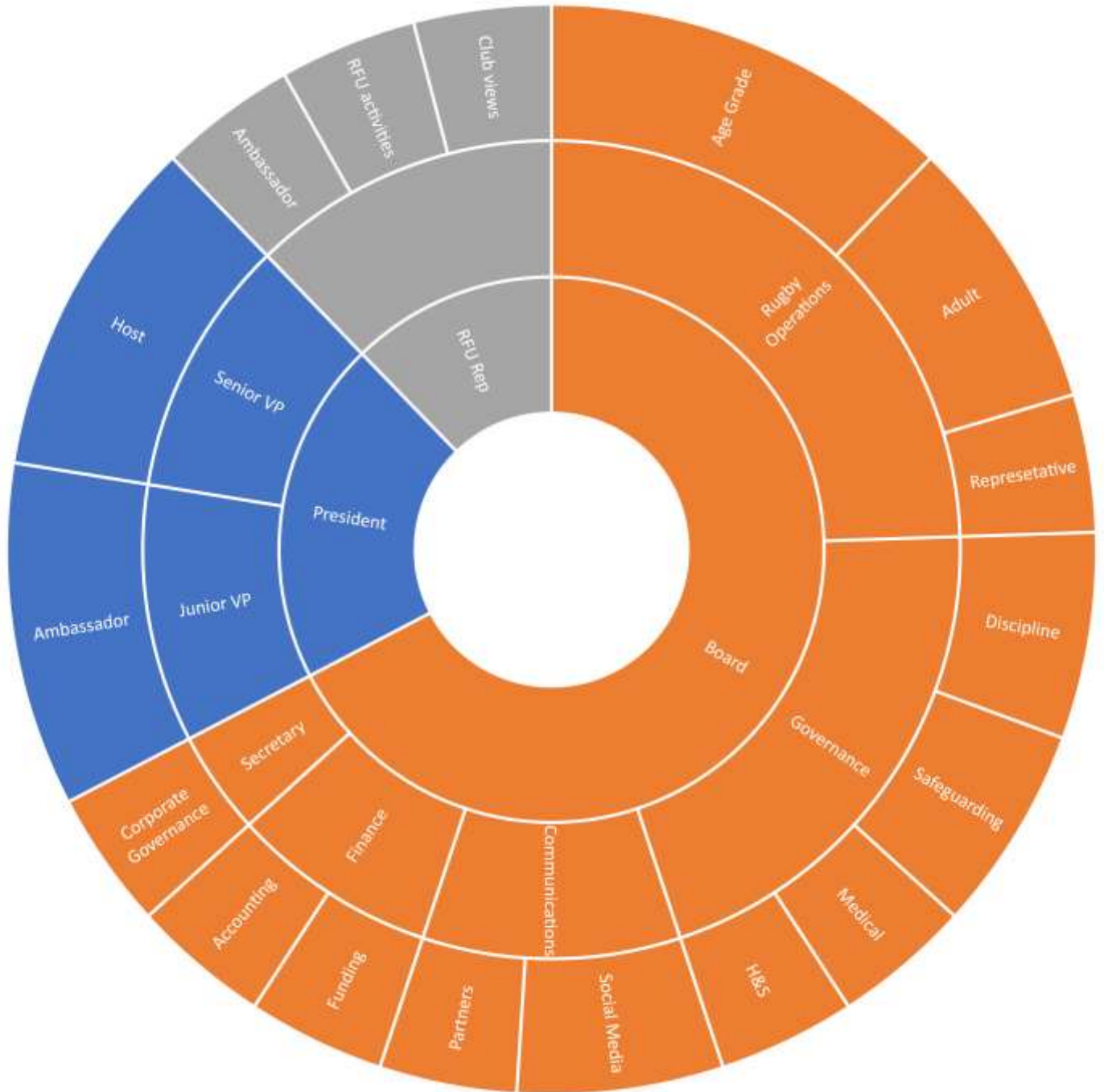


# **Organisational Terms of Reference And Role Descriptions**

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# Northumberland Rugby Roles



## Role Descriptions

### President of Northumberland RFU

#### **PURPOSE:**

To provide independent, expert advice and constructive challenge to the Board of Directors, by drawing upon his or her experience and expertise to enable the Board to deliver its strategic priorities by contributing across three key areas of responsibility: setting priorities; ensuring accountability; shaping organisational culture. He or she must act in the interests of rugby stakeholders and society in general.

#### **RESPONSIBILITIES**

The responsibilities of the President are:

- Act as the titular head of the constituent body (CB).
- Sits as an observer on the Board of Directors at the invitation of the Northumberland RFU Board of Directors
- Represents the CB at all games, competition finals and various meetings and events
- Visits clubs in membership on match days during the season
- Acts as an ambassador and advocate for the CB

#### **TERMS OF OFFICE**

- The President is elected at a County General Meeting for a term of office of one year, usually starting as Junior Vice-President, then Senior Vice-President the year before they become President.

#### **Direct Reports**

- Vice-Presidents (when appointed)

### **PURPOSE**

- Provide vision, leadership and business planning to develop the Northumberland RFU for the benefit of its members. Lead and chair the Board, Executive Committee and Clubs' Meetings. Be the primary spokesman for the Northumberland RFU.

### **KEY RESPONSIBILITIES & DELIVERABLES**

- Provide the vision, leadership and business planning to develop the CB for the benefit of all members
- Provide leadership on all aspects of the constituent body
- Form a team so that all Officer positions are filled and ensure succession planning is in place.
- Lead the creation and successful delivery of the Northumberland RFU strategic and business plans
- Clarifying Board and management responsibilities;
- Ensure a succession plan is maintained for key roles within the CB
- Ensure the Northumberland RFU is compliant with the necessary regulatory requirements (e.g. RFU, GDPR, etc)
- Develop the effectiveness of the Board.
- Strengthen the relationships between the members clubs and the Board.
- Appraise the performance of Board members
- Set the agenda for Board and Clubs meetings.
- Attend any sub-committee meetings in an ex-officio capacity as and when required.
- Prepare the Annual General Report with the Board members

### **DIRECT REPORTS**

- Northumberland RFU Board Directors
- Administrator
- Secretary

### **TERMS OF OFFICE**

- Terms of three years, limited to a maximum of three terms (nine years)

## Secretary

### PURPOSE

- To ensure the CB is compliant with corporate governance requirements.

### KEY RESPONSIBILITIES & DELIVERABLES

- Ensure the CB meets its regulatory requirements and maintain CB/company registrations.
- Report to the Board on Corporate governance matters.
- Oversee club affiliations and applications
- Oversee the process for managing club applications:
  - For players to play outside of their age grade (i.e., Playing Up and Playing Down) and Combining Age Grades)
  - To host Rugby Camps
  - To host Tournaments and Festivals
  - To go on Tour
- Ensure the constitution (Memorandum and Articles of Association) are maintained and suitable to meet the recommendations of the Board and current legislation.
- Ensure the CB's operations are GDPR compliant.
- Chair the Northumberland RFU's Appointments Committee for Board appointments / roles.
- Produce, update and communicate the NRFU Policies and Procedures

### TERMS OF OFFICE

- Terms of three years, limited to a maximum of nine years

### PURPOSE

- To ensure the CB is compliant with operational governance requirements.

### KEY RESPONSIBILITIES & DELIVERABLES

- Report to the Board on Operational governance matters.
- Oversee the disciplinary operations and report trends to the Board and clubs.
- Lead the Safeguarding Officer team to ensure clubs are meeting their obligations and report trends and concerns to the Board and clubs.
- Oversee the operations of the RugbySafe Team to ensure clubs are complying with RFU regulations and guidelines and report trends and concerns to the Board and clubs
- Monitor the activity of third-party coaching operations within the CB and report concerns to the Board and the RFU.
- Lead CB and club Risk Management processes alongside the director of Finance to ensure compliance with RFU regulations and guidelines.

### DIRECT REPORTS

- CB Head of Discipline (dotted line)
- CB Safeguarding Officers
- CB RugbySafe Officer

### TERMS OF OFFICE

- Terms of three years, limited to a maximum of three terms (nine years)

## Director of Finance

### PURPOSE

- Take a strategic view and oversight of the CB's finances, ensuring they are optimised for the ongoing obligations and operation of the CB.

### KEY RESPONSIBILITIES & DELIVERABLES

- Establish, recommend to the board and maintain a Reserves policy.
- Keep abreast of current opportunities and funding streams and communicate to clubs and the CB through the County Office.
- Manage, alongside the County Administrator, and ensure the banking systems are up to date and utilize latest technologies.
- Ensure the production of end of year financial statements for approval by the Board and membership.
- Maintain a relationship with the auditors.
- Oversee and report on CB and club Risk Management processes to ensure compliance with RFU regulations and guidelines alongside the director of governance.
- Recommend to the Board the utilisation of international tickets for reward and recognition purposes and report upon allocations.
- Maintain, through the County Administrator, a good working relationship with the RFU's executive staff to ensure RFU funding is being managed appropriately.
- Circulate monthly management accounts to budget holders and the Board
- Oversee RFU funding ensuring best value for Northumberland RFU
- Produce, submit and file (on-time) annual financial statements to the relevant authorities for audit and submission.
- To recommend to the Board the annual budget (income and expenditure) to facilitate the delivery of effective, efficient and economic CB services to clubs, players and the RFU
- To recommend to the Board the annual club subscription.
- To receive accounts and Risk Assessments from member clubs (in accordance with RFU Regulation 5 and Northumberland RFU Constitution) and to review them and where necessary to discuss them with the clubs.

### DIRECT REPORTS

- Book keeper (where appointed)
- Auditors

### TERMS OF OFFICE

- Terms of three years, limited to a maximum of three terms (nine years)



## Director of Rugby

### **The Role**

Provide effective leadership to grow participation, enjoyment and success of rugby throughout Northumberland. Support the Coaching, Refereeing and Playing of Rugby in Northumberland for all ages & sexes in clubs, schools and higher education across NRU to raise standards, organisation & coaching.

### **Specific Duties will Include:**

Responsibility for male & female age grade rugby, men's & women's adult rugby, representative rugby, NRU competitions, coaching & refereeing, schools / colleges / universities liaison and other rugby variants.

- Create a high - performing coaching system that will establish a network of inspired and inspirational coaches at all levels in Northumberland
- To act as the programme lead for coaching and coach development and be responsible for delivering coaching elements of the NRU rugby strategic plan
- Set up a process to identify, develop and retain all players through a high-quality rugby Experience
- Implement processes across the whole of NRU to ensure a safe playing environment is Created
- Optimizing fitness and conditioning, preventing, and evaluating injuries, and coordinating training and recovery sessions
- Create team standards for all teams consistent with the values of the game
- Set a playing philosophy for representative rugby in all age groups that recognizes the teams' strengths and is aligned to player motivations
- Oversee sub committees/ working groups to ensure that each delivers the respective key objectives and manage agreed delegated budgets as set out by the board

### **DIRECT REPORTS**

- CB Chairs of Age Grade
- CB Chair of (Clubs) Womens Rugby
- CB Schools Committee
- CB Competitions Working Group
- CB Rep Rugby Lead Coaches and Team Managers Auditors

### **TERMS OF OFFICE**

- Terms of three years, limited to a maximum of three terms (nine years)

## Director of Marketing, Communications and Sponsorship

### The Role

Provide effective leadership on all aspects of Marketing and Communications, Sponsorship & Advertising for Northumberland Rugby Union. To promote NRU and its interests to members and the wider community. Raising the Profile of NRU and to promote Rugby across the whole of the County via all media channels.

### Specific Duties will Include:

- Leading on all aspects of Marketing & Communication including Data & Insight and Commercial Revenue to maximise publicity for all NRU games, events, and activities
- Building relationships with local and national media (press, T.V, Radio, Web etc)
- Oversee internal communication channels such as CB newsletter, website, social media and the design of promotional material production and distribution
- Manage sponsor and advertiser relations
- Build new business opportunities; approach potential sponsors, produce sponsorship packages to highlight the benefits of supporting NRU
- Manage NRU Web shop and Kit supply
- Maintain records for annual marketing and promotional income and expenditure.

### TERMS OF OFFICE

- Terms of three years, limited to a maximum of three terms (nine years)

## Director of Club Development

(currently vacant - there having been no nomination received at the last AGM.)

### The Role

Provide effective leadership and support to enhance the growth of rugby clubs in Northumberland.

Develop and implement plans, in conjunction with the RFU professional staff, to support the County in achieving its Strategic Objectives:

Specific duties will include.

- Promoting a Clubs' Forum, Club Support & Development, Volunteers, Facility Development, Club Hardship Finance and Game Management System (GMS) support
- Visit clubs on a regular basis to assess needs and set investment priorities across NRU
- Ensure that Clubs have all the support they require to develop their facilities to match the requirements of their members.
  - Work with the Club Chairs and Facilities Managers and the RFU's Club Development Officer to produce Club development plans and with the RFU Area Facilities Manager to identify funding routes relevant to each Club
- Produce a plan of the projects and funding requirements across the CB and assist the Clubs in submitting their funding applications
- Be responsible for the Facilities section of the Performance Funding Review (PFR) and present the Facilities programme with the support of the RFU Facilities Manager to a Clubs meeting once per annum
- Establish a programme of Club development activities / forums each season
- Be responsible for working with Clubs in setting up a programme to recruit and develop volunteers
- Promote a CB Leadership Programme to develop Club and CB Leaders
- Receive updates on present projects and suggestions for the continuation of these or the introduction of new projects.

### TERMS OF OFFICE

- Terms of three years, limited to a maximum of three terms (nine years)

## Independent Director

### PURPOSE:

To provide independent, expert advice and constructive challenge to the Board of Directors, by drawing upon his or her experience and expertise to enable the Board to deliver its strategic priorities by contributing across three key areas of responsibility: setting priorities; ensuring accountability; shaping organisational culture. He or she must act in the interests of rugby stakeholders and society in general.

### KEY RESPONSIBILITIES & DELIVERABLES

- Provide support and critical challenge to the Board to ensure that a compelling vision for the future is articulated and underpinned by clear objectives supported by agreed delivery plans.
- Provide independent oversight of the performance of the CB and ensure that appropriate action is taken to remedy problems as they arise.
- Work with the Chairman to hold the Board of Directors to account.
- Provide support and critical challenge to the Board to ensure that the CB complies with its' constitution and any other applicable legislation and regulations.
- Provide support and critical challenge to the Board to ensure that there is a clear organisational structure that clarifies responsibility for delivering quality performance from the Board of Directors to the point of delivery and back to the Board of Directors.
- Provide support and critical challenge to the Board to ensure the CB meets its' commitments to stakeholders and achievement of targets for delivery of its strategic aims.
- Challenge discrimination, promote equity of opportunity and quality of services.
- Exemplify the seven principles of: selflessness; integrity; objectivity; accountability; openness; honesty and leadership.
- Provide support and critical challenge to the Board to ensure that financial controls and systems of risk management are robust, in accordance with schemes of delegation, and that the Board of Directors receives accurate, timely and up to date information to discharge its' financial and risk management stewardship responsibilities
- Attend Board Meetings
- Undertake an annual appraisal of the Chair having sought feedback from a wide range of stakeholders within the board and membership

### DIRECT REPORTS

### TERMS OF OFFICE

- Terms of three years, limited to a maximum of three terms (nine years)

## **Background**

This document sets out the roles and responsibilities of an elected Council Member who represents clubs, schools, colleges, universities, referee societies or other rugby bodies on the RFU Council. It is not exhaustive, and should be read together with the RFU Rules, RFU Regulations and other documents which relate to the RFU Council.

The Rugby Football Union is the national governing body for Rugby Union in England. Authority within the RFU is split between the Council, the Board of Directors and the Executive Staff. The Council has a number of responsibilities, principally monitoring and oversight of the Board on behalf of the members, and acting as a conduit for information to and from the game as a whole.

## **Balancing representation the RFU and Clubs/Constituent Body (CB)**

It is important to acknowledge that members of the Council have a responsibility to represent the clubs and CBs that elected them, and this is a vital role. However, members of the Council have a primary duty to act in what they consider to be in the best interests of the RFU and the game *as a whole*. This means that when they act as a member of the Council, such as voting in Council meetings, they must only consider the interests of the RFU and the game as a whole and not those of the clubs and/or CB they represent.

## **Key responsibilities**

The key responsibilities of a Council member are set out below:

### ***Decision-making and Governance***

1. Act as a member of the Council to:
  - a. hold the RFU Board to account on behalf of the members of the RFU.
  - b. determine policies and regulations relating to the Game under the Rules;
  - c. make appointments as set out in the Rules; and
  - d. fulfil any other responsibilities set out in the Rules.
2. Attend and contribute to Council Meetings across all areas of the game.
3. Serve on the Committees/sub-Committees/Task Groups/Panels of the RFU as agreed. It is not a requirement for a Council Member to serve on any group, but Council members are encouraged to use their experience within and outside rugby where time allows.

### ***Representation of CB and clubs***

4. Represent and communicate the interests of both their CB and its clubs to the RFU both at Council meetings and more generally.
5. Act as an ambassador for their CB and clubs.

### ***Communication to clubs and CB***

6. Provide regular reports and give guidance to their CB and clubs on all relevant RFU business.
7. Consult with their CB and clubs on relevant matters for discussion within the RFU.

### ***Ambassadorial duties***

8. Attend and act as a host on behalf of the Rugby Football Union at “value the volunteer” events including men’s and women’s senior internationals, and other representative matches.
9. Host CB guests (as agreed with the CB board) at international matches held at Twickenham and elsewhere.
10. To attend, speak or present at CB and club functions.
11. To uphold and advocate the Core Values of Teamwork, Respect, Enjoyment, Discipline and Sportsmanship

### **What skills are expected**

So that a Council representative can fulfil their role, they would be expected to have the following skills and experience:

1. To have an understanding of the rugby environment in England, and a love of the sport.
2. To be a good communicator, both able to translate policies and decisions from the Council to his or her CB and member clubs, and to communicate club and CB issues to the centre.
3. To have sufficient gravitas to represent the RFU in club, CB or external events.
4. To be able to grasp complex issues and be able to make decisions in an informed and clear manner.

### **Time commitment**

There are currently five Council meetings per season, and Council members are expected also attend England home representative matches, and away matches on rotation. With attendance at committee meetings, and meetings and functions at clubs and CBs will require additional time. Depending on the extent of a Council member’s involvement in these, they would be expected to commit to a minimum of 35 days per annum, including weekends in addition to any club or CB duties.

**Note: references to “Clubs” also include references to schools, colleges, universities and referee societies who also elect representatives to the Council.**

### Purpose

The Board is responsible for establishing the strategy and business plan to achieve long-term success for the Northumberland RFU underpinned by a clear and appropriate governance structure, processes and systems.

### Terms of Reference

1. The Board of the Northumberland RFU shall:
  - (A) be the ultimate decision-making body and accordingly exercise all of the powers of the organisation,
  - (B) be responsible for setting the strategy of the organisation; and
  - (C) maintain an oversight role of the delivery of strategic priorities, budgets and operational plans (including RFU funding).
2. Hold post-holders to account against the Strategic and Business Plans, Values/Behaviours.
3. Authorise all competitive and representative rugby activity played within or under the remit of Northumberland RFU
4. Delegate authority and decision-making (but not accountability) to members of the executive and County Administrator where appropriate.
5. Ratify officer appointments

### Standing Orders

To ensure the Northumberland RFU operates effectively, Board members have a collective duty to act and operate in a way which is conducive to the successful delivery of the strategy and business plan.

Board members act collectively as a board. They share responsibility for the strategy and future direction of the CB and the effective and efficient delivery of its plans and functions. They are responsible for:

- 1) ensuring the Constituent Body effectively fulfils its statutory duties, general functions and duties, and appropriately exercises the legal powers invested in it and in accordance with fiduciary duties required of directors.
- 2) determining the overall strategic direction of the Constituent Body and ensuring the availability of resources.
- 3) monitoring the performance of the Constituent Body and holding them to account for delivery against plans and budgets
- 4) promoting and protecting the Constituent Body's values, integrity and reputation.
- 5) ensuring high standards of governance that command the confidence of all of the Constituent Body stakeholders.
- 6) maintaining confidentiality over discussions and accept collective responsibility for discussions.
- 7) contribute constructively to discussions free of bias or conflicts of interest.
- 8) producing accurate reports to the required standards to CB administrator no later than one calendar week before each meeting.

- 9) managing any delegated budgets in a transparent and diligent manner in pursuit of the CB's strategic objectives and Business Plan; report any potential underspend to the Board to ensure any surplus may be reallocated by the Board; seek Board permission for any overspend, and
- 10) attending meetings as a priority over other Northumberland rugby matters: where a member is unable to attend more than two meetings in any 'business year' (except for exceptional circumstances) the member may be required to step down from their role.
- 11) communicating effectively by email and minimise excessive 'reply to all' emails.



## Responsibilities and Accountabilities

	Issue	Responsible	Accountable	Consult	Inform
	Tour Approvals	Disciplinary Secretary	Director of Governance	Director of Adult Playing Director of W&G Director of Junior Rugby	
2.	Clubs & Schools Disciplinary issues	Disciplinary Chair / Disciplinary Secretary	Director of Governance	RFU School head teachers	Board
3.	Clubs & Schools Disciplinary issues	CB Disciplinary Chair	Director of Governance	RFU School Head Teachers	Board
4.	Safeguarding issues	CB Safeguarding Lead	Director of Governance	RFU, Clubs Police, LADO	Board
5.	Safeguarding Compliance with RFU Regulations and Policies	CB Safeguarding Lead	Director of Governance	RFU Clubs	Board
6.	RugbySafe issues	CB RugbySafe Lead	Director of Governance	RFU Clubs	Board
7.	RugbySafe Compliance with RFU Regulations and Policies	CB RugbySafe Lead	Director of Governance	RFU Clubs	Board
8.	Rugby Camp Approvals		Director of Governance	Clubs	
9.	Tournament Approvals		Director of Governance	Clubs	
10.	Processing of applications for Associate Membership	Director of Governance	Director of Governance	Clubs	Board
11.	Adult Male Competitions	Chairman of Competitions	Director of Adult Rugby & Transition	Clubs, Board RFU	Clubs Board
12.	Colts Competitions	Colts League Organisers	Director of Adult Rugby & Transition	Chairman of Competitions Director of Junior Rugby, Age Grade Competitions Organisers	Clubs Board
13.	Board Appointments	Appointments Panel	Director People Development		Board Membershi p
14.	Club Accounts Verification (Reg 5)	Director of Finance	Director of Finance	Finance & Governance Sub-Committee RFU	
15.	Processing of applications for Voting Membership	Director of Governance	Director of Governance	Clubs	Board

16.	Playing Up/Down Adult Female Players	Director of Women's and Girls Rugby	Director of Governance	Clubs	
17.	Playing Up/Down Adult Male Players	Director of Playing	Director of Governance	Clubs	
18.	Playing Up/Down Youth and Mini Rugby	Director of Junior Rugby	Director of Governance	Clubs Safeguarding Officers	
19.	Maintain SRFU Policy and Procedure Documents	Director of Governance	Director of Governance	Clubs, RFU SRFU Board	Board
20.	Maintain the CB Constitution	Director of Governance	Director of Governance	Board RFU, Clubs	Board
21.	Risk Management	CB RugbySafe Lead	Director of Governance	RFU Clubs	Board
22.	Company Registrations		Director of Governance		
23.	SRFU GDPR Compliance	Director of Marketing & Commercial	Director of Governance	CB Leads	
24.	Business Plan	Director of Club and CB Development	Chair	Board members Clubs	Clubs Northumb erland Officers
25.					
26.					

