

RAILWAY UNION R.F.C.



# ***Our Club Governance and Management Structure***

## **Roles and Responsibilities**

*How We Organise  
Ourselves and Where  
The Responsibility  
Lies*

*June 2021*

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# ***Purpose of this document***

In order to function as a sustainable rugby club, Railway Union RFC ('Railway' or 'the club') relies upon the sum of a number of critical parts working together efficiently, effectively and with one direction.

The purpose of this document is to outline the governance structure of our club and to detail the individual roles and responsibilities in order to achieve our short and medium term goals. It defines how each incoming Executive Committee should plan and outline the criteria on which they will be judged a success or not.

In order to survive, we need to view ourselves as a business. We need to structure ourselves and establish our expectations on our officers and members in order to achieve our goals. In short, we need to ensure a professional culture both on and off the field, with accountability and responsibility for all.

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# *Planning and Goal Setting*

## *Developing a Strategic Plan*

The club should always be operating off a strategic plan, which would include articulating the overall vision of the club, the strategy to achieve that vision, and the execution plan to implement the strategy.

It should also detail the personnel required to implement the plan. The Chairperson should lead the Executive Management Committee in ensuring the right personnel are in place to achieve the plan.

The Trustee and Strategic Review Committee, a nomination of the Railway President's Advisory Committee and voted in at AGM, should meet with the Executive Management Committee on an annual bases to formally re-visit the plan and assess progress against targets, identify areas of concern and agree actions to resolve same.

The chair of this committee should update members of progress against targets at the AGM.

A strategic plan should cover between 3 to 5 years and can be revisited every year by the incoming Chairperson.

In the final year of the plan, the Chairperson, along with the Executive Management Committee should begin the development of the next plan.

The strategic plan should be presented at the AGM and should also be shared with all members of the club.

## *Short Term Goals*

Short term goals (i.e. annual, operational-type goals) should be agreed by the Executive Management Committee and documented in a one-year plan (and disclosed at the AGM if possible). These would include goals over:

1. Executive Management Committee Goals (strategic, infrastructure, financial, operational, etc)
2. Rugby – Mens, Womens and Age-Grade
3. Legends
4. Social
5. Fundraising
6. Promotions and Marketing

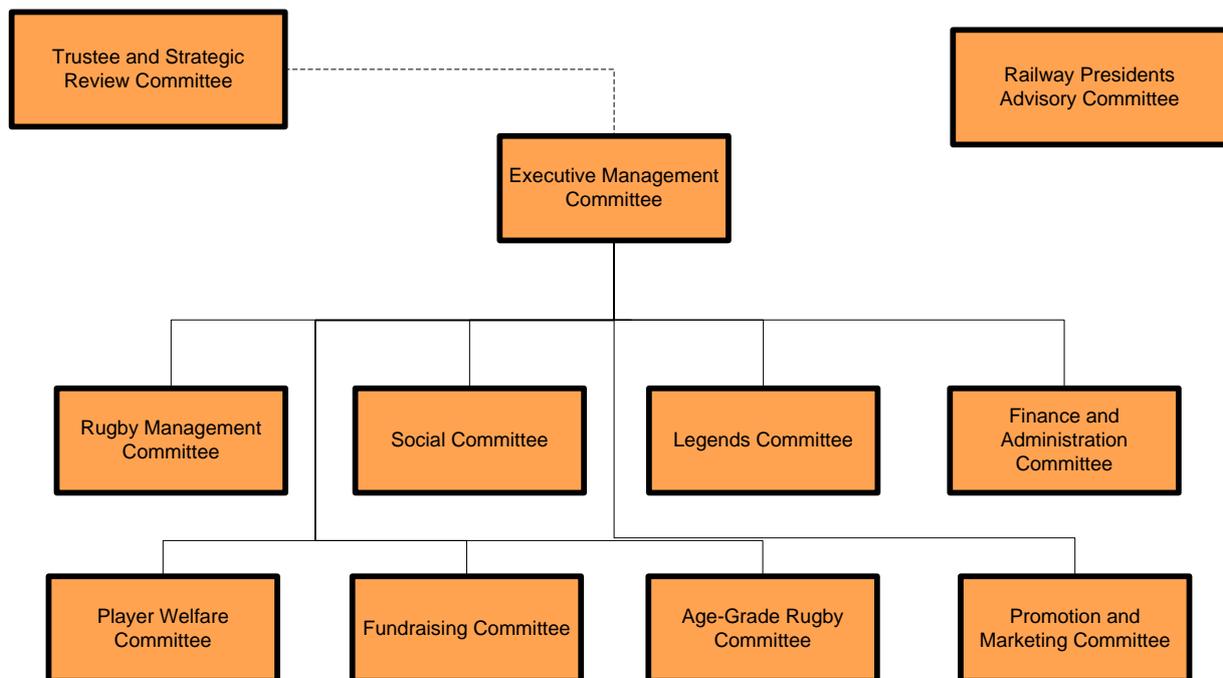
The overall Executive Management Committee should co-ordinate and approve all operational plans to ensure that they align with the overall club strategy and that decisions that are made are made to achieve that strategy.

The Executive Management Committee should take a holistic view and ensure any 'gaps' in operational plans are addressed to ensure the strategic plan is delivered.

# Railway Governance & Management Structure

## Overview

Our club structure is characterised by a number of working committees. This is outlined in the diagram below.



## Railway Presidents Advisory Committee

This committee consists of any former President or Vice-President. The purpose of this committee is to provide advice and counsel and to allow former Presidents to lend their collective experience to the current President and the Executive committee on all matters referred to it.

This committee is chaired by the current President and will meet formally either on a monthly or bi-monthly basis as decided by the President.

A nomination of the Railway President’s Advisory Committee, known as the Trustee and Strategic Review Committee and voted in at AGM, should meet with the Executive Management Committee on a semi-annual bases to formally re-visit the plan and assess progress against targets, identify areas of concern and agree actions to resolve same.

The chair of this committee, in conjunction with the Club President, should update members of progress against targets at the AGM.

## Trustee and Strategic Review Committee

The Trustee and Strategic Review Committee, a nomination of the Railway President’s Advisory Committee and voted in at AGM, should meet with the Executive Management Committee on an annual bases to formally re-visit the plan and assess progress against targets, identify areas of concern and agree actions to resolve same.

The chair of this committee, in conjunction with the Club President, should update members of progress against targets at the AGM.

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## *Executive Management Committee*

This committee consists of the elected officers of the club, namely the Chairperson, Secretary, Treasurer and Club Captain, plus two ordinary members voted at the AGM.

Whilst the President is an elected officer and shall be entitled to attend the meetings of the Executive Management Committee, given the ceremonial nature of the role, he/she may or may not choose to attend.

The Executive Management Committee may co-opt other members to the committee as they see fit.

This committee is responsible for the strategic and operational running of the club. This includes responsibility for establishing, setting terms of reference and monitoring activities of all sub-committees. It may also set up adhoc committees for special projects as required. This committee will meet formally on a bi-weekly basis.

The Executive Management Committee appoints the chairs of all sub-committees.

The chairs of each of the sub committees will detail their annual plans and goals for the year for review and ratification by the Executive Management Committee. These goals are to be consolidated by the Club Secretary into an 'overall goals for the year' document.

The chairs of each sub-committee may also update members at the AGM on goals achieved during the year and plans for the coming year.

The Chairperson, with the support of the Executive Management Committee, may also co-opt any member to this committee, as required.

In the event of a tied-vote on any matter, the deciding vote is that of the Chairperson.

## *Rugby Management Committee*

This committee is responsible for all adult rugby related matters. This includes the recruitment, development and management of players and coaches at the club, setting the club playing philosophy, preparing season plans, planning utilisation of club coaches across all teams, and ensuring the achievement of the playing goals of the club.

It is chaired by the Director of Rugby. Its members include Head Coach, Assistant Coaches, Team Managers and Team Captains, and anyone as invited by the Director of Rugby. This committee will meet as required by the Director of Rugby or Head Coach(es).

The Director of Rugby is appointed by the Executive Management Committee.

## *Social Committee*

The Social Committee is responsible for the social activities of the club, both clubhouse and non-clubhouse based, and for engendering a club spirit amongst all members, whilst staying within the club's wider objectives and policies.

The Head of Social is appointed by the Executive Management Committee. The Head of Social can co-opt members or volunteers to this committee as required.

The terms of reference for the Social Committee are detailed in Appendix 1.

## *Legends Committee*

The Legends Committee is responsible for ensuring retired members of the club stay involved in the club, for helping maintain and engendering a club spirit amongst all members, for supporting new members on and off field, whilst staying within the club's wider objectives and policies.

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The Head of Legends, Legends Team Manager and Legends Captain are appointed by the Executive Management Committee. The Head of Legends can co-opt other club members or volunteers onto this committee, as ratified by the Executive Management Committee.

The terms of reference for the Legends Committee are detailed in Appendix 1.

## *Finance and Administration Committee*

The Finance and Administration Committee is responsible for organising club meetings, correspondence, player registration, safety, membership, legal and accounting, insurance and equipment, finance and monitoring of income and expenditure, the safe-guarding of club assets, and club disciplinary issues. It also deals with other stakeholders, such as the IRFU and Leinster branch.

This committee is also responsible for the appropriate management, allocation, use and reconciliation of the club's international and provincial tickets. Decision on the use of tickets is recommended to the Executive Management Committee for ratification and a final reconciliation of use of same is completed by the Finance and Administration Committee for submission to the Executive Management Committee.

This committee is chaired by the Club Secretary and members must include the Club Treasurer, the Fixtures Secretary, and the Club Disciplinary Officer and Legal Counsel.

Other club members or volunteers can be co-opted onto this committee as invited by the chair and ratified by the Executive Management Committee.

## *Player Welfare Committee*

The Player Welfare Committee is responsible for addressing all aspects to do with the physical, psychological and personal well-being of the club's players.

It is chaired by the Head of Player Welfare and its members include the club physiotherapists, strength and conditioning coach and Director of Rugby.

The Head of Player Welfare is appointed by the Executive Management Committee. Other members for this committee are invited by the chair and ratified by the Executive Management Committee.

## *Fundraising Committee*

The Fundraising Committee is responsible for sponsorship and all fund raising required for the running of the club. It is chaired by the Head of Fundraising, an appointee of the Executive Management Committee. Its members include the Club Treasurer and other club members or volunteers as invited by the chair and as ratified by the Executive Management Committee.

The terms of reference for the Fundraising Committee are detailed in Appendix 1.

## *Age-Grade Rugby Committee*

The age-grade Rugby Committee is responsible for the development of age-grade rugby at the club and is chaired by the Director of Age-Grade Rugby. Its members include the overall Director of Rugby, age-grade coaches, and age-grade manager(s). The Director of Age-Grade Rugby is appointed by the Executive Management Committee.

This committee will meet as required by the Director of Rugby, Director of Age-Grade Rugby, or Age-Grade Manager.

## *Promotion and Marketing Committee*

The Promotion and Marketing Committee is responsible for promoting and marketing the club to our wider community and stakeholders. This includes management of website and website content, compilation of match reports and pictures, press releases/media relations, community relations, and school links. It is chaired by the

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Head of Promotion and Marketing and includes other club members or volunteers as invited by the chair and ratified by the Executive Management Committee. The Head of Promotions and Marketing is appointed by the Executive Management Committee.

The terms of reference for the Promotion and Marketing Committee are detailed in Appendix 1.

## *Positions for Election at AGM*

The following positions are elected at AGM:

1. President
2. Chairperson
3. Honorary Secretary
4. Honorary Treasurer
5. Club Captain
6. Up to Two Ordinary Members

These positions form the Executive Management Committee. The Executive Management Committee may co-opt other members to that committee as they see fit.

The following positions are appointed by the Executive Management Committee:

1. Club Disciplinary Officer & Legal Counsel
2. Membership Officer
3. Head of Promotion and Marketing
4. Head of Social
5. Head of Fundraising
6. Head of Legends
7. Head of Player Welfare
8. Director of Rugby
9. Director of Age-Grade Rugby
10. IRFU or Leinster Branch Representatives (who may also hold another position)
11. Fixtures Secretary
12. Child Welfare Officer

A Senior Vice-President may also be voted in at AGM and may attend the Executive Management Committee meetings.

Members of each sub-committee may be nominated by the chair of that committee and must be ratified by the Executive Management Committee.

All members of the Executive Management Committee must be members of the club.

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Positions unfulfilled at AGM may be nominated after the AGM by the Chairperson and ratified by the Executive Management Committee.

### *Chairperson / Incoming Chairperson's Role at AGM*

The outgoing Chairperson will update the AGM on the achievement or otherwise of the strategic and operational goals of the previous year.

The incoming Chairperson will detail his overall vision for the club, including detailed goals for the coming year and his proposed tenure, and detail how he expects to achieve them.

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# *Roles and Responsibilities*

To ensure that all officers understand what is expected of them regarding time, effort and commitment, job descriptions have been developed. These descriptions define responsibility and reduce confusion.

## *Executive Management Committee*

### *President*

The President is the club's figurehead and representative at all internal and external functions. This is largely a ceremonial role.

He/She will:

- Chair the Railway Presidents Advisory Committee
- Act as the senior club officer throughout the year, welcoming all to the club
- Establish strong working relations with the other sections within the wider Railway Union Sports Club
- Continue cordial relations with our fellow clubs and stakeholders

Whilst the President shall be entitled to attend the meetings of the Executive Management Committee, given the ceremonial nature of the role, he/she may or may not choose to attend.

### *Chairperson*

The Club Chairperson is responsible for oversight the day-to-day management and operational activities of the club, as well as overall responsibility for the achievement of the strategic ambitions of the club.

He/She will:

- Chair the Executive Management Committee and Finance & Administration Committee Meetings
- Act as main advisor to all, assisting in key decisions wherever the need arises
- Monitor and evaluate progress of all sub-committees and agreed actions
- Manage other club officers to ensure delivery of their responsibilities
- Ensure appropriate oversight of any special projects groups or committees and ensure such activities are reported to the Executive Management Committee
- Set the agenda for meetings, ensuring it is in line with club, Leinster branch and IRFU policies

### *Honorary Secretary*

The Honorary Secretary manages, processes and maintains a record of all incoming and outgoing correspondence and club documents. In addition, he records the deliberations and decisions of the Executive Management committee.

He/She will:

- Be responsible for the day to day business and administration of the club

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- Maintain records of all members and former members of the club
  - Provide such details as required to the wider Railway Union Sports Club Executive, the Leinster branch and the IRFU
  - Manage and ensure action of club correspondence, including legal and insurance matters
  - Organise the AGM, Executive Management committee and club meetings
  - Ensure updates from sub-committees are made to, or received by, the Executive Management Committee
  - Be responsible for the accurate record keeping and circulation of the minutes and actions from meetings
  - In conjunction with the Club Disciplinary Officer & Legal Counsel, record and deal with any disciplinary matters
  - Ensure all relevant forms and publications are with the responsible club officers
  - Attend external meetings as required by the Executive Management Committee
  - Ensure any club legislative requirements are adhered to (e.g. circulation of safety statements, etc)
  - Ensure any accident reports or injury reports are retained as club records
  - Be responsible for communication of activities with club members
  - Recommendation and reporting to the Executive Management Committee on behalf of the Finance and Administration Committee on the effective use of the club's International and Provincial tickets
  - Be the second club representative to the Leinster Branch, attending meetings of information when the first representative cannot attend, and attending voting meetings with the first representative to ensure the club's viewpoints are articulated at branch level
  - Ensure a club safety statement, including child protection, is in place and adhered to

### *Honorary Treasurer*

The Honorary Treasurer is the Chief Financial Officer of the club and is responsible for maintaining the accuracy and integrity of the club's financial position.

He/She will:

- Be responsible for the management of the club finances in accordance with the decisions of the Executive Management committee
- Recommend action on financial matters to the Executive Management committee
- Monitor and collect subscriptions due to the club
- Monitor and collect money due to the club
- Pay bills on behalf of club and record the information
- Keep up to date records of all financial transactions

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- Ensure all cash and cheques are promptly lodged to club's accounts
  - Ensure funds are spent properly
  - Report on a monthly basis on Income and Expenditure to the Executive Management committee, including subs received/failed and followup actions on same
  - Prepare and present accounts for the end-of-year financial report and audit
  - Complete financial planning including producing an annual budget and monitoring it throughout the year
  - To help prepare and submit any statutory documents that are required (e.g. VAT returns, PAYE and tax returns)
  - Ensure club pays all affiliation and competition fees
  - Be an active member of the Fundraising Committee

## *Club Captain*

The Club Captain is the role model for our club. This person may or may not be a captain of one of the constituent teams of the club.

He/She will:

- Be the link between the players and the Executive Management committee
- Represent the views of players, take responsibility for their performance on and off the field, and provide advice and guidance to the Director of Rugby and Executive Management committee to promote the players' interests in the development and direction of the club
- Represent players on the Executive Management Committee and/or Disciplinary Committee, as required
- Lead, advise and support fellow team mates
- Ensure players conduct themselves in manner befitting the club, both on and off the field
- Make players aware of administrative arrangements
- Assist in ensuring all players have paid their subs
- Provide input to the Directors of Rugby and the coaches regarding training and player development
- Encourage players and other club members to get involved with voluntary work and social activities at the club
- Welcome new members, visiting teams and referees

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## *Appointed Positions*

### *Club Disciplinary Officer and Legal Counsel*

The Club Disciplinary Officer and Legal Counsel is responsible for maintaining the standards of discipline within the club by investigating and dealing with any allegations of foul play or misconduct fairly, consistently and effectively and in line with the IRFU Disciplinary Regulations.

He/She will:

- Develop and maintain the club's disciplinary policy
- Deal with all discipline and misconduct charges within the club
- Hold internal club disciplinary hearings for players either sent off or cited for misconduct (on or off the field)
- To be responsible for all discipline
- To provide information to club members and players in relation to disciplinary matters
- Liaise with IRFU and Leinster Branch regarding disciplinary matters involving the club
- Provide the Webmaster with updates on issues relating to discipline
- Represent the club at Leinster Branch and/or IRFU hearings
- Provide advice and counsel to the Executive Management Committee on disciplinary and legal matters

In addition to club discipline, the Club Disciplinary Officer and Legal Counsel shall provide any legal advice and counsel to the Executive Management Committee.

### *Membership Officer*

The Membership Officer manages, processes and maintains all player records in relation to registration with the Leinster Branch, IRFU and overall Sports Club.

He/She will:

- Correctly maintain records of all members and former members of the club
- Provide such details as required to the wider Railway Union Sports Club, the Leinster branch and the IRFU
- Ensure all relevant forms are stored

### *Head of Promotion and Marketing*

The Head of Promotion and Marketing is responsible for raising the profile of the club in the community through information, publicity and promotion. He/She will be responsible for the development of an annual Promotion and Marketing Plan, for ratification by the Executive Management Committee.

In addition, he/she will:

- Ensure the submission and distribution of press releases, articles, newsletters and reports internally and externally

- Raise the profile of the club amongst members and in the community through information, publicity and promotion
- Be responsible for advertising the club, its activities and to highlight the work of volunteers
- Create a local media contact list
- Co-ordinate weekly match reports for all teams to be forwarded to local press and on the website
- Invite local press and media to events
- Undertake the role of club webmaster ensuring it is constantly updated

### *Head of Social*

The Head of Social shall be responsible for the social activities of the club, both clubhouse and non-clubhouse based, and for engendering a club spirit amongst all members, whilst staying within the club's wider objectives and policies. The Head of Social will assemble the Social Committee, as appropriate.

He/She will develop the annual Social Plan and Events for ratification by the Executive Management Committee and will be responsible for successfully executing that plan. In addition, he/she will be responsible for using selected events to raising funds for the club.

### *Head of Fundraising*

The Head of Fundraising shall be responsible for identifying, planning and organising fundraising activities to support to overall goals of the club. This will include developing and implementing an annual Fundraising Plan, for ratification by the Executive Management Committee.

### *Head of Legends*

The Head of Legends shall be responsible for the development and implementation of the Legends plan to support the overall goals of the club. This plan should be ratified by the Executive Management Committee.

### *Head of Player Welfare*

The Head of Player Welfare shall be responsible for the development and implementation of the club's Player Welfare Policy and for addressing all aspects to do with the physical, psychological and personal well being of the club's players.

### *Director of Rugby*

The Director of Rugby will have overall responsibility for all rugby in the club and is responsible for the recruitment, development and management of players and coaches at the Club.

He/She will:

- Develop and implement a coordinated coaching programme throughout all sections of the Club
- Co-ordinating the implementation of the Club's 'agreed playing philosophy' throughout all teams, whilst recognising each teams' strengths
- Oversee the implementation of the IRFU Long Term Player Development programme throughout the Club
- Be responsible for the recruitment, retention and development of players, coaches and management
- Be responsible for developing and maintaining links with local schools and colleges

- Provide succession planning to ensure that qualified coaches are appointed to all teams and receive the appropriate training required by attending designated coaching courses
- Chair the Rugby Management committee so that rugby policy is understood, properly disseminated to all levels and translated into practical action
- Report to the Executive Management Committee on rugby matters and make recommendations on improvements/ initiatives that need to be implemented
- Set behavioural standard policies for all teams and members at the start of the season
- Liaise with the Club coaches, players committee and team captains on matters such as playing facilities, equipment, playing gear, etc
- Be aware of all administrative procedures regarding player registration and eligibility
- Establish a transparent selection policy
- Advise on planning training to ensure team and individual player needs are met
- Ensure all players receive clear, honest feedback and appraisal of their performance

### *Director of Age-Grade Rugby*

The Director of Age-Grade Rugby is responsible for age-grade rugby at the club. He/she is responsible for the strategic direction of age-grade rugby, the development of that strategy and the implementation of an execution plan to achieve that strategy.

The Director of Age-Grade Rugby will work closely with the overall Director of Rugby at the club in agreeing the goals for age-grade rugby. The Director of Age-Grade Rugby is ultimately charged with achieving those goals.

In addition, he/she will:

- Chair the Age-Grade Rugby Management Team so that rugby policy is understood, properly disseminated to all levels and translated into practical action
- Develop and implement a coordinated coaching programme throughout our age-grade and schools programmes
- Advise and oversee strategies for the recruitment, development and management of players, coaches and schools.
- Provide leadership, ideas and/or appoint appropriate individuals to aid in the achievement of age-grade rugby sponsorship goals.
- Lead the Age-Grade Rugby Management Team in developing and agreeing a season plan.
- Provide leadership and appoint appropriate individuals to aid in the achievement of age-grade rugby social activities
- Provide leadership and guidance to the Age-Grade Rugby Team Managers and Kit Managers in relation to the gear requirements of the age-grade teams.
- Provide leadership and appoint appropriate individuals to aid in the achievement of age-grade rugby promotion and marketing goals and the overall club's promotion and marketing goals

- Consider succession planning to ensure that coaches are appointed to teams and receive the appropriate training required by attending designated coaching courses
- Report to the Director of Rugby and Executive Management Committee on age-grade rugby matters and make recommendations on improvements/ initiatives that need to be implemented
- Set behavioural standard policies for all teams and members at the start of the season
- Liaise with the club coaches, players committee and team managers on matters such as playing facilities, equipment, playing gear, etc
- Be aware of all administrative procedures regarding player registration and eligibility
- Establish a transparent selection policy
- Advise on planning training to ensure team and individual player needs are met
- Ensure all players receive clear, honest feedback and appraisal of their performance

### *IRFU & Leinster Branch Representatives*

IRFU & Leinster Branch Representatives will be the representatives of the club at all IRFU & Leinster branch meetings. This person(s) will be responsible for:

- Supporting the IRFU and Leinster Rugby and the club's role in both organisations
- Representing the club in the best possible light at the IRFU, Leinster Branch and with representatives from other clubs
- Forming relationships and alliances with equivalent representatives of other clubs
- Updating the Executive Management Committee on developments at IRFU and Leinster Branch levels, in particular those developments that may impact on the club
- Providing recommendations to the Executive Management Committee on key decisions, courses of action or responses need to be made to Leinster branch issues or requirements
- Articulating the Executive Committee's agreed response or communication to the IRFU and Leinster Branch

### *Fixtures Secretary*

The Fixtures Secretary is responsible for organising league, cup and friendly matches for all the teams at the club.

He/She will:

- Ensure the fixtures provide the right standard of rugby, reflecting the needs of the club, for each of the different teams in the club
- Propose an annual fixture list for all teams which reflects the ambitions of the club in terms of playing strength and finance
- Arrange and confirm annual fixture list in writing by August of each season
- Deal with match cancellations, finding new fixtures
- Handle any fixture queries throughout the season

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- Supply fixture lists to the Leinster branch, IRFU, referees and any other relevant agencies
  - Confirm fixtures with opponents
  - Provide visiting teams with kick-off times and directions to the ground

### *Child Welfare Officer*

The Child Welfare Officer will have responsibility for Child Welfare awareness within the club and will keep up to date on best practice. They will act as per club/IRFU procedure and also assist the National Child Protection Officer, National Child Welfare Officer, or Leinster Branch Child Welfare Officer in relation to any ongoing cases.

The Child Welfare Officer will also:

- Act at all times in the best interests of Age Grade Players.
- Be intimately familiar with the provisions of the Code and Policy and the Guidelines and with such further information and requirements as may be provided or put in place by the IRFU.
- Communicate with the appropriate Branch Child Welfare Officer on any matter on which the Club Child Welfare Officer considers it necessary to do so, or any matter in relation to Age Grade Players on which the advice or directions of the Union are required.
- Receive from the Branch Child Welfare Officer advice, information and directions from the IRFU concerning Age Grade Players and act accordingly.
- Inform Railway Union of requirements made by the IRFU concerning Age Grade Players.
- Ensure that they are in a position to respond accurately and promptly to queries from the IRFU as to the welfare of Age Grade Players in their club generally or in relation to any specific incident which may occur.
- Be the contact person in the club for the Statutory Authorities regarding the welfare of Age Grade Players who are members of the club.

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## *Rugby Management Committees*

The Rugby Management Committees is chaired by the Director of Rugby. For practical purposes, there may be separate committees for men's and women's rugby.

The job descriptions of its members are as follows:

### *Head Coaches*

Working closely with the Director of Rugby, the Head Coaches are responsible for the coaching of all adult teams in the club. In addition, he/she will be responsible for:

- Selecting and preparing the 1<sup>st</sup> and 2<sup>nd</sup> teams for matches
- In conjunction with 2<sup>nd</sup> XV coaches and 3<sup>rd</sup> XV coaches, advising in selection of their teams where required
- Arranging video and statistical analysis of matches where appropriate
- Planning and preparing for training sessions and matches
- Retaining players and work with relevant volunteers to recruit players
- Building team spirit and encourage participation
- Developing individuals' skill, confidence and fitness
- Setting the right example for players on and off the field
- Educating players in the ethos and values of rugby
- Being fair in the treatment of all players at all times
- Attending coaching courses
- Ensuring all activities are safe and supervised at all times

### *Assistant Coaches*

The Assistant Coaches work with the Director of Rugby and Head Coaches and are responsible for the coaching of specific adult teams or unit skills in the club. In addition, he/she will be responsible for:

- Coaching of specific unit skills or core skills, as agreed with the Director of Rugby and Head Coaches
- Selecting and preparing their specific teams for matches
- Assisting with planning and preparing of training sessions and matches or execution of specific sessions as delegated by Head Coaches
- Retaining players and work with relevant volunteers to recruit players
- Building team spirit and encourage participation
- Developing individuals' skill, confidence and fitness
- Setting the right example for players on and off the field
- Educating players in the ethos and values of rugby

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- Being fair in the treatment of all players at all times
  - Attending coaching courses
  - Ensuring all activities are safe and supervised at all times

## *Team Managers*

The Team Managers are responsible for the successful management of the operational and logistical requirements of their specific team and its players. This includes:

- Ensuring players record their attendance at training and availability for matches on our online system
- Ensuring all gear and equipment required is in place on match day and that it is collected afterwards
- Ensuring registration details of all players are collected and working with the Club Registration Officer to ensure all players are registered
- Completing of team sheets for games, ensuring that all players are eligible to play in any given game and any other rules/regulations of the competition are observed and carried out
- Acting as counsel and advisor to players, Director of Rugby, and Coaches
- Working with the Membership Officer to ensure persons who are not paid up members are not allowed to use the club facilities
- Ensuring medical kits are immediately available for both training and matches
- Ensuring food requirements for visiting teams is communicated to the club
- Welcoming opposition team and referees to Railway and ensuring their needs are met
- Allocating dressing rooms for home games for Railway, opposition & referees
- Liaising with all team members, coaches and officials and acting as liaison officer between the club and the team
- Ensuring the players are appropriately dressed and informed of dress requirements for training, matches, competition and club functions
- Adjudicating any problems that may arise amongst players, rugby management committee and supporters
- Ensuring all equipment is safe for use
- Ensuring all players remain together at matches and support each other whilst they are representing the club
- Ensuring match videos arranged and taken of games when required
- Distributing to players, coaches, management and supporters all required information and updates
- Ensuring player transportation arrangements to matches is recorded and understood
- Ensuring players act in a manner befitting the club and adhere to club values and standards
- Where appropriate, represent players at IRFU, Leinster or Club disciplinary hearings

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- Managing and monitoring of injured players to ensure they get the appropriate medical or physiotherapy treatment they require to ensure available for selection as soon as possible and that any potential work/financial/other difficulties as a result of representing the club are understood and communicated to the Head of Player Welfare, Director of Rugby and President

## *Team Captains*

The Team Captains are role models for our club. A Team Captain may or may not be the overall club captain. This role is appointed by the Rugby Management Committee.

He/She will:

- Be the link between the players, the overall club captain and the Executive Management committee
- Represent the views of players, take responsibility for their performance on and off the field, and provide advice and guidance to the Director of Rugby, Head Coaches, Assistant Coaches, and Executive Management committee to promote the players' interests in the development and direction of the club
- Represent players on the Executive Management Committee and/or Disciplinary Committee, as required
- Lead, advise and support fellow team mates
- Be involved in the selection of their teams
- Ensure players conduct themselves in manner befitting the club, both on and off the field
- Make players aware of administrative arrangements
- Assist in ensuring all players have paid their subs
- Provide input to the Directors of Rugby and the coaches regarding training and player development
- Encourage players and other club members to get involved with voluntary work and social activities at the club
- Welcome new members, visiting teams and referees

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# *Conclusion*

This is a working document and may be changed at any stage by the Executive Management Committee, subject to alignment with the club's constitution.

Whilst it attempts to outline the governance structure of our club and to detail the individual roles and responsibilities in order to achieve our short and long term goals, it is recognised that this will change as the club changes and evolves.

It will, however, provide the basis for our decision making and will help structure the club in a way to get the most from the resources in the club.

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## ***Appendix 1 – Sub-Committee Terms of Reference***

### ***Social Committee Terms of Reference***

The Social Committee shall be responsible for the social activities of the club, both clubhouse and non-clubhouse based, and for engendering a club spirit amongst all members, whilst staying within the club's wider objectives and policies.

#### **Actual Duties Involved**

- Develop the annual Social Plan and Events
- Co-ordinate social events
- Promote & publicise social events
- Co-ordinate and plan players Christmas party
- Use selected events to raise funds for players tour
- Co-ordinate and plan 7s tournaments and tours
- Co-opt additional committee members, either on a fulltime basis or for adhoc events (additional members must be approved by the Executive Management committee)
- Where necessary create subcommittees to run each event, work closely with each organising committee to monitor progress
- Co-opt appropriately skilled volunteers to assist in the organisation and/or running of an event
- Ensure a final reconciliation of income and expenditure is produced for each event
- Motivate members to attend club events

#### **Liason With**

The Executive Management committee, all sub-committees, new and existing members, Director of Rugby, President, Secretary, other stakeholders, Head of Promotion and Marketing

#### **Responsible To**

Executive Management committee

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## *Legends Committee Terms of Reference*

The Legends Committee shall be responsible for ensuring retired members of the club stay involved in the club, for helping to maintain and engender a club spirit amongst all members, supporting new members on and off field, whilst staying within the club's wider objectives and policies.

### **Actual Duties Involved**

- Develop the annual Legends Plan and Events
- Promote and publicise club social events with Railway Legends
- Field a 'Railway Legends XV' three times a year against a veteran touring side
- Use or assist in selected events to raise funds for club
- Work with Social Committee and Executive Management Committee
- Co-opt additional committee members, either on a fulltime basis or for adhoc events
- Co-opt appropriately skilled volunteers to assist in the organisation and/or running of an event
- Ensure a final reconciliation of income and expenditure is produced for any Legend-run event
- Motivate retired members to attend club events and league matches
- Ensure all Legends are paid up Legends members of the club
- Establish and utilise a Railway Legends Business Network to support current and former members, either in sourcing new business, helping members with a new job or to place a position

### **Liason With**

- The Executive Management Committee, Social Committee, President, retired players, new and existing members, Promotion and Marketing Committee

### **Responsible To**

- Executive Management Committee

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## *Promotion and Marketing Committee Terms of Reference*

The Promotion and Marketing Committee shall be responsible for the internal and external profile of the club and for ensuring a positive profile of the club both within the club and in the community through information, publicity and promotion, whilst staying within the club's wider objectives and policies.

### **Actual Duties Involved**

- Develop the annual Promotion and Marketing Plan
- Develop a plan to ensure the club website is up to date and modern, outlining audience, goals, strategy, budget and timeframe
- Undertake the role of club webmaster ensuring it is constantly updated
- Ensure the submission and distribution of press releases, articles, newsletters and reports internally and externally (on website, Leinster, IRFU and media)
- Raise the profile of the club amongst members and in the community through information, publicity and promotion
- Be responsible for advertising the club, its activities and to highlight the work of volunteers
- Create a media contact list
- Co-ordinate weekly match reports for all teams to be forwarded to local press and on the website
- Invite local press and media to events
- Assist and support other committees to promote and publicise events and initiatives
- Co-opt additional committee members or appropriately skilled volunteers, either on a fulltime basis or for adhoc events, to assist in the organisation of club promotion and marketing

### **Liaison With**

The Executive Management committee, other committees (Rugby, Women's, Under 21s, Player Welfare, Social, Legends, Fundraising), media outlets, IRFU, Leinster Branch

### **Responsible To**

Executive Management committee

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## *Fundraising Committee Terms of Reference*

The Fundraising Committee shall be responsible for identifying, planning and organising fundraising activities to support to overall goals of the club.

### **Actual Duties Involved**

- Develop the annual Fundraising Plan
- Execute designated fundraising activities for the club
- Make sure all fundraising support materials are ordered and available to use for members of the club
- Identify and put together appropriate sponsorship packs for potential sponsors
- Manage sponsorship relations to ensure that sponsors understand their contribution to the club
- Collect fundraising money and pass it on to the Treasurer
- Form a fundraising team, if necessary
- Co-opt additional committee members, either on a fulltime basis or for adhoc events
- Where necessary, create subcommittees to run each event and work closely with each organising committee to monitor progress
- Co-opt appropriately skilled volunteers to assist in the organisation and/or running of an event
- Ensure a final reconciliation of income and expenditure is produced for each event

### **Liason With**

The Executive Management committee, sponsors, all sub-committees, new and existing members, President, Secretary, other stakeholders

### **Responsible To**

Executive Management committee

