2017

o	4 Feb	England v France	Cat A+
o	26 Feb	England v Italy	Cat B
o	11 Mar	England v Scotland	Cat A

3. 2016/17 PRICES

As agreed by Council in September 2015, Clubs and other members of the Union will be able to purchase tickets initially at a Ticket Entitlement Price.

Clubs and members will be able to post tickets on the Ticket Exchange (resale) for other clubs and members to purchase at the Face Value price.

For categories A++, A+ and A, the RFU will guarantee that selling Clubs receive the Face Value (provided submitted within the proscribed time limits).

The Face Value Price is also the price a non-member of the Union will now pay for a match ticket.

3.1 Category A+

FRANCE		
Price Category	Entitlement Price	Face Value
Premium	£130	£161
1	£105	£135
2	£96	£124
3	£88	£108
4	£79	£97
5	£65	£78
6	£41	£45

3.2 Category A

AUSTRALIA, SOUTH AFRICA & SCOTLAND		
Price Category	Entitlement Price	Face Value
Premium	£104	£127
1	£95	£116
2	£86	£105
3	£76	£92
4	£66	£80
5	£59	£70
6	£41	£45

3.3 Category B

ARGENTINA & ITALY		
Price Category	Entitlement Price	Face Value
Premium*	£83	£104
1*	£78	£95
2*	£70	£86
3*	£63	£76
4*	£55	£66
5*	£48	£59
6*	£37	£41

* Under 16 concession price of £20 available.

3.4 Category C

FIJI		
Price Category	Entitlement Price	Face Value
Premium*	£50	£60
1*	£35	£40
2*	£25	£30

* Under 16 concession price of £15 available

APPENDIX 2

ENGLAND V WALES OLD MUTUAL WEALTH SENIOR INTERNATIONAL - TICKET PRICES

1. INTRODUCTION

- 1.1 In autumn 2015 an England v Wales international was scheduled to take place in May 2016 after the Premiership Final. This was to replace the traditional Barbarians' fixture.
- 1.2 Without the confirmation of the category of the match (capped or uncapped) the match went on sale on 24 September 2015 ahead of the England v Wales RWC 2015 pool match. However, following the change in the management of the Men's Senior Team after the World Cup, the match was subsequently categorised as a Capped International.
- 1.3 The ticket prices for capped international games involving England are set by Council.

2. TICKET PRICES

The prices below are higher than the traditional Barbarians fixture to reflect the opposition but lower than the prices for the current grade A international fixtures.

ENGLAND v WALES - MAY 2016	
Price Category	Price
Premium	£83
1	£70
2	£48
Junior Concession	£20

APPENDIX 3

UNITY PROJECT UPDATE

1. KEY PERFORMANCE INDICATORS

- o There are increased and improved opportunities for rugby participation within the 17 European countries by the end of 2016.
- o There is a stronger relationship with the 17 participating Unions.
- o The capacity of the 17 rugby unions is enhanced through workforce development, targeting coaches, officials and administrators.
- o The Unity Project is seen as a model for how regional legacy work should be undertaken by future Rugby World Cup hosts.
- o Increased knowledge and capacity in both the Unions and Constituent Bodies as a result of sharing best practice and experiences.

2. COUNTRIES ON THE PROJECT

COUNTRY	CONSTITUENT BODIES
Belgium	Eastern Counties, NLD
Croatia	Leicestershire, Warwickshire
Czech Republic	North Midlands, Staffordshire
Georgia	Kent, Essex
Germany	Hampshire, Hertfordshire
Hungary	East Midlands, Cambridge University
Netherlands	Cornwall, Devon
Poland	Surrey, Sussex
Portugal	Cheshire, Lancashire
Romania	Oxfordshire, Gloucestershire
Russia	Berkshire, MIDDLESEX
Serbia	Buckinghamshire, Oxford University
Spain	Durham, Northumberland
Sweden, Denmark, Norway	Cumbria, Yorkshire
Switzerland	Dorset & Wiltshire, Somerset

3. UPDATE ON SCOPING AND INWARD VISITS

All the scoping and inward visits are now complete.

4. DEVELOPMENT PLANS SIGNED OFF

14 of the 15 development plans have been signed off.

5. EMERGING THEMES

5.1 Coach development <ul style="list-style-type: none"> - Coaching methods - How to coach coaches - Continuous professional development 	5.2 Referee development <ul style="list-style-type: none"> - How to recruit, train and retain referees - Mentoring of referees
5.3 Player development <ul style="list-style-type: none"> - Getting into schools - Encouraging kids to join clubs - Retaining players 	5.4 Club development <ul style="list-style-type: none"> - Governance of clubs - Recruiting, retaining and rewarding volunteers

6. PERFORMANCE AGAINST KPIS

KPI 1: There are increased and improved opportunities for rugby participation within the 17 European countries by the end of 2016.

- o Over 1,500 students reached through schools' programmes supported by the project

KPI 2: There is a stronger relationship with the 17 participating Unions.

- o 15 scoping and inward visit completed and 14 of 15 development plans signed off.
- o Relationships built during this process have paid dividends for the project and for decisions within Rugby Europe.

KPI 3: The capacity of the 17 rugby unions is enhanced through workforce development, targeting coaches, officials and administrators.

- o Unions - 4 unions advised on governance structures

KPI 4: The Unity Project is seen as a model for how regional legacy work should be undertaken by future Rugby World Cup hosts.

- o World Rugby invited RFU to take part in a legacy workshop with JRFU - whole session on the Unity Project was requested. The RFU will continue to engage in this work.

KPI 5: Increased knowledge and capacity in both the Unions and Constituent Bodies as a result of sharing best practice and experiences.

- o Unity Project Conference in July 2015 which allowed Unions and Constituent Bodies to share best practice. Project partners were also involved helping share World Rugby and Rugby Europe best practice.

