



MIDDLESEX RUGBY

Terms of Reference



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Middlesex Rugby is the operating name of Middlesex County Rugby Football Union Ltd. Registered in England no. 29174R
Registered Office: Sproull & Co, 31-33 College Road, Harrow, Middlesex HA1 1EJ // VAT NO.223174395

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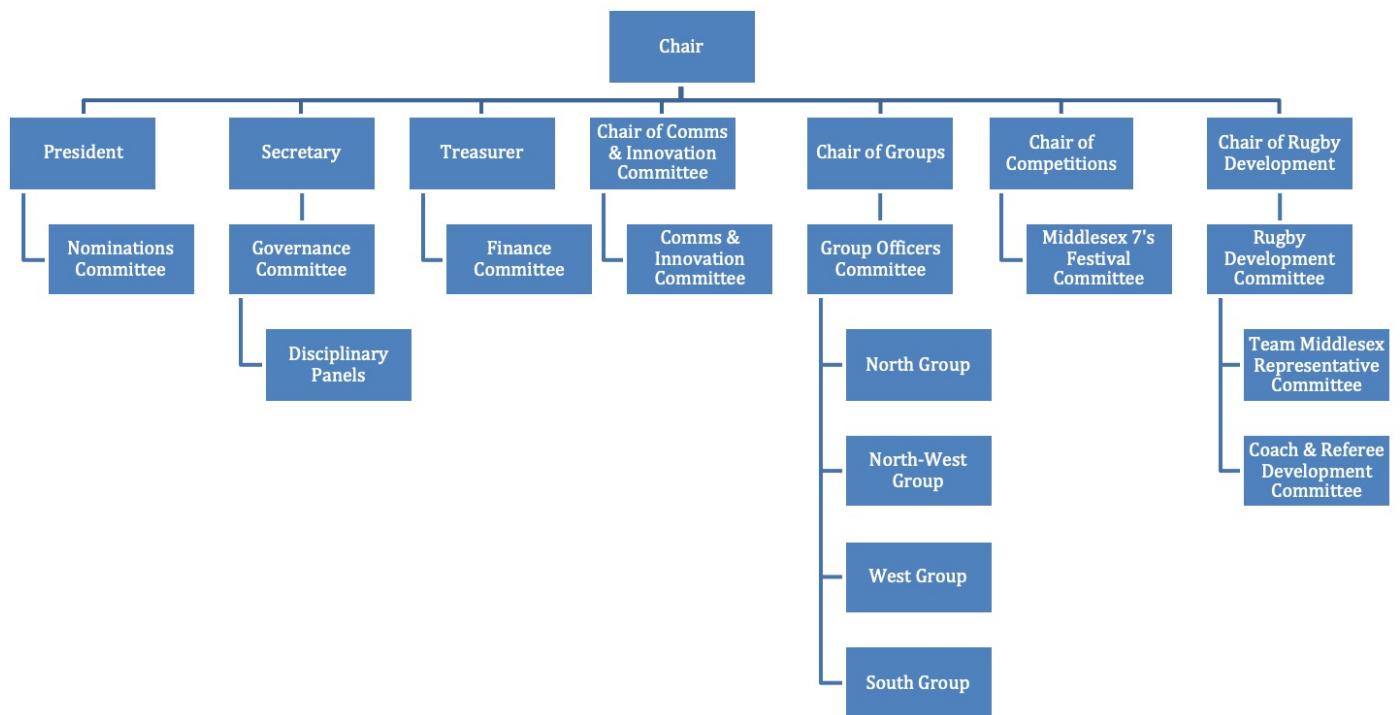
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1. Middlesex Governance Structure

The Middlesex Country RFU Limited ('the County') is managed through the Middlesex Management Board, and various committees, as illustrated below:



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2. Middlesex Management Board

2.1. Purpose

The Middlesex Management Board is the principal decision-making body of Middlesex County RFU Limited ('County'). The County is a Constituent Body of the Rugby Football Union ('RFU').

The County's mission is 'Bringing People Together to Enjoy Rugby'.

To deliver on this, its objectives are:

- To promote, encourage and foster the Game of Rugby Union Football (the 'Game') for the benefit of its members including (but not limited to) the coaching thereof at all levels
- To promote, encourage and foster the Game at all levels in the County of Middlesex
- To ensure that the Game is played in accordance with the Laws of the Game and is administered in accordance with the World Rugby Regulations and the Rules and Regulations of the RFU
- To undertake such matches and fixtures and other activities as the Middlesex Management Board may decide
- To strengthen the bonds between the County and the local community in the County of Middlesex.

The Middlesex Management Board ensures that the activities required to support the clubs and players in 'Bringing People Together to Enjoy Rugby' take place as planned across the County.

2.2. Composition

The Middlesex Management Board is comprised of:

- The Officers (President, Chair, Secretary and Treasurer)
- Chairs of the Committees of the Middlesex Management Board
- The RFU Council Representatives
- An Independent Member (appointed by the Middlesex Management Board).

The Middlesex Management Board may appoint and / or co-opt additional Members as it sees fit.

2.3. Frequency of Meetings

The Middlesex Management Board generally meets monthly during the season, and ad hoc meetings as required.

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2.4. Accountability

The Middlesex Management Board is accountable to the member clubs of the County and the RFU.

2.5. Responsibilities

The responsibilities of the Middlesex Management Board are to:

- Manage the affairs of the County
- Determine the Strategy of the County and the annual activity plan (in conjunction with the RFU Area Manager) to ensure the County works to:
 - achieve the objectives of the RFU
 - to support its member clubs
 - to develop the playing of rugby in all forms within Middlesex
- Prepare and approve the County's annual budget to support the strategy and its annual delivery plan
- Prepare and approve the Policies of the County
- Determine the appropriate Committees and their Terms of Reference and their delegated authority (as per the associated policy)
- Co-ordinate and monitor the work of the Committees
- Receive, approve and act upon, as necessary, the recommendations of the Committees
- Delegate as necessary the approval of any contracts, commitments and expenditure to the Chair, the Secretary, the Treasurer or Committee Chairs.

2.6. Committees of the Middlesex Management Board

The Middlesex Management Board has appointed the following Committees:

- Finance Committee
- Governance Committee
- Group Officers Committee
- Nominations Committee
- Communication & Innovations Committee
- Competitions Committee
- Rugby Development Committee.

2.7. Owner of these Terms of Reference

The Middlesex Management Board (through the Secretary) owns these Terms of Reference and will review and update them as required on an annual basis.

2.8. Document Approval History

Date	Version	TOR's Approver	Comment
14 July 2020	Version 1	Middlesex Management Board	To be reviewed next on August to September 2020

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3. Middlesex County RFU Finance Committee

3.1. Purpose

The Middlesex County RFU Finance Committee ('Finance Committee') assists the Middlesex Management Board and the Treasurer in managing the County's financial affairs.

3.2. Composition

The Finance Committee is comprised of:

- Chair - The Treasurer
- Committee Secretary
- The International Tickets Officer
- Members (as required).

3.3. Frequency of Meetings

The Finance Committee meets at least 3 times per season, and ad hoc as required.

3.4. Accountability

The Finance Committee reports to the Middlesex Management Board.

3.5. Responsibilities

The responsibilities of the Finance Committee are to:

- Assist the Treasurer in carrying out his role (as required)
- Review and make policy recommendations on all financial aspects for funding the game in the County
- Monitor the distribution of international tickets allocated to the County and make any required policy recommendations
- Monitor and review the financial stability of member clubs
- Make recommendations on grant and lottery applications to member clubs
- Implement, monitor and review systems and procedures of budgetary control for County expenditure
- Monitor, review and control all County expenditure
- Monitor and manage the performance of the County's Investment Portfolio.

3.6. Delegated authority

The Middlesex Management Board has delegated certain authority and powers to the Finance Committee as set out in these Terms of Reference, and the Matters Reserved for Board and Delegated Authority Policy.

3.7. Owner of this Policy

The Treasurer owns these Terms of Reference and will review and update them as required on an annual basis for approval by the Middlesex Management Board.

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TBD	Draft	Middlesex County RFU Finance Committee	To be ratified next August to September 2020
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4. Middlesex County RFU Governance Committee

4.1. Purpose

The purpose of the Middlesex RFU Governance Committee ('Governance Committee') is to assist the Middlesex Management Board in managing the County's affairs in accordance with the relevant regulations, rules and procedures.

4.2. Composition

The Governance Committee is comprised of:

- Chair – the Secretary
- Committee Secretary
- Welfare Officer
- Safeguarding Manager
- Archivist
- Disciplinary Secretary
- Referee Liaison.

4.3. Frequency of Meetings

The Governance Committee meets at least 3 times per season, and ad hoc as required.

4.4. Accountability

The Governance Committee reports to the Middlesex Management Board.

4.5. Responsibilities

The responsibilities of the Governance Committee are to:

- Advise the County, and its member clubs on regulations rules and procedures
- Make policy recommendations to the Middlesex Management Board on all aspects of efficient and effective administration of the County and clubs
- Conduct periodic risk audits and advise the Officers on compliance
- Advise and monitor aspects of player safety and safeguarding
- Provide and manage the Disciplinary Panels for the County, oversee disciplinary procedures, appoint and retire Disciplinary Panel Members and Chair, and provide training opportunities and support for Panel Members
- Use delegated disciplinary powers to act in relation to infringement of any Laws of the Game by players below National League level, or for any conduct prejudicial to the game, or for infringement of most RFU or IRB regulations through the Disciplinary Panels
- Advise on refereeing matters and liaise with the London Society of RFU Referees and with all of the County's other stakeholders
- Monitor and advise on smooth running of the County, including aspects of County communications, arrangements for administration, archives and support of clubs with club development and support a fixture exchange
- Liaise with other stakeholders

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- Support and advise other County committees as required
- Promote the ethos and core values of rugby football.

4.6. Delegated authority

The Middlesex Management Board has delegated certain authority and powers to the Governance Committee as set out in these Terms of Reference, and the Matters Reserved for Board and Delegated Authority Policy.

4.7. Disciplinary Panel

The Governance Committee is supported by the Disciplinary Panels convened to deal with disciplinary breaches in relation to the RFU regulations and in breach of Middlesex County polices.

The Disciplinary Panels use the delegated disciplinary powers to act in relation to infringement of any Laws of the Game by players below National League level, or for any conduct prejudicial to the Game, or for infringement of most RFU or IRB regulations.

The County Disciplinary Panel meet on Mondays throughout the season to conduct disciplinary proceedings. They are authorised to:

- Award penalties to guilty parties paying due regard to the sanctions recommended by the RFU
- Levy fines (amount set annually by the Governance Committee) against Member and Affiliated Clubs whose players are found guilty of a sending-off, or of a citing or a Rule 5.12 case
- Claim reasonable costs, incurred by a match official or any other independent person who attends a hearing in a contested case, against Member and Affiliated Clubs whose players are found guilty of a sending-off or in a citing case
- Undertake such other duties and responsibilities as the Governance Committee may determine from time to time
- Incur expenditure to meet the purposes approved by the Middlesex Management Board (within budget).

4.8. Owner of this Policy

The Secretary owns these Terms of Reference and will review and update them as required on an annual basis for approval by the Middlesex Management Board.

4.9. Document Approval History

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TBD	Draft	Middlesex County RFU Governance Committee	To be ratified next August to September 2020
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5. Middlesex County RFU Group Officers Committee

5.1. Purpose

The Middlesex Management Board has split the County into four Regional Groups, namely:

- North
- North-West
- West
- South.

The Group Officers Committee assists the Middlesex Management Board in ensuring that the Group system is effective by co-ordinating the activity of the Regional Groups.

5.2. Group Meetings

The Regional Groups provide a link between member clubs and the County, and vice versa. Regional Group meetings cover a range of topics and a guest speaker provides insight and expertise on key issues. The Group meetings provide a regular forum for clubs to discuss matters of common interest, share their problems and successes.

Regional Group meetings are held at various club grounds throughout the County.

5.3. Composition

The Group Officers Committee is comprised of:

- The Chair elected by the Group Officers Committee members (and becomes a Member of the Middlesex Management Board)
- The Chair of each Regional Group
- The Secretary of each Regional Group
- The Group Officers Secretary (co-opted).

The Regional Group Chairs and Secretaries are elected by the member clubs of each Regional Group.

5.4. Frequency of Meetings

The Group Officers Committee meets at least 3 times per season, and ad hoc as required.

5.5. Accountability

The Group Officers Committee reports to the Middlesex Management Board.

5.6. Responsibilities

The responsibilities of the Group Officers Committee are to:

- Ensure that the Regional Groups meet on a regular basis

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- Serve as a link between the Middlesex Management Board and member Clubs by providing a conduit for feedback and for communication
- Select focus topics for Regional Group meetings of relevance to member Clubs
- Meet after each cycle of Regional Group meetings is complete, to review minutes of each meeting to discuss and determine appropriate actions, if required
- Ensure the Regional Groups' budget is adequate and controlled.

5.7. Delegated authority

The Middlesex Management Board has delegated certain authority and powers to the Group Officers Committee as set out in these Terms of Reference, and the Matters Reserved for Board and Delegated Authority Policy.

5.8. Owner of this Policy

The Chair of the Group Officers Committee owns these Terms of Reference and will review and update them as required on an annual basis for approval by the Middlesex Management Board.

5.9. Document Approval History

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TBD	Draft	Middlesex County RFU Group Officers Committee	To be ratified next August to September 2020
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6. Middlesex County RFU Nominations Committee

6.1. Purpose

The purpose of the Middlesex County RFU Nominations Committee ('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 Committees, and their respective committees.

The Nominations Committee also seeks to identify talent and prospective members of the County 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.

6.2. Composition

The Nominations Committee is comprised of:

- The President of the Middlesex Management Board
- The Immediate Past President
- The Deputy President.

6.3. Frequency of Meetings

The Nominations Committee meets at least once per annum, and ad hoc as required.

6.4. Accountability

The Nominations Committee reports to the Middlesex Management Board.

6.5. Responsibilities

The responsibilities of the Nominations Committee are to:

- Assess for the purposes of succession planning the performance of the Officers of the County (President, Chair, Secretary and Treasurer)
- Assess for the purposes of succession the performance of the Chairs of the County Committees, and other committees
- Recommend to the Middlesex Management Board nominations for any Officer appointments
- Assess the potential and suitability of members of the Middlesex Management Board, not holding Officer appointment, for such an appointment
- Recommend to the Middlesex Management Board the appointment of its representatives on other committees
- Recommend to the Middlesex Management Board those eligible and thought worthy for the award of being a Vice President of the County.

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And, when required, and as directed by the Middlesex Management Board:

- Review the defined requirements for the award of being Vice President of the Middlesex County
- Consider any other matters relating to the work of the Nominations Committee.

6.6. Delegated authority

The Middlesex Management Board has delegated certain authority and powers to the Nominations Committee as set out in these Terms of Reference, and the Matters Reserved for Board and Delegated Authority Policy.

6.7. Owner of this Policy

The Chair of the Nominations Committee owns these Terms of Reference and will review and update them as required on an annual basis for approval by the Middlesex Management Board.

6.8. Document Approval History

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TBD	Draft	Middlesex County RFU Nominations Committee	To be ratified next August to September 2020
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7. Middlesex County RFU Communications & Innovation Committee [Draft]

7.1. Purpose

The Middlesex County RFU Communications & Innovation Committee ('Communications & Innovation Committee') assists the Middlesex Management Board in promoting the activities of the Middlesex County through the provision of an effective marketing and communications strategy.

7.2. Composition

The Communications & Innovations Committee is yet to be set up, but its composition will be decided upon by the Chair of this Committee based on its needs. The Chair of this Committee sits on the Middlesex Management Board.

7.3. Frequency of Meetings

The Communications & Innovation Committee meets at least 3 times a year, and ad hoc as required.

7.4. Accountability

The Communications & Innovation Committee reports to the Middlesex Management Board.

7.5. Responsibilities

The responsibilities of the Communications & Innovation Committee are to:

- Ensure the marketing and communications budget is adequate and controlled
- Maintain and enlarge a vibrant County membership
- Seek out new sponsorship and advertising opportunities and maintain existing relationship with sponsors and advertisers for the County
- Create and manage all County communications with Clubs, Members, Committees, the RFU and the external organisations, ensuring adherence to brand standards both digital and print
- Create and maintain an effective digital communication strategy for the County's website and its utilisation of social media (Twitter, Facebook etc.)
- Ensure adherence to brand standards of all County communications, merchandise, kit and clothing
- Assist as necessary the other County committees with marketing and sales support and gathering regular information for publication
- Manage County banners, signage and gazebos so that they can be provided free of charge to member Clubs for special events and recruitment of players and volunteers
- Review and recommend any other marketing aspect for the benefit of the County and its members

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- Promote the ethos and core values of rugby football.

7.6. Delegated authority

The Middlesex Management Board has delegated certain authority and powers to the Communications & Innovation Committee as set out in these Terms of Reference, and Matters Reserved for Board and Delegated Authority Policy.

7.7. Owner of this Policy

The Chair of the Communications & Innovation Committee owns these Terms of Reference and will review and update them as required on an annual basis for approval by the Middlesex Management Board.

7.8. Document Approval History

Date	Version	TOR's Approver	Comment
TBD	Draft	Middlesex County RFU Communications & Innovation Committee	TBD
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8. Middlesex County RFU Competitions Committee

8.1. Purpose

The purpose of the Middlesex County RFU Competitions Committee ('Competitions Committee') is to assist the Middlesex Management Board in providing and administering club competitions that promote and sustain the development of rugby throughout the County.

8.2. Composition

The Competitions Committee is comprised of:

- The Chair (Member of the Middlesex Management Board)
- Vice Chair
- Committee Secretary
- Middlesex Cup Secretary
- Middlesex Bowl Secretary
- Middlesex Vase Secretary
- North-West Floodlit Cup Secretary
- Griffin Cup (Women) Secretary
- Hertfordshire Competitions Chair
- RFU league secretaries
- RFU Representative (co-opted).

8.3. Frequency of Meetings

The Competitions Committee meets at least 3 times per season and ad hoc as required.

8.4. Accountability

The Competitions Committee reports to the Middlesex Management Board.

8.5. Responsibilities

The responsibilities of the Competitions Committee are to:

- Manage and administer all the County club competitions
- Recommend appointments of officials to administer league rugby competitions
- Promote new / revised competitions catering for the development and retention of players in the County
- Ensure the Competitions budget is adequate and controlled.

8.6. Middlesex 7's Festival

Purpose

The Middlesex 7's Festival is a sub-committee of the Competitions Committee. Its purpose is to:

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- Promote, attract and encourage teams and spectators to attend a 7's Festival in the County
- Organise, promote and manage a rugby 7's event for men's and women's teams at all levels from clubs, universities and invitation teams
- Ensure that all competitions are held under World Rugby 7s Rules and Regulations.

Responsibility

The Middlesex 7s Festival Committee is responsible for:

- Organising, promoting and managing a rugby 7's Festival for men's and women's teams at all levels whether from clubs, universities or invitation teams
- Ensuring that the Festival is held under World Rugby 7s Rules and Regulations.

Composition

The Middlesex 7s Festival Committee is comprised of:

- The Chair
- Treasurer
- Competition Manager
- Marketing Manager
- Sponsorship & Advertising Manager
- Committee Secretary.

8.7. Delegated authority

The Middlesex Management Board has delegated certain authority and powers to the Competitions Committee as set out in these Terms of Reference, and the Matters Reserved for Board and Delegated Authority Policy.

8.8. Owner of this Policy

The Chair of the Competitions Committee owns these Terms of Reference and will review and update them as required on an annual basis for approval by the Middlesex Management Board.

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9. Middlesex County RFU Rugby Development Committee

9.1. Purpose

The Middlesex County RFU Rugby Development Committee ('Rugby Development Committee') supports rugby at club level throughout the County.

9.2. Composition

The Rugby Development Committee is comprised of:

- The Chair (member of the Middlesex Management Board)
- The Middlesex Transition and Integration Manager
- Club Volunteers that focus on:
 - Volunteer Development
 - Volunteer Reward and Recognition
 - Facilities
 - Playing men and women
 - Age grade rugby (mixed, boys and girls)
 - Funding
 - Schools, Colleges and University Rugby.

9.3. Frequency of Meetings

The Rugby Development Committee meets bi-monthly during the season, or as required. Meetings are held at clubs throughout the County, or via Zoom.

9.4. Accountability

The Rugby Development Committee reports to the Middlesex Management Board.

9.5. Responsibilities

The responsibilities of the Rugby Development Committee are to develop and implement plans to:

- Develop and implement plans in conjunction with the RFU staff to support the County in achieving its strategic objectives
- Ensure that the plans include the following:
 - Grassroots rugby - including mini and junior rugby, the adult game, schools, colleges and universities and all rugby playing establishments
 - Volunteers - develop and strengthen volunteering within the County and reward and recognition
 - Club Development - provide support for all clubs to become more sustainable in terms of player base, facilities and RFU Accreditation.
- Continue to strengthen our member clubs by supporting their growth, sustainability and development
- Develop coaches and referees at all levels within Middlesex both women and men by providing quality coaching and referee development programmes

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- Ensure the Rugby Development budget is adequate and controlled.

9.6. Sub-Committees of the Rugby Development Committee

The Rugby Development Committee has the following sub-committees

- Team Middlesex Representative Committee
- Coaching and Referee Development Committee.

These committees all report to the Rugby Development Committee through the Middlesex Transition and Integration Manager:

9.6.1. Team Middlesex Representative Committee

Purpose

Team Middlesex Representative Playing Committee manages representative rugby for men and women, and age grade rugby.

Responsibilities

The responsibilities of the Team Middlesex Representative Committee are to:

- Ensure that there is a quality and fully transparent (e.g. identification, playing, training and skill) development programme supported by the very best coaches for all players representing the County
- Engage with all clubs, schools and universities to maintain and develop the player pathway to enable players to perform to their fullest potential and to the highest level of their aspirations, skill and experience
- Meet regularly with the various team managers and coaches to discuss on-going playing, coaching development, programme evaluation and progress
- Ensure that the playing budget is adequate and controlled
- Liaise with the appointed academy in relation to the Developing Player Programme and coach development.

Composition

- Transition & Integration Manager (Chair)
- Team Middlesex Administrator
- Senior Men's Team Manager
- Senior Men's Lead Coach
- Men's U20s Team Manager
- Men's U20s Lead Coach
- Boys' U18s Manager / Youth Director of Rugby
- Boys' U17s Manager
- Boys' U17s Lead Coach
- Boys' U14s, U15s & U16s Middlesex & London Irish DPP Liaison Officer
- Senior Women's Manager
- Senior Women's Lead Coach
- Girls' U18s Manager

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- Girls' U18 Lead Coach
- Girls' U15s Manager
- Girls' U15s Lead Coach
- Vets Team Manager.

The above roles may be subject to change.

9.6.2. Coaching and Referee Development Committee

Purpose

The purpose of the Middlesex Coaching and Refereeing Development Programme is to:

- Develop all coaches at all levels within Middlesex by providing a quality coaching development programme
- Develop referees by providing a quality referee development programme
- Meet regularly and report to Middlesex Management through the Rugby Development Committee.

Responsibilities

- Develop a close working partnership with Middlesex Member Clubs, Schools, Universities, Colleges and London Irish Academy
- Keep an up to date database of coaches and new referees within Middlesex
- Run Coach and Referee education sessions each season
- Promote the free use of the RCD on-line coaching tool to Middlesex coaches and referees
- Mentor 6 coaches each season towards the Level 3 coaching award
- Run a post season coaching / refereeing conference
- Organise end of season Coaching and Refereeing recognition Awards.

Composition

- Chair
- Middlesex Transition and Integration Manager (Member of Middlesex Management Board)
- Membership Secretary
- London Irish Academy Coach Development Officer
- RCD Representative
- Mentors / Coach Developer(s)
- Local Delivery Team Coaching Advisor
- Local Delivery Team Refereeing Advisor
- Communications Manager.

9.7. Delegated authority

The Middlesex Management Board has delegated certain authority and powers to the Rugby Development Committee as set out in these Terms of Reference, and the Matters Reserved for Board and Delegated Authority Policy.

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9.8. Owner of this Policy

The Chair of the Rugby Development Committee owns these Terms of Reference and will review and update them as required on an annual basis for approval by the Middlesex Management Board.

9.9. Document Approval History

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TBD	Draft	Middlesex County RFU Rugby Development Committee	To be ratified next August to September 2020
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10. Middlesex Management Board Roles

10.1. President

10.1.1. Role

The President is an Officer of Middlesex County RFU Ltd ('the County'). The President is elected at the County AGM for a term of office of two years.

10.1.2. Accountability

The President reports to the Middlesex Management Board.

10.1.3. Responsibilities

The responsibilities of the President are:

- Head of the County and be its principal spokesman
- Member of the Middlesex Management Board
- Chairs all General meetings of the County
- Represents the County at all games, competition finals and various meetings and events
- Visits Clubs in membership on match days during the season
- Acts as an ambassador for the County
- Approves unplanned expenditure of <£5,000 in combination with another Officer.

10.1.4. Delegated authority

The Middlesex Management Board has delegated certain authority and powers to the President as set out in these Terms of Reference, and the Matters Reserved for Board and Delegated Authority Policy.

10.2. Chair

10.2.1. Role

The Chair is an Officer of Middlesex County RFU Ltd ('the County'). The Chair is elected annually at the County AGM with the expectation of serving for at least three years and a maximum of nine years.

10.2.2. Accountability

The Chair reports to the Middlesex Management Board.

10.2.3. Responsibilities

The responsibilities of the Chair are:

- Chairs Middlesex Management Board meetings

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- Manages the County to ensure strategic and business plans are effectively implemented, the results are monitored and reported to the Middlesex Management Board; financial and operational objectives are attained
- Ensures that the Middlesex Management Board efficiently directs and co-ordinates the business of the County
- Coordinates the work of all County Committees, sub-committees and task-groups and ensures they meet regularly
- Ensures that persons who have the right skills for the job are recruited to fill any vacant posts and that they are filled as quickly as possible
- Ensures that the County's long-term strategic plan is regularly reviewed and updated
- Plans ahead and delegates as appropriate
- Approves unplanned expenditure of <£5,000 in combination with another Officer.

10.2.4. Delegated authority

The Middlesex Management Board has delegated certain authority and powers to the Chair as set out in these Terms of Reference, and the Matters Reserved for Board and Delegated Authority Policy.

10.3. Secretary

10.3.1. Role

The Secretary is an Officer of Middlesex County RFU Ltd ('the County').

The Secretary is elected annually at the County AGM with the expectation of serving for at least three years and a maximum of nine years.

10.3.2. Accountability

The Secretary reports to the Middlesex Management Board.

10.3.3. Responsibilities

The responsibilities of the Secretary are:

- Member of the Middlesex Management Board
- Chair of the County Governance Committee
- Principal administration officer of the County and the main link between the County and its Clubs, the RFU and all outside agencies
- Coordinate all the County's activities whilst ensuring confidentiality is maintained
- Grants approval for Cross Border fixtures, Tours, Festivals and Tournaments
- Establishes effective communication with media on all issues affecting the County, Clubs and affiliated Bodies
- Manage the County Office and its staff and / or employees

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- Assist the Chair of the Communications & Innovation Committee in all public relations activities and press liaison, website and social media
- Develop and manage the County Clubs' database and communication channels to include web site and social media
- Assist Communications & Innovation Committee with communications, marketing and sponsorship opportunities
- Collect data on the Game
- Approves unplanned expenditure of <£5,000 in combination with another Officer.

10.3.4. Delegated authority

The Middlesex Management Board has delegated certain authority and powers to the Secretary as set out in these Terms of Reference, and the Matters Reserved for Board and Delegated Authority Policy.

10.4. Treasurer

10.4.1. Role

The Treasurer is an Officer of Middlesex County RFU Ltd ('the County').

The Treasurer is elected annually at the County AGM with the expectation of serving for at least three years and a maximum of nine years.

10.4.2. Accountability

The Treasurer reports to the Middlesex Management Board.

10.4.3. Responsibilities

The responsibilities of the Treasurer are:

- Member of the Middlesex Management Board
- Chair of the County Finance Committee
- Prepares and sets annual budgets as required by the Middlesex Management Board and RFU requirements
- Agrees annual budgets with Chairs of County Committees
- Maintains proper records and accounts and administers the financial affairs of the County
- Prepares income and expenditure accounts and cash flow forecasts as required by the Middlesex Management Board
- Provides the RFU with any financial information of the County it may require
- Makes recommendations on financial policies of the County
- Manages the investments of the County as required by the County Investment Policy
- Ensure the requirements of the County International Tickets Policy are met
- Monitor review and control all items of expenditure

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- Liaise with the County's auditors on the preparation and audit of the County's annual financial statements
- Ensure the County files relevant financial and regulatory returns including VAT returns, taxation returns and FCA returns
- Manage and administer any RFU conditional funding in conjunction with the Chairs of the County Rugby Development Committee and the Group Officers Committee
- Receive and retain all copies of member Clubs' annual accounts
- Review the financial stability of member Clubs in conjunction with the Chair of the County Rugby Development Committee and the Group Officers Committee.
- Approves unplanned expenditure of <£5,000 in combination with another Officer.

10.4.4. Delegated authority

The Middlesex Management Board has delegated certain authority and powers to the Treasurer as set out in these Terms of Reference, and the Matters Reserved for Board and Delegated Authority Policy.

10.5. Chairs of the Committees of the Middlesex Management Board

10.5.1. Role

The Chair of a County Committee is a member of the Management Board of Middlesex County RFU Ltd ('the County').

The Chair of a Committee is elected annually at the County AGM with the expectation of serving for at least three years and a maximum of nine years.

10.5.2. Accountability

The Chair of a Committee reports to the Middlesex Management Board.

10.5.3. Responsibilities

The responsibilities of the Chair of a Committee are:

- Member of the Middlesex Management Board
- Chair of the relevant County Committee
- Manages the County Committee in accordance with the relevant Committee Terms of Reference
- Ensures regular meetings of the relevant County Committee
- Manages the activity of the County within the Committee Chair's responsibility
- Agrees annual budgets with the Treasurer
- Approves items of expenditure as a budget holder for payment by the Treasurer.

10.5.4. Delegated authority

The Middlesex Management Board has delegated certain authority and powers to a Chair of a County Committees as set out in these Terms of Reference, and Matters Reserved for Board and Delegated Authority Policy.

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10.6. Independent Member

10.6.1. Role

The Independent Member is a member of the Management Board of Middlesex County RFU Ltd ('the County').

Their role is to ensure the County meets its performance objectives, its governing body obligations and the needs of its members.

Although not involved in the day to day running of the County, the Independent Member will monitor and review the Middlesex Management Board's activity and provide challenge and feedback as necessary to enhance the performance of the Middlesex Management Board.

The Independent Member is appointed by the Middlesex Management Board, with the expectation of serving at least three years.

10.6.2. Accountability

The Independent Member reports to the Middlesex Management Board.

10.6.3. Responsibilities

The responsibilities of the Independent Member are:

- To provide constructive challenge on strategy and contract negotiation
- To improve the Board's effectiveness by offering sound judgment and impressive decision-making skills
- To offer independent advice and objectivity where appropriate
- To monitor the Middlesex Management Board making sure that they have met the agreed goals and objectives of the County, and its members
- To advise on the development of a County's future strategy
- To satisfy themselves that commercial and financial information is accurate, and that financial controls and systems of risk management are robust and defensible

11. Owner of Role Definitions

The Nominations Committee owns these Terms of Reference and will review and update them as required on an annual basis for approval for approval by the Middlesex Management Board.

12. Approval History

Date	Version	TOR's Approver	Comment
TBD	Draft	Middlesex County RFU Nominations Committee	To be ratified next August to September 2020
TBD	Draft	Middlesex Management Board	To be reviewed next August to September 2020

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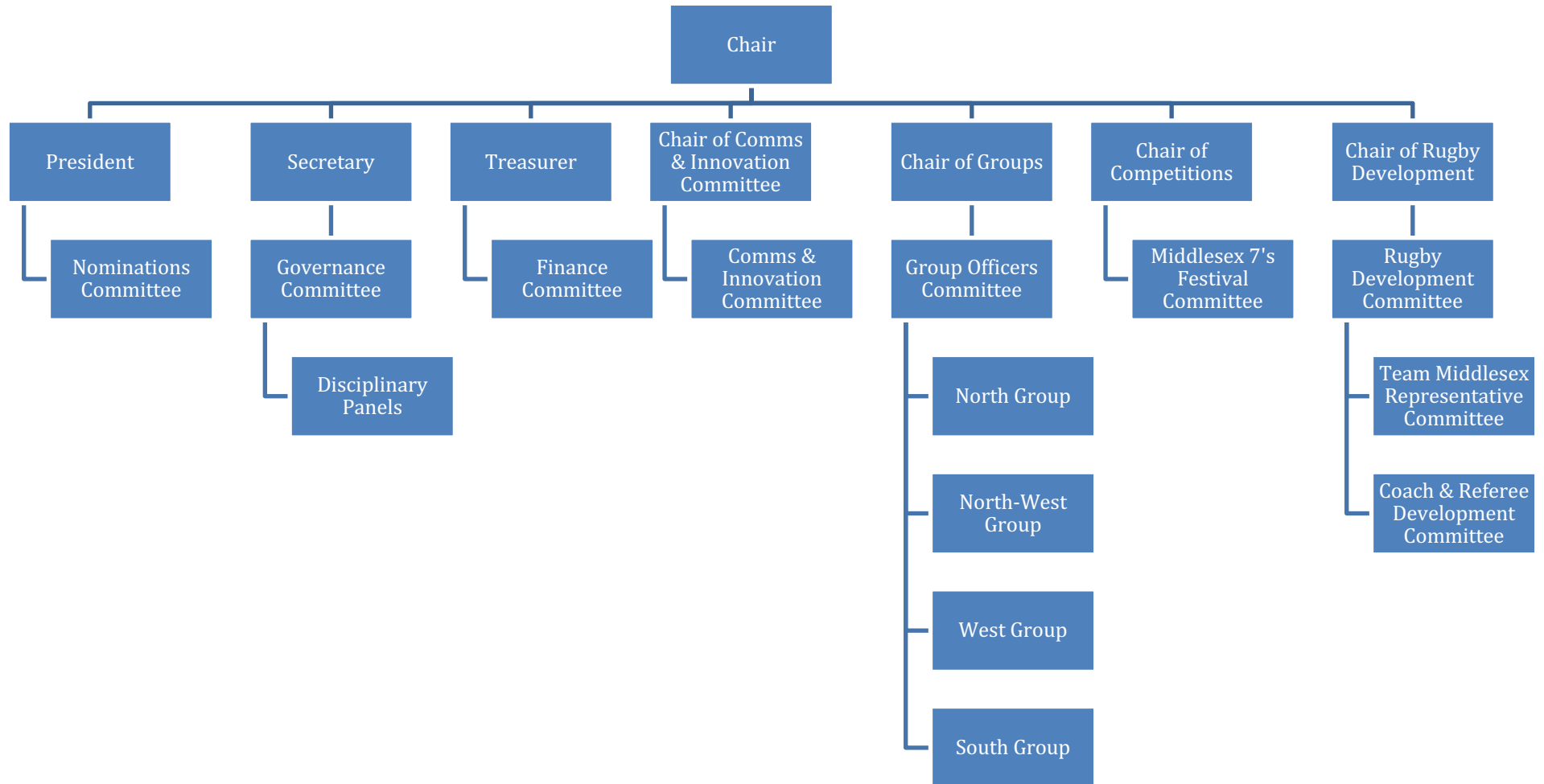


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Appendix A - Middlesex Governance Structure



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