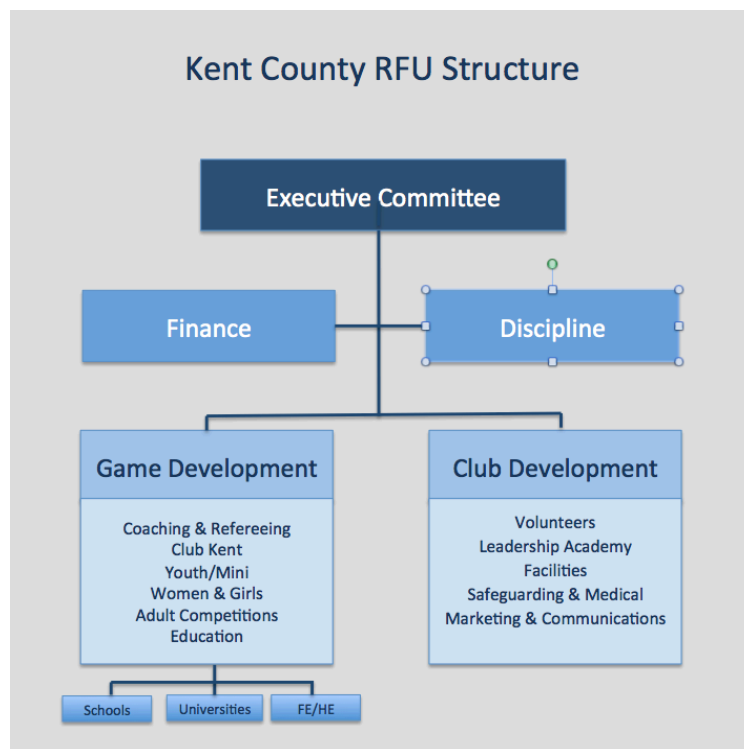




KENT COUNTY RFU: Executive Committee & Sub-Committees - Terms of Reference



This document sets out the primary roles, aims & objectives of the County's main decision-making bodies and, where relevant, their respective Sub-Committees. The County's decisions-making and committee structure is as set out in the diagram, above.

EXECUTIVE COMMITTEE

Aims & Objectives

The Executive Committee is the principal decision-making body of the Kent County RFU. The Committee's primary tasks are to:

- resolve upon or confirm matters of policy and administration in respect of the Kent County RFU and the Rugby Football Union;
- agree and appoint the County Representatives to such other representative bodies as may from time to time occur, the Chairmen of County Committees and Task Groups and to ratify their composition;
- conduct the proper day to day business of this Union, overseeing the activities of the

- committees, sub-committees and task groups;
- approve all expenditure in the name of Kent County RFU;
- authorise the expenditure of any item in excess or outside the agreed budgets of any part of the Union;
- to develop and implement a Strategic Plan, and to monitor its progress of implementation and delivery of outcome;
- oversee the management of all county competitions;
- oversee the disciplinary powers delegated to the County by the RFU in respect of players and clubs;
- co-ordinate the administration of all County Activities by the arrangement of specialised administrative assistance and any necessary premises;
- oversee a succession plan for appointments to the Executive Committee and its sub-committees; and
- to provide all necessary support and assistance to its affiliated club, in respect of club and game development, and to promote their sound governance in accordance with generally recognised corporate governance best practice.

Composition

The Executive Committee shall be comprised at least of the following:

- President of the KCFRU
- Chairman
- Hon. Treasurer
- Hon. Secretary
- Chair, Game Development Committee
- Chair, Club Development Committee
- RFU Area Manager (Area 3 – Kent, Essex, Surrey & Sussex)

Other individuals may be appointed to the Executive Committee, by election, based on the skills, competencies and experience as may be required commensurate with ensuring the efficient and effective delivery of the Committee's aims & objectives, and responsibilities.

Meetings of the Executive Committee

The Committee will normally meet [6] times during the course of the season and as otherwise required.

A committee meeting will be deemed to be quorate with four persons present, one of whom must be either the Chairman, Hon. Treasurer, or one of the Chairs of either the Game or Club Development Committees.

OTHER COMMITTEES

Disciplinary Committee

The Disciplinary Committee's purpose is to administer RFU Regulation 19, which provides the framework for dealing with all disciplinary matters, with particular reference to Regulation 19.1.5, which states that:

“The overriding objective of RFU Regulation 19 is to maintain and promote fair play, protect the health and welfare of Players (and others involved in the Game), ensure that acts of Foul Play and Misconduct (on and off the field of play) are dealt with expeditiously and fairly by independent means within the Game and that the image and reputation of the Game is not adversely affected.”.

The Committee shall operate independently of the Executive Committee. However, the Executive Committee shall be responsible for appointing suitably qualified individuals to serve on the Committee; and the Committee will submit regular reports to the Executive on its decisions.

Aims & Objectives

The Disciplinary Sub-Committee is required to:

- hold Disciplinary hearings as required and to determine any further action to be taken, subject to appeal to the RFU, for infringement against law 10, for any conduct which is considered to be prejudicial to the interests of the game under RFU Rule 5.12 and for citing;
- maintain a consistent disciplinary policy in accordance with the RFU Disciplinary Regulations;
- assist and advise clubs and schools in the discipline process in respect of U17¹ age groups and schoolboy players as well as seniors, including coaches, officials and spectators

Composition

There is no limit on the number of persons that can be appointed to the Sub-Committee. However, for disciplinary hearings, the Sub-Committee will operate as a tribunal, with the three members appointing one of their number to act as Chair.

The Sub-Committee will be supported by a Secretary, and for hearings, also by a note-taker.

The Sub-Committee shall act impartially at all times and base its decisions on the evidence that is presented to it, under the principle of the ‘balance of probability’.

Finance Committee

The Finance Sub-Committee’s role is to ensure the prudent management of the Kent County RFU’s budget, and that the County discharges its financial responsibilities correctly and remains financially viable at all times.

Aims & Objectives

Through the Hon. Treasurer, the Sub-Committee’s aims & objectives include:

- the development of the County’s budgeting and financial planning;

¹ U17 age groups and school boy players who are the subject of discipline procedures are usually dealt with by their club or school, who are responsible for reporting their actions to the County. The appropriate sanctions are published in the RFU Handbook and on the RFU web site. Coaches, officials, parents and spectators at these levels who become the subject of disciplinary procedure are dealt with by the County.

- to agree annually budgets for each of the Sub-Committees or Task Groups, and to monitor the expenditure of these agreed budgets;
- the creation of the County's financial internal controls, including the setting of delegated spending budgets of both the Game, and Club Development Committees;
- to monitor, on behalf of the RFU such financial assistance as may be dispensed from national resources
- to act as an auditing committee for all County expenditure;
- the preparation and distribution to the Executive Committee of timely, accurate, and user-friendly financial reports;
- to prepare an Annual Return of Club and County financial activity for submission to the RFU and
- the implementation of safeguards to protect the County's assets.

Composition

The Executive Committee (through the Nominations Committee – see below) shall ensure that individuals who are elected to serve on the finance committee, shall have the appropriate financial experience and knowledge to fulfil their roles effectively and with probity.

Game Development Committee

Aims & Objectives

The Game Development Committee's aim & objectives are:

- actively to encourage and grow participation in the game of Rugby within the County, by:
 - supporting the coaching, refereeing and playing of the game;
 - doing so across all ages/sexes in clubs, schools and higher education establishments across the County; and
 - raising standards (better organised, better coached).
- to oversee the Committee's sub-committees (see below), in particular by ensuring that each delivers their respective key objectives; and
- to manage the agreed delegated budget, as provided and authorised by the Finance Committee.

Composition

The Game Development Committee shall be comprised of the following:

- Chairman
- PFR Manager

- Coaching & Refereeing representative
- 'Club Kent' representative
- Women & Girls' rugby representative
- Youth rugby representative
- Minis rugby representative
- Competitions representative
- Education representative
- Kent Referees' Society representative
- RFU Regional Development Officer(s)

Sub-Committees of the Game Development Committee (GDC)

A number of Sub-Committees sit under the GDC:

- Competitions Sub-Committee
- Kent Rugby Development Partnership
- Club Kent Sub-Committee
- Coaching Sub-Committee
- Youth Management Sub-Committee
- Mini/Midi Sub-Committee
- Students/HE/FE Development Sub-Committee
- Women & Girls Sub-Committee

Each of their respective Terms of Reference, and Aims & Objectives are set out in the attached **Annex**.

Club Development Committee

Aims & Objectives

The Club Development Committee's aim & objectives are:

- To develop the County's member clubs, ensuring that the fundamentals of player safety and safeguarding are carried out to the highest level;
- To assist and provide financial support to the County's clubs' development and capital projects, in particular through the Small Grants Programme and other funding streams
- To provide help in developing volunteers, including through the RFU's Leadership Academy and Leadership in Union programmes;
- To encourage and implement best practice the County's clubs, ensuring that each are well governed and demonstrate financial integrity, and investment within member clubs;
- To manage the agreed delegated budget, as provided and authorised by the Finance Committee;
- To liaise with the Rugby Development Officers to manage pro-actively and co-ordinate their services in relation to:
 - the actions needed to deliver the Community Rugby section of the

- RFU Strategic Plan (excluding playing, coaching and officiating);
- a volunteer Recruitment programme for clubs;
- the Club Accreditation scheme;
- the identification of clubs that are “at risk” and the steps needed to assist those clubs, including the arrangement of club visits by the Officers and Executive committee of the County;
- To supervise and manage the promotion of the game of Rugby Football throughout the County via the press and such other media outlets and publications (including In-Touch) as may be required;
- To supervise and manage the activities of obtaining financial assistance through sponsorship etc as authorised by the RFU and World Rugby;
- To ensure the well-being of seriously injured players, and to monitor for and maintain contact with these players; and
- To promote and supervise the KCRFU website, ensuring that it is kept up-to-date and is informative.

Composition

The Club Development Committee shall be comprised of the following:

- Chairman
- PFR Manager
- CB Safeguarding Officer
- CB Volunteers Coordinator
- Facilities Funding Manager
- CB Membership Coordinator
- Media & Press Coordinator
- RFU RDOs

Nominations Committee

The purpose of the Nominations Committee is to ensure that there is a cohort of sufficiently well-qualified, competent and experienced individuals to fill the roles within the County’s principal Committees, and their respective sub-committees. The Nominations Committee also seeks to identify talent and prospective members of the County RFU from within its affiliated clubs, and once recruited and appointed, to assist with their development as County officers, including through the provision of a succession plan.

Aims & objectives

The Nominations Committee will, each year:

- Assess for the purposes of succession the performance of the Officers of the County; namely President, Hon. Secretary, Hon. Treasurer, Immediate Past President and when appointed the Executive Vice President.
- Assess for the purposes of succession the performance of the Chairmen of the various County Committees, sub-committees, and Task Groups.

- Recommend to the Executive Committee, nominations for the appointments listed in paragraph 1.
- Assess the potential and suitability of members of the Executive Committee, not holding one of the appointments listed in paragraph 1 above, for such an appointment.
- Recommend to the Executive Committee the appointment of its representatives on other Committees.
- Recommend to the Executive Committee those eligible and thought worthy for the award of a County blazer badge or appointment as Vice President.

And, when required, and as directed by the Executive committee:

- Review the defined requirements for the award of County blazer badges and the appointment of Vice Presidents.
- Consider any other matters relating to the work of the Nominations Panel.

Composition

- Chairman of the Executive Committee
- Chairman' Game Development Committee
- Chairman, Club Development committee
- Honorary Secretary

RDO Liaison Group

In accordance with the policies of the Union and of the Kent Schools Rugby Football Union, to agree with the Rugby Football Union the services to be rendered to the Union and the Kent Schools Rugby Football Union by the Rugby Development Officers in London South pursuant to the service agreement to be entered into between the Rugby Football Union and the Union.

Aim & Objectives

- To monitor the services rendered by the Rugby Development Officers allocated to the tasks set out in that service agreement, and to advise both the Union and the Rugby Football Union of alterations or improvements which may be required.
- To plan and advise upon the co-ordination of the Union's activities with those of the other County Unions in London South (Surrey and Sussex) in order to ensure the best delivery of services by the RDOs within the region.
- In conjunction with the Kent Active Sports Manager to monitor and ensure the delivery of the agreed Active Sports programme.
- To discharge such other tasks as may be delegated to it from time to time by the Committee or the Executive Sub-committee of the Union.

May 2019

ANNEX

Sub-Committees of the Game Development Committee (GDC)

Competitions Sub-Committee:

To organise and administer all aspects of the County Cup Competitions and other competitions involving clubs in full membership of the County.
To ensure that there is always County representation at London & SE Area Competitions Sub-Committee meetings.

Kent Rugby Development Partnership (RDP):

The Kent RDP's role, is to oversee, coordinate and manage all areas of development and representative rugby playing activity within the County

Aims & Objectives

- To reflect and action RFU and KCRFU Strategic Plan objectives.
- To generate improved communication and increased cross referencing of information among Sub-Committees.
- To help facilitate and monitor the production and delivery of an action plan for each KRDP Sub-Committee.
- To help ensure that the CB is financially stable by acting as a conduit between the County Budget and KRDP Sub-Committee budgets and monitoring these budgets.
- To encourage a full range of recreational, developmental and performance pathways for Kent players of all ages.
- To work with RDOs, Mini and Youth Chairs in achieving a 100% take up of the Seal of Approval for all club Mini and Youth sections.
- To improve the process and efficiency of advertising and promoting KRDP events on the KCRFU and other websites.
- To supply Kent representation on other committees as appropriate.
- To advise the Nominations Panel by making recommendations, when requested

Club Kent Sub-Committee

The Sub-Committee's role is to manage an integrated player development and playing programme for the CB, by providing the expertise and environment to enable players to realise their full potential through the School of Rugby and Player Development Centre.

Aim & Objectives

- To determine the policies for the County Age Grade teams.
- To establish and maintain an effective player assessment and tracking system.
- To ensure the co-ordination of Player Development Programmes and Pathways in conjunction with Academies, The RFU, EPDCs and Clubs.

Coaching Sub-Committee:

The Sub-Committee's role is to advise the CB RDP on matters relating to the coaching of the game at all levels.

Aims & Objectives

- To liaise with Club Kent and W&G Sub-Committees on the identification, appointment and subsequent support of all county coaches.
- To assist clubs in developing effective coaches by managing and encouraging the establishment of a strong and active CCC network led by cluster managers.

- To work with the Mini, Youth, HE/FE, W&G Sub-Committees and Schools to ensure their coaches have bespoke and accessible programmes suited to their coaches' needs.
- To work with CRefCs and provide a programme of relevant and accessible courses for coaches in need of referee training.
- To ensure that all coaches within Kent are advised, via the CCC network and the Kent website, of all RFU and non RFU coaching events in the CB.
- To identify and develop Level 2 coaches with the potential to be admitted onto Regional and National coaching programmes.
- To prepare and manage the expenditure of an agreed budget.

Protocol

"Whilst engaged in any activity under the auspices of Kent County RFU Ltd, it is not permitted for any adult to attempt to induce, or influence, any player to move from one club, or from one educational establishment, to another. If any adult, whilst engaged in any activity under the auspices of Kent County RFU Ltd, is approached by a player or parent, in order to secure a change of playing environment for the player, the matter shall be reported immediately to the Chairman of Club Kent, who will deal with the matter."

Youth Management Sub-Committee:

The Sub-Committee's role is to oversee the strategic planning, co-ordination, resourcing and management of Kent U13 to U18 rugby, in support of the KRDP Strategic Action Plan and the strategic objectives of the RFU. It will seek to achieve this, in association with the RDOs, the Youth sections of Kent clubs, the KSRFU, the KCRFUW, and other agencies, as appropriate.

Aim & Objectives

- To promote the values of the game of rugby especially through appropriate coach and referee education and development.
- To produce an annual operating budget for approval by the KCRFU Finance Committee.
- To promote the efficient and effective development of Youth Rugby through the organisation of appropriate, formally approved and organised County competitions from U13 to U18 age levels.
- To liaise with the clubs and disseminate relevant RFU information and guidance to key personnel in clubs' Youth sections.
- To organise an annual Youth forum to glean feedback from all constituent clubs in the County.
- To encourage and support clubs to achieve and maintain RFU Club Accreditation status.
- To represent KCRFU on the L & SE Area Under 18s Group Committee.
- To receive reports from Club Kent on the progress of the County Youth Teams and Development squads.
- To liaise with the County competitions and the County Disciplinary Sub-Committees on all relevant matters relating to Youth rugby.
- To liaise with the chair of the KRDP and report to meetings of the KRDP on all matters relevant to Youth rugby.
- To undertake such other responsibilities as may be delegated from time to time by the County Executive committee.

Mini/Midi Sub-Committee

The Sub-Committee's role is to drive, monitor and manage the strategic development of Mini / Midi rugby (U7 to U12) in support of the KRDP Strategic Action Plan so that it meets and fulfils the RFU Strategic Objectives

Aims & Objectives

- To oversee, coordinate and manage the structure of mini/midi rugby, in accordance with RFU Age Group Regulations and Guidelines, through a representative committee;
- To promote the ethos of mini/midi rugby and disseminate information to clubs' minis sections regarding relevant RFU and/or Kent RFU initiatives;
- To encourage and support clubs to achieve and retain RFU Club Accreditation;
- To canvas clubs' minis sections on their opinions on future developments;
- To organise a County Festival for under 7 to under 12 age groups, to include qualifying rounds and finals;
- To ensure that income from Festival entries covers pursuant costs; to procure additional sources of funding to promote other mini rugby activities; To promote the successful development of Coach Development Days;
- To create a framework for the organisation of a primary schools' tag rugby festival;
- To ensure that Club Festivals are appropriately administered, in accordance with 'Age Grade' Regulations, and approved festivals are advertised and promoted on the Kent RFU website;
- To ensure appropriate liaison with other KRDP committees;
- To help promote the CCC network; and
- To develop playing, coaching and refereeing within and for this age group, in association with the Kent RDOs.

Students/HE/FE Development Sub-Committee

The key role of the Sub-Committee is to retain Players who are likely to leave the Game, as they move into higher/further education, as well as attracting players from the sector of education who may never have played Rugby.

Aims & Objectives

- To increase college and university players.
- To increase College and university affiliation to Kent County RFU.
- To increase the number and quality of Sixth Formers playing Rugby Union.
- To promote Rugby Union, its values and good practice.

Women & Girls Sub-Committee

The Sub-Committee's role is to promote the Women's and Girl's game within the County.

Aims & Objectives

- To create, implement, review and monitor the annual Action Plan.
- To select, manage, coach and develop senior U18 and U15 Representative Teams.
- To sustain and grow Girls' Rugby in Schools and Clubs, especially the transition from Mini/Midi to 15-a-side age groups.
- To plan and deliver appropriate community programmes in Clubs and Schools.
- To plan and run a suitable programme of competitions across all age groups.
- To identify and support Coaches for the Womens' and Girls' game.

- To plan deliver and review the expenditure linked to an annual budget.
- To arrange, promote and deliver projects based on World Cups and other, high profile events.