

HAMPSHIRE RUGBY FOOTBALL UNION LIMITED

Terms of Reference

Sponsor Management Board

First Draft November 2015

Last Updated January 2018



EXECUTIVE DIRECTOR

1 Primary Purpose

The primary purpose of the Executive Director is to manage the day to day business of the Union (“Running the Game”) within the Rules and prescribed regulations, guidelines and policies.

2 Secondary Purposes

- 2.1 To ensure the delivery of an efficient and effective service of the highest quality possible from the County Office to Hampshire rugby.
- 2.2 To keep under review the Strategic Direction of the Union as defined by its Vision and the Mission.
- 2.3 To make the most efficient use of resources and achieve best value for money.
- 2.4 To manage the County Office premises.
- 2.5 To represent the Union at General Meetings of the RFU, English Rugby Counties Association, London RFU and such other organisations as decided by the Management Board.
- 2.6 To support the President during his term of office.
- 2.7 To ensure open and effective two-way communications between Member Clubs and the Union, and the Union and the RFU.
- 2.8 To be the Company Secretary for the purposes of the Cooperative and Community Benefits Act 2014 and any subsequent Acts governing or otherwise affecting community benefit societies.

3 Accountable to

The Executive Director is accountable and reports to, and works under the authority of, the Chairman of the Management Board.

4 Authorised to

- 4.1 The delegated authority of the Executive Director extends to all matters other than those which the Board expressly decides should be kept under its direct control, acting always within the powers allowed by the Union’s Rules and exercising reasonable care, skill and diligence.
- 4.2 attend, when requested by the President or the Management Chairman any meeting of any Committee, Sub Committee or Task Group of which he is not an appointed member.
- 4.3 appoint the Administrative Officer, Media Liaison Officer and the Web Master.

5 Tasks

5.1 Core Activities

- governing or
- 1 General
 - 1 exercise independent judgement and manage the affairs of the Union in an orderly and visibly efficient manner
 - 2 maintain the dignity, traditions and excellence of the Union
 - 3 promote the success of the Union
 - 4 complete and file all statutory forms, returns, books, registers and information required by the Industrial and Provident Societies Acts 1965-1978 and any subsequent Acts otherwise affecting industrial and provident societies
 - 5 safeguard the Seal of the Union

 - 2 Planning
 - 1 take a leading role in policy development
 - 2 take a leading role in developing the Strategic Plan
 - 3 take a leading role in the preparation and implementation of the annual Planning, Funding and Reporting process
 - 4 prepare and develop In-Year monitoring and management of the Union's performance
 - 5 report regularly to the Management Board on the Union's performance
 - 6 include a review of the outcome of the Strategy in the Annual Report

 - 3 Finance
 - 1 assist the Finance Chairman in the preparation of the annual budget
 - 2 ensure that all activities are completed within the budget approved by the Board
 - 3 invoice Member and Associate Clubs and Schools for annual charges and monitor payment
 - 4 arrange when not provided by the Rugby Football Union appropriate insurance cover for Club Hampshire, the Union's committee personnel, the County Office and its contents
 - 5 submit the Annual Financial Statements to the RFU (RFU Regulation 5.1.1 and the FCA the Annual Return) following approval at the AFGM

(with

 - 4 Organisation
 - 1 plan and arrange all major Union functions, events, and meetings; and related matters such as programmes, notices, agenda, minutes, catering, invitations, attendance and payments
 - 2 maintain procedures for the conduct of General Meetings and Meetings of the Board
 - 3 manage the annual election of the Representative to the RFU Council (RFU Rule 18.1)

 - 5 Supervision
 - 1 recruit, deploy, motivate and develop any paid administrative staff authorised by the Board to ensure maximum organisational effectiveness and personal job satisfaction

- 2 oversee the functional aspects of the duties of the Secretary of each Committee and Sub Committee
- 3 provide advice and support to the Media Liaison Officer and the Web Master
- 4 ensure that the requirements of sponsorship agreements are met fully

6 Negotiation

- 1 instigate and conduct discussions with all suppliers for cost-effective services and products avoiding conflicts of interest

7 Communications

- 1 coordinate and manage the Union's external relations with a view to promoting agreed policies and protecting the image and reputation of both the Game and the Union
- 2 strengthen the links between Rugby and the Community to harness the Game's potential as a force for good in Society
- 3 be the main point of contact with the media and, together with the Management Chairman, be one of the Union's principal spokesmen
- 4 edit and publish the Annual Handbook, the Hampshire Rugby Manual, *"Hampshire Rugby Points"*, the Annual Report, and the Strategic Plan
- 5 ensure that all Member Clubs can expect at least:
 - a to know the long term aims and direction of the Union by means of the Strategic Plan
 - b to receive *"Hampshire Rugby Points"* as quickly as possible on completion of each Clubs' Meeting
 - c to know how the Union is performing by means of the Annual Report
 - d to receive important RFU and Union news clearly and rapidly with a follow up process of detailed briefings whenever necessary
 - e key and current information about the Union to be available on the Hampshire Rugby Web Site
- 6 arrange a Forum when required to meet the stated needs of the Member Clubs

8 Marketing

- 1 formulate sponsorship proposals
- 2 investigate opportunities for financial assistance from commercial concerns and process sponsorship proposals
- 3 make recommendations on offers of assistance to the Management Board
- 4 ensure that the requirements of sponsorship agreements are met
- 5 promote fundraising opportunities
- 6 To oversee advertising and promotional work carried out on behalf of the Union
- 7 To encourage support of all Club Hampshire matches

9 Representation

- 1 maintain and increase links with other bodies, especially the RFU staff, ERCA, London RFU, other Constituent Bodies, Sport England, the Hampshire County Council, other local unitary authorities, the media, suppliers, and professional advisers
- 2 attend major County functions and events, General and Clubs' Meetings, Senior XV matches, Under 20 Championship matches and meetings of the Board, the Playing and Development Committees, and other meetings if requested by the President or Chairman of the Board

10 Guidance

- 1 guide the President and Management Chairman on practice and precedent
- 2 guide the Union on the Constitution, Rules, Bye-Laws, Regulations, Standing Orders, the law and good practice

11 Membership

- 1 maintain the Register of Members and Officers
- 2 approve applications from individuals to become Life or Individual Associates

12 Records

- 1 establish, maintain, store and retrieve all relevant non-financial records and to comply with all relevant legal requirements
- 2 maintain a database of Member Club information
- 3 provide the RFU with annual returns

13 Club Administration

- 1 monitor the submission of accounts by Member Clubs (RFU Regulation 5.1.3)
- 2 approve tour applications from Member Clubs (RFU Regulation 10.5.1.d/10.6.1.b)
- 3 approve Sevens Tournaments from Member Clubs (RFU Regulation 10.8.1.a.i))

5.2 Key Driver 5 – Achieve effective and efficient management

Objective: to assist Clubs to achieve exemplary standards by

- 1 delivering excellence in leadership
- 2 improving the corporate image
- 3 implementing marketing strategies
- 4 improving standards of Club management