

Terms of Reference

Inter Service Rugby Competition (ISRC) Manager

1. Position Title

Inter Service Rugby Competition Manager.

2. Competition

The Royal Navy, Army and Royal Air Force Inter Service Rugby Competition (ISRC), incorporating the Senior Men's, Senior Women's, Masters' (Over 35s) and U23 competitions.

3. Purpose of the Engagement

The ISRC Manager is engaged as an independent contractor to deliver the planning, coordination, and overseeing the delivery of the ISRC across the Royal Navy Rugby Union (RNRU), Army Rugby Union (ARU) and Royal Air Force Rugby Union (RAFRU). The contractor will coordinate stakeholders, timelines and delivery activities to achieve agreed outcomes, while supporting collaboration and continuous improvement across the competition.

The role drives effective collaboration and continuous improvement, with particular emphasis on increasing attendance, enhancing the profile of Service Rugby, promoting the ISRC brand and upholding the values of the Game and Service life.

4. Working with and providing updates to

The Inter Service Steering Group (ISSG), through the nominated single Service senior representatives of RNRU, ARU and RAFRU.

5. Scope of Services

Competition Planning & Coordination

- Work with the Service Unions to develop the competition plan, and establish and drive a structured planning cadence, including ISSG and sub-committee meetings, to maintain alignment across the competition.
- Coordinate with RNRU, ARU and RAFRU representatives to engage teams, officials and stakeholders for smooth event planning.
- Work alongside ISRC match committees, ensuring coherence, efficient use of resources, and clear ownership of deadlines and deliverables.
- Provide updates on progress, risks, issues and upcoming milestones as required, and track actions through to completion to support delivery of agreed outcomes.

Delivery Oversight

- Coordinate delivery activities to ensure timelines and agreed outputs are achieved monitoring progress across workstreams and managing dependencies proactively.
- Drive timelines and milestones, supporting match committees to deliver consistently and efficiently across all three fixtures.
- Provide match-day oversight, ensuring a designated lead is in place for each fixture.

Regulatory Compliance, Risk and Assurance

- Support the Service Unions as they ensure the competition operates in line with relevant RFU, ISRC and legislative rules, regulations and safety standards, securing necessary permits and approvals from the RFU and venues.

- Identify, manage and escalate risks, issues and dependencies, with appropriate mitigation, contingency planning and readiness assurance.

Venue and Match-Day Coordination

- With the Service Unions, oversee the selection and preparation of venues, so they meet safety and operational requirements, including club and Service hospitality needs.
- Coordinate with venue owners, local authorities and stakeholders to enable support, compliance and delivery readiness.
- Oversee key match-day elements including ticketing and sales, match-day programmes, and production requirements (e.g. screens, LEDs and partner activations). Working with venues, production partners, sponsors and stakeholders to enable aligned planning, clear requirements and effective, professional execution.
- Oversee match-day operations so matches run smoothly, coordinating with venue staff, Service Unions and officials on key elements such as team check-ins, officials, security and medical support. Guide logistics and address operational needs on the day.
- Engage with charity partner and sponsors to make sure commitments are delivered in line with agreements.

Marketing and Communications

- With the Service Unions, stadiums and the ISRC marketing and communications partner, oversee the development and delivery of a marketing and communications plan to promote the ISRC to stakeholders, fans and the media.
- Liaise with marketing agencies, venues and broadcasters (including BFBS) to promote and broadcast events, and oversee management of the ISRC social media accounts, website and press releases.
- Serve as principal conduit between marketing partner (currently The SoCo.) and the match committees, ISSG and Service Unions.

Budget Management

- Provide support to the ISSG and Match Day Committee treasurers, in budget preparation, monitoring and reporting as required, highlighting any financial risks or pressures impacting delivery.

Evaluation and Continuous Improvement

- Deliver post-event and post-season reviews and recommendations for continuous improvement.
- Review and update the ISRC Handbook, and support ongoing development of the competition, including increasing attendance and improving delivery standards.

6. Key Competencies

- Exceptional organisational and project management skills, with the ability to provide structure, maintain momentum and deliver against timelines.
- Strong interpersonal and communication skills, and the ability to work effectively with diverse stakeholders, including military personnel.
- Ability to identify and manage risks and dependencies, with sound crisis-management and problem-solving skills.
- Proficiency in event management software and tools.
- Good knowledge of military rugby organisation and culture.

7. Key Performance Indicators

To be agreed at the start of each season.

8. Duration and Working Hours

This is a self-employed contract for a 36-month period, with a break by mutual consent at 12 months if required. The delivery of these services will require availability at key periods, including evenings and weekends during IS match windows.

9. Independent Contractor Status

The ISRC Manager is engaged as an independent contractor and is not an employee, worker or agent of the Royal Navy, Army or Royal Air Force Rugby Unions.

The contractor shall determine the manner and method by which the services are delivered, subject to meeting agreed outputs and deadlines.

The contractor may propose a suitably qualified substitute to deliver the services, subject to reasonable approval.

10. Confidentiality

The ISRC Manager must maintain strict confidentiality regarding partner contract details, competition planning, team-related information and other sensitive matters.

11. Amendments

These Terms of Reference may be amended by agreement between the parties.

12. Approval

These Terms of Reference are approved by RNRU, ARU and RAFRU on 22 June 26.

Sarah Oakley
Chair
RNRU

Mark Davis
Vice Chair
ARU

Al Roberts
IS Director
RAFRU