



WOMEN'S RUGBY

STRATEGIC PLAN

April 2006



Strategic Plan Introduction

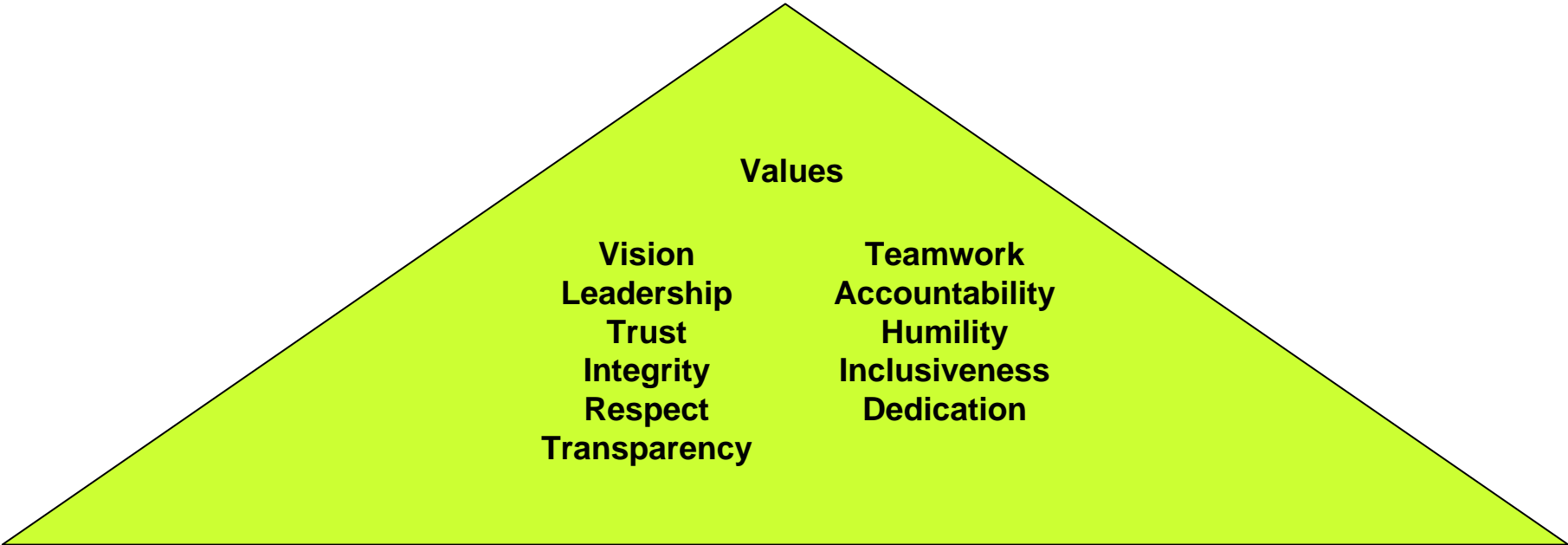
Rugby is a sport that provides unique opportunities for personal development and enjoyment. It provides physical encounters with a range of skills that can be displayed at pace. It also provides a degree of team camaraderie which eclipses many other sports. It is these characteristics that make the Game so appealing to women and girls.

There are 150,000 women and girls playing Rugby around the world and the numbers are increasing. Following the development of the IRB strategic plan and the change to the governance structure that would better ensure that all important issues in the Game were addressed it was evident that there needed to be specific strategies to focus attention on a very important aspect of the game of Rugby, the involvement of women and girls, so that they can contribute to the growth of the global Game.



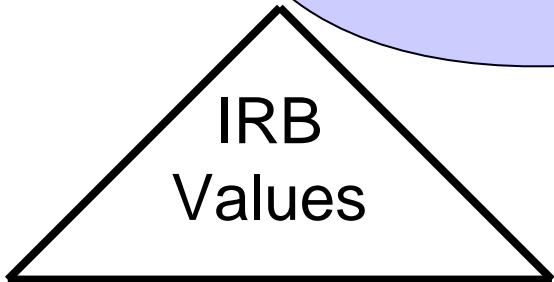
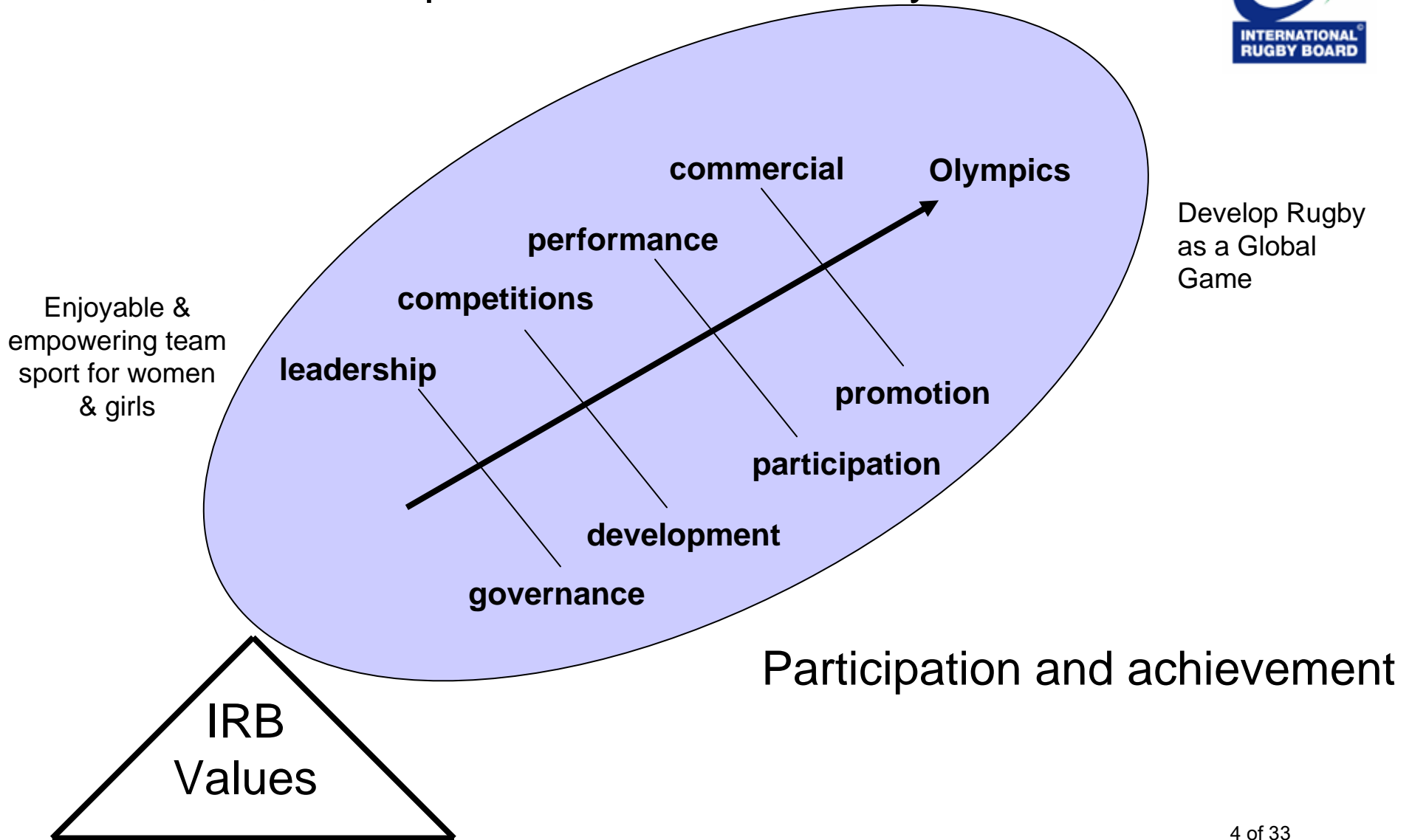
Vision
To create and support an environment that promotes, develops and sustains opportunities for women and girls to participate and achieve their potential in Rugby

Mission Statement
For Rugby to be recognised as one of the most enjoyable and empowering team sports for women and girls which contributes to the development of Rugby as a Global Game





Promotion, development and sustainability





Strategic Areas

- Governance
- Leadership
- Development
- Competitions
- Participation
- Performance
- Commercial
- Promotion
- Olympics



Strategic Goals

- 1. Governance:** Develop and facilitate a process that will ensure formal governance of the Game for women and girls
- 2. Leadership:** Increase the number of women performing technical and administrative leadership roles in Rugby
- 3. Development:** Ensure that there are development programmes for women and girls in all member Unions and Regions
- 4. Competitions:** Create meaningful international competitions and encourage the development of appropriate domestic competition
- 5. Participation:** Increase the number of women and girls playing Rugby world-wide
- 6. Performance:** Raise the standard of performance of international teams, elite level coaches and match officials
- 7. Commercial:** Maximise commercial opportunities for the women's Game
- 8. Promotion:** Raise the profile, awareness and acceptance of women and girls in Rugby
- 9. Olympics:** Women's rugby an Olympic participation sport



1. Governance Strategies

- 1.1. Investigate the governance issues of affiliated women's Unions to establish their constitutional rights in relation to the IRB
- 1.2. Investigate the governance issues to establish the IRB's rights in relation to the governance of Rugby for women and girls
- 1.3. Identify the communication processes from the IRB through the Unions and Regions to the relevant persons responsible for the Game for women and girls



2. Leadership Strategies

- 2.1. Identify women who can take on technical and administrative leadership roles world-wide, and provide the appropriate support so they can develop
- 2.2. Proactively increase the number of women who are IRB Trainers
- 2.3. Implement a network for women in key administrative and technical roles
- 2.4. Implement an education and training plan to enable women to take on key administrative and technical roles in order to contribute to the decision making processes more effectively
- 2.5. Access international bodies who have expertise in developing and advancing women in sport



3. Development Strategies

- 3.1. Utilise the Trust Investment (Union Development Plan) process to ensure that the development plans of all Unions and Regions include appropriate programmes for women and girls
- 3.2. Produce and deliver a range of education, training and development (ETD) programmes in conjunction with leading Member Unions that includes images of women and girls and in appropriate languages (IRB Strategic Plan 6.1)
- 3.3 Strengthen the organisational capacity and effectiveness of selected member Unions (IRB Strategic Plan 6.2) in order to develop Rugby for women and girls
- 3.4. Encourage development workshops specifically targeted at the Game for women and girls including coaches and match officials
- 3.5. Propose a Conference for educational purposes on the Game for women and girls to coincide with the WRWC
- 3.6. Encourage those Unions with highly developed strategies for the Game played by women and girls to assist Unions with emerging programmes for women and girls
- 3.7. Utilise the IRB Coaching Assistance Scheme to support the development of Rugby for women and girls



4. Competition Strategies

- 4.1. Protect the integrity of the WRWC
- 4.2. Develop a broader qualification process
- 4.3. Increase the number of teams at the WRWC
- 4.4. The best teams must be at the WRWC
- 4.5. Location of WRWC to take into consideration the profile and promotion potential
- 4.6. Investigate regional competitive structures
- 4.7. Maintain a long term schedule of planned international matches (IRB website)
- 4.8. Utilise the Trust Investment (Union Development Plan) process to encourage the development of appropriate domestic competitions
- 4.9. Implement the inclusion of a category for women in the RWC 7's with supporting regional qualification
- 4.10. Explore the potential of the World Games
- 4.11. Explore the potential of competing in the Olympics
- 4.12. Ensure that there are development processes in place for the transition from the 7s to 15s Game
- 4.13. Explore the possibility of developing age grade competitions as the number of players increases, both international and domestic



5. Participation Strategies

- 5.1. Ensure that the growth and development of the Game for women and girls is included in the Union Investment Application - Development Plans with associated KPIs
- 5.2. Provide opportunities for unions to share best practice initiatives
- 5.3. Ensure that the development materials are relevant to women and girls
- 5.4 Expand opportunities to participate in Rugby for women and girls world-wide (IRB Strategic Plan 5.2)
- 5.5 Implement sustainable Rugby development and investment programmes to improve participation, performance, recruitment and retention (IRB Strategic Plan 5.1)
- 5.6 Utilise IRB events and competitions to introduce and develop Rugby for everyone
- 5.7. Focus participation strategies on areas where Rugby is already being played
- 5.8. Encourage the utilisation of variations of the Game to increase participation by women and girls (e.g. 7s, 10s)



6. Performance Strategies

- 6.1. Develop competitions regionally and internationally that will raise the standard of Rugby played by women and girls
- 6.2. Utilise the IRB Coaching Assistance Scheme to assist in the improvement of international players, coaches and officials
- 6.3. Encourage unions to appoint elite coaching staff for women's international teams
- 6.4. Utilise the IRB Game Analysis Centre for tracking the development of the women's international game
- 6.5 Utilise the Trust Investment (Union Development Plan) process to encourage Unions to include performance pathways in their development plans for women and girls
- 6.6. Publish public research and information with regard to Rugby and other sports for women and girls, that will assist in the preparation of international teams



7. Commercial Strategies

- 7.1. Encourage unions to include women's and girl's Rugby in their commercial and development plans
- 7.2 Use the unique aspect of Rugby for women and girls to attract sponsors (IRB Strategic Plan 8.1)
- 7.3. Develop the commercial value of the WRWC property (IRB Strategic Plan 8.2)
- 7.4. Develop a plan to maximise the revenue for WRWC
- 7.5. Share Best Practice in the generation of commercial revenue from Rugby and other sports played by women and girls



8. Promotion Strategies

- 8.1. Provide opportunities for key decision makers to embrace the Game for women and girls
- 8.2. Articles and images of Rugby for women and girls in all IRB media tools
- 8.3. Investigate the possibility of using ambassadors and ambassadorial teams for the promotion of Rugby for women and girls
- 8.4. Encourage the use of appropriate curtain raisers to male matches to maximise exposure, energy and acceptance
- 8.5. Develop a media strategy for WRWC that creates interest in the Game for women and girls
- 8.6. Make promotional material available to the public for the WRWC
- 8.7. Encourage Unions to prepare for an expansion of interest in the Game following the WRWC and RWC
- 8.8. Encourage Unions to utilise variations of the Game to promote the playing of the Game for women and girls
- 8.9. Encourage Regional Associations to utilise their regional tournaments to promote Rugby for women and girls
- 8.10. Encourage the utilisation of male and female Rugby role models in the promotion of the Game for women and girls
- 8.11. Encourage the utilisation of sporting celebrities in the promotion of the Game for women and girls



9. Olympic Strategies

- See IRB Strategic and & Operational Plan – Strategic Area 7



Appendix 1

Details of IRB Strategies for the Game for women and girls



Governance

- 1.1. Investigate the governance issues of affiliated women's Unions to establish their constitutional rights in relation to the IRB
 - 1.2. Investigate the governance issues to establish the IRB's rights in relation to the governance of Rugby for women and girls
 - 1.3. Identify the communication processes from the IRB through the Unions and Regions to the relevant persons responsible for the Game for women and girls
- What we will do this by:
 - Council and Member Services to undertake a review of the Governance status of the women's Unions and Rugby organisations and establish:
 - Constitutional rights of such organisations in relation to the IRB
 - Governance issues with regard to IRB's governance of Rugby for women and girls
 - Appropriate and effective communication processes for contact with the relevant persons responsible for Rugby for women and girls in Regions and Unions
- Recommendations to be presented to the Executive Committee by November 2006



Leadership

2.1. Identify women who can take on technical and administrative leadership roles world-wide, and provide the appropriate support so they can develop

We will do this by

- Appointing an internal staff member as the contact person responsible for Rugby for women and girls by the end of 2005.
- Appoint an Honorary IRB Ambassador for Rugby for women and girls who would attend women in sport conferences representing the IRB and collecting data and information for dissemination. The appointment to be made by the end of 2005.

2.2. Proactively increase the number of women who are IRB Trainers

We will do this by

- The Training Manager in conjunction with the Development Manager and Regional Development Managers will ensure that there are women delegates at each of the IRB Train the Trainer courses in 2006 if they meet the selection criteria



Leadership

2.3. Implement a network for women in key administrative and technical roles

We will do this by

- Establish an extranet for the current network of women interested in Rugby for women and girls during 2006
- Advertise the existence of the extranet through Unions and the IRB website

2.4. Implement an education and training plan to enable women to take on key administrative and technical roles in order to contribute to the decision making processes more effectively

We will do this by

- Regional Development Managers to plan for women to attend the IRB technical courses they are involved with in 2006.

2.5. Access international bodies who have expertise in developing and advancing women in sport

We will do this by

- The IRB staff employee responsible for women's and girl's Rugby and the Honorary Ambassador attending conferences and contacting other sports



Development

3.1. Utilise the Trust Investment (Union Development Plan) process to ensure that the development plans of all Unions and Regions include appropriate programmes for women and girls

We will do this by

- The Development Manager, Regional Development Managers and the Operations Manager – Council and Member Services ensuring that the Unions' strategic and operational plans make for provisions for the development of Rugby for Women and girls when reviewing them during the Trust Investment process in 2006

3.2. Produce and deliver a range of education, training and development (ETD) programmes in conjunction with leading Member Unions that includes images of women and girls and in appropriate languages (IRB Strategic Plan 6.1)

We will do this by

- The Training Manager ensuring that any training product produced or reviewed from 2006 onwards has images of women and/or girls included

3.3 Strengthen the organisational capacity and effectiveness of selected member Unions (IRB Strategic Plan 6.2) in order to develop Rugby for women and girls

We will do this by

- The Development Manager and Regional Development Managers assisting Unions in developing a strengthened organisational capacity considers rugby for women and girls in that process from 2005 onwards



Development

3.4. Encourage development workshops specifically targeted at the Game for women and girls including coaches and match officials

We will do this by

- The Training Manager, Development Manager and Regional Development Managers to consider workshops targeted at the Game for women and girls in their training and development plans for 2006-2007

3.5. Propose a Conference for educational purposes on the Game for women and girls to coincide with the WRWC

We will do this by

- The Regional Development Manager NAWIRA together with the Tournament Director WRWC to agree a Legacy educational programme for WRWC 2006 in conjunction with the Training manager and Development Manager
- The Rugby Services Department to devise and budget for approval by the Executive Committee for a Conference on the Game for women and girls in 2007

3.6. Encourage those Unions with highly developed strategies for the Game played by women and girls to assist Unions with emerging programmes for women and girls

We will do this by

- Regional Development Managers to facilitate the sharing of strategies and request assistance from the more highly developed Unions



Development

3.7. Utilise the IRB Coaching Assistance Scheme to support the development of Rugby for women and girls

We will do this by

- Regional Development Managers including the utilisation of the the coaching assistance scheme to support Rugby for women and girls in Unions in their 2006-2007 plans



Competition

4.1. Protect the integrity of the WRWC

4.2. Develop a broader qualification process

4.3 Increase the number of teams at the WRWC

4.4. The best teams must be at the WRWC

4.5. Location of WRWC to take into consideration the profile and promotion potential

We will do this by

- Rugby Services and RWC Departments to review the structure, qualification process, number of teams, location of WRWC 2010 and budget following WRWC 2006 with a view to delivering the competition strategic goal
- The outcome with budgeted proposals to be presented to the RWCL Board in 2007

4.6. Investigate regional competitive structures

We will do this by

- Regional Development Managers working with Regional Associations to investigate the feasibility for competitions appropriate for the level of the development of the Game for women and girls in that Region
- Plans for regional competitive structures to part of the Regional Association Strategic Plan where appropriate



Competition

4.8. Utilise the Trust Investment (Union Development Plan) process to encourage the development of appropriate domestic competitions

We will do this by

- The Development Manager, Regional Development Managers and the Operations Manager – Council and Member Services ensuring that the Unions' strategic and operational plans make provisions for competitions for Women and girls when reviewing the plans during the Trust Investment process in 2006 and providing appropriate advice

4.9. Implement the inclusion of a category for women in the RWC 7's with supporting regional qualification

We will do this by

- The Rugby Services and RWC Department to produce a budgeted plan during 2006 to meet the requirements of the strategy for submission to the RWCL Board

4.10 Explore the potential of the World Games

4.11. Explore the potential of competing in the Olympics

We will do this by

- Rugby Services Department investigating the feasibility of the women's 7's Game being accepted into the World Games in 2009
- Rugby Services Department preparing a budgeted proposal for the inclusion of 7's in the World Games for consideration by the Executive Committee in 2006
- CEO to ensure that 7's for women is considered when any submissions are made to the IOC with regard to the inclusion of Rugby in the Olympics



Competition

4.12 Ensure that there are development processes in place for the transition from the 7s to 15s Game

4.13 Explore the possibility of developing age grade competitions as the number of players increases, both international and domestic

We will do this by

- Regional Development Managers to provide guidance to Regions and Unions appropriate to the development of the Game for women and girls in the Region and/or Unions on an ongoing basis
- Regional Development Managers to provide guidance to Regions and Unions appropriate to the development of Age Grade competitions for women and girls in the Region and/or Unions on an ongoing basis
- The Development Manager to monitor the development of age grade women and girls Rugby and to make recommendations with regard to international age grade competitions



Participation

5.1. Ensure that the growth and development of the Game for women and girls is included in the Union Investment Application - Development Plans with associated KPIs

5.2. Provide opportunities for unions to share best practice initiatives

5.4 Expand opportunities to participate in Rugby for women and girls world-wide (IRB Strategic Plan 5.2)

5.5 Implement sustainable Rugby development and investment programmes to improve participation, performance, recruitment and retention (IRB Strategic Plan 5.1)

5.6 Utilise IRB events and competitions to introduce and develop Rugby for everyone

5.7. Focus participation strategies on areas where Rugby is already being played

We will do this by

- The Development Manager, Regional Development Managers and the Operations Manager – Council and Member Services ensuring that the Unions' strategic and operational plans makes for provisions for the development of Rugby for Women and girls when reviewing them during the Trust Investment process in 2006
- Regional Development Managers ensuring that best practice initiatives are shared within their Region and that any events or competitions they are involved with introduces Rugby to all and in particular in areas where Rugby has been developed

5.3. Ensure that the development materials are relevant to women and girls

We will do this by

- The Training Manager ensuring that any Education and Training products produced from 2006 onwards are applicable to women and girls



Participation

5.8. Encourage the utilisation of variations of the Game to increase participation by women and girls (e.g. 7s, 10s)

We will do this by

- The Regional Development Managers encouraging the use of 7's, 10's, other variations of the Game and small sided games when providing advice to Unions



Performance

6.1. Develop competitions regionally and internationally that will raise the standard of Rugby played by women and girls

We will do this by

- The Development Manager and Regional Development Managers and Regional associations undertaking regular reviews to ascertain the development of Rugby for women and girls and the appropriateness of developing further Regional and International competitions to raise the performance levels of Rugby for women and girls over the next four years.
- The Development Manager making budget recommendations for appropriate competitions for women and girls in the four year period

6.2. Utilise the IRB Coaching Assistance Scheme to assist in the improvement of international players, coaches and officials

We will do this by

- Regional Development Managers to encourage the planned use of the Coaching Assistance Scheme for performance activities for the Game involving women and girls and the Development Manager approving the requests subject to budget availability

6.3. Encourage unions to appoint elite coaching staff for women's international teams

We will do this by

- Providing encouragement and support for those Unions who become role models in appointing elite coaching staff to the performance area of the Game for women and girls



Performance

6.4. Utilise the IRB Game Analysis Centre for tracking the development of the women's international game

We will do this by

- The IRB GAC undertaking a review of the WRWC 2006 to be circulate to all Unions and on the women's Rugby extranet
- The IRB GAC undertaking analysis on any international match where a video is provided to them

6.5 Utilise the Trust Investment (Union Development Plan) process to encourage Unions to include performance pathways in their development plans for women and girls

We will do this by

- The Development Manager, Regional Development Managers and the Operations Manager – Council and Member Services ensuring that the Unions' strategic and operational plans make for provisions for the development of performance pathways in the Unions where Rugby for women and girls has been developed to an appropriate stage

6.6. Publish public research and information with regard to Rugby and other sports for women and girls, that will assist in the preparation of international teams

We will do this by

- The staff member responsible for Rugby for women and girls and the Ambassador identifying appropriate data and information to be disseminated via the extranet
- High Performance data and information to be distributed via the extranet



Commercial

7.1. Encourage Unions to include women's and girl's Rugby in their commercial and development plans

We will do this by

- Regional Development Managers encouraging Unions to include women and girl's Rugby in their commercial plans

7.2 Use the unique aspect of Rugby for women and girls to attract sponsors (IRB Strategic Plan 8.1)

7.3. Develop the commercial value of the WRWC property (IRB Strategic Plan 8.2)

7.4. Develop a plan to maximise the revenue for WRWC

We will do this by

- IRB Commercial Director to consider the unique aspect of Rugby for women and girls particularly when considering WRWC
- RWC Department to take into consideration the WRWC Commercial strategies in the development of the plans for WRWC

7.5. Share Best Practice in the generation of commercial revenue from Rugby and other sports played by women and girls

We will do this by

- Regional Development Managers identifying best practice by Unions and sharing with other Unions
- Utilising the extranet to share best practice



Promotion

8.1. Provide opportunities for key decision makers to embrace the Game for women and girls

We will do this by

- An Executive Committee and RWCL Board meeting at WRWC 2006
- Encouraging match organisers to invite Rugby administrators responsible for decision making to appropriate women's matches and events

8.2 Articles and images of Rugby for women and girls in all IRB media tools

We will do this by

- IRB Communications Department ensuring that images of women appear in promotional material, publications, television programmes and the website with regular appropriate references to women on the IRB radio programme

8.3. Investigate the possibility of using ambassadors and ambassadorial teams for the promotion of Rugby for women and girls

We will do this by

- Match organisers be encouraged utilise women ambassadors and teams to promote Rugby for women and girls

8.4. Encourage the use of appropriate curtain raisers to male matches to maximise exposure, energy and acceptance

We will do this by

- Match organisers be encouraged to utilise matches for women and girls as curtain raisers to provide promotional opportunities



Promotion

8.5. Develop a media strategy for WRWC that creates interest in the Game for women and girls

8.6. Make promotional material available to the public for the WRWC

8.7. Encourage Unions to prepare for an expansion of interest in the Game following the WRWC and RWC

We will do this by

- Communications Department producing appropriate strategies and publications for WRWC 2006
- Regional Development Manager NAWIRA cooperating with Communications Department and Rugby Canada in the development of the legacy programmes
- Development and maintenance of an IRB WRWC and RWC websites for access by all

8.8. Encourage Unions to utilise variations of the Game to promote the playing of the Game for women and girls

We will do this by

- The Regional Development Managers encouraging the use of 7's, 10's, other variations of the Game and small sided games when providing advice to Unions

8.9. Encourage Regional Associations to utilise their regional tournaments to promote Rugby for women and girls

We will do this by

- The Regional Development Managers encouraging the Regional Associations to utilise their tournaments to promote Rugby for women and girls



Promotion

8.10 Encourage the utilisation of male and female Rugby role models in the promotion of the Game for women and girls

We will do this by

- Encouraging Unions and Regional Associations to use such role models

8.11 Encourage the utilisation of sporting celebrities in the promotion of the Game for women and girls

We will do this by

- Encouraging Unions and Regional Associations to use such sporting celebrities