

THE ARMY RUGBY UNION MANAGEMENT BOARD AND COUNCIL MEMBERS

TERMS OF REFERENCE

Introduction

1. This document contains the various Terms of Reference (TOR's) for the many and varied roles of the Army Rugby Union (ARU) Executive Management and Council 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 remains fluid and will be required to be amended periodically to both meet the demands of the membership and the requirements of the modern game. All amendments will be published 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:

Page	TOR's Content
2	ARU Chair
3	ARU Vice Chair
5	ARU Secretary/Chief Operations Officer
7	RFU Council Member
8	Director of Finance
10	Director of Marketing
12	Chair of Representative Rugby
14	Director of Men's Rugby
15	Director of Women's Rugby
16	Director of Academy
17	Director of Masters Rugby
18	Director of 7s
19	Director of Community Rugby
20	Chair of Corps Rugby
21	Chair of Women's Corps Rugby
22	Chair of Unit Rugby
23	Chair of Community 7s
24	Director of Rugby Development
25	Chair Army Rugby Union Referees Society
26	Senior Medical Advisor
27	Chair of Discipline
28	Non-Executive Directors
29	Director of Communications
30	Honorary Life Vice Presidents
31	Senior Women's and Men's Head Coaches
32	Representative Team Managers

THE CHAIR ARU

1. There are two distinctive **functions** of the **Chair**, the **Executive** role and the **Ambassadorial** role. To **chair** meetings and act as principal committee officer throughout the year by making decisions whenever the need arises in consultation with other ARU Trustee's when appropriate.
2. The role of the Chair includes:
 - a. Inspire, lead and shape the Strategy within the ARU;
 - b. Sets the macro fiscal strategic plan for the annual ARU financial in-year planning assumptions;
 - c. Confirms the external Financial Annual Report with the Director of Finance (DoF) prior to it being submitted for record to Companies House and the Charities Commission;
 - d. Together with the Committee recommend to the Board the policy for the annual remuneration of the ARU Trust employees;
 - e. Ensure that succession and forward planning are integral within the ARU Strategy Plan;
 - f. The principal point of contact with the President of the ARU;
 - g. Representing the ARU at official engagements as and when required;
 - h. Ensure coherence and prioritising across and between the Board directors;
 - i. Set and agreeing the agenda for meetings with the ARU VC and COO;
 - j. Cognisant of matters that have been discussed in their absence and convey an objective unprejudiced decision; and
 - k. Bi-annual appraisal/review of the working mechanics of the ARU Executive Board and Trustees with the VC/COO/DoF.

THE VICE CHAIR ARU

1. The primary role of the Vice Chair is support the ARU Secretariat in the day to day running of the Army Rugby Union. In the absence of the Chair, to deputise and lead meetings with other ARU Trustee's when appropriate.
2. The role of the Vice Chair includes:
 - a. Ensure that the strategic plan is implemented accordingly whilst in consultation with the ARU COO that the ARU operationally delivers across all platforms affiliated within the ARU and RFU;
 - b. Works with the Council ensuring that the annual plan is delivering in line with the ARU Strategy Plan document;
 - c. In consultation with the DoF, ensure the annual ARU financial screening proposal bids are sent minus two months prior to the representative screening date;
 - d. Periodic review of the in-year income/expenditure, ensuring a zero balanced budget is maintained;
 - e. In consultation with the COO/DoF the annual fiscal review for all ARU Trust employees;
 - f. Initiating change and planning succession in Board appointments (other than in relation to the appointment of a successor as Chair) in accord with procedures agreed from time to time by the Board;
 - g. In conjunction with the ARU COO, presenting the Trustee's to all sponsors, associated members, suppliers and the wider ARU community;
 - h. Ensure that all volunteers are working within their ToR's and within the appropriate RFU and ARU policies & guidelines;
 - i. Confirming the agenda as required;
 - j. Ensuring that Directors receive accurate, timely and clear information to enable them to formulate sound decisions, safeguarding that sufficient time is allowed for complex or contentious issues and encouraging active engagement by all voluntary members of the ARU Management Board;
 - k. Conforming to the Charities Commission's Regulations and Legislation by implementing the continued personnel development requirements of individual Directors ensuring that they have the skills and knowledge to fulfil their voluntary role on the Management Board;
 - l. Honest annual evaluation of the performance of the Management Board Trustee's and its Sub-Committees;
 - m. Holding meetings with the Non-Executive Directors (NEDs), without the executives being present;
 - n. 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 via the ARU Annual General Meeting(AGM);

o. In tangent with the COO, provides leadership, guidance, support and advises other Committee members and Trustee's on any ARU matters; and

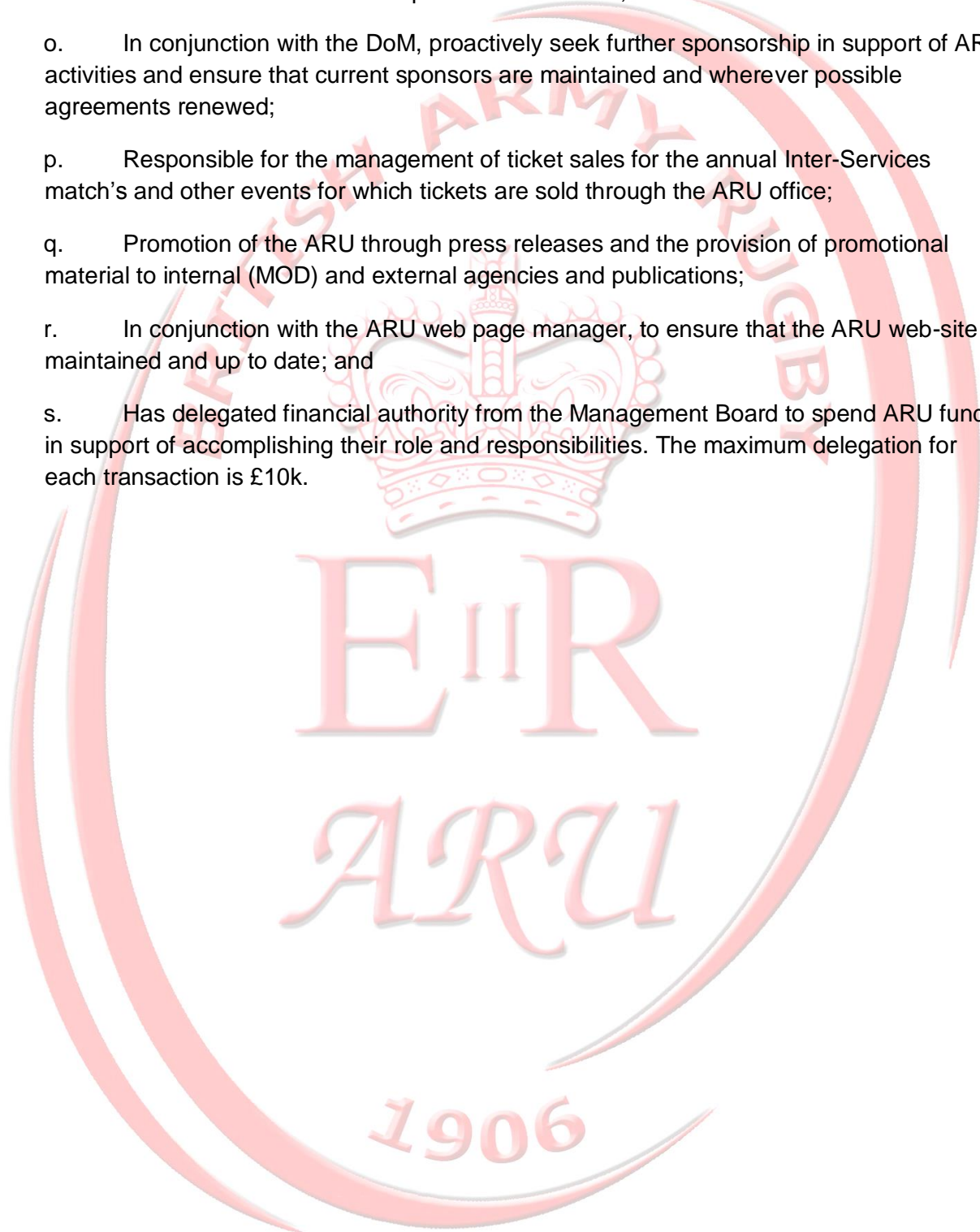
p. Being available to the ARU COO to consult on matters connecting to strategic and operating policy and procedures.



THE SECRETARY & CHIEF OPERATIONS OFFICER

1. Is employed by the Army Sports Control Board (ASCB), who are responsible for their work-life administration and remuneration and an annual appraisal review from the Director ASCB (DASCB);
2. The Army Rugby Union (ARU) Secretary performs the duty as the Chief Operating Officer (COO) of the ARU and ensures that the 'day to day' running of all ARU (commercial and non-commercial) activities are carried out in an effective, efficient and timely manner. They report directly to the ARU Chair and is responsible to the ARU Management Board;
3. Holds the position as a non-voting ex officio member of the Management Board and ARU Council; and
4. The responsibilities of the ARU Secretary are as follows:
 - a. Acts as a focal point for the Army Chain of Command (CoC) to deal with all rugby and rugby related activities;
 - b. 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. Provide a link between the ARU, the ASCB and the wider Army CoC, and to disseminate information and policy;
 - d. Liaise with 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 Chair and members of the ARU Management Board and Council;
 - f. Facilitate 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. Is the ARU representative at events and on various committees, such as the Army v Navy match committee and the United Kingdom Armed Forces(UKAF) committee;
 - h. When required, to sit as a member on the various ARU committees as detailed annually in the ARU Management Plan and published on the ARU web-site;
 - i. Responsible for formulating and publication of ARU policy;
 - j. Submits an annual financial governance funding request to the ARU DoF and Management Board;
 - k. Responsible for ensuring that financial propriety is being observed within the rules and regulations provided by the various authorities and to provide support to the ARU DoF;
 - l. Manage the Staff of the ARU Secretariat and provide support and leadership in their areas of responsibility;

- m. In consultation with the Director of Marketing(DoM) and the DoF, ensuring that the ARU's commercial activities such as the ARU shop remain profitable and accountable as per the financial directive issued and updated periodically by the DoF;
- n. Liaise with all commercial sponsors of the ARU;
- o. In conjunction with the DoM, proactively seek further sponsorship in support of ARU activities and ensure that current sponsors are maintained and wherever possible agreements renewed;
- p. Responsible for the management of ticket sales for the annual Inter-Services match's and other events for which tickets are sold through the ARU office;
- q. 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 ARU web page manager, to ensure that the ARU web-site is maintained and up to date; and
- s. Has delegated financial authority from the Management Board to spend ARU funds in support of accomplishing their role and responsibilities. The maximum delegation for each transaction is £10k.



ENGLAND RUGBY FOOTBALL UNION COUNCIL MEMBER

1. The Army Rugby Union (ARU) is a Non- Geographic Constituent Body (CB) of the Rugby Football Union (RFU) and is represented on the RFU Council. The ARU RFU Council Member is to represent the interests of the ARU and member clubs on the RFU Council and any committees or task groups as appropriate, keeping the Chair ARU and ARU Management Board informed; and
2. The ARU RFU Member is voting a member of the following organisations and committees:
 - a. Army Rugby Union Management Board;
 - b. Army Rugby Union Council;
 - c. The Rugby Football Union;
 - d. The Rugby Football Union Council;
 - e. RFU Standing Committees as required;
 - f. RFU Sub Committees as required; and
 - g. RFU Task Groups as required;
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 Chair of the ARU. The ARU will appoint one member to the RFU Council who will be voted in for a three-year term, at the relevant 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. They are to submit routine reports/briefs to the ARU Management Boards at all meetings and raise any pressing items as appropriate out of committee; and
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; and
 - j. If required, act as the link between the President RFU and President/Chair ARU at the Army v Navy match.

DIRECTOR OF FINANCE

1. 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 AAT qualified and must have been a MoD Budget Holder or of similar experience.
2. The Director of Finance (DoF) is a non-voting ex officio 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 ARU charitable fund;
3. The DoF is to forge a collaborative working relationship with the appointed ARU Secretary to ensure the following activities are delivered in support of the ARU Chair:
 - a. Coordinate all management, financial and statutory/tax reporting requirements for the ARU Trust and the ARU shop, including implementing and reviewing all controls and procedures;
 - b. Harmonise all budgeting and forecasting requirements;
 - c. Establish a strategy for reserves- spending of reserves should be a crucial part of both strategic and financial planning;
 - d. Provide an effective annual budgeting financial system including an annual budget screening process;
 - e. Identify financial ratios, benchmarks and other key performance indicators (KPIs) that link to key areas within the Trust and shop strategies;
 - f. Providing a financial strategy that ensures the ARU Trust has an effective cash forecast and requirement in operation;
 - g. Maintain accurate budgeting forecasting and reporting of Budget Holders costs against annual screened budget allocations;
 - h. Completing appropriate stock management audit is in place including authorised stock levels and writes off; collection of cash from customers and payment of suppliers and staff expenses;
 - i. Financial compliance with the UK Charity law and regulation;
 - j. Liaise with internal and external stakeholders as required to achieve the ARU Trust objectives e.g. budget holders, controllers in other associated Army Sports' Charities, ASCB, - auditors, HMRC, banks, tax and other professional advisors;
 - k. Facilitate annually that the ARU's accounts are audited and published in accordance with SORP and submitted to Companies House and the Charity Commission within the prescribed time period;
 - l. Implement internal financial controls that reduce, but do not eliminate, the risk of losses through theft and fraud, bad decisions, human error, breaches of controls, management override of controls and unforeseeable circumstances;

- m. Provide financial guidance to Directors of Representative(DoR's) Teams and Team Managers(TM's);
- n. Monitor expenditure against planned activities;
- o. Provide financial sign off on all external contracts entered into by the ARU;
- p. Ensure all DoR's and TM's are aware of their fiduciary responsibilities;
- q. Coordinate the investment policy statement to include matters such as investment objectives, liquidity requirements, time horizon, risk appetite in relation to investment, ethical requirements and the method for reviewing the performance of investments; and
- r. Any other financial activities as directed by the ARU Chair or Management Board.



DIRECTOR OF MARKETING

1. The Director of Marketing (DoM) is a voting member of the ARU Management Board and is responsible for the generation of direct commercial sponsorship 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). The appointment can be filled by a suitably qualified retired officer;
2. The DoM, in close co-ordination with the DoF, is responsible for the correct and legal contracting with direct commercial organisations within the guidelines laid down in JSP 462 and in accordance with the Charity Commission;
3. The DoM will submit annually to the Management Board a financial plan to support the marketing effort. This will include: personal travel and accommodation linked to direct commercial contracting and hosting where necessary. Allocation of match tickets and hosting in accordance with commercial contractual agreements, miscellaneous marketing materiel and products such as pitch paraphernalia, photos etc or other items not covered within a direct commercial contract;
4. In close co-operation with the RFU Council Member and the ARU Secretary, the DoM will allocate and manage ticket distribution of RFU and marketing tickets to the commercial organisations and will organise hosts where the RFU Council Member is not available;
5. The DoM's primary role is income generation from commercial sources to enable rugby to be played from community to representative levels to the highest standards, wherever the Army is based, as well as participation in events and competitions globally. In essence the appointee is responsible for:
 - a. Initiating and maintaining direct contact with current and prospective commercial organisations for the generation of income (sponsorship), services, goods (supplements and sports drinks) and support (transport, accommodation equipment and travel);
 - b. Submitting invoices annually to all direct contracted commercial organisations – through the DoF;
 - c. Agreeing sponsor contracts with commercial organisations;
 - d. Providing hospitality (in co-operation with other Management Board members) to commercial organisations under the contractual agreements;
 - e. Providing timely updates and PR marketing promotional items to commercial organisations (current team photos with donor logos etc.);
 - f. Passing on commercial organisations requirements within the ARU in accord with contracts (undertakings to run specific contracted commercial organisations 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. Coordinating with the DoF and ARU Sec provide the guest list and attendance at the annual President's Dinner and providing to the Chair a short resume of those attending and the support they afford the ARU; and
- k. Responsible for future proofing the financial requirements of the ARU by maintaining a succession plan of current and future commercial partners.



CHAIR OF REPRESENTATIVE RUGBY

1. The Chair of Representative Rugby (CoRR) is a voting member of the ARU Management Board and will have responsibility for the direction and management of the Army Rugby Union's (ARU's) representative teams. The CoRR will report directly to the ARU Chair and Management Board to whom they will be required to provide regular updates on the activities of the representative teams and the plans for the future;
2. The CoRR will chair the Representative Rugby sub Committee (RRSC) at least four weeks prior to any ARU Board or Council meeting. The purpose of these meetings is to address actions brought to the RRSC by the Board and report actions / recommendations coming from such events. The members of the RRSC are:
 - a. The Chair of Representative Rugby;
 - b. The Director of Men's Rugby;
 - c. The Director of Women's Rugby;
 - d. The Director of Masters Rugby;
 - e. The Director of Academy Rugby;
 - f. The Director of 7's Rugby;
 - g. The Director of Rugby Development;
 - h. *The COO; and
 - i. *The DoF.

*as required.
3. The responsibilities of the CoRR are listed but not limited to the following:
 - a. Apply the expectations, ethos, approach and standards to be upheld for all ARU representative rugby;
 - b. Understand the rugby union landscape and make sufficient plans for the future of army representative rugby so that it mitigates any strategic shocks;
 - c. Conversant with the ASCB policies for the playing of rugby for financial reward outside of the Army and to advise the relevant Director of Rugby(DoR's) as to the benefits of players proposed affiliation to professional or semi-professional clubs in the UK, ensuring the correct Army games are agreed and inserted before any contract is signed;
 - d. Provide leadership, guidance and support to the DoRs in their management of ARU representative teams;
 - e. Maintain a steady battle rhythm that provides DORs top down direction as well as bottom up communication and representation;
 - f. Manage ARU annual representative budget, scrutinise expenditure and report quarterly to the ARU Chair and Management Board on financial performance;
 - g. Provide quarterly updates to the ARU Chair and Management Board on all ARU representative rugby performance, activities and future events, representing the interests of all DoRs;

h. Assist in the formulation and guidance of ARU policy in conjunction with the ARU Chair and other Management Board and Council members;

i. Represent, inform and influence UKAF, ASCB and HQ Army in all policy, programming and management requirements affecting ARU representative rugby; and

j. Assist in the promotion of the ARU to the rugby community and the wider CoC and to be a representative of the ARU at matches, events and meetings when required and available.



DIRECTOR OF MENS RUGBY

1. The Director of Men's Rugby (DoMR) is a member of the ARU Council and will have responsibility for the performance, management and direction of the Army Rugby Union's (ARU's) men's XV and development team. The DoMR will report directly into the Chair of Representative Rugby (CoRR) to whom they will be required to provide regular updates on the activities of the men's team;
2. The DoMR will be required to act in accordance with the direction given by the CoRR and the Management Board and as detailed in the ARU management plan and vision document;
3. The DoMR will have delegated fiduciary responsibility from the CoRR and Management Board and will ensure that the allocated budget is being managed correctly by the budget manager;
4. The responsibilities of the DoMR are listed but not limited to the following:
 - a. Provide direction, guidance and support to their rugby staff and act as a focal point for all performance, management and administrative issues pertaining to the ARU men XV and development team;
 - b. Direct and lead the men'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 Men's Teams;
 - c. Scrutinise the annual budget submissions and to ensure that the submissions are aligned to the aims and objectives of the ARU;
 - d. 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 CoRR and Director of Community Rugby, Director of Academy, men's head coach and manager to help produce the ARU Structured Season (SS) ensuring that all fixtures are included on the SS and fixture list compiled in June annually by the Secretary and published prior to each season;
 - f. Facilitate succession planning and in conjunction with the management staff appoint staffing positions within the men's team. The DoMR will present names for appointment to the CoRR and Management Board for endorsement.
 - g. Liaise with the CoRR, Director of ARU Academy and Director of Rugby Development to ensure that a clear development policy is provided to exploit the potential of players, coaching and managerial staff;
 - h. Promote the formulation of ARU policy in conjunction with CoRR and other Management Board and Council members;
 - i. Contribute to the promotion of the ARU to the rugby community and the wider CoC and to be a representative of the ARU at matches, events and meetings when required and available;
 - j. To provide Director input to the United Kingdom Armed Forces (UKAF) Senior Men's XV when necessary.

DIRECTOR OF WOMENS RUGBY

1. The Director of Women's Rugby (DoWR) is a member of the ARU Council and responsible for the performance, management and direction of the ARU women's XV and development teams, to be known collectively as the ARU Women's XV Teams. The DoWR will report to the Chair of Representative Rugby (CoRR) and Management Board to whom they will provide regular updates on the activity of the ARU Women's XV Teams;
2. The DoWR will be required to act in accordance with the direction given by the CoRR and Management Board and as detailed in the ARU management plan and vision document;
3. The DoWR will have delegated fiduciary responsibility from the CoRR and Management Board and will ensure that the allocated budget is being managed correctly by the budget manager;
4. The responsibilities of the DoWR are listed but not limited to the following:
 - a. Act as the focal point for all performance, management and administrative issues pertaining to the ARU women's XV teams.
 - b. Give direction and lead the ARU women's XV teams' management, medical and coaching staff to continually improve and develop high performance environments 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 women's XV teams.
 - c. Scrutinise the annual budget submissions and to ensure that the submissions are aligned to the aims and objectives of the ARU.
 - d. Ensuring that the interests of the ARU and the players are articulated in any player's professional contract.
 - e. Liaise with the CoRR and Director of Community Rugby in order to help produce the ARU Structured Season (SS) and ensure that all ARU women's XV teams' fixtures are included on the SS and fixture list compiled in June annually by the Secretary and published prior to each season;
 - f. Facilitate the succession planning and, in conjunction with their management staff, appoint staffing positions within the teams. The DoWR will present names for appointment to the CoRR and the Management Board for endorsement;
 - g. Liaise with the Director of Rugby Development to ensure that a clear development policy is provided to exploit the potential of players, coaching and managerial staff.
 - h. Promote the formulation of ARU policy in conjunction with CoRR and other Management Board and Council members;
 - i. Contribute to the promotion of the ARU to the rugby community and the wider CoC and to be a representative of the ARU at matches, events and meetings when required and available;
 - j. Assist with UK Armed Forces (UKAF) Women's XV when necessary; and
 - k. Support and promote Women's Corps rugby so as to ensure it provides an adequate supply of future Army women's players.

DIRECTOR OF ACADEMY RUGBY

1. The Director of Academy Rugby (DoAR) is a member of the ARU Council and will have responsibility for the performance, management and direction of the Army Rugby Union's (ARU's) Academy team. The DoAR will report directly to the Chair of Representative Rugby (CoRR) and ARU Representative Rugby Sub Committee and Management Board to whom t will be required to provide regular updates on the activities of the Academy team;
2. The DoAR will be required to act in accordance with the direction given by the CoRR and Management Board and as detailed in the ARU management plan and vision document;
3. The DoAR will have delegated fiduciary responsibility from the CoRR and Management Board and will ensure that the allocated budget is being managed correctly by the budget manager;
4. The responsibilities of the DoAR are listed but not limited to the following:
 - a. The Director is accountable to the CoRR and Management Board;
 - b. Act as a focal point for all performance, management and administrative issues pertaining to the ARU Academy team;
 - c. Give direction 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 team;
 - d. Continuously scrutinise the Academy's annual budget submission and ensuring that the submissions are aligned in supporting the aims and objectives of the ARU;
 - e. 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 CoRR and the Management Board for endorsement;
 - f. Liaise with the CoRR, Director of Men's Rugby, Director of Rugby Development to ensure that a clear development policy is provided to exploit the potential of players, coaching and managerial staff;
 - g. Promote the formulation of ARU policy in conjunction with CoRR and other Management Board and Council members;
 - h. Assist in the promotion of the ARU to the rugby community and the wider CoC and to be a representative of the ARU at matches, events and meetings when required and available; and
 - i. To assist with UK Armed Forces (UKAF) U23 XV administration and budgeting.

DIRECTOR OF MASTERS RUGBY

1. The Director of Master's Rugby (DoMR) is a member of the ARU Council and will have responsibility for the performance, management and direction of the Army Rugby Union's (ARU's) Masters team. The DoMR will report directly to the Chair of Representative Rugby (CoRR) and ARU Representative Rugby Sub Committee and Management Board to whom they will be required to provide regular updates on the activities of the Masters team;
2. The DoMR 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 document;
3. The DoMR will have delegated fiduciary responsibility from the CoRR and Management Board and will ensure that the allocated budget is being managed correctly by the budget manager;
4. The responsibilities of the DoMR are listed but not limited to the following:
 - a. The Director is accountable to the CoRR and the Management Board;
 - b. Act as a focal point for all performance, management and administrative issues pertaining to the ARU Masters Team;
 - c. Give direction and lead the Masters 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 Masters Team;
 - d. Continuously scrutinise the Academy's annual budget submission and ensuring that the submissions are aligned in supporting the aims and objectives of the ARU;
 - e. Manage succession planning and in conjunction with the management staff appoint staffing positions within the department. The DoMR will present names for appointment to the CoRR and Management Board for endorsement;
 - f. Liaise with the CoRR, Director of Rugby Development, to ensure that a clear development policy is provided to exploit the potential of players, coaching and managerial staff.
 - g. Promote the formulation of ARU policy in conjunction with CoRR and other Management Board and Council members; and
 - h. 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.

DIRECTOR OF 7s RUGBY

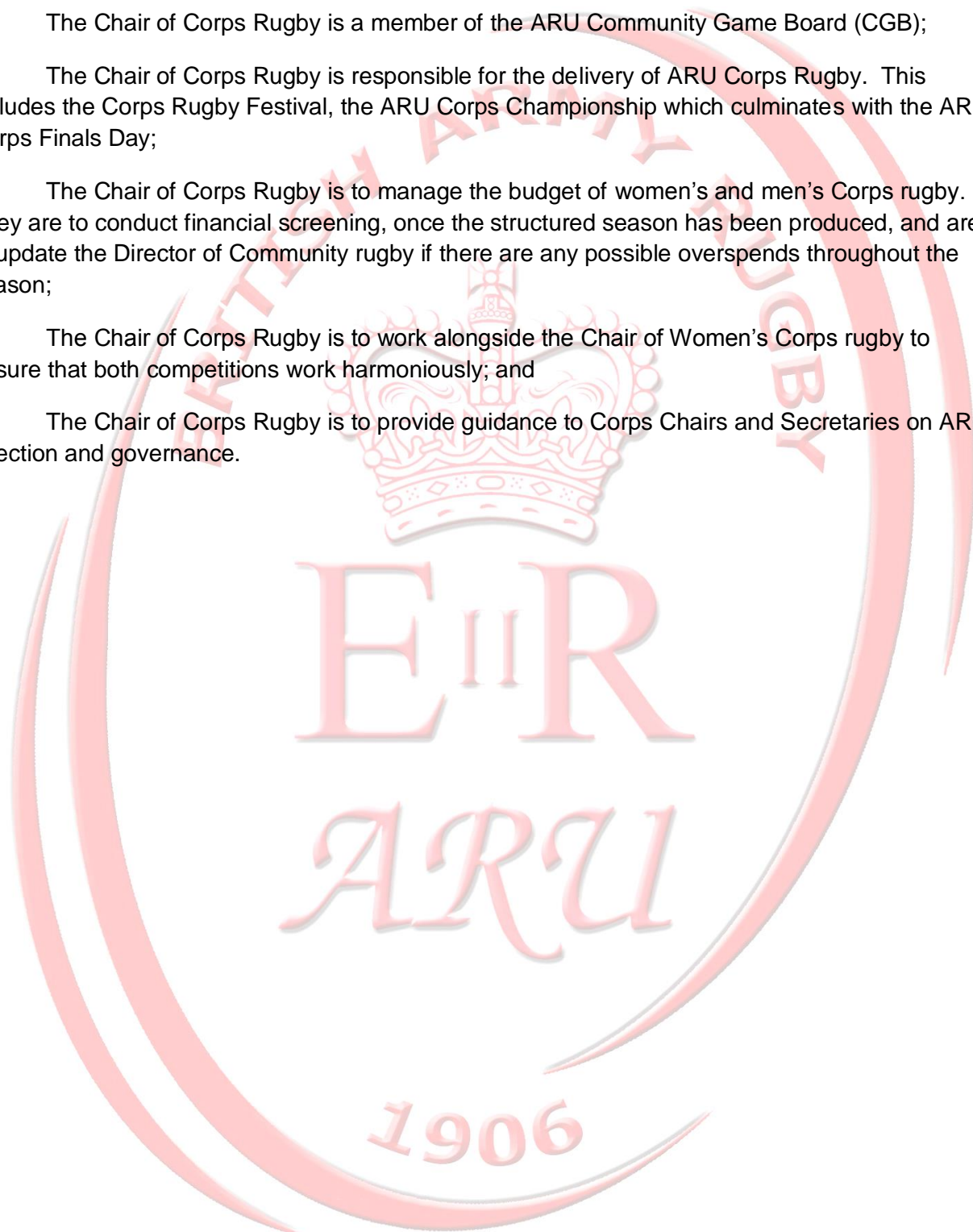
1. The Director of 7s Rugby (Do7R) is a member of the ARU Council and will have responsibility for the performance, management and direction of the Army Rugby Union's (ARU's) Women's and Men's 7s teams. The Do7R will report directly to the Chair of Representative Rugby (CoRR) and ARU Representative Rugby Sub Committee and Management Board to whom he or she will be required to provide regular updates on the activities of the Masters Team;
2. The Do7R 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 document.
3. The Do7R will have delegated fiduciary responsibility from the CoRR and Management Board and will ensure that the allocated budget is being managed correctly by the budget manager;
4. The responsibilities of the Do7R are listed but not limited to the following:
 - a. The Director is accountable to the CoRR and the Management Board;
 - b. Act as a focal point for all performance, management and administrative issues pertaining to the ARU 7s teams;
 - c. Give direction and lead the 7s teams 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 7s teams;
 - d. Continuously scrutinise the Academy's annual budget submission and ensuring that the submissions are aligned in supporting the aims and objectives of the ARU;
 - e. Manage succession planning and in conjunction with the management staff appoint staffing positions within the department. The Do7R will present names for appointment to the Chair of Representative Rugby and Management Board for endorsement; and
 - f. 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.

DIRECTOR OF COMMUNITY RUGBY

1. The Director of Community Rugby (DoCR) is a voting member of the ARU Management Board. They are responsible for the development and growth of the game within the British Army, using the structured season to deliver Army-wide competitions for units & Corps. The post holder will, with their sub-committee (ARU Community Game Board (CGB)), develop a clear path to elite rugby for each capable individual. Furthermore, they are responsible for the planning and conduct of the following competitions:
 - a. Premiership Competition;
 - b. Championship Competitions;
 - c. Corps Competition;
 - d. Women's Competitions; and
 - e. ARU Sevens Competition.
2. The Director will develop links with the RFU and other Service Unions to utilise and implement key relevant initiatives and pan services 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, with the assistance of the COO, DoMR and DoWR will plan and produce the structured season(SS) in consultation with the Chairs and Managers within the ARU and present it for agreement to the Management Board for endorsement annually in June prior to the SS commencing in the September; and
5. The Director is to form the POC for the Army Rugby Union Referee's Society (ARURS) and include the Director of Rugby Development on their sub-committee ensuring both are included in the development of new initiatives and the structured season.

CHAIR OF CORPS RUGBY

1. The Chair of Corps Rugby is a voting member of the ARU Council representing Men and Women's Corps Rugby;
2. The Chair of Corps Rugby is a member of the ARU Community Game Board (CGB);
3. The Chair of Corps Rugby is responsible for the delivery of ARU Corps Rugby. This includes the Corps Rugby Festival, the ARU Corps Championship which culminates with the ARU Corps Finals Day;
4. The Chair of Corps Rugby is to manage the budget of women's and men's Corps rugby. They are to conduct financial screening, once the structured season has been produced, and are to update the Director of Community rugby if there are any possible overspends throughout the season;
5. The Chair of Corps Rugby is to work alongside the Chair of Women's Corps rugby to ensure that both competitions work harmoniously; and
6. The Chair of Corps Rugby is to provide guidance to Corps Chairs and Secretaries on ARU direction and governance.



CHAIR OF WOMEN'S CORPS RUGBY

1. The Chair of Women's Corps Rugby is a member of the ARU Community Game Board (CGB) and reports to the Chair of Corps Rugby;
2. The Chair of Women's Corps Rugby is responsible for the delivery of ARU Women's Corps Rugby. This includes the Corps Rugby Championship and associated development events;
3. The Chair of Women's Corps Rugby is to work alongside the Chair of Corps rugby to ensure that both competitions work harmoniously; and
4. The Chair of Women's Corps Rugby is to provide guidance to Corps Chairs and Secretaries on ARU direction and governance.



CHAIR OF UNIT RUGBY

1. The Chair of Unit Rugby is a voting member of the ARU Council;
2. The Chair of Unit Rugby is a member of the ARU Community Game Board (CGB) and reports to the Director of Community Rugby (DoCR);
3. The Chair of Unit Rugby is responsible for the delivery of ARU Unit Rugby. This includes Premiership and Championship league rugby, Army Cup and subsidiary KO cup competitions which culminates with the ARU Community Finals Day;
4. The Chair of Unit Rugby is to manage the budget of Unit rugby and is to submit an annual financial request to the Director of Community Rugby;
5. The Chair of Unit Rugby is to provide guidance to Unit Rugby Officers (URO) on ARU direction and governance;
6. The Chair of Unit Rugby is to ensure that all Units playing competitive rugby are affiliated to the ARU;
7. The Chair of Unit Rugby manages the ARU Unit Bundle Gift of Kit (GoK) deals on behalf of the Director of Community Rugby and in conjunction with the ARU Administration Officer; and
8. The Chair of Unit Rugby manages a small team of volunteers, such as League Secretaries and Fixture Exchange Secretary, to ensure Unit rugby is delivered efficiently.

CHAIR OF COMMUNITY 7s

1. The Chair of Community 7s is a voting member of the ARU Council;
2. The Chair of Community 7s is a member of the ARU Community Game Board (CGB);
3. The Chair of Community 7s is responsible for the delivery of ARU Community 7s rugby. This includes Inter Unit 7s, Corps 7s and subsidiary KO cup competitions which culminates in the Army 7s Finals;
4. The Chair of Community 7s is the Army POC for the Inter-Services Unit 7s competition. They are to ensure that the Army is represented by a suitable 7s team to compete in the Inter-Services Unit 7s competition and are responsible for the planning and delivery of the competition when the Army are scheduled to host;
5. The Chair of Community 7s is to assist the ARU with the planning and delivery of the Aldershot Army 7s hosting a round of the GB Super 7s Series;
6. The Chair of Community 7s is to manage the budget for Community 7s rugby. They are to conduct financial screening, once the structured season has been produced, and are to update the Director of Community rugby if there are any possible overspends throughout the season; and
7. The Chair of Community 7s is to provide guidance to Unit Rugby Officers (URO) on ARU direction and governance with particular focus on the 7s game.

DIRECTOR OF RUGBY DEVELOPMENT

1. The Director of Rugby Development (DoRD) is a member of the ARU Management Board and has overall responsibility for ensuring a succession pathway is in place providing the availability of sufficient level 2 coaching personnel for ARU clubs.
2. The DoRD's primary role is to ensure there are sufficient level 2 and 3 coaches to meet the needs of the ARU representative teams and the Army Units affiliated to the ARU. The responsibilities of the DoRD are listed but not limited to the following:
 - a. Identify talent for appointment within the ARU representative team level. Ensuring that Army personnel are trained and developed appropriately to be able to fulfil the coaching and support roles required of them at all levels;
 - b. Ensure there is a succession pathway of qualified Coach Educators and Trainers to meet the ARU's commitments;
 - c. Ensure sufficient Level 2 courses are scheduled and financed for Army personnel to meet the needs of the ARU affiliated clubs. To include overseas courses (Cyprus, and Brunei);
 - d. Provide guidance on the selection of personnel for ARU financial assistance for Continuing Professional Development(CPD) e.g. Support to attend Level 3;
 - e. Maintenance of the ARU coaches database by ensuring a current database of qualified coaches is maintained on the RFU Game Management System;
 - f. Mentor and advise the Rugby Development Officer on their responsibilities;
 - g. Produce an annual coach and associated course yearly plan;
 - h. Provide the link between the ARU and RFU on community coaching and coaching course delivery matters;
 - i. Submit an annual budget ensuring appropriate managerial checks are adhered to;
 - j. Must hold at least a level 2 coaching qualification and be working towards level 3;and
 - k. Assist in the formulation and publication of ARU policy as directed by the Chair. This should include the governance and management of the Coaching Pathway within Army Rugby.

CHAIR OF THE ARMY RUGBY UNION REFEREES' SOCIETY (ARURS)

1. The Chair of the Army Rugby Union Referees' Society (ARURS) is member of the ARU Council and responsible for all rugby refereeing activities within the Army;
2. The ARURS Chair must be a qualified and active rugby referee;
3. The primary role of the ARURS Chair is to ensure there is a succinct succession plan in place for suitably qualified officials to meet the needs of the ARU. The responsibilities of the ARURS Chair are listed but not limited to the following:
 - a. Appoint suitably experienced personnel to the ARURS Executive Committee (EXCO), providing each with appropriate Terms of Reference;
 - b. Ensure EXCO succession planning is conducted efficiently, providing oversight of the development of future EXCO members;
 - c. Ensure that the Army, as part of the United Kingdom Armed Forces (UKAF) Rugby Referees Federation, appoints suitable officials to Services matches in terms of qualifications, experience and number;
 - d. 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 (both in UK and overseas);
 - e. Select and actively promote those match officials with potential to reach the RFU National Panel, or equivalent Home Nation National Panels;
 - f. Ensure the development of officiating to a uniformly high standard that is consistently applied to every match;
 - g. Facilitate arbitration over any justifiable grievances;
 - h. Ensure a database of officials is maintained on the RFU Game Management System;
 - i. Engage closely with the ARU's Rugby Development Officer on refereeing matters, ensuring that appropriate training and development opportunities are afforded to ARURS;
 - j. Maintain the link with the RFU and other Home Nations on refereeing matters.
 - k. Maintain close liaison between ARURS and Army representative teams;
 - l. Submit an annual budget to the ARU and ensure appropriate managerial checks are adhered to;
 - m. Be a voting member of the UKAF Executive Committee; (Chair ARURS can double-hatted as Chair UKAF RRF, although in that capacity they would not have a vote other than for ARURS); and
 - n. Exploit all forms of media, particularly social media, to promote ARURS within the ARU and wider Rugby and Service community.

SENIOR MEDICAL ADVISOR

1. The Senior Medical Advisor (SMA) 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. The SMA will have delegated power from the Management Board to enable the selection and training of 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. The SMA will consult with the Chair of Representative Rugby (CoRR) and other members of the Council as required,
2. The SMA will be a member of the ARU Council; and
3. The SMA 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 the ASCB or Army Headquarters;
 - d. Advising on medical equipment purchase and requirement (in line with the ASCB, Army HQ and RFU);
 - 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 the ASCB, ARU or RFU from time to time; and
 - h. Advise on succession planning for medical provision.

CHAIR OF DISCIPLINE

1. The Chair of Discipline is a voting member of the ARU Council;
2. The Rugby Football Union(RFU) has delegated powers to the ARU, as one of its Constituent Bodies(CB) 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 Chair 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 Chair of Discipline shall appoint a Panel to deal with each disciplinary case in line with Regulation 19 of the RFU Handbook 2020-21. 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 CB 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 as laid down in the RFU Handbook 2020-21;
4. The Chair of Discipline is authorised to:
 - a. Exercise the powers delegated to them 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 matters;
 - e. Continue engagement with the RFU Discipline Office; and
 - f. Plan and conduct training of Panel Members and awareness training for ARU Clubs.
5. The procedures for a disciplinary hearing are detailed in the RFU Handbook 2020-21. They are promulgated to member clubs prior to the commencement of each season; and
6. The Chair of Discipline will also deal with anti-doping policy and cases and all breaches of RFU ticketing regulations.

NON-EXECUTIVE DIRECTORS

1. Non-Executive Directors (NEDs) are 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; and
 - c. Contribute to the maintenance of sound governance and ensure that the goals and objectives of the Charity are met.
2. NEDs 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 NED, 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 conducted in strict accordance with GDPR and will be made through the relevant management Board Director and the Chair 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 NEDs; and
5. NEDs do not receive payment with the exception of reimbursement of reasonable expenses incurred in carrying out their role.

DIRECTOR OF COMMUNICATIONS

1. The Director of Communications (DoC) is required to support the communication of all forms of rugby within the ARU. The individual will be responsible for communications in support of the ARU mission statement. This is a voluntary unpaid position that will initially last for three years;
2. The ARU DoC is a member of the ARU Council and reports to the ARU Chair;
3. The position requires a strong working knowledge of all forms of media; and
4. The key requirements of the DoC are:
 - a. Prepare the ARU media and communications plan for approval annually by the Man Bd;
 - b. To communicate within the Army so that the efforts of our players and administrators are appreciated;
 - c. To promote the ARU to World Rugby, the RFU, supporters, the wider military family, potential sponsors, potential recruits, and veterans as well as developing a wider social standing using recognised social media platforms, print media and all forms of TV;
 - d. Liaising with BFBS, Single Service and MoD media teams in advance of and to publicise key fixtures;
 - e. Responsible for producing the ARU content of the Inter Service match programmes as required by the Army v Navy & Army v RAF match committee marketing company;
 - f. Providing imagery from fixtures to sponsors;
 - g. To manage and coordinate with support of the Secretariat the existing media channels that the ARU influences or owns; and
 - h. Lead on the production of all representatives and 'key' match reports for the ARU website using the ARU image library.

HONORARY LIFE VICE PRESIDENT

1. An Army Rugby Union Honorary Life Vice President (HLVP) is an honorary position that the incumbent is expected to represent the Army Rugby Union (ARU) as directed below:
2. 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 one time is 25;
3. Individuals considered for nomination should have made a considerable contribution to the ARU. (Over 5 years serving in a recognised position; or held a position of significance i.e. President; Chair). HLVP's should be nominated by a serving member of the ARU management Board or Council;
4. HLVP's will be entitled to wear the Maroon ARU Man Bd tie and ARU Blazer to ARU events;
5. HLVP's become ARUMS members and are invited annually to the ARU sponsored lunch at either Army v Navy or Army v RAF day;
6. HLVP's will not receive recompense for travel expenses.
7. HLVP's will be expected to attend:
 - a. One Inter Service fixture annually;
 - b. Three ARU representative fixtures per season (either home or away);
 - c. One community finals day. (Currently Premiership, Championship or Corps finals);
and
 - d. The AGM.
8. 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; and
9. HLVP's who do not fulfil the criteria within para 7 for two years will be asked to resign their position from the ARU.

WOMENS AND MENS HEAD COACHES

1. Head Coaches (HCs) to the ARU Women's and Men's Senior XV teams will hold a minimum of a level two coaching certificate and be working towards their level three certificate. They will have considerable delegated responsibility from the Representative Rugby Sub-Committee to enable them in conjunction with the Directors of Women's and Men's Rugby to choose their 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 HCs will be required to provide regular updates on team issues to the Chair of Representative Rugby (CoRR). They will consult with the Directors of Women's and Men's Rugby on management and administration matters as appropriate; and
2. The HCs will be responsible for all aspects of on field activity for the Women's and Men's XV teams. They will also be responsible for but not limited to the following:
 - a. Coaching the Women's and Men's Senior XV, developing a high performance environment in order to exploit the potential of the staff and players;
 - b. Manage all on-field playing matters;
 - c. In conjunction with Team Managers, produce the annual budget submission for the season by June each year;
 - d. Produce and control the coaching and conditioning programme throughout the season;
 - e. Co-ordinate and conduct a fitness and development programme for the ARU Senior Women's and Men's Squads in conjunction with the teams Conditioning Coaches prior to the commencement of and during the playing season;
 - f. Coaching the ARU Women's and Men's Senior Squads 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 Women's and Men's Senior Squad throughout the season and in each calendar year during the term through observing rugby matches and liaising with the development coaches and the network of scouts across the UK;
 - h. Attend such seminars and briefing sessions as may be arranged or organised by ARU from time to time;
 - i. Produce a coaching report (for all of the ARU Women's and Men's Senior XV squad members) at designated points throughout the season; and
 - j. Advise the Directors of Women's and Men's Rugby on succession planning for both the Management and Coaching team.

REPRESENTATIVE TEAM MANAGERS

1. The Representative Team Managers (TM) (Women's and Men's Senior XV, Women's and Men's Development teams, Masters, Academy and Women's and Men's Sevens) are accountable to their Directors of Rugby (DoR). Their key output will be execution and implementation of the managerial tasks enabling the team to take the field of play. Fundamental to carrying out their tasks is early planning, organisation and good relations with ARU and wider rugby enabling staff. TMs will be the key conduit in communications with players and staff to determine availability, be the lead on direction from their Directors and compile and submit the budget plan for the season. All representative TMs are expected to share best practice and resources where appropriate to support a collective ARU output; and
2. TMs responsibilities include but are not limited to the following:
 - a. Support a successful team environment on and off the pitch where the team's full potential can be achieved;
 - b. Produce by the end of May annually a financial plan to support the following years activity and manage that spend plan in close consultation with their DoR, their Head Coach (HC) and ARU Director of Finance (DoF);
 - c. Liaise with the ARU Chief Operations Officer (COO) regarding all team administrative and logistical matters and liaise with the ARU DoF for all financial matters;
 - d. Maintain a strong working relationship with their respective DoR, HC and coaching staff to ensure all off field matters are managed to support on field outputs;
 - e. Ensure on and off field disciplinary issues are dealt with in accordance with ARU Disciplinary policy; and
 - f. Manage the team's kit and equipment in accordance with the ARU Planning Assumption and Equipment Care and Management Plan document.
3. Be prepared to:
 - a. In accordance with the ARU Overseas Tour schedule conduct early planning and scoping for team end of season tour; and
 - b. Coordinate all of their respective team's fixtures, noting the structured season and ensuring the ARU secretariat is kept fully informed in a timely manner