



RUGBY FOOTBALL  
FOUNDATION



# WHOLE CLUB SEAL OF APPROVAL



[www.rfu.com/community](http://www.rfu.com/community)

MIND  
BODY &  
SOUL

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## INTRODUCTION TO THE WHOLE CLUB SEAL OF APPROVAL

Community Rugby introduced the Whole Club Seal of Approval accreditation in 2009 as a method of ensuring high quality provision of rugby in clubs. The accreditation recognises the effort and achievement of volunteers in reaching the required standard of a club committed to the development of rugby union.

Whole Club Seal of Approval builds on the established procedures of Mini and Youth Seal of Approval to retain young players when they move from youth into adult rugby and to ensure the long term sustainability of rugby clubs.

In association with Sport England and the 'Clubmark' scheme, the aim is also to set standards of quality control that will produce quality rugby clubs for mini, youth and adult players across the country.

The award will also accredit the provision at clubs with adults only.

The accreditation will show all those with an interest in rugby and sports development that your club is providing its members with a safe, well-organised and enjoyable environment in which to learn and play rugby.

The Whole Club Seal of Approval programme is a joint programme with the RFUW and therefore also provides the required standards for those clubs which have or are planning to have women's and girls' teams.

Thank you for your time, effort and commitment to your club and to the players who enjoy their rugby so much as a result of your efforts.

**Andrew Scoular**  
**Community Rugby Director**

## WHAT IS THE WHOLE CLUB SEAL OF APPROVAL PROGRAMME?

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Whole Club Seal of Approval (SOA) is a three phase programme which assesses your club on its ability to provide a sustainable, safer and more effective club environment.

It helps a club to:

- work towards meeting a basic set of criteria to achieve the Whole Club Seal of Approval standard.
- develop an inspirational and dynamic plan to suit the needs and aspirations of any given club, above and beyond the basic Whole Club Seal of Approval criteria.

You will probably be doing much of this already, particularly if your club is already Mini and Youth Seal of Approval accredited - it is now a matter of gathering and updating evidence on all of your good work so far.

Whole Club SOA will accredit clubs with and without Mini & Youth sections.

This booklet is designed to take you through the Whole Club Seal of Approval process and provide help and advice where relevant.

It provides you with a step by step guide to the process before showing you how to complete all the necessary stages with examples throughout.

The Whole Club Seal of Approval provides an ideal framework for anyone wanting to start a club, it also aids any existing club wishing to start mini and youth rugby.

### How your club will benefit from the Whole Club Seal of Approval?

The benefits reported by Seal of Approval accredited clubs have been wide ranging and significant.

These include:

- An increase in participation.
- An increase in the standard and number of coaches, referees and volunteers.
- Better links with the local community (schools, colleges, etc).
- Clubs feel that their efforts are being recognised and rewarded.
- They are sure that they are 'on the right track'.
- The process of accreditation helps the club analyse where they are and where they want to be.

Other benefits include:

- Seal of Approval accreditation enables a club to receive funding from the Rugby Football Foundation and access other rugby development funding.
- School Sports Partnerships are directed to only develop links with accredited clubs.
- International ticket allocations for Seal of Approval clubs will be enhanced.
- Use of the Whole Club Seal of Approval logo on the club's website and other promotional materials.

# HOW TO ACHIEVE WHOLE CLUB SEAL OF APPROVAL: A STEP-BY-STEP GUIDE - THE FIRST 12 MONTHS

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All rugby clubs, especially those with young players, should be planning to achieve Whole Club Seal of Approval accreditation.

## PHASE 1 – THE BASIC CRITERIA

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### 1. Joining the Whole Club Seal of Approval Programme

- You should contact your local Rugby Development Officer (RDO) to register your interest to join the Whole Club Seal of Approval programme. Before you begin the process you need to ensure your club is committed to the programme and that the management committee of your club is willing to be responsible for implementation.

### 2. Audit your club

- When you and your RDO are happy that your club is ready to join the programme, you need to organise a meeting between your club development group and your RDO. At this meeting your RDO will introduce you to the programme and together you will begin an audit. You begin this audit by going through the Evidence Checklist which is part of this pack. There are guidance notes on how to use the Evidence Checklist on page 10 of this document and on the Whole Club Seal of Approval CD-Rom or at [www.rfu.com/community](http://www.rfu.com/community).

- During the audit you will gather evidence of criteria which have been met which will need to be collated in the Evidence File.

### 3. Evidence Check List

- You should now use the Evidence Checklist to help your club achieve the criteria that you have not yet achieved. Your RDO can help you identify actions to implement. You need to complete your Evidence File and write your Whole Club Development Plan to become Whole Club Seal of Approval accredited.
- Agree dates with your RDO for when the audit and Evidence Checklist will be completed.

### 4. Achieve Criteria

- You can now begin to implement your Evidence Checklist to achieve the criteria based on the costs, timescales and people you have identified.

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## PHASE 2 – YOUR WHOLE CLUB DEVELOPMENT PLAN AND ACCREDITATION

### 5. Writing a Whole Club Development Plan

- Once you are working towards fulfilling the criteria, you need to start production of a Whole Club Development Plan. The purpose of this is for you to build on any of the 12 development strands that are particularly relevant to your club and where appropriate to exceed the Whole Club Seal of Approval criteria. Your Whole Club Development Plan should look at least three years in advance with the actions for the next 12 months forming an annual Action Plan.
- A Whole Club Development Plan will be most effective and relevant when the widest possible cross section of the club is consulted. Your RDO will be able to provide surveys and workshops to enable this and to help develop a shared vision for the future of the club.
- You need to work with your RDO and agree dates for when the Whole Club Development Plan will be completed. It will take several weeks and several draft versions before it is completed appropriately. You may find that you will start some actions quickly and others will take more time and adjustments to start and finish. It is a working document which should be updated regularly and should become the agenda that drives the development of the club. It is crucial that the actions are:

**Specific** – it is clear what needs to be done.

**Measurable** – it will be clear when it has been achieved.

**Agreed** – all those concerned have agreed to do it.

**Realistic** – it is possible within all the limiting factors (e.g. time, money, etc).

**Timed** – it is clear when it will be done by.

- Your RDO will meet with you to agree your Whole Club Development Plan. At this point you should also have fulfilled all of the criteria in the Evidence Checklist.

### 6. Accreditation

- With your Whole Club Development Plan now in place this will indicate the end of the planning phase. Your Whole Club Development Plan and Evidence File will be sent to your Regional Rugby Development Manager (RRDM) for sign off, and you will be awarded Whole Club Seal of Approval Accreditation.
- You will be sent official recognition of your accreditation to display at your club. This is a great opportunity to gain some excellent press coverage to highlight your achievement and to encourage more people to join and contribute to the club.

### 7. Implement Whole Club Development Plan

- You will have support from your RDO as you put your Whole Club Development Plan into action. You can now begin to implement the agreed actions in the timeframe you have decided upon.

## 12 MONTHS AND BEYOND: TAKING YOUR CLUB BEYOND INITIAL WHOLE CLUB SEAL OF APPROVAL

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### PHASE 3 – HEALTH CHECK AND FULL RE-ACCREDITATION

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Phase 3 works as a three year cycle – once you have come to the end you begin the process again. It means that you are constantly evaluating and improving your club. Twelve and 24 months from your accreditation date you will need to complete a Health Check to ensure that your club is fulfilling the key criteria and has reviewed your longer term Whole Club Development Plan.

#### 1. Annual Health Check

This will entail:

- A review of your Whole Club Development Plan and Action Plan for the next 12 months.
- A check that key criteria are still being met.

And may include

- A site visit by your RDO (or appointed deputy).

The Health Check documents do not need to be forwarded to the RRDM for sign off. Your RDO will email the Whole Club Seal of Approval administrator to confirm that the Health Check has been completed.

#### 2. Full Re-accreditation – Every Three Years

Three years after your accreditation you will need to complete a full check of all the criteria and your Whole Club Development Plan.

#### 3. Reviewing the Whole Club Development Plan

- Not less than six months before your full re-accreditation you need to review the plan with your RDO. Is everything still going according to plan?
- You may need to consult with a wider representation of your members through a survey and/or workshop, re-assess your plan and then agree new objectives, targets, costs, resources and timescales.

#### 4. Writing a new Whole Club Development Plan

- Not less than two months before your re-accreditation you should aim to have completed your new Whole Club Development Plan.

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## 5. Checking the criteria

- Every three years a full check of all the criteria will be needed. Use the Evidence Checklist to make sure that all the content of your Evidence File is up to date and that any new evidence is added.
- The criteria for Whole Club Seal of Approval may have been reviewed and updated in line with new legislation and good practice. It is important that your Evidence File and Checklist support the latest version of the criteria. You can get the latest version from your RDO or [www.rfu.com/community](http://www.rfu.com/community).

## 6. Submitting the new Whole Club Development Plan

- Not less than one month before re-accreditation you will need to send your new Whole Club Development Plan and Evidence File to the RRDM. The RRDM will consider the plan and file for re-accreditation.

## 7. Re-accreditation

- You will receive recognition to mark your re-accreditation from the RFU once the RRDM has approved and submitted your documents.

## 8. Implementing the new Whole Club Development Plan

- You can continue to implement the agreed actions in the timeframe you have decided upon.
- Once the club is re-accredited you restart the Phase 3 cycle with a Health Check after 12 months.

## MONITORING SEAL OF APPROVAL ACCREDITATION

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Once you have been accredited with Whole Club Seal of Approval it takes sustained focus and effort to retain it. It is also important that the integrity of the accreditation is maintained so that players and partner organisations can be sure that any Whole Club Seal of Approval club provides a high quality rugby environment.

### Internal and External Verification

Selections of Seal of Approval Clubs are randomly made each year for verification by RFU Funding and Facility Managers and Sport England. This is to ensure that a Seal of Approval club in, for example, Durham is of a similar standard to one in Devon. It also ensures that an accredited rugby club is of a similar standard to an accredited club in another sport. Selected clubs will be required to submit their Evidence File and Whole Club Development Plan for verification and may also be visited.

Following a Health Check, full re-accreditation, Internal or External Verification or other reported events it may be necessary to suspend accreditation. This could be for any of the following reasons:

### Poor or no Whole Club Development Plan

If a club does not submit a credible and updated Whole Club Development or Action Plan accreditation may be suspended.

### Bad practice

If there are any reported incidents of bad practice they will be fully investigated and in the meantime your accreditation may be suspended. If they are proven and it is not possible in the short term to resolve the situation then accreditation will be suspended.

### Non-fulfilment of Criteria

Failure to maintain the criteria for Whole Club Seal of Approval and/or the Evidence File may result in accreditation being suspended.

When a club's Whole Club Seal of Approval is suspended then any accreditation documentation will be required to be returned immediately and Seal of Approval logos removed from any club promotions. If the situation continues to be unresolved then steps may be taken to recover any funding granted to the club on condition of maintaining Seal of Approval accreditation.

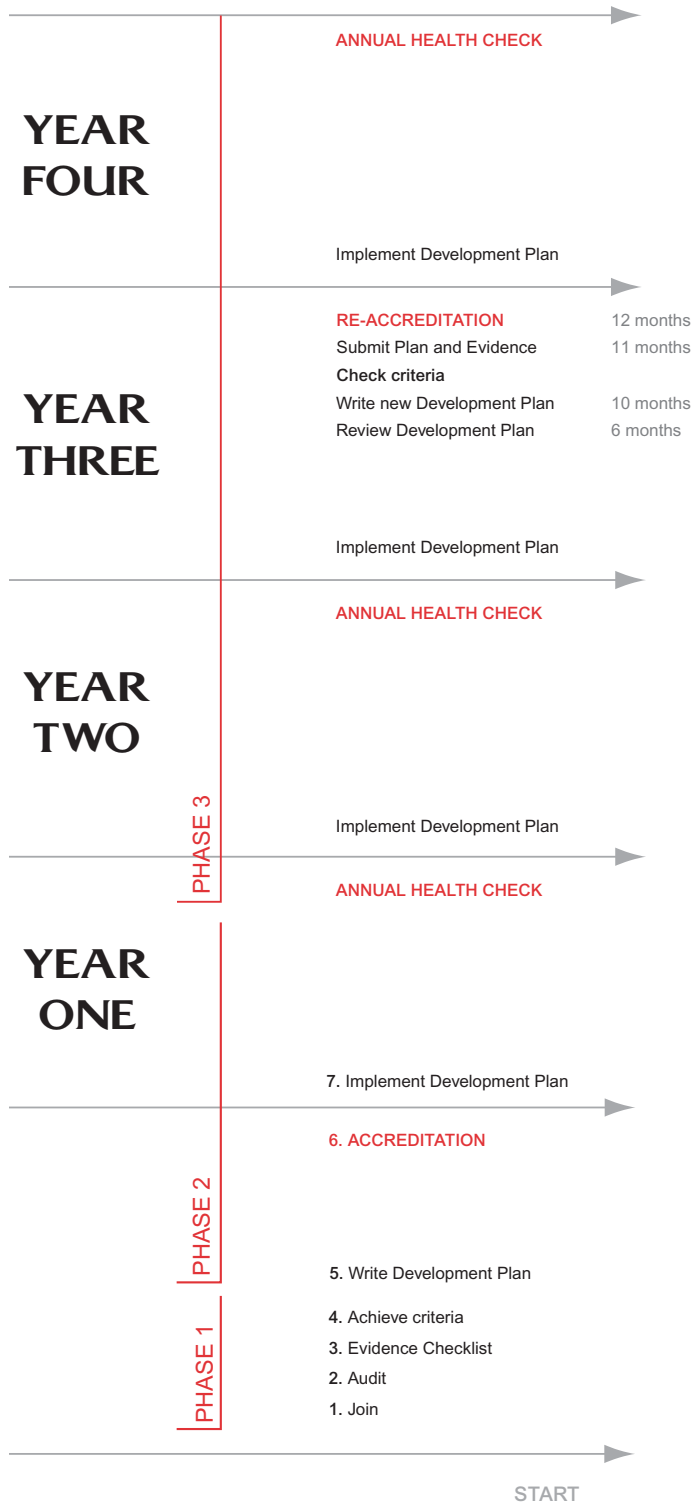
Only the National Clubs Development Manager may suspend a club's accreditation.

Once suspended, a club's accreditation can be returned if the outstanding issues are addressed to the satisfaction of the RRDM and the National Clubs Development Manager. A club would be supported through this process by their RDO and Constituent Body (CB) representative as appropriate.

### Appeals Procedure

If a club wishes to appeal against the suspension of their Whole Club Seal of Approval then they must do so in writing to the Community Rugby Director or the Chair of the RFU Community Rugby Standing Committee. Contacts for both can be found in the RFU handbook or on [www.rfu.com/community](http://www.rfu.com/community).

# THE WHOLE CLUB SEAL OF APPROVAL PATHWAY



## GUIDANCE NOTES

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### PHASE 1 - THE EVIDENCE CHECKLIST

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#### The Evidence Checklist:

- gives you details of all of the criteria you need to meet to achieve Whole Club Seal of Approval accreditation.
- gives you a checklist to work through to audit your current status and identify the criteria you need to work towards.
- gives you a framework to help you plan to meet each of the criteria.
- shows you how to build your Evidence File.

Templates for these can be found on the Whole Club Seal of Approval CD-Rom or at

[www.rfu.com/community](http://www.rfu.com/community).

The criteria are divided into five areas and 12 development strands:

#### 1. People

- 1 Players
- 2 Coaches
- 3 Referees
- 4 Volunteers

#### 2. Member Services

- 5 Playing and Training
- 6 Social

#### 3. Member Welfare

- 7 Equity, Medical and Welfare

#### 4. Community Links

- 8 Community Links

#### 5. Club Management

- 9 Finance
- 10 Legal and Administration
- 11 Facilities and Equipment
- 12 Promotion and Publicity

For each strand there are a number of related criteria. You need to show evidence that you have met each criterion. If you haven't yet met a criterion you need to use the template to plan to achieve it. As you work through the criteria you gather the relevant evidence to store in the Evidence File.

## How to use the Evidence Checklist:

What do we need to do?

### Column 1

Read the criteria for each of the development strands. Do you meet the criteria?

- a. If the answer is 'Yes', collate the evidence in the Evidence File. Tick and date column 7.
- a. If the answer is 'No' follow the steps for columns 3-7 below.

### Column 2

This is the evidence you need to show that you have met each criterion. When you have gathered the evidence, put it in the Evidence File and tick and date column 7.

How are we going to do it?

### Column 3

What are you going to do to meet the criteria? What are your specific actions?

### Column 4

Who is going to do it or be responsible for making sure it is done?

(A person not a group).

### Column 5

When will it be done by?

### Column 6

How much will it cost?

Have we gathered the evidence?

### Column 7

Tick and date when the evidence is complete.

As you go through the list of criteria and implement actions, you should be able to tick off everything by the end of Phase 2 in order to achieve accreditation. When you come to write subsequent Whole Club Development Plans ensure that you review the Evidence Checklist and add any updated evidence to the file.

Where can I go to for help in gathering the evidence?

Your RDO will guide you through the process and give you advice as to where you can find the information you'll need. The Evidence Checklist will tell you how to find out further information. This is also available on the Whole Club Seal of Approval CD-Rom or at [www.rfu.com/community](http://www.rfu.com/community)

## How do you use the Evidence Checklist?

Below is an example of an Evidence Checklist based on a 'Players' development strand criterion.

Evidence Checklist: what do we need to do?		Action Plan: How are we going to do it?				Have we gathered the evidence?
1	2	3	4	5	6	7
Criteria?	Evidence?	How?	Who?	When?	Cost?	Tick and date
Actively encourage retiring players to become coaches, referees and volunteers	Evidence of actions taken to retain former players in other roles	<ul style="list-style-type: none"> <li>Identify 5 appropriate senior players – 2 coaches, 1 referee, 1 volunteer</li> </ul>	CCC CVC CRefC	Jan	£0	Keep evidence of identification of potential new volunteers - January
		<ul style="list-style-type: none"> <li>Approach and sell benefits</li> </ul>	CCC CVC CRefC	Feb	£0	
		<ul style="list-style-type: none"> <li>Identify and attend suitable training courses</li> </ul>	New Vols with Coords	March to Aug	£300	
		<ul style="list-style-type: none"> <li>Appoint to new role – celebration event</li> </ul>	Club Chair	Sept	£100	
		<ul style="list-style-type: none"> <li>Support through introductory phase</li> </ul>	CCC CVC CRefC	Sept to Dec	£0	
		<ul style="list-style-type: none"> <li>Review progress and offer further appropriate support and training</li> </ul>	New Vols with Coords	Jan	£0	

## WHOLE CLUB SEAL OF APPROVAL CRITERIA, EVIDENCE AND SUPPORTING RESOURCES

	What is the criterion?	What evidence do we need?	Supporting Information and Resources	Whole Club SoA with Mini & Youth	Whole Club SOA Adults Only
	<b>PEOPLE</b>				
<b>1</b>	<b>Players</b>				
1.1	have at least one men's team	Copy of entry on RFU RugbyFirst and fixture list	The club must run at least one team that plays fixtures each year		
1.2	have a player Pathfinder registered on RFU RugbyFirst	Copy of entry on RFU RugbyFirst	Your local RDO will organise Pathfinder training and provide Pathfinder support resources  E-mail: <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a>  or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst		
1.3	actively encourage retiring players to become coaches, referees and volunteers	Evidence of actions taken to retain former players in other roles	Coaching, Refereeing and Volunteering resources on:  <a href="http://www.rfu.com/coach">www.rfu.com/coach</a> <a href="http://www.rfu.com/referee">www.rfu.com/referee</a> <a href="http://www.rfu.com/volunteer">www.rfu.com/volunteer</a>		
1.4	ensure talented players progress along the player pathway	Evidence of process for suitable players to be nominated to CB School of Rugby and youth or adult representative teams	Youth players should be nominated to CB Schools of Rugby and age group teams selection process  Contact RFUW Club and Coach Officers to nominate girl and women players  <a href="#">Click here</a> for RFUW contact information		

	What is the criterion?	What evidence do we need?	Supporting Information and Resources	Whole Club SoA with Mini & Youth	Whole Club SOA Adults Only
<b>PEOPLE</b>					
1.5	use the RFU Proficiency Awards and other coaching resources of the RFU to enhance its player development programme	Written evidence of how awards are used in the annual programme	For information go to <a href="http://www.rfu.com/proficiencyawards">www.rfu.com/proficiencyawards</a> <b>RFU Proficiency Award - Club Pack</b> <b>RFU Proficiency Award - Primary School Pack</b> <b>RFU Proficiency Award - Secondary School, College &amp; University Pack</b>		
1.6	have at least one registered women's team*	Copy of RFUW registration	If the club has women and/or girls playing or training then they must register a team  <b>Click here</b> for RFUW contact information		
<b>2 Coaches</b>					
2.1	have one Level 2 coach for the adult section  have one Level 1 coach per adult team	Copy of entries on RFU RugbyFirst	RFU Coach Development Officer (CDO)  RFU Approved Coaching Centre  <a href="http://www.rfu.com/coach">www.rfu.com/coach</a>  E-mail <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst		
2.2	have one Level 2 Coach for the mini section and one for the youth section  have one Level 1 Coach per age group team	Copy of entries on RFU RugbyFirst	RFU Coach Development Officer (CDO)  RFU Approved Coaching Centre  <a href="http://www.rfu.com/coach">www.rfu.com/coach</a>  E-mail <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst		

\* Only applicable to clubs with girl's and womens' teams

	What is the criterion?	What evidence do we need?	Supporting Information and Resources	Whole Club SoA with Mini & Youth	Whole Club SOA Adults Only
<b>PEOPLE</b>					
2.3	have a qualified coach/mini and youth player ratio at club sessions of 1:10 or less	Copy of entries on RFU RugbyFirst course certificates and youth registration list	A qualified coach has completed Start Rugby, Tag Rugby, IRB Rugby Ready or RFU Level 1, 2, 3, 4 or 5		
2.4	have a Club Coaching Coordinator (CCC) registered on RFU RugbyFirst	Copy of entry on RFU RugbyFirst  RFU CDO to confirm as active	RFU Club Coaching Coordinator Resource Pack and Training events  Information on CCCs can be found on <a href="http://www.rfu.com/coach">www.rfu.com/coach</a>  E-mail <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst		
<b>3</b>	<b>Referees</b>				
3.1	have a qualified referee for every adult team	Copy of entry on RFU RugbyFirst and evidence that the referees are officiating for adult teams	RFU Referee Development Officer (RefDO)  Information on referee courses and refereeing can be found on <a href="http://www.rfu.com/referee">www.rfu.com/referee</a>  A qualified referee has completed Stages 1 and 2 of the Entry Level Referee Award (ELRA) or equivalent  E-mail <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst		

	What is the criterion?	What evidence do we need?	Supporting Information and Resources	Whole Club SoA with Mini & Youth	Whole Club SoA Adults Only
<b>PEOPLE</b>					
3.2	have one RFU qualified referee for the mini section and one for the youth section	Copy of entry on RFU RugbyFirst or Referee Course Certification	<p>RFU Referee Development Officer (RefDO)</p> <p>Information on referee courses and refereeing can be found on <a href="http://www.rfu.com/referee">www.rfu.com/referee</a></p> <p>A qualified referee has completed Stages 1 and 2 of the Entry Level Referee Award (ELRA) or equivalent</p> <p>E-mail <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst</p>		
3.3	have a Club Referee Coordinator (CRefC) registered on RFU RugbyFirst	<p>Copy of entry on RFU RugbyFirst</p> <p>RFU RefDM or RefDO to confirm as active</p>	<p>Information on refereeing can be found on <a href="http://www.rfu.com/referee">www.rfu.com/referee</a></p> <p>A CRefC is responsible for the recruitment and retention of club referees</p> <p>E-mail <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst</p>		
<b>4</b>	<b>Volunteers</b>				
4.1	have role descriptions for all club volunteers	Volunteer role descriptions for all appointed roles	<p>Clubmark Pack template on Seal of Approval CD and at <a href="http://www.clubmark.org.uk">www.clubmark.org.uk</a></p> <p>See examples at <a href="http://www.rfu.com/volunteer">www.rfu.com/volunteer</a></p> <p>Role descriptions should be clear and describe the role in full. This should include the time commitment necessary</p>		
4.2	have a succession plan for all volunteer roles	Copy of succession planning documents	Succession plan template on Seal of Approval CD		
4.3	have a Club Volunteer Coordinator (CVC) registered on RFU RugbyFirst	<p>Copy of entry on RFU RugbyFirst</p> <p>RFU Volunteer Executive to confirm as active</p>	<p>CVC workshop</p> <p>Information on CVCs can be found on <a href="http://www.rfu.com/volunteer">www.rfu.com/volunteer</a></p> <p>E-mail <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst</p>		

	What is the criterion?	What evidence do we need?	Supporting Information and Resources	Whole Club SoA with Mini & Youyh	Whole Club SOA Adults Only
<b>MEMBER SERVICES</b>					
<b>5</b>	<b>Playing and Training</b>				
5.1	provide training sessions for its players during the season	Copy of training programme for the season	Weekly for adults and in line with RFU continuum for U7s to U12s and the RFU/W Youth Structured Season for U13s to U18s.  Training sessions should meet the needs of the players. This includes the frequency and content of training and the needs of all the players in all teams.		
5.2	organise or host at least one festival and/or match for school, college or university players each year	Evidence of event - flyers, invitations, press releases etc	This could, for example, be a festival for local schools or a match for returning university students.  <b>Managing events booklet</b>		
5.3	provide Leisure Rugby opportunities for members and/or other groups during the off season	Evidence of organised event(s) - flyers, invitations, press releases etc	This could, for example, be a Tag Rugby tournament for local colleges or businesses.  Go to <a href="http://www.rfu.com/leisurerugby">www.rfu.com/leisurerugby</a> for information		
5.4	adhere to the following RFU/W guidelines:  The RFU Continuum for U7 to U12 boys and girls. The RFU and RFUW Youth Structured seasons for U13 to U18 boys and U12, U15 and U18 girls*	Copy of the clubs fixture and training programme.	<b>RFU Continuum</b> <b>RFU Youth Structured Season</b> <a href="http://www.rfu.com/community">www.rfu.com/community</a>  LTAD Booklet  The club should distribute the programme to all players, coaches, managers, parents and local schools		

\*Only applicable to clubs with girl's and womens' teams

	What is the criterion?	What evidence do we need?	Supporting Information and Resources	Whole Club SoA with Mini & Youth	Whole Club SOA Adults Only
<b>MEMBER SERVICES</b>					
<b>6</b>	<b>Social</b>				
6.1	organise at least one social event every season appropriate for each of its age groups and teams	Copy of publicity material for the event(s)	Social event check list on Seal of Approval CD		
6.2	abide by RFU Tour Guidelines when arranging tours	Copy of any recent or planned tour details showing tour policies and procedures.	<b>How to Organise an Overseas Tour</b> <b>RFU Tour Guidelines</b>		
<b>MEMBER WELFARE</b>					
<b>7</b>	<b>Equity Medical Welfare</b>				
7.1	have an Equity Policy which incorporates the RFU Equity Policy objectives	Copy of Club Policy	<b>RFU/RFUW Equity Policy</b>		
7.2	have a minimum of one member who has attended a Running Sport 'A Club for All' workshop	Copy of Certificate of Attendance  Evidence that nominated club member is still active within the club and implementing policy	Your local County Sports Partnership will organise these courses  Go to <a href="http://www.runningsports.org">www.runningsports.org</a> for details of courses in your area		
7.3	have a minimum of two coaches who have attended a SCUUK 'Equity in your Coaching' workshop or its on line learning equivalent	Copy of Certificates of Attendance  Evidence that nominated club members are still active within the club and implementing policy	Your local County Sports Partnership will organise these courses  Go to <a href="http://www.sportscoachuk.org">www.sportscoachuk.org</a> for details of courses in your area  If the club consists of a single adult team then only one coach needs to have attended		

	What is the criterion?	What evidence do we need?	Supporting Information and Resources	Whole Club SoA with Mini & Youth	Whole Club SoA Adults Only
<b>MEMBER WELFARE</b>					
<b>Equity Medical Welfare</b>					
7.4	have codes of conduct for all players, coaches, officials, members, spectators and volunteers	Club Codes of Conduct	RFU Codes of Conduct can be found on <a href="http://www.rfu.com/regulations">www.rfu.com/regulations</a>  Clubmark Pack template on Seal of Approval CD and at <a href="http://www.clubmark.org.uk">www.clubmark.org.uk</a>  Clubs should demonstrate where they are displayed and how they are implemented		
7.5	have a disciplinary process in place to deal with contraventions of RFU regulations and Codes of Conduct	Club Disciplinary Policy and procedures	<a href="#">Click here</a> for information on disciplinary processes		
7.6	have written emergency procedures for dealing with, recording and reporting serious injuries/accidents, and access to a telephone to call the emergency services	Copy of Club Accident and Emergency Procedures  Site of telephone  Club Accident book is available and up to date	Clubmark Pack template on Seal of Approval CD and at <a href="http://www.clubmark.org.uk">www.clubmark.org.uk</a>  Health and safety and insurance information at <a href="http://www.rfu.com/virtualadviser">www.rfu.com/virtualadviser</a>		
7.7	have a Welfare Policy that incorporates the welfare policy objectives and procedures of the RFU	Copy of Club Policy  CB Welfare Manager to confirm implementation of policy	The Welfare of Young People in Rugby Union Booklet  <a href="#">Policy &amp; Procedures for the Welfare of Young People in Rugby Union</a>  <a href="http://www.rfu.com/regulations">www.rfu.com/regulations</a>		

	What is the criterion?	What evidence do we need?	Supporting Information and Resources	Whole Club SoA with Mini & Youth	Whole Club SOA Adults Only
<b>MEMBER WELFARE</b>					
7.8	display welfare policies, protocols and personnel in the clubhouse and on the club website	Photograph of or copy of display and evidence at site visit and/or through questioning	For information on welfare policy and procedures go to <a href="http://www.rfu.com/regulations">www.rfu.com/regulations</a>		
7.9	have the contact details of parents/carers/partners and emergency/alternative contacts and confidentiality protocols in place to store and use this information	Contact list information available to all team managers and/or coaches	Player database spreadsheet on Seal of Approval CD  E-mail <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst		
7.10	have a Club Welfare Officer (CWO) who has undertaken RFU training and is registered on RFU RugbyFirst	Copy of entry on RFU RugbyFirst  CB Welfare Manager to confirm as active	<a href="#">Click here</a> for RFU Club Welfare Officer information  E-mail <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst		
7.11	have one member of each age group coaching and management team who has undertaken a Safeguarding and Protecting Young People in Rugby Union course	Certificates of Attendance  Check that these members are still active in the club and implementing policy	<a href="#">Click here</a> for a list of RFU Safeguarding and Protecting Young People in Rugby Union courses		

	What is the criterion?	What evidence do we need?	Supporting Information and Resources	Whole Club SoA with Mini & Youth	Whole Club SOA Adults Only
<b>MEMBER WELFARE</b>					
7.12	have all adults who have regular supervisory contact with young people undertake CRB and/or VBS disclosure as appropriate	List of all relevant adults with regular supervisory roles with CRB Disclosure Number and VBS membership number (when appropriate)	CRB enquiries to RFU Safeguarding Team on <b>020 8831 7454</b> or e-mail <b>community@therfu.com</b>  Independent Safeguarding Authority Legislation and Vetting and Barring Scheme information at <b>www.isa-gov.org.uk</b>		
7.13	have a girls' section that is in contact with the Club Welfare Officer and is implementing the club's welfare policy*	Club Welfare Officer to confirm regular contact and that policy is inclusive	The Welfare of Young People in Rugby Union Booklet  <b>Policy &amp; Procedures for the Welfare of Young People in Rugby Union</b>  <b>www.rfu.com/regulations</b>		
<b>Equity Medical Welfare</b>					
7.14	have access to first aid equipment at all coaching and competition sessions	Evidence at site visit and/or through questioning	RFU Guidance on the content of a First Aid Bag <b>www.rfu.com/health</b>		
7.15	have information on relevant medical conditions of players	Medical information is available to each team manager and/or coach	Clubmark Pack template on the player database spreadsheet on the Seal of Approval CD and at <b>www.clubmark.org.uk</b>  RFU Youth Registration ID cards will carry this information when entered onto RFU RugbyFirst  E-mail <b>rugbyfirstsupport@therfu.com</b> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst		

\* Only applicable to clubs with girl's and womens' team

	What is the criterion?	What evidence do we need?	Supporting Information and Resources	Whole Club SoA with Mini & Youth	Whole Club SoA Adults Only
<b>MEMBER WELFARE</b>					
7.16	have a minimum of one person trained in First Aid in attendance at all training sessions and matches	Course certificate(s)  Check that member(s) is still active within the club and attending sessions and matches	RFU First Aid Training - this course is recommended as it provides rugby specific information. RFU Course organised through RDO  Qualification is RFU First Aid Certificate, FA First Aid Training, HSE First Aid at Work or equivalent  The First Aider should have a clear role description. Go to <a href="http://www.rfu.com/health">www.rfu.com/health</a> for details		
<b>COMMUNITY LINKS</b>					
8	<b>Community Links</b>				
8.1	have links with at least one 6th Form or FE or HE establishment via formal partnership agreements	Copy of written agreements	RFU Club Links booklet  <b>RFU Club Links Partnership Agreement Document</b>		
8.2	have links with at least two schools (minimum one secondary school) via formal partnership agreements	Copy of written agreements	RFU Club Links booklet  <b>RFU Club Links Partnership Agreement Document</b>		
8.3	be committed to further development and outreach work	Examples of specific actions in the Club Development Plan	Community Links ideas for club development plans on page 39 of this document and on Seal of Approval CD		

	What is the criterion?	What evidence do we need?	Supporting Information and Resources	Whole Club SoA with Mini & Youth	Whole Club SoA Adults Only
<b>COMMUNITY LINKS</b>					
8.4	have a Club Liaison Officer registered on RFU RugbyFirst	Copy of entry on RFU RugbyFirst	RFU Club Links booklet The role of Club Liaison Officer is to liaise with local schools, further education colleges and universities to develop mutually beneficial links. This could be sharing coaches and facilities or hosting festivals and other events as well as promoting playing opportunities.  E-mail <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst		
<b>CLUB MANAGEMENT</b>					
<b>9 Finance</b>					
9.1	produce a set of annual income, expenditure and balance sheet accounts for the whole club	Copy of accounts submitted to CB	<b>Click here</b> for financial information		
9.2	have a budgetary procedure for each sub committee and working group of the club	Evidence of how each sub committee and group are allocated a budget and how they report on spending	<b>Click here</b> for club management information		
9.3	have a Club Treasurer registered on RFU RugbyFirst	Copy of entry on RFU RugbyFirst	<b>Click here</b> for Club Treasurer role description  E-mail <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst		
9.4	have a specific membership category and pricing policy for children and young people and others with low disposable income	Club membership and annual subscriptions details	<b>Click here</b> for Club management information		

	What is the criterion?	What evidence do we need?	Supporting Information and Resources	Whole Club SoA with mini & Youth	Whole Club SOA Adults Only
<b>CLUB MANAGEMENT</b>					
<b>10 Legal and Administration</b>					
<b>10.1</b>	be affiliated to the RFU	Entry on RFU RugbyFirst	E-mail <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst		
<b>10.2</b>	have an open constitution for the whole club	Copy of Club Constitution	<b>Click here</b> for RFU sample constitutions  The single constitution must cover all rugby activities e.g. professional, amateur, men, women, girls and boys.  If the rugby club is part of a larger sports club then it may be separate from the sports club's constitution.		
<b>10.3</b>	have a whole club development plan (minimum 3 years) that has considered all 12 development strands and is reviewed annually	Copy of plan and evidence of process of planning and review	Clubs should work with their RDO to initiate a whole club consultation process to develop a shared vision and key objectives for the club.  A club development plan template is on the Seal of Approval CD		
<b>10.4</b>	have an annual action plan that is based on the club's whole club development plan	Copy of new/revised development plan and/or action plan	The annual action plan must derive from the whole club plan. It can be produced as a separate document or be included in the whole club plan.  Club development plan template on Seal of Approval CD		
<b>10.5</b>	have terms of reference for all committees and sub groups and review them at least every 3 years	Copies of terms of reference (ToR) for each group  Evidence that ToR are reviewed as part of development and action planning process	<b>Click here</b> for sample terms of reference		

	What is the criterion?	What evidence do we need?	Supporting Information and Resources	Whole Club SoA with Mini & Youth	Whole Club SoA Adults Only
<b>CLUB MANAGEMENT</b>					
10.6	have appropriate personal indemnity, public liability, buildings, contents, employer, player, coach, official and medical insurance	Copy of insurance documents	<p>All insurance information and advice can be found at <a href="http://www.rfu.com/virtualadviser">www.rfu.com/virtualadviser</a> or from the insurance providers on the rugby clubs helpline <b>01732 877647</b> or e-mail <a href="mailto:rfu.clubs@marsh.com">rfu.clubs@marsh.com</a></p> <p>Central RFU insurance is provided for all affiliated clubs. Clubs should check that this insurance meets their specific needs and review the insurance every 12 months to ensure that cover is still relevant and linked to the ongoing risk assessment procedures</p>		
10.7	have a Health and Safety policy	Copy of Club Policy	<p><b>Click here</b> for Health &amp; Safety policy template visit <a href="http://www.rfu.com/virtualadviser">www.rfu.com/virtualadviser</a> for other Health &amp; Safety information</p> <p>Clubs should have checked that the policy is in line with all current Health &amp; Safety legislation</p>		
10.8	have a data protection policy	Copy of Club Policy	<p><b>Click here</b> for RFU Guidance on Data Protection</p> <p>Information Commissioners website <a href="http://www.ico.gov.uk">www.ico.gov.uk</a></p> <p>Clubs should have checked that the policy is in line with all current DP legislation</p>		
10.9	have the mini and/or youth section represented on the club's main and/or executive committee	Copy of club committee structure or entry in Club Handbook or website	<p><b>Click here</b> for Volunteer role descriptions</p> <p><b>Click here</b> for sample terms of reference for committees</p>		

	What is the criterion?	What evidence do we need?	Supporting Information and Resources	Whole Club SoA with Mini & Youth	Whole Club SOA Adults Only
<b>CLUB MANAGEMENT</b>					
<b>10.10</b>	have current contact details for the club: Hon. Chairman Hon. Secretary Fixture Secretary Disciplinary Secretary and International Ticket Contact on RFU RugbyFirst	Copy entries on RFU RugbyFirst	E-mail <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst  <b>Click here</b> for volunteer role description		
<b>10.11</b>	be affiliated to the RFUW*	RFUW handbook entry or confirmation letter	<b>Click here</b> for contact details of your WRDM		
<b>10.12</b>	have a girls' and women's section sub committee that is represented on the club's main and/or executive committee*	Copy of club committee structure or entry in Club Handbook or website	<b>Click here</b> for volunteer role descriptions  <b>Click here</b> for sample terms of reference for committees		
<b>10.13</b>	have a girls' and women's section that has consulted with their local RDO and WRDM*	Written confirmation from RDO and WRDM	<b>Click here</b> for contact details of your WRDM		

\* Only applicable to clubs with girl's and womens' teams

	What is the criterion?	What evidence do we need?	Supporting Information and Resources	Whole Club SoA with Mini& Youth	Whole Club SOA Adults Only
<b>CLUB MANAGEMENT</b>					
<b>11</b>	<b>Facilities and Equipment</b>				
11.1	include facility and equipment development plans and costs in their whole club development plan	Copy of section included in whole club development plan	Facility needs will be those that assist the sustainability or growth of the club ie a new boiler (sustainability) or new additional changing rooms (growth)  <b>Click here</b> for facility development information		
11.2	have its facility needs logged in CB Facility Plan	Copy of relevant section from CB Plan or RFU Funding and Facility Manager (FFM) to confirm	Contact your local RFU FFM for details		
11.3	undertake risk assessments in relation to all club activities	Copy of at least a six monthly risk assessment audit for on field and off field activities	Clubmark Pack template on Seal of Approval CD and at <a href="http://www.clubmark.org.uk">www.clubmark.org.uk</a>  RFU Risk Assessment Tool available on <a href="http://www.rfu.com/virtualadviser">www.rfu.com/virtualadviser</a>  Risk Assessment template is available on Seal of Approval CD		
<b>12</b>	<b>Promotion and Publicity</b>				
12.1	have a website that is on or linked to RFU RugbyFirst	Copy of entry on RFU RugbyFirst	E-mail <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst		
12.2	communicate at least twice a year with all its members	Examples of newsletters or other communications	This includes the parents of mini and youth players if appropriate		
12.3	communicate at least once a year with external partners	Examples of newsletters or other communication	External partners include local authorities, sponsors, local politicians and businesses  <b>RFU Working with the Media Booklet</b>		

	What is the criterion?	What evidence do we need?	Supporting Resources	Whole Club SoA with Mini & Youth	Whole Club SoA Adults Only
<b>CLUB MANAGEMENT</b>					
12.4	have a Club Webmaster registered on RFU RugbyFirst	Copy of entry on RFU RugbyFirst	E-mail <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst  <b>Click here</b> for web master role description		
12.5	have a Club Press Officer registered on RFU RugbyFirst	Copy of entry in RFU RugbyFirst  RFU Regional Press Officer to confirm as active	E-mail <a href="mailto:rugbyfirstsupport@therfu.com">rugbyfirstsupport@therfu.com</a> or phone <b>0870 999 2003</b> for assistance with RFU RugbyFirst  <b>Click here</b> for Press Officer role description		

RFU staff will offer support and guidance in the development of Health and Safety, Data Protection and other policies. RFU staff are not responsible for checking all the content of these policies. This is the responsibility of the club's officers.

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## PHASE 2 - THE WHOLE CLUB DEVELOPMENT PLAN

### Why plan?

It is widely acknowledged that the most effective way for clubs to grow, develop and improve is to be involved in an effective planning and implementation process. The reasons why a club will benefit include:

- Identifying and agreeing its aspirations for the future; its 'vision'
- Recognise where it has come from and where it is now
- More effective use of club resources
- Improving 'team spirit' by involving more members in decision making
- Using forward planning to support club plans to access funding support
- A 'professional' approach
- Demonstrating what the club has to offer to potential new players/members
- Demonstrating its commitment to local schools, colleges and universities and local authorities
- Developing 'teamwork' off the field
- Assisting it to cope with change
- Setting up a mechanism to check on the extent to which progress is being made.

### Producing a club development plan

There is no right or wrong way to do this, but the following guidelines provide some positive ideas about how to get started. There are generally two parts to a plan:

- Development plan - a long term plan (at least three years) focused on the club's 'vision' for the future and the broad objectives that support it. The Development Plan will contain an;
- Action plan - a short term plan (usually one year), that prioritises the short term actions required to get the club achieving its longer term objectives and vision.



### Community Rugby Planning Cycle

The community rugby planning cycle is designed to make the best use of the opportunities that the Rugby World Cup presents for the recruitment of players. It provides two periods of two years during which RFU resources are focussed to ensure the game develops and grows in a strategic way. It is suggested that clubs prioritise their planning in the same way.

#### Years 1 and 2 – People and Places - Preparing for the next Rugby World Cup

This phase is designed to ensure that individual clubs have sufficient facilities and enough coaches, referees and volunteers for the planned growth of the game.

#### Years 3 and 4 – Recruitment and Retention – Growing the game

This phase is designed to ensure that clubs use the profile that the Rugby World Cup provides to recruit and retain players.

Please discuss the community rugby planning cycle with your RDO to take advantage of the opportunities.

#### Who should be involved in the planning process?

This phase is designed to ensure that a broad cross section of your club members take an active role in shaping the club's future. Therefore, the planning process should incorporate a mechanism to involve and consult a representative group of members. However, in the context of writing the plan itself it is recommended that a small working group is identified to carry out the necessary paperwork and to complete the detail in the action plan.

It is vital to remember that the club that has to go through this phase, the process is almost as important as the final document itself.

## The four stages of development planning

Stage	Elements
<p>1. Where is the club now?</p> <p><b>The audit</b></p>	<p>It is vital that the club considers its current circumstances.</p> <p>Some clubs will already have undertaken sophisticated planning. For some others the accreditation process with a questionnaire and workshop may be the stimulus for the planning process.</p> <p>A well managed audit should assist a club to identify its strengths and weaknesses and opportunities for development. It should provide a clear base for setting realistic aims and objectives for its future.</p>
<p>2. Where do we want to be?</p> <p><b>The vision</b></p>	<p>The audit will establish the clubs current situation (where it is now) and start the process of identifying the main objectives for the future (its vision of where it wants to be).</p> <p>A clear and concise statement that captures the future aspirations of the club will provide direction and focus for the actions the club undertakes. It should be agreed by as many members as possible.</p>
<p>3. How will we get there?</p> <p><b>The plan</b></p>	<p>Once the club has completed the audit and agreed its vision and objectives the planning stage will follow. The plan identifies how the club will work to achieve its 'vision' and stated objectives. It is normally necessary to break each objective down into specific annual targets plus proposed targets for future years. To produce an Action Plan run through the following questions:</p> <ul style="list-style-type: none"> <li>• The objective - What does the club want to achieve?</li> <li>• The action - How can it be achieved?</li> <li>• Timescale - When will it be done?</li> <li>• Led by - Who is going to do it?</li> <li>• Cost - What will it COST; money, time, people and facilities.</li> </ul> <p>The objectives identified must be SMART to ensure that progress can be reviewed effectively.</p> <p>Templates for completing this process can be found on the Whole Club Seal of Approval CD-Rom or on <a href="http://www.rfu.com/community">www.rfu.com/community</a></p>
<p>4. What progress have we made?</p> <p><b>Review</b></p>	<p>Once your Whole Club Development Plan is agreed and has become a working document, it needs to be reviewed and updated at least annually. Ideally the plan should form the basis of the committee structure of the club and the agenda for future meetings.</p> <p>The review process should involve not only looking at future development but also help to reflect on where the club has come from and where it is now. It is also important that the club formally recognises the input of the volunteers (committee members, administrators, coaches and officials) who put in the hard work to make it happen.</p>

The development plan is also divided into five areas and 12 strands to ensure that all aspects of club development are considered. The following is an example of a Whole Club Development Plan objective and actions. You can use these Whole Club Development Plan sheets to lay out your objectives and intended solutions in a clear and logical way, and

then submit the completed Whole Club Development Plan and Evidence File for approval.

A blank Whole Club Development Plan template can be found on the Whole Club Seal of Approval CD-Rom or at [www.rfu.com/community](http://www.rfu.com/community)

Objective - what are we trying to do	Action - How are we going to achieve it?	Who is going to do it?	When will it be done by?	What will it cost?
Establish a proactive player retention policy for current U17 and U18 players	Identify specific training and support needs for each player	Ivor Smith - Player Pathfinder	January	£150
	Create a reward and recognition package for young players joining adult teams	Liz Hales - 2nd XV Manager	March	£400 (find a sponsor)
	U17s to organise their own tour each season	U17 players and their coaching & management team	April	£250 club contribution
	Instigate a 'buddy' system for young players joining the adult teams	Steve James - 1st XV player	March	£100 for introductory session
	Run at least four social events each year for U17 to U20 players	Joyce Roberts - club social committee	August October February May	£0 net cost

## WOMEN'S AND GIRLS' RUGBY

### Guidance for clubs who have, or are planning to start teams for women and girls.

The development of women's and girls' teams can be one of the most significant steps a club can take towards longer term sustainability. Extra teams brings in more income for the club and recruiting women and girls as players often means that more women become coaches, referees and volunteers. If any club wishes to start rugby for women and girls they should:

- Contact their RDO and WRDM to assess the local demand and current provision. Clubs will nearly always need to develop a partnership with at least two neighbouring clubs and local schools, colleges and universities to develop a sustainable club team.
- The club should consider the impact that an additional female team(s) will have on the club's facilities and volunteers i.e. access to playing and training areas, changing facilities, qualified coaches.

### Ideas for the Whole Club Development Plan

You can use the ideas on the following pages as inspiration for your Whole Club Development Plan. You can use them as they are or create your own.

A blank Whole Club Development Plan template can be found on the Whole Club Seal of Approval CD-Rom or at [www.rfu.com/community](http://www.rfu.com/community)

Remember to make sure that the actions and targets are:

**Specific** – it is clear what needs to be done.

**Measurable** – it will be clear when it has been achieved.

**Agreed** – all those concerned have agreed to do it.

**Realistic** – it is possible within all the limiting factors (e.g. time, money, etc).

**Timed** – it is clear when it will be done by.

	Development Strand	Additional supporting resources and training
	<b>PEOPLE</b>	
<b>1</b>	<b>Players</b>	
	<ul style="list-style-type: none"> <li>• create and maintain playing profiles on all players, with regular updating</li> <li>• provide coaching opportunities for talented players</li> <li>• encourage senior players to mentor older youth players</li> <li>• provide an integrated player pathway for older youth players to move to senior squads</li> <li>• set up a girls team</li> <li>• organise events for players returning from college/uni at Easter and Christmas</li> </ul>	Go Play Rugby and Play On workshops – Recruiting and Retaining Players Positional skills RFU Front Row in Union RFU Continuum from Tag to Twickenham Touch Rugby booklet RFU Core Rugby Skills for Coaches and Players

	Development Strand	Additional supporting resources and training
<b>PEOPLE</b>		
<b>2</b>	<b>Coaches</b>	
	<ul style="list-style-type: none"> <li>• build and implement a strategy for coach development</li> <li>• appoint lead coaches to mentor assistant coaches</li> <li>• encourage older youth players to start on the RFU coaching award ladder and to attend CSLA and JSLA courses</li> <li>• review the role descriptions annually</li> <li>• set up 'reward and recognition' packages for coaches</li> <li>• promote suitable coaches to District/CB Development squads and Schools of Rugby via the Rugby Development Officer</li> <li>• make sure that all coaches are qualified through the RFU Coaching Award Programme</li> <li>• encourage coaches to always develop their knowledge and/or work towards the next level of RFU award</li> <li>• encourage coaches to attend relevant RFU, Sport England and scUK courses</li> <li>• make available RFU and other coaching resources to coaches</li> <li>• make sure that coach:player ratios are maintained and improved to ensure high standards of safety and coaching at all sessions</li> <li>• target recruitment of female coaches</li> <li>• implement ongoing 'CPD' for coaches</li> </ul>	<p>Start Coaching – Tag Rugby</p> <p>Start Coaching – iRB Rugby Ready</p> <p>Community Leaders Award</p> <p>L1 Certificate in Coaching Rugby Union</p> <p>L2 Certificate in Coaching Rugby Union</p> <p>L3 Certificate in Coaching Rugby Union</p> <p>RFU Level 4 Rugby Union Coaching Award</p> <p>Rugby Union Mentoring Programme</p> <p>RFU SAQ Speed, Agility &amp; Quickness Training</p> <p>Rugby Teacher Development Days</p> <p>Technical Journal</p> <p><b>The RFU Top Coaches DVD Series</b></p> <p><b>Positional Skills handbook</b></p> <p><b>The Presentation Games (CDROM)</b></p> <p><b>The RFU Guide for Coaches Fitness and Conditioning</b></p> <p><b>RFU Start Rugby Coaching</b></p> <p><b>Coach's Diary</b></p> <p>Coaching contact booklet</p> <p>Student Player-Coach CDROM</p>

	Development Strand	Additional supporting resources and training
<b>PEOPLE</b>		
<b>3</b>	<b>Referees</b>	
	<ul style="list-style-type: none"> <li>• establish a proactive recruitment policy by bringing referee training and qualification courses to potential referees</li> <li>• provide relevant training for existing referees</li> <li>• encourage older youth players to attend Referee Awards courses</li> <li>• promote codes of good conduct for both home and visiting referees</li> <li>• establish and promote a 'club ref' package</li> <li>• work with other local clubs to establish a Club Referee Group to referee 2nd and 3rd team matches</li> </ul>	<p>Entry Level Referee Award: Stage 1/2/3 ELRA</p> <p>Continuous Referee Development Award CRDA</p> <p>Development Referee Award</p> <p>RFU Touch Judge Course</p> <p>Adviser 1 and 2</p> <p>RFU Assessor Award</p> <p>RFU Referee Coach Award</p> <p>Referee Mini</p> <p>Referee Education Evening:</p> <p>“refereeing the scrum”</p> <p>“refereeing the tackle/ruck”</p> <p>Instant Rugby Booklet</p> <p><b>The RFU Rugby Union Referee's Manual</b></p> <p><b>Rugby Referee Practical Coaching</b></p> <p>Fit to referee and touch judge</p>

	Development Strand	Additional supporting resources and training
<b>PEOPLE</b>		
<b>4</b>	<b>Volunteers</b>	
	<ul style="list-style-type: none"> <li>• set up a parent database to be able to draw on parents and volunteers skills and professions</li> <li>• set up a system for recruiting, retaining and recognising volunteers</li> <li>• use the RFU 'Value the Volunteer' programme</li> <li>• provide support for all volunteers so that no-one works alone</li> <li>• provide job descriptions to help volunteers understand their roles</li> <li>• provide volunteering opportunities for young people local school though 'Step into Sport' programme</li> </ul>	<p>RFU Leadership Academy</p> <p>RFU Club Volunteer Co-ordinator Workshop</p> <p>Running Sports workshop: Valuing your Sports Volunteers... how to recruit, retain, recognise and reward your volunteers</p> <p>RFU/RFUW Volunteer Strategy</p> <p>RFU Volunteer Recognition Booklet</p> <p>RFU Kick Off guide for new volunteers</p> <p>RFU On-side booklet for Volunteer Co-ordinators</p> <p>RFU Pitch In DVD for volunteer recruitment</p> <p>RFU Step 5 Booklet</p> <p>RFU Leadership Academy Guide for participants</p> <p>Running Sports workbook: Valuing your Sports Volunteers... how to recruit, retain, recognise and reward your volunteers</p> <p>Running Sports Quick Guide: The Role of The Chairperson</p> <p>Running Sports Quick Guide: The Role of The Secretary</p> <p>Running Sports Quick Guide: The Role of The Treasurer</p> <p>Running Sports Quick Guide: Volunteers - How can I recruit, retain, recognise &amp; reward volunteers?</p> <p>Running Sports Quick Guide: How to communicate effectively</p>

	Development Strand	Additional supporting resources and training
	<b>MEMBER SERVICES</b>	
<b>5</b>	<b>Playing and Training</b>	
	<ul style="list-style-type: none"> <li>• build appropriate competitive opportunities at all levels</li> <li>• build a fixture list that is appropriate for the level of the players</li> <li>• for girls' section, build up a fixture list with other girls' teams</li> <li>• run touch rugby festivals for parents and players during the summer</li> </ul>	<p>Event Co-ordinators Guide</p> <p><b>How to Organise an Overseas Tour</b> <b>RFU Tour Guidelines</b></p> <p>Running Sports Quick Guide: Managing Events - What do I need to know about organising an event?</p> <p>Running Sports Quick Guide: Organising Fixtures &amp; Competitions - What information do I need to know?</p>
<b>6</b>	<b>Social</b>	
	<ul style="list-style-type: none"> <li>• organise tours for players</li> <li>• organise social events for parents, brothers and sisters</li> <li>• provide a crèche for very young children</li> <li>• provide hot drinks, food and newspapers for parents and visitors</li> <li>• organise social events for coaches, referees, volunteers</li> <li>• organise social events for the whole club</li> </ul>	<p><b>How to Organise an Overseas Tour</b> <b>RFU Tour Guidelines</b></p> <p>Social event checklist of Whole Club Seal of Approval on CD-Rom</p>

	Development Strand	Additional supporting resources and training
<b>MEMBER WELFARE</b>		
<b>7</b>	<b>Equity, Medical and Welfare</b>	
	<ul style="list-style-type: none"> <li>• identify and provide training for a volunteer to lead equity and welfare in the club</li> <li>• provide opportunities for girls, women, people from ethnic minorities and those with disabilities to join the club</li> <li>• introduce a girls' and womens' section and affiliate to the RFUW</li> <li>• provide opportunities for all parents/ carers to become involved in Youth section activities</li> <li>• provide a welcome pack for new players and parents</li> <li>• assign current parents and players to look after new members</li> <li>• build 'fair play' into the training programme, matches and season awards</li> <li>• identify and provide training for a Risk Assessment Officer</li> <li>• provide first-aid training so that all age groups are covered</li> <li>• provide a job description, identify and provide training for a Duty Officer to be aware of all emergency procedures</li> <li>• ensure that Codes of Conduct are maintained and implemented</li> <li>• ensure your Equity and Welfare Policy impacts upon all club activity and membership</li> <li>• provide obligatory Child Protection training for all volunteers</li> </ul>	<p>RFU Safeguarding and Protecting Young People in Rugby Course</p> <p>Club Welfare Officer Training</p> <p>RFU Sports First Aid Course</p> <p>100% Me (anti doping) Training</p> <p>Running Sports workshop: A Club for All... attracting more members from the community</p> <p><b>RFU/RFUW Policy and Procedures for the Welfare of Young People in Rugby Union</b></p> <p><b>RFU/RFUW The Welfare of Young People in Rugby Union Guidance</b></p> <p>RFU Club Welfare Officer Handbook</p> <p><b>RFU/RFUW Anti Bullying Policy</b></p> <p><b>RFU/RFUW Equity Policy</b></p> <p><b>A Guide to Child Protection and Best Practice DVD</b></p> <p><b>Child Protection Resource Pack</b></p> <p>RFU Milly's Fund Leaflet</p> <p>CVOC Tackle Safety pocket leaflet</p> <p>RFU Pitchside Concussion Assistant Cards</p> <p><a href="http://www.rfu.com/virtualadviser">www.rfu.com/virtualadviser</a> Risk Assessment</p> <p>Rugbywise Toolkit</p> <p>RFU Codes of Conduct</p> <p>RFU Parent Guide</p>

	Development Strand	Additional supporting resources and training
<b>COMMUNITY LINKS</b>		
<b>8</b>	<b>Community Links</b>	
	<ul style="list-style-type: none"> <li>• part fund a Community Rugby Coach (CRC) to provide coaching in local schools and colleges</li> <li>• organise tournaments for local schools and colleges</li> <li>• arrange for coaches to run coaching programmes in local schools</li> <li>• give feedback to schools on their pupils' playing progress</li> <li>• create links with special schools</li> <li>• work with teachers at after-school clubs</li> <li>• provide good communication channels for parents and players</li> <li>• use parents as links to local schools as a means of passing on information</li> <li>• if you have a girls' section create links with other girls' teams</li> <li>• if you have a girls' section establish links with local/regional RFUW staff</li> <li>• organise 'taster sessions' at the club for schools</li> <li>• invite your local politicians to a club open day</li> <li>• link with other local voluntary organisations e.g. Duke of Edinburgh, Volunteering Agencies</li> </ul>	<p>RFU Tackle Learning</p> <p>RFU College Award Packs: Development College &amp; Accredited College</p> <p>Freshers Fair Pack</p> <p>RFU Student Toolkit</p> <p>RFU Club Links Guidance booklet 08</p> <p>Running Sports workshop and book: A Club for all attracting more members from the community</p> <p>Running Sports workshop and book: Developing Partnerships with Clubs and Schools a guide for sports volunteers</p>

	<p>Development Strand</p>	<p>Additional supporting resources and training</p>
<p><b>CLUB MANAGEMENT</b></p>		
<p>9</p>	<p>Finance</p>	
	<ul style="list-style-type: none"> <li>• use Gift Aid (if you are CASC) more effectively to increase income</li> <li>• work towards '7 day trading' for the club</li> <li>• integrate Mini/Youth section and senior club finances</li> <li>• use the RFU Grand Draw to raise extra funds</li> </ul>	<p><b>Click here</b> for RFU Club Cash Flow Projection Tool</p> <p><b>Click here</b> for RFU Club Business Planning Guidance</p> <p>Running Sports workshop and book: Funding for your Club... ideas and advice to raise money to support a project</p> <p>Running Sports Quick Guide: Fundraising, Grants &amp; Sponsorship – What financial information do I need to know?</p> <p>Running Sports Quick Guide: Taxation &amp; Sport – What tax information do I need to know?</p>
<p>10</p>	<p>Legal and Administration</p>	
	<ul style="list-style-type: none"> <li>• become registered as a Community Amateur Sports Club (CASC)</li> <li>• create a clear management structure and set up smaller working groups as appropriate</li> <li>• make sure that the management structure allows the Youth and Adult sections of the club to work together</li> <li>• build and implement a strategy for succession planning for all management roles</li> <li>• incorporate the club to protect the club officers</li> </ul>	<p>RFU Legal Helpline 0870 060 3437</p> <p>RFU Virtual Adviser <a href="http://www.rfu.com/virtualadviser">www.rfu.com/virtualadviser</a></p> <p><a href="http://www.cascinfo.co.uk">www.cascinfo.co.uk</a></p> <p><b>RFU Guide to sustainable rugby clubs</b></p> <p>Running Sports Quick Guide: Developing Your Sports Action Plan</p> <p>RFU Licensing Act Booklet</p> <p>Gift Aid - Introduction</p> <p>Guidance on Industrial &amp; Provident Society Model Rules and Registration as a CASC</p> <p>The Business Rates Benefits to Local Authorities and Sports Clubs</p>

	Development Strand	Additional supporting resources and training
<b>CLUB MANAGEMENT</b>		
<b>11</b>	<b>Facilities and Equipment</b>	
	<ul style="list-style-type: none"> <li>• ensure that appropriate Risk Assessment is continually taken for all areas and facilities within the club environment</li> <li>• appoint a group of club members to take responsibility for maintenance of kit and equipment</li> <li>• make the club 'child and young person friendly' throughout the week</li> <li>• offer girl and women-friendly club facilities</li> <li>• provide an adequate amount of kit</li> <li>• ensure that only safe and appropriate contact equipment is used</li> <li>• set up a club shop for playing kit</li> <li>• arrange or refer players to a gum-shield fitting service</li> <li>• set up a nearly-new kit service</li> </ul>	<p><b>RFU Accessible Facilities – Guidance notes for RFU Clubs</b></p> <p>RFU Facility Guidance Note 1 – Planning Permission</p> <p>RFU Facility Guidance Note 2 – Grass Pitches</p> <p>RFU Facility Guidance Note 3 – Maintenance of Grass Pitches</p> <p>RFU Facility Guidance Note 4 – Floodlights</p> <p>RFU Facility Guidance Note 5 – Changing Rooms and Clubhouses</p> <p>RFU Artificial Grass Pitches for Rugby and Association Football</p> <p>IRB Regulation 22 – Artificial Turf Pitches</p> <p>The National Facilities Strategy for Rugby Union in England</p> <p>A Maintenance Summary for Rugby Pitches</p> <p>Early Season Maintenance for a Rugby Pitch</p> <p>Maintenance of Sports Surfaces During Dry/Drought Conditions</p> <p>Pitch Quality Standards – IOG</p> <p>Line Marking – safety issues</p> <p>RFF Minimum Criteria for Clubhouses</p> <p>RFU Accessible Facilities &amp; DDA Compliance Guide</p> <p>Fire Safety Guidance</p>

	Development Strand	Additional supporting resources and training
	<b>CLUB MANAGEMENT</b>	
12	<b>Promotion and Publicity</b>	
	<ul style="list-style-type: none"> <li>re-design the club website to ensure appropriate communication</li> <li>provide a player pack and a parent pack for each season</li> <li>build a club page on the RFU website</li> <li>produce promotional material for schools</li> <li>ensure regular match and other event reports in local newspapers</li> <li>organise an event at local fair e.g. tug-o-war</li> </ul>	Go Play Rugby Workshop <b>RFU Working with the Media Guide</b>

### PHASE 3 - TAKING YOUR CLUB BEYOND ACCREDITATION - CONTINUAL CLUB DEVELOPMENT

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Phase 3 works as a three year cycle – once you have come to the end you begin the process again.

You will be constantly reviewing the areas of your club that need further development. At least every 12 months you should make appropriate changes for your Development Plan in preparation for your Health Check or full re-accreditation.

Remember to make sure that any actions and targets are:

- Specific** – it is clear what needs to be done.
- Measurable** – it will be clear when it has been achieved.
- Agreed** – all those concerned have agreed to do it.
- Realistic** – it is possible within all the limiting factors (e.g. time, money, etc).
- Timed** – it is clear when it will be done by.

## SIGN-OFF AND DOCUMENTATION – ANNUAL HEALTH CHECK

Below is an example of the document used for your annual Health Check. A copy can be found on the Whole Club Seal of Approval CD-Rom. Your RDO will email the Whole Club Seal of Approval administrator to confirm that the Health Check has been completed.

<b>Annual Health Check</b> A Whole Club Seal of Approval Club must		Whole Club with Mini & Youth	Whole Club SOA Adults Only
Key criteria	Evidence		
<b>PEOPLE</b>			
<b>1</b>	<b>Players</b>		
1.2	have a player Pathfinder registered on RFU RugbyFirst	Copy of entry on RugbyFirst	
<b>2</b>	<b>Coaches</b>		
2.1	have one Level 2 coach for the adult section have one Level 1 coach per adult team	Copy of entries on RFU RugbyFirst	
2.2	have one Level 2 Coach for the mini section and one for the youth section have one Level 1 Coach per age group team	Copy of entries on RFU RugbyFirst	
2.4	have a Club Coaching Coordinator registered on RFU RugbyFirst	Copy of entry on RFU RugbyFirst RFU CDO to confirm as active	
<b>3</b>	<b>Referees</b>		
3.3	have a club referee coordinator registered on RFU RugbyFirst	Copy of entry on RFU RugbyFirst RFU RefDM or RefDO to confirm as active	
<b>4</b>	<b>Volunteers</b>		
4.3	have a Club Volunteer Coordinator registered on RFU RugbyFirst	Copy of entry on RFU RugbyFirst RFU Volunteer Executive to confirm as active	


\*Only applicable to clubs with girl's and womens' teams

<b>MEMBER SERVICES</b>			
<b>5</b>	<b>Playing and Training</b>		
5.4	adhere to the following RFU/W guidelines:  The RFU Continuum for U7 to U12 boys and girls. The RFU and RFUW Youth Structured seasons for U13 to U18 boys and U12, U15 and U18 girls*	Copy of the clubs fixture and training programme.	
<b>6</b>	<b>Social</b>		
<b>MEMBER WELFARE</b>			
<b>7</b>	<b>Equity, Medical and Welfare</b>		
7.1	have an Equity Policy which incorporates the RFU Equity Policy objectives	Club Policy document	
<b>Equity, Medical and Welfare</b>			
7.6	have written emergency procedures for dealing with, recording and reporting serious injuries/accidents, and access to a telephone to call the emergency services	Copy of Club Accident and Emergency Procedures  Site of telephone  Club Accident book is available and up to date	
7.7	have a Welfare Policy that incorporates the welfare policy objectives and procedures of the RFU	Copy of Club Policy CB Welfare Manager to confirm implementation of policy	
7.9	have the contact details of parents/carers/partners and emergency/alternative contacts and confidentiality protocols in place to store and use this information	Contact list information available to all team managers and/or coaches	
7.10	have a Club Welfare Officer who has undertaken RFU training and is registered on RFU RugbyFirst	Copy of entry on RFU RugbyFirst CB Welfare Manager to confirm as active	
7.11	have one member of each age group coaching and management team who has undertaken a Safeguarding and Protecting Young People in Rugby Union course	Certificates of Attendance  Check that these members are still active in the club and implementing policy	
7.12	have all adults who have regular supervisory contact with young people undertake CRB and/or VBS disclosure as appropriate	List of all relevant adults with regular supervisory roles with CRB Disclosure Number and VBS membership number (when appropriate)	
<b>Equity, Medical and Welfare</b>			
7.14	have access to first aid equipment at all coaching and competition sessions	Evidence at site visit and/or through questioning	
7.15	have information on relevant medical conditions of players	Medical information is available to each age group manager and/or coach	
7.16	have a minimum of one person trained in First Aid in attendance at all training sessions and matches	Course certificate(s)  Check that member(s) is still active within the club and attending sessions and matches	

COMMUNITY LINKS				
<b>8</b>	<b>Community Links</b>			
8.4	have a Club Liaison Officer registered on RFU RugbyFirst	Copy of entry on RFU RugbyFirst		
<b>CLUB MANAGEMENT</b>				
<b>9</b>	<b>Finance</b>			
9.1	produce a set of annual income, expenditure and balance sheet accounts for the whole club	Copy of accounts submitted to CB		
9.3	have a Club Treasurer registered on RFU RugbyFirst	Copy of entry on RFU RugbyFirst		
9.4	have a specific membership category and pricing policy for children and young people and others with low disposable income	Club membership and annual subscriptions details		
<b>10</b>	<b>Legal and Administration</b>			
10.4	have an annual action plan that is based on the club's whole club development plan	Copy of new/revised development plan and/or action plan		
10.7	have a Health and Safety policy	Copy of Club Policy		
10.10	have current contact details for the club Hon. Chairman Hon. Secretary Fixture Secretary Disciplinary Secretary and International Ticket Contact on RFU RugbyFirst	Copy entries on RFU RugbyFirst		
<b>11</b>	<b>Facilities and Equipment</b>			
11.3	undertake risk assessments in relation to all club activities	Copy of at least a six monthly risk assessment audit for on field and off field activities		
<b>12</b>	<b>Promotion and Publicity</b>			
12.4	have a Club Webmaster registered on RFU RugbyFirst	Copy of entry on RFU RugbyFirst		
12.5	have a Club Press Officer registered on RFU RugbyFirst	Copy of entry in RFU RugbyFirst		




## SIGN-OFF DOCUMENTATION

Below and following on page 47 is an example of the document used for approval of your application. A copy can be found on the Whole Club SOA CD-Rom. This form should be used for initial accreditation and for re-accreditation every three years.



### SIGN OFF DOCUMENT - CLUB SUBMISSION

Club Details - to be completed by the club	
Name of club FC/RFC/RUFC/Ltd?	
Address of club	
Postcode of club	
County Sports Partnerships of club (ask your Rugby Development Officer if unsure)	
Club key contact for Whole Club Seal of Approval	
Name	
Address	
Postcode	
Telephone no.	
Mobile tel. no.	
Email address	
I confirm that all the details in the Evidence File, Evidence Checklist and Development Plan are accurate at the time of submission.	
Signature	
Date	
Attachments (please tick box)	
<input type="checkbox"/> Evidence File <input type="checkbox"/> EvidenceChecklist <input type="checkbox"/> Development Plan	

## WHOLE CLUB SEAL OF APPROVAL

### SIGN OFF DOCUMENT - RRDm SIGN OFF

RDO Contact	
RDO Name	
RRDM Sign off	
RRDM Name	
I confirm that the club named above has provided all the necessary evidence and an appropriate Development Plan for Whole Club Seal of Approval	
RRDM Signature	
Date sent to Twickenham	
Note to RRDm: Once the documents are approved, copy and send this completed form to Twickenham and return the Evidence File, Evidence Checklist and Development Plan to the Club	

Office use only	
Received by date	
URN No.	

These forms should be sent to Seal of Approval, Rugby Football Union, Rugby House, Rugby Road, Twickenham TW1 1DS



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