



# GREAT BRITAIN WHEELCHAIR RUGBY BUSINESS PLAN 2021/22





THANK YOU TO OUR PARTNERS



England  
Rugby



LORD'S TAVERNERS  
Giving young people a sporting chance





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## CONTEXT

A number of significant external and internal factors converge to create an unusually high level of change and uncertainty which will require agile in-year management of our business this year, and these include:

*Post pandemic recovery.* At the time of writing there are encouraging signs that the impact of government measures including national and local lockdowns and the national vaccination programme is leading the UK to some sort of recovery from the pandemic, but we are not there yet and there are still many uncertainties. Of particular significance to us is the fact that clubs have yet to return to play and our elite programme and preparations for the rescheduled Tokyo Paralympic Games remain limited. Neither do we yet know the position of many of our delivery and funding partners who are also working through how they will emerge from the pandemic.

*Formulating our new strategy.* Our current 4-year strategy started in 2017 and is due to be reviewed this year. In reality, there has been limited delivery of year four of the plan as 2020 was largely lost due to the COVID-19 pandemic. This caused us to reassess our 2020/21 in-year operational objectives and we were only able to provide members with limited services delivered virtually. The GBWR Board has started the process of setting our new strategy by agreeing its strategic goals and these are included on page 7 of this document. There are a number of other pieces of the jigsaw which we need in order to flesh out the new strategy and turn this into operational plans including:

- *member views* on what you want to see delivered; these are being gleaned from consultation with focus groups and from feedback from clubs; initial feedback has been externally evaluated by Sheffield Hallam University
- *partner intentions*, in particular our major grant providers, Sport England, who published a new 10-year strategy in March and are now determining its future investment model, and UK Sport who will begin consultation on their new strategic plan in May, as well as the different charities, foundations, and commercial organisations who we work with
- *changes to our delivery model* to enable more effective and efficient delivery of our objectives and which incorporate lessons learned from the pandemic experience
- *greater confidence about our future funding model* this will be informed by our commercial and fundraising strategy and performance

*The appointment of a new CEO* during the first quarter of this business year will be significant and it is reasonable to assume that the individual will wish to influence the new strategy and the future direction of the organisation.

*Tokyo 2020.* The games have been postponed until August this year. The indications are that they will take place but with significant restrictions in order to manage the risk of further transmission of the virus. The impact of the pandemic has affected the preparations of all teams and with the exception of the Quad Nations still planned for June there will be no other opportunity for international competition

*Performance Programme.* The positive news received in December 2020 that UK Sport has invested in our elite programme for the Paris cycle provides the opportunity to restructure and strengthen our performance organisation. Key to this will be the appointment of a Head of Performance Support &





Science to provide performance science expertise and increased rigour to the programme. Likewise, the appointment of a Performance Pathway Manager will provide the expertise and capacity to create and drive a more effective programme of talent identification, confirmation and development.



## PRIORITIES

With change comes opportunity and this plan looks beyond the pandemic to focus on 6 key priorities:

- *Return to Play & competition*
- *Medal at the Tokyo Paralympic Games*
- *Confirm & implement 2021 to 2025 strategy and delivery*
- *Go live with a new commercial strategy*
- *Win the bid to host the 2023 IWRG European Championships*
- *Implement the Talent Strategy*

Our core values will remain at the heart of achieving these priorities:

*Enjoyment, Excellence, Trust, Respect, Inclusiveness, Teamwork*





## STRATEGIC DIRECTION

The GBWR Board of Trustees has set out its strategic direction for 2021 to 2025 which is currently under consultation with members and partners. It is captured here for reference.

### *Our Vision*

To empower disabled people by growing and supporting vibrant wheelchair rugby communities.

### *Our Goals*

- We will champion wheelchair rugby as a unique disability sport, sustaining and growing both our membership and the infrastructure to promote and support our game.
- We will help our clubs to increase the quality of their provision and the playing and competition opportunities for all wheelchair rugby disciplines.
- We will develop and promote wheelchair rugby programmes which are inclusive and have a positive impact on the physical and mental wellbeing of all those involved in our sport.
- We will work with our athletes, volunteers, and partners to demonstrate how our sport can contribute to a more cohesive, integrated society.
- We will provide opportunities for talented players at all levels, to develop and to gain international honours, establishing Great Britain as a top-three world ranked team that consistently wins medals.

We will achieve this by:

- Developing insight driven programmes that recognise the needs of the different groups of individuals in our sport.
- Maximising technology and digital innovation to reach more disabled people, raise the profile of our sport, demonstrate its social value, and share the inspiring stories of our members.
- Promoting a culture of openness and transparency where diversity is valued, celebrated and where the physical and mental wellbeing of our members is central to our decision-making.
- Encouraging and supporting our communities to think beyond our sport and to promote racial, gender, and social equality, particularly for disabled people.
- Embedding a philosophy of inclusive leadership, where decisions are taken with empathy and integrity, empowering everyone to contribute to shared goals.
- Investing in the continuous personal and professional development of our workforce and volunteers.
- Maintaining robust governance and financial performance, ensuring compliance with all regulatory bodies and with a particular emphasis on the Code for Sports Governance and Safeguarding.
- Continuing to broaden our resource base and reducing our reliance on grant funding.





## STRUCTURE OF THE 2021/22 BUSINESS PLAN

The 2021/22 Business Plan is structured around the nine strategic priorities taken from the 2017 to 2021 Strategic Plan whilst the new strategic plan is being finalised.

Each strategic priority has a number of key performance indicators (KPIs). The KPIs are a vital component of the performance management system used by the Board of Management, the Governance and Finance Committee and the Board of Trustees to track progress. Next to each KPI is a column showing the resource source to be used for delivering the KPI and this is followed by a column showing its RAG status. The description of the RAG status is shown below. The next column shows the Management Board member who is accountable for delivering the KPI.

|       |               |                                                                                                                                                                                                                                                           |
|-------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GREEN | Performing    | Working well: <ul style="list-style-type: none"> <li>Fully functional, up to date and fit for purpose.</li> <li>High confidence based on evidence.</li> <li>Challenges identified, action taken, and interventions have established causality.</li> </ul> |
| AMBER | Working on it | Solutions to challenges identified, action plans under way with signs of progress being made.                                                                                                                                                             |
| RED   | Need help     | Not working: solutions to challenges not agreed, planned or activated.                                                                                                                                                                                    |

*Please take your time to read the plan and if there are other things you think we should be doing then let us know – a plan is a dynamic document and whilst it provides the firm foundation of our work for the coming year there is always room to consider other things and to prioritise accordingly.*



## OBJECTIVES

**Strategic priority:** Achieve & maintain international podium success

**SE shared objective:** Develop our current and new generation of performance/talent coaches through a targeted programme of bespoke CPD in our Coaches Academy to ensure we have high quality coaching being delivered through our pathway:

Recruit a new Performance Pathway Manager to lead and deliver our new Performance Pathway ensuring clear links with our new performance structure

| Objective                       | How                                                     | Measurement                                                  | RAG |  |  |  | Funding Source  |
|---------------------------------|---------------------------------------------------------|--------------------------------------------------------------|-----|--|--|--|-----------------|
| Implement new performance model | Recruit Head Performance Support & Science              | Appoint by 1 Jun 21                                          |     |  |  |  | UKS             |
|                                 | Confirm post Tokyo staffing structure                   | Agree employment and service contracts by 1 Oct 21           |     |  |  |  | UKS             |
|                                 | Confirm future mechanic provision & wheelchair services | Evaluate provider tenders by 1 May 21 and confirm partner    |     |  |  |  | UKS             |
|                                 | Confirm PHC partnership                                 | Agree deliverables including innovation projects by 1 Oct 21 |     |  |  |  | UKS / SE Talent |
|                                 | Determine coach development provision and plan          | Agree plan for implementation no later than 1 Jan 22         |     |  |  |  | UKS / SE        |
|                                 | Support Performance SLT                                 | Identify individual mentors by Dec 21                        |     |  |  |  | UKS             |



|                                   |                                                                  |                                                                 |  |  |  |               |
|-----------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------|--|--|--|---------------|
|                                   | Confirm post-Tokyo performance programme and implementation plan | Plan in place with facilities and enablers confirmed by Sep 21  |  |  |  | UKS           |
| Get ready for Tokyo Games         | Finalise Tokyo preparation plan                                  | Meet all BPA requirements                                       |  |  |  | UKS           |
|                                   |                                                                  | Confirm Lilleshall Camps by 1 May 21                            |  |  |  |               |
|                                   |                                                                  | Confirm Athlete APAs and Athlete Agreements by 1 May 21         |  |  |  |               |
|                                   |                                                                  | Confirm pre-Games plan – Lilleshall / Kitakyushu by May 21      |  |  |  |               |
|                                   |                                                                  | Implement Tokyo Selection meeting May 21                        |  |  |  |               |
|                                   |                                                                  | Hold Cap Presentation Evening Jul 21                            |  |  |  | Fundraising   |
|                                   |                                                                  | Confirm post-Tokyo Families & Friends Return Event by Jul 21    |  |  |  | Fundraising   |
| Implement new Performance Pathway | Recruit Performance Pathway Manager                              | Appoint by 1 Sep 21                                             |  |  |  | SE Talent     |
|                                   | Confirm staff structure                                          | Implement by 1 Oct 21                                           |  |  |  |               |
|                                   | Confirm 2021 to 2022 Talent programme                            | Plan to be in place by 1 Oct 21 including camps and competition |  |  |  | SE Talent     |
| Confirm Paris GB & Talent Squads  | Identify athlete squad                                           | Confirm selection process and timelines by 1 Oct 21             |  |  |  | UKS SE Talent |



|                                       |                                                                                                          |                                                                                                                                                            |  |  |  |                       |
|---------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|-----------------------|
|                                       |                                                                                                          | Review APAs and Athlete Agreements by Oct 21                                                                                                               |  |  |  |                       |
|                                       | Implement Athlete Development Plan                                                                       | Options to support provision of individual athlete personal development plans to be presented by Oct 21                                                    |  |  |  | UKS SE Talent         |
|                                       |                                                                                                          | All GB & Talent athletes to have initial plan in place by Dec 21                                                                                           |  |  |  | UK Sport SE Talent    |
| Confirm 2022/23 Performance Programme | Review draft programme in light of emerging information re European Championships including Quad Nations | Initial draft Programme by 1 Sep 21                                                                                                                        |  |  |  | UK Sport              |
| Prepare World Games Low Point         | Confirm GB selected and create programme                                                                 | Determine performance organisation for delivery by 1 Sep 21<br>Appoint to key staff including Coach by 30 Sep 21<br>Agree training / competition programme |  |  |  | SE<br><br>Fundraising |



| Strategic priority: Deliver high quality domestic and international events |                                             |                                                   |     |  |  |                |
|----------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------------|-----|--|--|----------------|
| Objective                                                                  | How                                         | Measurement                                       | RAG |  |  | Funding Source |
| Deliver Quad Nations 2021                                                  | Achieve UK Sport Event Funding              | Award Agreement by 31 May 21                      |     |  |  |                |
|                                                                            | Confirm participating nations               | Nations to confirm attendance by 26 Apr 21        |     |  |  | UKS            |
|                                                                            | Prepare and implement event plan and budget | Appoint Event Lead by 1 Apr 21                    |     |  |  | UKS            |
|                                                                            |                                             | Deliver Event 14-20 Jun 21                        |     |  |  |                |
| Deliver Quad Nations 2022                                                  | Agree Format (Potential Development Squads) | Performance Plan by 1 November 2021               |     |  |  | UKS            |
|                                                                            | Seek Nation Interest                        | Seek expressions of interest by 1 Dec 21          |     |  |  |                |
|                                                                            | Appoint Event lead                          | Appoint by 1 Dec 21                               |     |  |  |                |
| Win bid European Championship 2023                                         | Prepare IWRF Bid                            | Bid team in place by 1 Apr 21                     |     |  |  | Fundraising    |
|                                                                            |                                             | Agree city / venue by 21 May 21                   |     |  |  |                |
|                                                                            |                                             | Submit UK Sport Major Event Fund bid by 31 May 21 |     |  |  |                |
|                                                                            |                                             | Agree organising committee structure by 31 May    |     |  |  |                |
|                                                                            |                                             | Submit IWRF bid by 20 Jun 21                      |     |  |  |                |



|  |                                               |                                               |  |  |  |  |  |
|--|-----------------------------------------------|-----------------------------------------------|--|--|--|--|--|
|  |                                               | Draft implementation action plan by 31 Oct 21 |  |  |  |  |  |
|  | Assume bid won for European Championship 2023 | Establish event delivery model by 30 Sep 21   |  |  |  |  |  |





**Strategic priority:** Maintain robust governance, sound financial performance, and effective leadership

**SE shared objective:** Ensure we are operating with a culture of safety across all areas of our organisation with a focus on athlete welfare, safeguarding and a return to play during COVID-19

- re-shape our staff structure to ensure we have the right workforce and skills to deliver against our objectives

Ensure our current and new board members are provided with any support and/or training to enable them to be effective in their role. Recruit and induct a new CEO

| Objective                                                    | How                                                   | Measurement                                                 | RAG |  |  | Funding Source |
|--------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------------|-----|--|--|----------------|
| Produce 20/21 Annual Report & Financial Statements by Aug 21 | Commission Mazars to conduct audit                    | Report to Sep 21 Board                                      |     |  |  | Corporate      |
|                                                              |                                                       | File 2020/21 Annual Report & Financial Statements by Jan 22 |     |  |  | Corporate      |
|                                                              |                                                       | Hold AGM by 30 Sep 21                                       |     |  |  | Corporate      |
| Maintain Governance Code Compliance Action Plan              | GFC / BOT review twice yearly by GFC / Board          | Updated Action Plan in place                                |     |  |  | Corporate      |
| Recruit new CEO                                              | Manage Recruitment Process                            | New CEO in place by 30 Sep 21                               |     |  |  | Corporate      |
| Recruit Business Support Manager Assistant                   | Manage Recruitment Process                            | Assistant in place by 30 Sep 21                             |     |  |  | Corporate      |
| Negotiate new SLA with RFU                                   | Present draft to RFU for discussion                   | New SLA in place by 30 Sep 21                               |     |  |  | Corporate      |
| Maintain robust safeguarding system                          | Meet all CPSU safeguarding requirements & action plan | Conduct independent health check by 1 Dec 21                |     |  |  | Corporate      |





|                                                                         |                                                                 |                                                                                 |  |  |  |           |
|-------------------------------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------------------------|--|--|--|-----------|
|                                                                         | Maintain CPSU Advance standards                                 | Advance Standard maintained through CPSU review meeting by Dec 21               |  |  |  | Corporate |
|                                                                         | Achieve Anne Craft Trust Safeguarding Adults in Sport Framework | Standard achieved by Mar 22                                                     |  |  |  | Corporate |
| Implement integrated delivery of commercial, digital, and PR objectives | TLA contract                                                    | Agree TLA outputs by 30 Sep 21<br>Monitor delivery of outputs through to Mar 22 |  |  |  | Corporate |
|                                                                         |                                                                 | Review TLA contract agreement Mar 22                                            |  |  |  | Corporate |



**Strategic priority:** We will champion wheelchair rugby as a unique disability sport, sustaining and growing both our membership and the infrastructure to promote and support our game

**SE shared goal:** Translate our insight from 2020 into customer profiles to be used for refreshing and developing programmes and initiatives that engage and retain individuals in our sport *(needs to be included in comms/digital priorities)*

| Objective                                                                      | How                                                                                                        | Measurement                                                                                                                                                     | RAG |  |  | Funding Source       |
|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|--|--|----------------------|
| Deliver Big Rugby Return plan to support clubs back to playing and competition | 5social festivals<br>Big Rugby weekend<br>Programme of on-line learning                                    | BRR launched May 21<br>Social festivals delivered Aug 21<br>Online learning programme delivered between Apr to Sep 21                                           |     |  |  | SE roll over funding |
| Member growth and sustain coming out of lock-down and during RTP period        | Support existing clubs to RTP through club audit conversations, visits, and development plan for all clubs | Club audits and plans – May to Aug 21<br>RDOs support clubs on plans<br>Club affiliation (new and health checks)                                                |     |  |  | SE funding           |
|                                                                                | Identify gaps in UK where new clubs are needed                                                             | Gaps identified<br>Develop partnership with Worcester RFC<br>Identify other professional rugby union clubs for potential wheelchair rugby development by Mar 22 |     |  |  | SE funding           |



|                                                                                                               |                                                                                                                                   |                                                                                            |  |  |  |                        |
|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|--|--|--|------------------------|
|                                                                                                               | Develop digital club support tools / package to support clubs sustain and grow their members                                      | Club support tools / package developed through TLC (ready to launch Sep 21)                |  |  |  | Commercial             |
| Re-launch WR5s                                                                                                | Re-launch WR5s League with new 4.0 classification<br><br>New section on the website with clear information on all aspects of WR5s | League to run Sep to Nov 21                                                                |  |  |  | Competition entry fees |
|                                                                                                               | Investigate partnership with wheelchair basketball to cross-promote playing opportunities in conjunction with HPSS                | Contact wheelchair basketball (Sep 21)                                                     |  |  |  |                        |
| Infrastructure – workforce                                                                                    | Referees - delivery of Fast Track Referee programme (3 weekends of training)                                                      | Applications launched Apr 21<br>Programme delivered as part of Super Series 2021/22        |  |  |  | SE funding             |
| Infrastructure – increase the no of classifiers and review process for athletes to be classified domestically | Training delivered to new classifiers<br><br>Classification process reviewed with Head Classifier and new process confirmed       | Training weekend – Sep 21<br>Review period May to Jul 21<br>New process confirmed – Sep 21 |  |  |  | SE funding             |



|       |                                                                           |               |  |  |  |  |                  |
|-------|---------------------------------------------------------------------------|---------------|--|--|--|--|------------------|
| Youth | Review youth priorities to support new strategy and build into new SE bid | May to Sep 21 |  |  |  |  | Lord's Taverners |
|       | Deliver agreed Lord's Taverners year two plan                             | See plan      |  |  |  |  | Lord's Taverners |



**Strategic priority:** We will help our clubs to increase the quality of their provision and the playing and competition opportunities for all wheelchair rugby disciplines

**SE shared goal:** Widen our training and CPD offer for our workforce with a focus on virtual opportunities that develops more people at all levels (club to elite)

| Objective                                                                                                                                                                         | How                                                                | Measurement                                                                                                                                                                                                                             | RAG |  |  | Funding Source                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|--|--|--------------------------------------------------|
| Launch new local leagues / competition opportunities                                                                                                                              | Local leagues to be launched from Jan 22 based on clubs RTP status | Leagues / competitions confirmed in each region, no. of teams entered, review / feedback from each league                                                                                                                               |     |  |  | Cost covered by clubs with staff time to support |
| Deliver programme of training and CPD opportunities to improve understanding of player needs e.g. understanding player needs & motivations, W&Gs inclusion, welcoming new members | Identify online training and deliver annual programme              | Programme of training on the Learning Hub (website), monitor numbers attending, and feedback<br>Deliver 10 online workshops by Mar 22<br>Deliver one Level 1 coaching course by Mar 22<br>Deliver one Level 2 coaching course by Mar 22 |     |  |  | SE funding and payment for courses (tbc)         |
|                                                                                                                                                                                   | Deliver Community Week conference                                  | Delivered in Feb 22                                                                                                                                                                                                                     |     |  |  | SE funding                                       |
| Support clubs to provide and maintain competition chairs                                                                                                                          | Competition chair plan written to meet focus group recommendations | Deliver plan by Mar 22                                                                                                                                                                                                                  |     |  |  | SE funding                                       |



**Strategic priority:** We will develop and promote wheelchair rugby programmes which are inclusive and have a positive impact on the physical and mental wellbeing of all those involved in our sport

**SE Shared goal:** Develop insight led initiatives that widen the diversity of our membership to ensure our sport is reflective of the people in the communities our clubs are based in

| Objective                                                                         | How                                                                        | Measurement                                                  | RAG |  |  | Funding Source |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------|-----|--|--|----------------|
| Deliver Women and Girls priorities based on W&G survey and focus group insight    | Deliver W&Gs plan based on survey and focus group recommendations          | See plan timescales                                          |     |  |  | SE funding     |
|                                                                                   | - Run women's day at Quad Nations 2022                                     | Women's day delivered with minimum of ten attendees          |     |  |  | SE funding     |
|                                                                                   | - Test option for female GB team                                           | Survey / insight to understand demand and key considerations |     |  |  | SE funding     |
|                                                                                   | - Identify female role models to be used for campaign / sharing of stories | Build into commercial proposal                               |     |  |  | Commercial     |
| Support more individuals from diverse ethnic communities to play wheelchair rugby | Update membership system to require ethnicity to be provided when joining  | Membership system updates complete                           |     |  |  | SE funding     |
|                                                                                   | Develop action plan through work with Equal Employers                      | Action plan developed Jun to Aug 21                          |     |  |  | SE funding     |



|                                                                                                                                         |                                                                                                                                       |                                                                          |  |  |  |            |
|-----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|--|--|--|------------|
|                                                                                                                                         | Survey membership / speak to individuals on ethnicity                                                                                 | Survey delivered online with action plan timeline                        |  |  |  | SE funding |
| Physical wellbeing                                                                                                                      | Investigate option for online fitness sessions to complement club sessions and provide additional physical training (female focused). | Determine if option viable and deliver agreed action plan                |  |  |  | SE funding |
|                                                                                                                                         | Investigate whether ParkRun would consider offering wheelchair-friendly routes that could be promoted to GBWR members                 | Achieve partnership by Mar 22                                            |  |  |  | SE funding |
| Identify measurement tool to measure physical and mental wellbeing outcomes from being part of a wheelchair rugby club / GBWR programme | Identify potential measurement tools                                                                                                  | SDC Impact Portal (SDC) – pilot application Apr 21, delivery from Jun 21 |  |  |  | SE funding |
|                                                                                                                                         | Pilot Impact Tool with identified clubs / youth programme and share results                                                           | Deliver by Mar 22                                                        |  |  |  | SE funding |



**Strategic priority:** We will work with our athletes, volunteers, and partners to demonstrate how our sport can contribute to a more cohesive, integrated society

**SE shared goal:** Develop projects that uses our sport to have a positive impact on people's lives who are disabled and non-disabled (social impact)

| Objective                                                                                 | How                                                                                                                        | Measurement                                                      | RAG | Funding Source |
|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-----|----------------|
| Identify potential areas of social impact                                                 | Identify opportunities through further investigation and work with other organisations in this area                        | Areas identified by Sep 21                                       |     | SE funding     |
| Work with elite / talent athletes to identify opportunities to support social impact work | Work with Athlete Manager to select athletes who have identified personal development areas that cross cover with projects | Number of athletes involved<br>Personal development for athletes |     | SE funding     |



| Strategic priority: Deliver IWRF IRIS plan in key development areas                                                       |                                                                                                                                 |                                                     |     |  |      |
|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-----|--|------|
| Objective                                                                                                                 | How                                                                                                                             | Measurement                                         | RAG |  |      |
| Host technical officiating courses to develop officials to international standard with aim of attending 2023 European As. | Identify individuals with the international experience to deliver courses.<br><br>Identify UK officials to attend               | Delivered by Mar 22                                 |     |  | IRIS |
| Create resources to support promotion and educate people on how to coach and play WCCR5s                                  | Create brief with resource requirements<br><br>Identify individual to write resources<br><br>Contract for design/video elements | Delivered by Mar 22                                 |     |  | IRIS |
| Launch GBWR WR5s team with international game                                                                             | Identify countries with WR5s team<br><br>Confirm host nation and event details<br><br>Event hosted                              | Delivered by Mar 22                                 |     |  |      |
| Host delegate event at Paris 2022                                                                                         | Work with European zone countries to identify priorities for workshops/meetings                                                 | Event and meetings hosted at Paris 2022 (21-27 Feb) |     |  | IRIS |





| Strategic priority: Deliver IWRF IRIS plan in key development areas |                                     |             |     |  |  |  |                |  |  |
|---------------------------------------------------------------------|-------------------------------------|-------------|-----|--|--|--|----------------|--|--|
| Objective                                                           | How                                 | Measurement | RAG |  |  |  | Funding Source |  |  |
|                                                                     | Key delegates invited to Paris 2022 |             |     |  |  |  |                |  |  |