



THE ARMY RUGBY UNION

TERMS OF REFERENCE FOR ARU COUNCIL AND MANAGEMENT BOARD MEMBERS

INTRODUCTION

1. This document contains the various Terms of Reference (TOR's) for the many and varied roles of the Army Rugby Union (ARU) Council and Management Board Members. Its aim is to provide clear and uncomplicated information regarding the various roles and responsibilities to the membership of the ARU and also to act as a work of reference for personnel who take on the roles in the future.
2. The document will require to be amended from time to time to both meet the demands of the membership and the requirements of the modern game. All amendments will be broadcast via the ARU web-site at www.armyrugbyunion.org.uk .
3. Although the TOR's published in this document are for use specifically by the ARU, affiliated units are encouraged to adapt and use them as necessary. TORs are available as shown below:

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TERMS OF REFERENCE THE ARMY RUGBY UNION - THE CHAIRMAN ARU

1. The Chairman is responsible for the leadership of the ARU. The Chairman's primary responsibility is for leading the Management Board and Council (the ARU Trustees), ensuring their effectiveness, and overseeing the delivery of ARU's business, including Chairing all meetings.
2. The role of the Chairman includes:
 - a) Setting the Management Board agenda.
 - b) Ensuring that Directors receive accurate, timely and clear information to enable them to take sound decisions, ensuring that sufficient time is allowed for complex or contentious issues, and encouraging active engagement by all members of the ARU Management Board.
 - c) Taking the lead in identifying new Directors, and in addressing the development needs of individual Directors to ensure that they have the skills and knowledge to fulfil their role on the Management Board.
 - d) Evaluating annually the performance of the Management Board and its Committees; this should include holding meetings with the Non-executive Directors, without the executives being present.
 - e) Ensuring effective communication with stakeholders and in particular that the Council maintains contact with the wider ARU on matters relating to strategy and governance. This will normally be through the Council and communicated on the ARU Website. Wider feedback is normally achieved through the AGM.
 - f) Initiating change and planning succession in Board appointments (other than in relation to the appointment of a successor as Chairman) in accordance with procedures agreed from time to time by the Board.
 - g) Together with the Committee recommends to the Board the policy for the remuneration of the ARU Staff.
 - h) Being available to the ARU Secretary to advise on matters relating to strategy and operations.
 - i) In conjunction with the ARU Secretary, representing the Council to members, sponsors, suppliers, government, stakeholders, financial institutions and the ARU community.
 - j) He is the principal point of contact with the President of the ARU.

**TERMS OF REFERENCE
THE ARMY RUGBY UNION – THE SECRETARY ARU**

1. The Army Rugby Union (ARU) Secretary is to act as the Chief Operating Officer (COO) of the ARU and is to ensure that the 'day to day' running of all ARU (commercial and non-commercial) activities are carried out in an effective, efficient and timely manner. He will report directly to the ARU Chairman and is responsible to the ARU Management Board.
2. He is employed by the Army Sports Control Board (ASCB) who will be responsible for his work-life administration and remuneration.
3. He is a non-voting member of the Management Board and ARU Council.
4. The responsibilities of the ARU Secretary are as follows:
 - a) To act as a focal point for the Army chain of Command to deal with all rugby and rugby related activities.
 - b) To provide a link between the ARU and the RFU for administrative purposes and to disseminate policy and other information to the ARU Management Board, Council, and ARU member clubs.
 - c) To provide a link between the ARU, the ASCB and the wider Army Chain of Command, and to disseminate information and policy as above.
 - d) To liaise with other external agencies on rugby related projects with local contractors and sub-contractors employed by the Ministry of Defence (MOD).
 - e) Where required, to assist, provide advice and administrative support to the Chairman and members of the ARU Management Board and Council.
 - f) To assist in the running of ARU competitions and events including but not limited to the ARU Premiership and Championship competitions and the annual inter-Service competitions.
 - g) To act as the ARU representative at events and on various committees, such as the Army v Navy match Committee and the Combined Services Committee.
 - h) When required, to sit as a member on the various ARU committees as detailed annually in the ARU handbook and published on the ARU web-site.
 - i) To assist in the formulation and publication of ARU policy.
 - j) To calculate and provide a request for funding annually to the ARU Finance Director and Management Board in the areas of responsibility that lie with the Secretary
 - k) To ensure that financial propriety is being observed within the rules and regulations provided by the various authorities and to provide support to the ARU Director of Finance.
 - l) To manage the Staff of the ARU Secretariat and provide support and leadership in their areas of responsibility.
 - m) In conjunction with the Director of Marketing and the Director of Finance, to ensure that the ARU's commercial activities such as the ARU shop are well run and accountable as per the financial directive issued and updated from time to time by the Director of Finance.
 - n) To act as an interface for all commercial sponsors of the ARU.

- o) In conjunction with the Director of Marketing, to proactively seek sponsorship in support of ARU activities and ensure that current sponsors are maintained and wherever possible agreements renewed.
- p) To be responsible for the management of ticket sales for the annual Army v Navy match and other events for which tickets are sold through the ARU office.
- q) To assist with the promotion of the ARU through press releases and the provision of promotional material to internal (MOD) and external agencies and publications.
- r) In conjunction with the Web-Master, to ensure that the ARU web-site is maintained and up to date.

5. The Secretary has delegated authority from the Management Board to spend ARU funds in support of his role and responsibilities. The maximum delegation for each transaction is £5K.

TERMS OF REFERENCE
ARMY RUGBY UNION - RFU COUNCIL MEMBER

1. The Army Rugby Union (ARU) is a Constituent Body of the RFU and is represented on the RFU Council. The ARU RFU Member is to represent the interests of the ARU and all member clubs on the RFU Council and any committees, sub-committee or task groups as appropriate, keeping the Chairman ARU and ARU Management Board informed of all relevant issues.

2. The ARU RFU Member is a member of the following organisations and committees:

- a. Army Rugby Union Management Board
- b. Army Rugby Union Council
- c. Rugby Football Union
- d. Rugby Football Union Council
- e. Army Rugby Union Chairman of Discipline*
- f. Attend RFU Standing Committees as required**
- g. Attend RFU Sub Committees as required**
- h. Attend RFU Task Groups as required**

**Elected to by the ARU and not due to position held*

***Elected to by the RFU*

3. The ARU RFU Member is accountable to the ARU and member clubs through the AGM or any legally convened SGM. Day to day functional accountability is exercised through the Chairman of the ARU. The ARU will appoint one member to the RFU Council who will be voted in annually at the ARU AGM.

4. The ARU RFU Member is authorised to act on behalf of the best interest of the ARU and member clubs on all routine business with the RFU, RFU Council and RFU Professional Staff. He is to submit routine reports/briefs the ARU Management Boards at all meetings and raise any pressing items as appropriate out of committee.

5. The following tasks should be conducted by the ARU RFU Council Member:

- a. Attend the RFU AGM and SGMs as required
- b. Represent the ARU at RFU Council Meetings
- c. Attend RFU Standing Committees as required
- d. Attend RFU Sub Committees as required
- e. Attend RFU Task Groups as required
- f. Attend and report to ARU AGM and SGM as required
- g. Attend and report to ARU Management Board Meetings
- h. Attend and report to ARU Council Meetings

- i. Attend and report to ARU Committees and Sub-Committees as required
- j. If required, act as the link between the President RFU and President/Chairman ARU at the Army v Navy match

TERMS OF REFERENCE

ARMY RUGBY UNION –DIRECTOR OF FINANCE

1. The Director of Finance is a member of the ARU Management Board and is to provide the Management Board with timely financial management information that will allow the Management Board to exercise effective, fiduciary governance over the Army Rugby Union.
2. The Director of Finance is to work with the ARU's full-time Secretary to ensure the following activities are delivered in support of the Chairman:
 - a. To coordinate all management, financial and statutory/tax reporting requirements for the business, including implementing and reviewing all controls and procedures, and all budgeting and forecasting needs.
 - b. To provide an effective annual budgeting system including Budget Screening process.
 - c. To ensure the ARU has an effective cash forecast and requirement in operation.
 - d. To ensure accurate budgeting forecasting and reporting of Budget Holders costs against cash allocations.
 - e. To ensure an appropriate stock management is in place including authorised stock levels and writes off; collection of cash from customers and payment of suppliers and staff expenses.
 - f. To liaise with internal and external parties as required to achieve the above objectives e.g. budget holders, controllers in other associated Army Sports' Charities, ASCB, - auditors, HMRC, banks, tax and other professional advisors.
 - g. To ensure that the ARU's accounts are audited and published in accordance with SORP and submitted to the Charity Commission within the prescribed time period.
 - h. To implement an effective internal audit system.
 - i. To provide advice to Budget Holders and Team Managers.
 - j. To monitor expenditure against planned activities.
 - k. To provide financial sign off on all external contracts entered into by the ARU.
 - l. To ensure all Budget Holders and Team managers are aware of their financial responsibilities.
 - m. Any other financial activities as directed by the Chairman or Management Board.
3. The holder of this appointment must have the correct knowledge, skills and experience to be able to meet these TORs. The desirable level of competence is for the holder to be CAAB qualified and must have been a MoD Budget Holder or of similar experience.

**TERMS OF REFERENCE
ARMY RUGBY UNION – DIRECTOR OF MARKETING**

1. The Director of Marketing is a member of the ARU Management Board and is responsible for the generation of non-public funds to support and promote rugby throughout the Army at all levels. The appointment will be agreed initially by the Management Board and supported by the Council. The post will ordinarily be filled by a serving officer of senior rank (OF4 to OF6).
2. The Director of Marketing's primary role is income generation from non-Army sources to enable rugby to be played from unit to Elite levels to the highest standards, wherever the Army is based, as well as participation in events and competitions globally. In essence the post is responsible for:
 - a. Initiating and maintaining contact with current and prospective donor organisations for the generation of funds (sponsorship) and support (transport, accommodation equipment and travel).
 - b. Submitting invoices to said donors annually – through the ARU Accountant.
 - c. Agreeing sponsor contracts with donor organisations.
 - d. Providing hospitality (in co-operation with other Management Board members) to donor organisations under the contract agreements.
 - e. Providing timely updates and promotional items to donor organisations (current team photos with donor logos etc.)
 - f. Passing on donor requirements within the ARU in accord with contracts (undertakings to run specific donor events such as sponsored training days etc).
 - g. Appraising the Management Board at regular intervals of the status of financial and support donations to the ARU.
 - h. Contribute to the decision making process where it requires cross board consensus.
 - i. In partnership with the ARU Secretary promote widely the ARU and Army Rugby (via promotional medium such as the ARU website, articles for national, regional and Service papers/magazines).
 - j. In close co-ordination with the Events Member and ARU Sec providing the guest list and attendance at the annual President's Dinner and providing to the Chairman a short resume of those attending and the support they afford the ARU.
3. The Director Marketing, in close co-ordination with the Finance Director, is responsible for the correct and legal contracting with donor organisations within the guidelines laid down in JSP 462.
4. The Marketing Director will submit annually to the Management Board his financial requirements to support the marketing effort. This will include: personal travel and accommodation linked to donor contracting and hosting where necessary. Allocation of match tickets and hosting in accordance with donor agreements, miscellaneous marketing materiel and products such as pitch paraphernalia, photos etc... not covered within a contract.
5. In close co-operation with the RFU Council Member and the ARU Secretary, the Director Marketing will allocate and manage ticket distribution of RFU and Marketing tickets to the donor organisations and will organise hosts where the RFU Council Member is not available.

6. The Director Marketing is responsible for developing improved means of supporting Army Rugby in the future and for developing income generations schemes.

TERMS OF REFERENCE ARMY RUGBY UNION - DIRECTOR OF SENIOR RUGBY

1. The Director of Senior Rugby (DoSR) is a member of the ARU Management Board and will have responsibility for the performance, management and direction of the Army Rugby Union's (ARU's) Senior XV and VII's teams. The DoSR will report directly into the ARU Chairman and Management Board to whom he or she will be required to provide regular updates on the activities of the Senior Teams.
2. The DoSR will be required to act in accordance with the direction given by the Management Board and as detailed in the ARU Management Plan and Vision.
3. The DoSR will have delegated financial authority from the Management Board and will ensure that the allocated budget is being managed correctly by the budget manager.
4. The DoSR duties are:
 - a. To act as a focal point for all performance, management and administrative issues pertaining to the ARU Senior XV and VII's teams.
 - b. To direct and lead the Senior XV and VII's management, medical and coaching staff continually improving and developing a high performance environment in order to exploit the potential of the staff and players. Continually liaise with the CoC to enable staff and players to represent the ARU Senior Teams.
 - c. To scrutinise the Senior XV and VII's annual budget submissions and to ensure that the submissions are in support of the aims and objectives of the ARU.
 - d. To ensure that the interests of the ARU and the players are articulated in any player's professional contract.
 - e. Having conducted an evaluation session, to liaise with the Director of Community Rugby, Director of Academy Head Coach and Senior XV manager to produce the ARU Structured Season (SS) and ensure that all fixtures are included on the SS and fixture list compiled in June annually by the Secretary and published prior to each season. The sevens fixtures are to be finalised by October annually.
 - f. To manage succession planning and in conjunction with the management staff appoint staffing positions within the department. The DoSR will present names for appointment to the Management Board for endorsement.
 - g. To liaise with the Director of ARU Academy, Chairman of Coaching and the Development Officer to ensure that a clear development policy is provided to exploit the potential of players, coaching and managerial staff .
 - h. To assist in the formulation of ARU policy in conjunction with other Management Board members.
 - i. To assist in the promotion of the ARU to the rugby community and the wider chain of command and to be a representative of the ARU at matches, events and meetings when required and available.
 - j. To assist with Senior Combined Services XV administration and budgeting.

**TERMS OF REFERENCE
ARMY RUGBY UNION - DIRECTOR OF ACADEMY RUGBY**

1. The Director of Academy Rugby (DoAR) is a member of the ARU Management Board and will have responsibility for the performance, management and direction of the Army Rugby Union's (ARU's) Academy teams. The DoAR will report directly into the ARU Chairman and Management Board to whom he or she will be required to provide regular updates on the activities of the Academy Teams.
2. The DoAR will be required to act in accordance with the direction given by the Management Board and as detailed in the ARU Management Plan and Vision.
3. The DoAR will have delegated financial authority from the Management Board and will ensure that the allocated budget is being managed correctly by the budget manager.
4. The DoAR duties are:
 - a. To act as a focal point for all performance, management and administrative issues pertaining to the ARU Academy teams.
 - b. To direct and lead the Academy management, medical and coaching staff continually improving and developing a high performance environment in order to exploit the potential of the staff and players. Continually liaise with the CoC to enable staff and players to represent the ARU Academy Teams.
 - c. To scrutinise the Academy's annual budget submissions and to ensure that the submissions are in support of the aims and objectives of the ARU.
 - d. To manage succession planning and in conjunction with the management staff appoint staffing positions within the department. The DoAR will present names for appointment to the Management Board for endorsement.
 - e. To liaise with the Director of ARU Senior XV, Chairman of Coaching and the Development Officer to ensure that a clear development policy is provided to exploit the potential of players, coaching and managerial staff .
 - f. To assist in the formulation of ARU policy in conjunction with other Management Board members.
 - g. To assist in the promotion of the ARU to the rugby community and the wider chain of command and to be a representative of the ARU at matches, events and meetings when required and available.
 - h. To assist with Senior Combined Services U23 XV administration and budgeting.
5. The Director is accountable to the ARU Council, Management Board and ultimately the ARU Chairman.

TERMS OF REFERENCE
ARMY RUGBY UNION - DIRECTOR OF COMMUNITY RUGBY

1. The Director of Community Rugby is a member of the ARU Management Board. He is responsible for the continued development of the structured season and the encouragement of ever wider participation (men and women) in local and Army-wide competitions. The post holder will, with his sub-committee, develop a clear path to Elite Rugby for every capable individual. Furthermore he or she is responsible for the planning and conduct of the following competitions:
 - Premiership Cup
 - Community Cup
 - Corps Merit Table
 - Women's Competitions
 - ARU Sevens Competition
2. The Director will develop links with the RFU to make best use of key relevant initiatives and best practice.
3. The Director will manage the day to day budgets of the Community section, keeping the Management Board informed of any possible overspends or transfer of funds to unplanned expenditure.
4. The Director will plan and produce the structured season in consultation with the Chairmen and Managers within the ARU and present it for agreement to the Management Board for endorsement in June of every year.
5. The Director is to form the POC for the ARURS and include the Chairman of Coaching on his sub-committee and ensure both are included in the development of new initiatives and the structured season.

TERMS OF REFERENCE
ARMY RUGBY UNION - DIRECTOR OF WOMENS RUGBY

1. The Director of Women's Rugby (DoWR) is member of the ARU Management Board and responsible for the continued management, development and delivery of Elite Women's Rugby. The DoWR is also responsible for the development of all aspects of Women's Rugby throughout the Army. The DoWR will report to the ARU chairperson and Management board to whom they will provide regular updates on the activity of the representative team.
 - a. Ensure that the Women's First XV has a structure conducive to providing the players the framework for success which is similar to the Senior XV in terms of management and coaching staff.
 - b. With the sub-committee, maintain and improve the path of Women to Elite Rugby for every capable individual.
 - c. Work in consultation with the Director of Community Rugby to encourage wider participation of women within local and Army wide competitions.
 - d. Develop links with the RFU (W) to make best use of key relevant initiatives and best practice and ensure the passage of Army Elite Players into appropriate National Squads.
 - e. Be responsible for the submission of the annual budget to the Management Board and ensure that it complies with the Boards' intent, policy and procedures. In addition DoWR will manage the day to day budgets of the Women's section, keeping the Management Board informed of any possible overspend or transfer of funds for unplanned expenditure.
 - f. DoWR is to consult the EPM and Head Coach over the requirement for succession planning.
 - g. Ensure that all Women's fixtures are included on the ARU Structures season compiled annually by the Secretary.
2. The Director is accountable to the ARU Council, Management Board and ultimately the ARU Chairman.

TERMS OF REFERENCE ARMY RUGBY UNION - NON-EXECUTIVE DIRECTORS

1. Non-Executive Directors are non-voting members of the Management Board. They are appointed for their knowledge, skills and experience and provide an independent judgement on issues of strategy, performance, resources and governance.

They are required to:

- a. Constructively challenge and contribute to the development of strategy and performance.
- b. Satisfy themselves that financial information is accurate and that financial controls and systems of risk management are robust.
- c. Contribute to the maintenance of sound governance and ensure that the goals and objectives of the Charity are met.

2. Non-Executive Directors may serve on and contribute to working committees for ad-hoc projects where their skills, experience and knowledge may be of benefit. The normal tenure is for a 3 year period.

3. In order to fulfil the duties of a Non-Executive Director, they should have rights of access to operational and financial information which should be provided on a routine and timely basis. However, all requests for access and information will be made through the relevant management Board Director and the Chairman will be routinely informed.

4. It will be important for all members of the Management Board and operational; team to have a clear understanding of the role of Non-Executive Directors.

5. Non-Executive Directors do not receive payment with the exception of reimbursement of reasonable expenses incurred in carrying out their role.

TERMS OF REFERENCE ARMY RUGBY UNION - HEAD COACH

1. The Head Coach will hold a minimum of a Level 2 Coaching Certificate and be working towards the level 3 certificate and be responsible for the Senior XV. He will have considerable delegated power from the Management Board to enable him in conjunction with the Director of Senior Rugby to choose his coaching and Management team, develop a style of play and will have the final say on selection. All authority will be subject to scrutiny as appropriate and the Head Coach will be required to provide regular updates on team issues to the Management Board. He will consult with the Director of Senior Rugby on management and administration matters as appropriate.

2. The Head Coach will be responsible for all aspects of on field activity for the Senior XV. He will also be responsible for:
 - a. Coaching the Senior XV.
 - b. Managing all on-field playing matters.
 - c. In conjunction with the Team Manager, produce the annual budget submission for the season by June each year.
 - d. Producing and controlling the coaching and conditioning programme throughout the season.
 - e. Co-ordinating and conducting a fitness and development programme for the ARU Senior Squad in conjunction with the Conditioning Coach prior to the commencement of and during the Season.
 - f. Coaching the ARU Senior Squad to standards designed to ensure that the Team and each member thereof plays to its full potential and is well-organised and disciplined both on and off the field.
 - g. Identifying talent and potential for the ARU Senior Squad throughout the Season and in each calendar year during the Term through observing.
 - h. Rugby matches and liaising with the Academy coaches and the network of scouts both in the UK and BA (G).
 - i. Attend such seminars and briefing sessions as may be arranged or organised by ARU from time to time.
 - j. Produce a coaching report (for all of the ARU Senior XV squad members) at designated points throughout the season.
 - k. Advise the Director of Senior Rugby on Senior XV succession planning for both the Management and Coaching team.

**TERMS OF REFERENCE
CHAIRMAN OF ARMY RUGBY UNION COACHING**

1. The Chair of Coaching (C of C) member of the ARU Council and has overall responsibility for the availability of sufficient level 1 and 2 coaching personnel for ARU clubs. He is a member of the ARU council.
2. The CoCs primary role is to ensure there are sufficient level 1, 2 and 3 coaches to meet the needs of the ARU and the Army. Tasks in detail are to:
 - a. Appoint personnel to the various roles required to execute this role.
 - b. Ensure the Army has sufficient Coach Educators and Trainers to meet its needs.
 - c. Ensure sufficient Level 1 and 2 courses are run for Army personnel to meet the needs of the ARU affiliated clubs. To include overseas courses (Cyprus, Germany and Brunei).
 - d. Ensure a database of coaches is maintained.
 - e. Advise the Rugby Development Officer on his duties.
 - f. Produce an annual Coach and associated course yearly plan.
 - g. Provide the link between the ARU and RFU on community coaching and coaching course delivery matters.
 - h. Submit an annual budget. He or she will ensure appropriate managerial checks are adhered to.
 - i. Manage succession planning and appoint staffing positions.
 - j. Should ideally hold a level 2 coaching qualification.
 - k. Assist in the formulation and publication of ARU policy as directed by the Chairman.

TERMS OF REFERENCE ARMY RUGBY UNION – DIRECTOR ARMY MASTERS

1. The Director Army Masters is a member of the ARU Management Board and has overall responsibility to the ARU Council for the conduct of all Army Masters activities. These activities include such matters as: fixtures (including the Inter-Services) as well as off-field activities (support to community/unit rugby and sponsors). The post will ordinarily be filled by a Lieutenant Colonel/Colonel who has had some affiliation with the Army Masters (as a player) or other Army Representative side in the past. He is assisted in his duties by a small committee of volunteers who he appoints.

2. The Director's primary role is to ensure the continued success of the Army Masters Team in the Inter-Services tournament and every four years in the World Masters Games. Beyond this he seeks to ensure that Army Masters provide a wider management/coaching/ mentoring function to community rugby in the Army. Specifically he is responsible for and will focus effort in the following areas:

- a. Ensuring an appropriate schedule of fixtures for Army Masters in order to prepare them for success in the Inter-Services competition.
- b. Ensuring the success of the Kneller Hall event on Army v Navy Day for 'home' fixtures and support the Navy Rep for 'away' fixtures.
- c. Encouraging and monitoring the level of Army Masters support for in community rugby by current and former playing squad.
- d. Initiating and maintaining contact and support with current and prospective donor organisations for the generation of funds (sponsorship) and support (transport, accommodation, equipment and travel).
- e. Providing timely updates and promotional items to donor organisations (current team photos with donor logos etc.) in association with the Marketing Director.
- f. Planning and entry of the Army Masters into the World Masters Games (or other suitable high profile event) every four years in accordance with the ARU Touring Policy.
- g. Situational awareness of Army Masters activities to the ARU Management Board and Council including suggestion for succession planning.
- h. As an ARU Council member, contribute to the decision making process where it requires cross council consensus.
- i. Running a small committee for the management of the Army Masters.
- j. Providing Army Masters players for CS Masters events that are supported by ARU.

3. The Director is accountable to the ARU Council, Management Board and ultimately the ARU Chairman.

TERMS OF REFERENCE
ARMY RUGBY UNION - ELITE TEAM MANAGERS

1. The Elite Team managers (1st XV, A XV, Women, Masters, Academy and Sevens) will be responsible for all aspects of administration of their respective teams. They will be responsible for all communication with players with regard to availability and selection (subject to the policy laid down). The Team Managers, in conjunction with the Coaching staff, will produce a costed plan for the season. Once the plan is endorsed and budgeted by the ARU Management Board the Team Managers will be responsible for managing that said budget.
2. In this respect the ARU 1st Team manager will act as primus inter pares to other Team Managers within the ARU. Team Managers responsibilities include:
 - a. Manage & administer the Senior ARU Team to the best of their skill and ability.
 - b. Manage all off-field matters.
 - c. Manage & administer the coaching programme throughout the season.
 - d. Manage a fitness and development programme for their respective Squad in conjunction with the Conditioning Coach prior to the commencement of and during the Season for each year during the Term.
 - e. Manage the ARU Team to standards designed to ensure that the Team and each member thereof plays to its full potential and is well-organised and disciplined both and off the field.
 - f. Identify talent and potential for the Senior ARU Team Squad members throughout the Season in each calendar year during the Term through observing Rugby matches and liaising with age grade coaching.
 - g. Attend such seminars and briefing sessions as may be arranged or organised by ARU from time to time.
 - h. The ARU Team Manager and his other coaching/management staff will submit to regular/periodic coaching/management mentoring and appraisal programme conducted by appropriately professional and appropriately qualified staff (i.e. ARU Elite Performance Manager).
 - i. Produce a fully costed Activity Plan for the season.
 - j. Ensure on and off field disciplinary issues are dealt with in accordance with ARU Disciplinary policy.
3. The Team Manager is accountable to their relevant Director of Rugby.

TERMS OF REFERENCE
THE ARMY RUGBY UNION – ARU CHAIRMAN OF DISCIPLINE

References:

A. The RFU Handbook 2016 – 17, Regulation 19 (pages 261 – 316).

1. The Chairman of Discipline and Governance is a member of the ARU Council.
2. The RFU has delegated powers to the ARU, as one of its Constituent Bodies the power to hold enquiries and award punishment, or take other such action as is seen fit (subject to a right of appeal to the RFU) with respect to disciplinary incidents relating to ARU clubs and members. This authority is exercised by the ARU Disciplinary Committee under the Chairman of Discipline who shall act as the ARU Disciplinary Officer. The Secretary ARU will be the Disciplinary Secretary for the ARU. They are responsible for giving advice to ARU clubs on discipline policy and casework. The Chairman of Discipline shall appoint a Panel to deal with each disciplinary case (iaw Reference A). All Panel Members shall be RFU accredited Discipline Panel members.
3. Each member (Club or individual) of the ARU is bound by the Rules and Regulations of the RFU, the Laws of the Game and IRB Regulations relating to the game.. Any breach thereof shall be a breach of the Rules of the Constituent body and shall be dealt with under the powers contained in its rules or in accordance with powers which have been delegated to it by the RFU. The ARU Disciplinary Committee will act in accordance with the instructions for the as laid down in Reference A.
4. The Chairman of Discipline is authorised to:
 - a. Exercise the powers delegated to him in the Disciplinary Regulations.
 - b. Investigate or direct others to investigate, alleged breaches of RFU Rule 5.12 (bringing the Game into Disrepute).
 - c. Brief the RFU and military chain of command (tri-Service if necessary) on all disciplinary and governance matters and trends.
 - d. Sign letters on behalf of the ARU on disciplinary/governance matters.
 - e. Continue engagement with the RFU Discipline Office.
 - f. Plan and conduct training of Panel Members and awareness training for ARU Clubs.
5. The procedures for a disciplinary hearing are detailed in Reference A and reproduced at Reference B. They are promulgated to member clubs prior to the commencement of each season.
6. The Chairman of Discipline will also deal with any Governance issues, including anti-doping policy and cases, RFU ticketing regulations or any other governance issue detailed by the Chairman of MB.
7. The procedures for a disciplinary hearing are detailed in Reference A and reproduced at Reference B. They are promulgated to member clubs prior to the commencement of each season.

TERMS OF REFERENCE
ARMY RUGBY UNION – CHAIRMAN BRITISH ARMY (GERMANY) RUGBY

1. The Chairman British Army (Germany) (BA(G)) Rugby is a member of the ARU Council and has overall responsibility to the ARU Council for the conduct of all Rugby in Germany. These activities include a range of matters from Mini Rugby fixtures through to International fixtures as well as off-field activities (support to community/unit rugby and sponsors). The post will ordinarily be filled by a Lieutenant Colonel/Colonel who has had some affiliation with Army Rugby in the past. He is assisted in his duties by a small committee of volunteers who he appoints.

2. The Chairman's primary role is to ensure the continued success of Rugby in Germany. Beyond this he will seek to ensure that the BA(G) committee provide a wider management/coaching/mentoring function to Community Rugby in the Army through the implementation of leagues, Army Cup qualifying competitions, BA(G) Corps fixtures and BA(G) representative matches. Specifically he is responsible for and will focus effort in the following areas:

- a. Ensuring an appropriate schedule of fixtures for Army units in order to provide 'Rugby for All' in Germany in conjunction with the ARU Structured Season. In particular:
 - i. Preparing BA(G) teams for Premiership qualification.
 - ii. Encouraging BA(G) Inter-Corps fixtures.
 - iii. Supporting Women's Rugby.
 - iv. Planning BA(G) 7s season.
 - v. Developing a BA(G) representative XV team.
 - vi. Organising Unit Leagues.
 - vii. Overseeing Mini Rugby programme.
 - viii. Promoting ARU's image in Europe.
- b. Encouraging and monitoring the level of support in Community Rugby by current and former rugby players posted to Germany.
- c. When applicable, initiating and maintaining contact and support with current and prospective donor organisations for the generation of funds and support (transport, accommodation, equipment and travel).
- d. Situational awareness of Rugby activities in Germany to the ARU Management Board and Council including suggestions for succession planning.
- e. As an ARU Council member, contribute to the decision making process where it requires cross council consensus.
- f. Oversee and integrate ARURS activities as they apply to BA(G) Rugby.
- g. Running a committee for the management of BA(G) Rugby to include:
 - i. Chairman
 - ii. Secretary
 - iii. Head Coach
 - iv. Team Manager
 - v. ARURS representative
- h. Providing a path to elite rugby for players as supported by ARU.

3. The Chairman is accountable to the ARU Council, Management Board and ultimately the ARU Chairman.

TERMS OF REFERENCE
ARMY RUGBY UNION - CHAIRMAN OF THE ARU REFEREES' SOCIETY (ARURS)

1. The Chairman of the Army Rugby Union Referees' Society (ARURS) is member of the ARU Council and responsible for all Rugby Refereeing activities within the Army. The Chairman ARURS is a member of the ARU Council.
2. The primary role of the Chairman ARURS is to ensure there are sufficient suitably qualified officials to meet the needs of the ARU and the Army. Tasks in detail are to:
 - a. Appoint personnel to the various roles within the ARURS Executive Committee required to execute this role. This is to include succession planning.
 - b. Ensure that the Army, as part of the Combined Services Rugby Referees (CSRR) Federation, appoints suitable officials to Services matches in terms of qualifications, experience and number.
 - c. Provide the pathway and opportunity for all match officials to develop to their full potential in accordance with RFU and other Home Nations' guidance. This includes the provision of courses, coaching and advising overseas.
 - d. Select and actively promote those match officials with potential to reach the RFU National Panel, or equivalent Home Nation National Panels.
 - e. Develop the standard of officiating to a uniformly high standard that is consistently applied to every match. The Chairman will facilitate arbitration over any justifiable grievances.
 - f. Ensure a database of officials is maintained.
 - g. Advise the Coaching Development Officer (once appointed).
 - h. Maintain the link with the RFU and other Home Nations on refereeing matters.
 - i. Maintain close liaison between the ARURS and Army representative teams.
 - j. Submit an annual budget to the ARU and ensure appropriate managerial checks are adhered to.
 - k. Be a voting member of the CSRR Executive Committee; (Chairman ARURS can double-hat as Chairman CSRR, although in that capacity he would not have a vote).
 - l. Exploit all forms of media to promote the ARURS within the ARU and wider Rugby and Service community.
3. The Chairman ARURS must be a qualified Rugby Referee.

**TERMS OF REFERENCE
ARMY RUGBY UNION – MEDICAL ADVISOR**

1. The Medical Advisor is a member of the ARU Council and will be a Service Health Professional with a postgraduate background in Sports and Exercise Medicine and be responsible for advice on all medical matters and provision of appropriate medical support to representative teams. He / she will have delegated power from the Management Board to enable him to select and train those personnel providing the medical support and will be responsible for ensuring a succession plan is in place to maintain the appropriate level of experience. He will consult with the Director of Senior Rugby and other members of the Council as required.
2. The Medical Advisor will be a member of the ARU Council.
3. The Medical Advisor will be responsible for advising on all aspects medical provision in general and the following specifically:
 - a. Appointing medical support to ARU representative teams and ensuring the competencies of those selected.
 - b. Appointing medical support to ARU competitions as requested.
 - c. Reviewing and applying medical policy from the constituent body (RFU) or from Service Headquarters.
 - d. Advising on medical equipment.
 - e. Advising / reporting on any issues relating to catastrophic injury or clinical governance.
 - f. Identify any training requirement for medical provision at all levels of representative or community rugby.
 - g. Attend such seminars and briefing sessions as may be arranged or organised by ARU or RFU from time to time.
 - h. Advise on succession planning for medical provision

**TERMS OF REFERENCE
ARMY RUGBY UNION – RUGBY DEVELOPMENT OFFICER**

Awaiting document from Chair of Coaching

**TERMS OF REFERENCE
HONORARY LIFE VICE PRESIDENT (HLVP)**

An Army Rugby Union Honorary Life Vice President is a honorary position that the incumbent is expected to represent the Army Rugby Union as directed below.

1. Nominations will be put forward initially to the ARU Management Board (Man Bd) for consideration and onward approval at the annual ARU AGM. To keep the number of HLVP's manageable the maximum number at any time is 25.
2. Individuals considered for nomination should have made a considerable contribution to the Army Rugby Union. (over 5 years serving in a recognised position; our held a position of significance i.e. President; Chairman) HLVP's should be nominated by a serving member of the ARU management Board or Council.
3. HLVP's will be entitled to wear the Maroon ARU Man Bd tie and ARU Blazer to ARU events.
4. HLVP's become IMS members and are invited annually to the ARU sponsored lunch on Army v Navy day.
5. HLVP's will not receive recompense for travel expenses.
6. HLVP's will be expected to attend:
 - a. One Inter Service fixture.
 - b. Three ARU representative fixtures per season. (either home or away)
 - c. One community finals day. (Currently Premiership or Championship finals).
 - d. The AGM.
7. HLVP's will be expected to volunteer for such 'one off' working groups that may seem necessary at the request of the ARU Man Bd.
8. HLVP who do not fulfil para 6 for two years will be asked to resign their position from the ARU.